

Spotlight on...

Staff networks & DEI



Staff Networks

FireWAW (Women at Work)

International Women's Day

We're thrilled to be celebrating International Women's Day this year with not just one, but two inspiring events. On 4 March, our HQ opened its doors for a special performance of the uplifting and thought-provoking play **Trailblazing Women have always been Firefighters**, shining a spotlight on the remarkable women who have shaped and strengthened our sector including women here at WYFRS. Alongside this, we're proud to be partnering with West Yorkshire Police to host a dedicated conference that brings people together to share stories, champion progress, and celebrate the incredible contributions women make across our communities. (Photo from last years IWD Conference in partnership with WYP).

Iftar/Ramadan Event

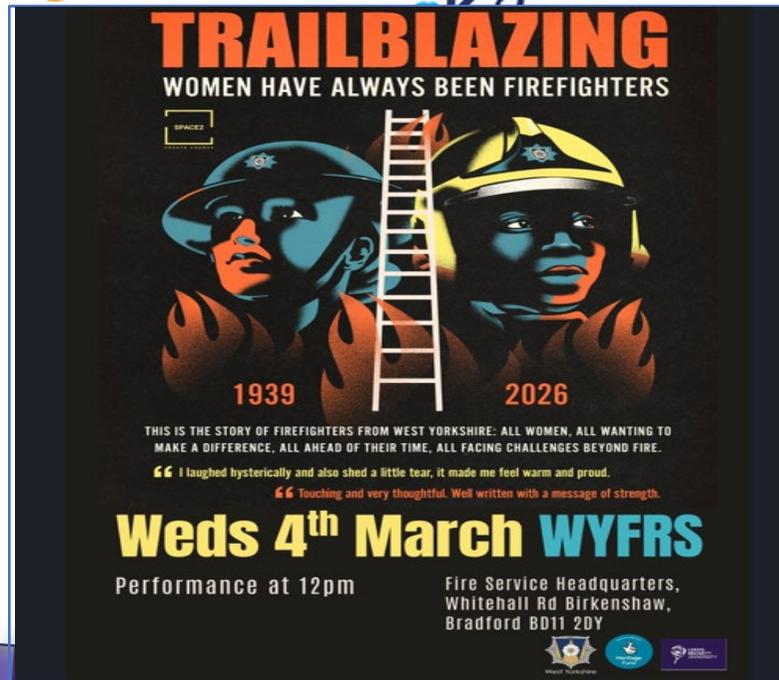
FireREACH (Race and Ethnicity)

We were very pleased to host an Iftar at our HQ on 11 March, a gathering open to all employees, their families, and members of our wider communities. It's an opportunity to come together in a spirit of reflection, unity,



and shared understanding as we mark this important moment in the Ramadan calendar.

We were delighted to welcome Imam Hamzah Hussain back for a second year. His presence, insight, and generosity of time add real depth to the evening, and we're grateful that he is able to join us again during such a significant period. Alongside the meal, the event offered



space for conversation, connection, and learning, helping us strengthen the sense of belonging that sits at the heart of our organisation. (Photo from last year's Iftar event).

LGBTQ+U are currently awaiting new national

LGBTQ+ U

guidance on what participation in Pride events will look like going forward, and they're using this moment as an opportunity to reflect and plan ahead. As part of that planning, the group is also exploring ways to mark LGBTQ+ History Month next year, with the aim of creating meaningful, visible celebrations that honour the community's stories, achievements, and

FireDAW (Disability & Wellbeing)

ongoing journey.

FireDAW continue to support the improved accessibility of the headquarters building by providing feedback and suggestions.

The co-chairs are working with the property team to consult on the redesign of the kitchen areas. The network are planning an event for Disability History Month later in the year.

FireMAGNET (Menopause)

The Co-Chairs have made an energetic and committed start, quickly setting the pace for the group's work. They've already developed a draft Menopause Action Plan that puts us well ahead of national expectations, especially as organisations are not legally required to have

one in place until 2027. Their early progress reflects both the urgency of the topic and their determination to create meaningful, practical support for colleagues experiencing menopause or perimenopause.

The draft plan will now move to the Menopause Stakeholders Panel for consultation and feedback. This stage will help ensure the actions are shaped by a wide range of voices and lived experiences.

Equality Impact Assessment (EIA)

We've built a six-month review into the new EIA App to help strengthen how policies, procedures, and projects are being applied across the organisation. This review point gives teams the chance to demonstrate their progress, highlight how equality considerations are being embedded in their work, and ensure that the approach is consistent and meaningful. This helps us build greater accountability and confidence in how EIAs are used in practice.

Diversity Monitoring

WYFRS aspires to reflect the diversity of the communities it serves. We collect and analyse equality data to demonstrate that we are

working towards this. We produce an 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.

Equality data input relies on individuals and although we have a higher than average declaration rate, we are working with the Comms team and HR to improve awareness and increase confidence to share.

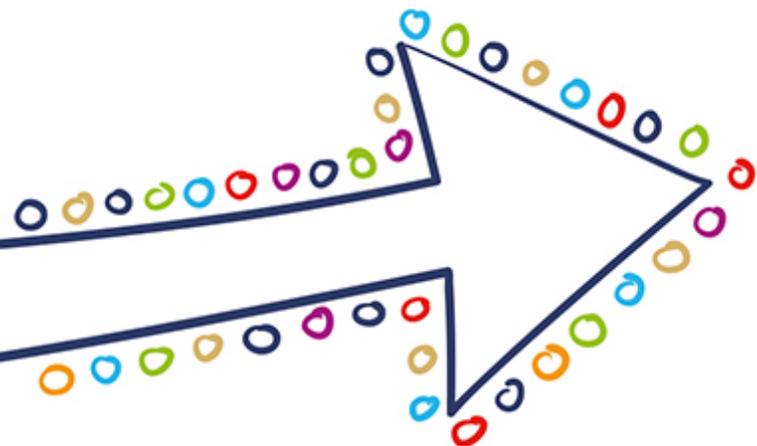
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Spotlight on...

Positive Action & Community Engagement

January – February 2026



➔ What was the need, how was it identified?

WYFRS continue to run Positive Action initiatives as an 'always on' approach. This is part of our commitment to remaining in the hearts of our communities throughout the year. Our innovative 'Have a Go' day aimed at partners working with our communities was a huge success and planning has commenced for several upcoming initiatives, including work experience and the Killingbeck Summer Sessions.

➔ What did we do?

'Have a Go' Days

Continuing from last quarter's successful first 'Have a Go' day; we hosted another at Dewsbury FS with White Watch on 17th January, aimed specifically at South Asian females. This is to encourage South Asian females to apply for the firefighter role as currently we have no firefighters from this background. 11 South Asian females attended from community groups, such as female sports teams and charity organisations. Our aim was to continue building strong relationships with South Asian females who can use their reach to share recruitment information with other

women; in a bid to inspire others and increase applications for firefighting roles.

The attendees tried out several activities, including enclosed space and entanglement simulator, ladder climb, working with hoses and a tour of the fire engine. Those that attended provided positive feedback. This work directly resulted in one attendee applying for a role within WYFRS and we are now looking to host an awareness session with one of the attendees who owns a women-only gym in Dewsbury.

“
We loved how comfortable and welcome you made us feel, and we loved the stations that you set up for us
”

Pudsey RAF Cadet Visit

Mani, Rhi and Stanningley White Watch attended at the RAF cadets base in Pudsey on 19th January. We delivered recruitment talks to over 60 cadets, as well as providing a detailed tour of the fire engine and a Q&A opportunity.



We ended the night by attending their awards ceremony. This is a great example of partnership working that provides young people from our local communities an insight into a career with the fire service.

Leeds City College Visit

On 22nd January, Mani and Rhi attended the Enfield Centre, Leeds City College. The Enfield Centre provides ESOL classes for the local community where we spoke about possible careers in the fire service. We highlighted the importance of having a diverse workforce which represents our diverse communities which ensures that we can continue to deliver key prevention and safety messages to everyone in our communities. We also used the opportunity to show the students how to make a Safe and Well referral via our website. The students were very engaged and we came away having built a stronger bond between the students and the fire service.

Bradford New College Uniformed Services

On 29th January, uniformed services students from Bradford New College attended Bradford Fire Station to get an insight into life at a fire station. This is part of ongoing work across districts to provide opportunities for students to get first hand engagement at fire stations and provide clear pathways from studying

engine by Bradford Green Watch and took part in a tabletop exercise hosted by a District Support Officer, which included decision-making, communication and teamwork skills, showing the real depth of the students learning and understanding of emergency services.

Positive Action Training

The first of 2 Positive Action training workshops were delivered to the People and Culture Directorate by Capstick's solicitors. The training, and resulting discussions, clearly indicated WYFRS' commitment to ensuring that we are attracting applicants from all groups within our communities.

Careers Events and Fairs

We have continued to attend careers events across districts to inspire the next generation and highlight the variety of job roles that WYFRS offer.

What are we doing next?

Work Experience

We are collating resources and filling the timetable for our operational work experience and have begun identifying potential departments and teams to host office-based work experience students at HQ.

Wholetime Recruitment

WYFRS have commenced a fresh round of recruitment for wholetime firefighters. As such the female fitness development sessions recommence on 17th March, for 5 weeks.

Killingbeck Summer Sessions

We have begun work on our engagement plan to advertise the sessions out to girls in the Killingbeck area – with a focus on engaging local girls to help build those positive relationships and role models at station.

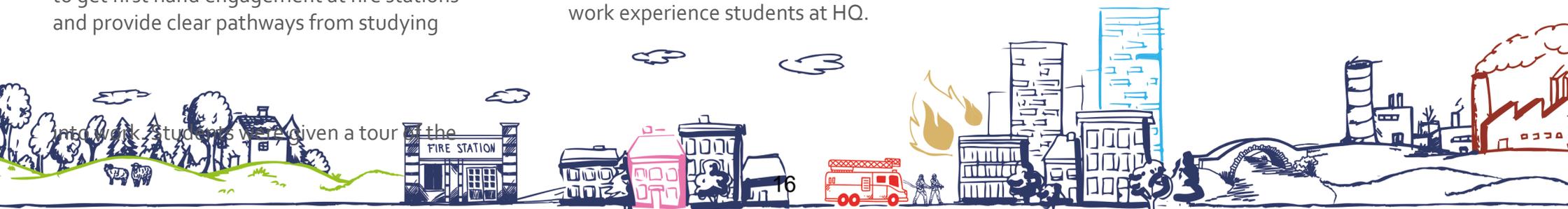
LCC VAWG

Leeds district have agreed to support Leeds City College to host a talk to their male students about toxic masculinity and violence against women and girls; bolstering the message with a male firefighter as a positive role model.

Contact

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OFFICIAL

Agenda item: 07

Gender Pay Gap Report 2025

People & Culture Committee

Date: 27 March 2026

Submitted by: Director of People and Culture

Purpose: To report the 2025 Gender Pay Gap and provide an update to the People and Culture Committee of the West Yorkshire Fire and Rescue Authority on submitted Gender Pay Gap data for the year ending 31 March 2025 and actions to support closing the gap.

Recommendations: To note the report

Summary: WYFRS has a pay gap of 7.2% which is 0.4% lower than the 2024 pay gap (7.6%). The UK Gender Pay Gap figure for all employees published by ONS in November 2025 is 13.4%. Across the West Yorkshire Local Authorities a combined pay gap of 9% is reported. WYFRS pay gap is lower than national and West Yorkshire figures.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Ian Stone, Head of Organisational Development, Skills & Talent.
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Background papers open to inspection: None

Annexes: Annexe 1 – Gender Pay Gap Report 2025 Final

1. Introduction

- 1.1 West Yorkshire Fire and Rescue Authority (WYFRA) must conduct gender pay reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, to be published by 31 March annually. The attached report (Annex 1) provides the Authority with the opportunity to scrutinise the organisations publicly available Gender Pay Gap Report 2025, the progress and actions referenced in the report.
- 1.2 WYFRA is required to provide a range of pay gap calculations, including mean and median pay gap information from 31 March 2024. This is published on gov.uk (<https://gender-pay-gap.service.gov.uk/employers/228>), and the Authority's website (<https://www.westyorksfire.gov.uk/gender-pay-gap-report>). To add extra depth the report additional data slices are voluntarily shared (e.g. by function and department) and current data is compared with previous year's data where appropriate.

2. Reporting Gender Pay Data

- 2.1 A "gender pay gap" shows the difference in hourly earnings of male and female employees. This is captured by expressing pay data as a percentage of male earnings, e.g. a 10% gender pay gap indicates females earn 90p on average for each £1.00 of male earnings, whereas a (minus) -5% pay gap indicates women earn £1.05 for each £1.00 of male earnings.
- 2.2 West Yorkshire Fire and Rescue Service (WYFRS) has a gender pay gap of 7.2%, a 0.4% reduction from the 2024 gap of 7.6%.
- 2.3 WYFRS pay gap continues to track lower, year on year than the Office for National Statistics (ONS) all employees pay gap, which is 13.4% for the same period, some 6.2% below. For the same period, WYFRS is 1.8% below the combined pay gap data from the five West Yorkshire Local Authorities.
- 2.4 Employers are required to provide statements outlining underlying causes of pay gap and share actions taken and planned to minimise the gap. The Gender Pay Gap Report 2025 data is used to inform specific projects and actions through the People and Culture Strategy and Diversity and Inclusion Action Plans.
- 2.5 Deadline for publication on the Government portal is 31 March 2026 and 31 March 2025 is the date used for calculations in line with reporting requirements.
- 2.6 Data and analysis included in the annexe are calculated using standard methodologies from the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, based on "ordinary pay" received by "relevant employees," which includes additional responsibility allowances and specialist skills allowances. The organisation is expected to publish information on the following:
 - a) Mean (average) pay gap.
 - b) Median pay gap
 - c) Proportion of male and female employee in each salary quartile band.

- 2.7 The Gender Pay Gap report does not include responses to three further requirements (d, e, f in the regulations) which are focused on mean, median and quartiles bonus payments because the organisation does not pay bonuses.
- 2.8 Any employee employed on 31 March 2025 paid normal basic pay during the reporting pay period will be included, irrespective of terms and conditions for.

3. Additional Pay Gap Reporting

- 3.1 Work is underway to extend pay gap reporting to disability and ethnicity, by expanding the data set accordingly, guidance from the Government Office for Equality and Opportunity is awaited to inform this work (e.g. what data to include and how to categorise and report it).

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. People and Diversity Implications

- 6.1 The organisation continues to work to ensure it meets obligations set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. As an inclusive employer we seek to increase representation from females where they are underrepresented across the organisation.
- 6.2 There is no difference in the pay for people doing the same job. Jobs are evaluated using an objective points-based job evaluation scheme, which provides assurance for members of the Authority that all people are paid on the basis of the work they do and not their sex or any other protected characteristic.

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 None directly arising from the report.

9. Environmental Implications

9.1 None directly arising from the report.

10. Risk Management Implications

10.1 None

11. Duty to Collaborate Implications (Police and Crime Act 2017)

11.1 None

12. Your Fire and Rescue Service Priorities

12.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- Enhance the health, safety, and well-being of our people.
- Prioritise a people first mindset through ethical and professional leadership and management
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.

13. Conclusions

13.1 The organisation is confident our 7.2% gender pay gap does not stem from paying men and women differently for equivalent work. The gap exists as a result of roles men and women deliver across the organisation and the salaries those roles attract.

13.2 Proactive, focused and ongoing positive action, outreach and inclusion work delivers two key aims; firstly to continue to connect and raise the profile of the organisation as a good place to work, particularly among underrepresented groups across our workforce and our communities; secondly to continue attracting talent by identifying and removing barriers, (Without reducing high standards) and supporting talent development from underrepresented groups across our service. Members of the People and Culture team work alongside colleagues in firefighting roles and enabling functions to promote careers with the organisation and use data and intelligence to identify and remove bias from recruitment and selection stages.

13.3 The organisation has steadily increased numbers of female firefighting colleagues entering the workforce which over time changes the pay gap. As female operational colleagues achieve promotion and move through the ranks this positively impacts on pay gap data. Within Enabling functions, (Green Book) additional outreach and engagement work helps to showcase the organisation as a great place to work by showcasing roles across WYFRS. However, ongoing differences in public, private sector and WYFRS salaries has an impact on voluntary attrition.

- 13.4 It is encouraging the organisations gender pay gap continues to track significantly lower than national and West Yorkshire (5 LA's) pay gap data. However, we don't stand still, nor are we complacent; we are committed to reduce the pay gap further.
- 13.5 The expansion of reporting to cover disability and ethnicity pay gap reporting is captured in the People and Culture Directorate workstreams and data sets developed to ensure we are in the best place to expand pay reporting, consider and deliver actions to address pay gaps identified.



Gender Pay Gap Report

2025



Ownership: Ian Stone, Head of Organisational Development, Skills & Talent

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Statement from the Chief Fire Officer, John Roberts & Chair of West Yorkshire Fire & Rescue Authority, Councillor Darren O'Donovan

We monitor and report on gender pay gap annually. Our pay and grading structure is based on the job, not who occupies it. We deliver equitable treatment for everyone who works with us, regardless of personal circumstances and protected characteristic(s). We are proud to report a reduction yet again in our gender pay gap. Our commitment to an inclusive workforce is unwavering. Steps we take to move forward, including outreach and positive action measures, and work to raise West Yorkshire Fire Service's (WYFRS) profile amongst underrepresented groups as a great and inclusive place to work are making a difference.

Our salary scales are available for anyone to view as we believe in pay transparency. Pay rates clearly show everyone doing the same job is paid a salary within the same grade or range. Incremental pay increases are based on experience and performance alone.

We continue to take steps to make sure females who share fire service values and are thinking of a career as a firefighter are encouraged to join us; this is having a positive impact. We see more females within WYFRS, particularly in firefighting roles, though we are not complacent. There remain significantly more males than females in operational roles. We deliver events and initiatives to reach out and enable females (and people from underrepresented groups) to join and progress with us. We continue to improve how we reach, connect with and recruit people from across the communities of West Yorkshire. We deliver positive action and other practical steps to shift our gender imbalance in operational firefighting roles. Being a firefighter is a tough but incredibly rewarding career, and your sex or other protected characteristics is not a barrier to making West Yorkshire Safer from fires and other emergencies.

We continue identifying, understanding and where appropriate removing barriers. We stand up for what is right and work hard to maximise opportunities for underrepresented people. Women and people from underrepresented groups can and do make fantastic WYFRS Firefighters and we work regionally and nationally to influence and share best practice highlighting positive differences and showcasing our diverse people and roles.

WYFRS gender pay gap stands at **7.2%**, tracking 46% below the ONS data of **13.4%** for 2025 (Provisional) and 20% below the **9%** pay gap data for the five Local Authorities within West Yorkshire. We pay people based on a transparent salary range for the job. People are appointed on their values, behaviours, experience, and expertise alone; pay structure doesn't favour any group.

We continue to move forward over the longer term and continue making progress, though the way ahead is long. Our projects, outreach and positive action measures continue to help move us forward to achieve the enormous benefits a diverse workforce and an inclusive organisation bring to our people and the communities of West Yorkshire.



Cllr Darren O'Donovan

Chair of the Fire Authority



John Roberts

Chief Fire Officer

Introduction

West Yorkshire Fire and Rescue Authority (WYFRA) carries out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information Regulations 2017).

Gender pay reporting is used to compare pay rates and bonuses paid by gender. At WYFRA all jobs are evaluated against a consistent pay and grading scheme and allocated to a specific grade range based on the evaluation of the job, not the person. People who join or change jobs are appointed to an agreed pay point for each job. Pay rates are transparent and everyone is appointed based on knowledge, skills, and experience within salary range for the role.

The Gender Pay Gap enables WYFRA to understand pay data from a gender equality perspective. The report illustrates the balance of male and female employees at different pay levels and enables the organisation to put steps in place to address any inequalities identified.

Regulatory Requirements

The regulations give a wide definition of who counts as an employee, (e.g. the self-employed & agency workers); for WYFRA this includes all employees of West Yorkshire Fire and Rescue Service (WYFRS) regardless of role and terms and conditions of employment.

To report the Gender Pay Gap there are six calculations organisations must carry out:

- a) Mean pay gap – average hourly pay for males compared with females.
- b) Median pay gap – mid-way point from lowest to highest hourly rates for males compared with females.
- c) Male and female employees in each salary quartile band.

There are a further three calculations required under the regulations, which do not apply to because the organisation does not pay any bonus:

- d) The mean (average) bonus pay gap.
- e) The median bonus pay gap.
- f) The proportion of males and females receiving a bonus payment.

WYFRA voluntarily shares additional pay data in the spirit of transparency. Figures reported are calculated using methodologies from the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 using guidance issued by the Women & Equalities Office (WEO) and ACAS.

West Yorkshire Fire and Rescue Service Gender Pay Data

Workforce Information – Total Employees

The report data is as of 31 March 2025. For reporting purposes, our workforce is designated into five separate employee groups.

1. **Enabling Functions**, our support and service delivery teams who provide professional services, deliver prevention or protection responsibilities, and enable our operational (firefighting) workforce to deliver.
2. **Operational Whole Time**: our professional firefighting colleagues and people in front-line firefighting operations and operational ranks.
3. **Fire Control**: colleagues who take and prioritise emergency fire calls and carry out initial incident management until our fire crews arrive.
4. **On Call**: Firefighters who provide services within communities where a whole-time station is not provided.
5. **Community Response**: a response team in the event of withdrawal of services by firefighters, e.g. during strikes.

WYFRS Staff 2025 Data*			
Employee Group	Female	Male	
Enabling Functions	182	159	
Operational Whole Time	98	844	
Fire Control	32	15	
Community Response	0	26	
On Call	12	129	Totals
Totals	324	1173	1497

Figure 1: Table showing male and female employees and their employee group.

* Includes all roles, not just people included in pay gap reporting.

A) Mean (Average) Pay Gap

In 2025 average hourly rates for females increased by £0.58 to **£18.28**. In 2024 Average pay was £17.70, in 2023 this was £16.59. Male average hourly rates for 2025 were **£19.69**, an increase of £0.54, (Hourly rates for males in 2024 were £19.15, and £18.09 in 2023).

The gender pay gap has **decreased** to **7.2%** this year, dropping a further 0.4%. in monetary terms reducing from £1.45 per hour in 2024 to **£1.41** in 2025. This gap equates to females having to work an additional 3 hours and 14 minutes each week (based on 42 hours) to achieve

the same average (mean) earnings as males, a significant reduction of 30 minutes on the previous year.

2025	Female	Male	£ Gap	% Gap	Change	Trend ■ Negative ■ Slight Change ■ Positive
All - Mean (Average) Hourly Pay	£18.28	£19.69	£ 1.41	7.2%	0.4%	↓
Operational Whole Time	£18.28	£20.18	£ 1.91	9.5%	3.5%	↓
On Call	£15.87	£17.24	£ 1.37	8.0%	-1.3%	↑
Control	£17.58	£16.88	-£ 0.71	-4.2%	-1.5%	↓
Enabling Functions	£18.55	£18.87	£ 0.30	1.6%	6.4%	↓
Community Response		£13.40				

Figure 2: Table showing the mean (average) hourly pay.

The pay gap for Firefighting colleagues (Grey Book) has reduced significantly and now stands at **9.45%**, tracking lower than the 12.9% in 2024 and 10.5% in 2023. On Call has seen an increase in the pay gap, now standing at **7.95%**, an increase on 2024's 6.7%, it was 9.4% in 2023.

Enabling Functions (Green Book) have seen the biggest change, with the pay gap reducing significantly by 6.6% to **1.61%**, which is the narrowest gap reported. In 2024, the pay gap was 8.2% and 9.6% in 2023.

Pay gap data changes recorded are a result of staff turnover and the sex of the postholder, particularly in more senior roles. The Senior Operational workforce continues to show more males than females in upper quartile roles, whilst in Enabling functions this has shifted to show more balance. Overall, the Gender Pay Gap data is shifting towards a reduced pay gap, in 2025 this is 7.16%, below the 7.6% reported in 2024 and the third lowest on record.

WYFRS pay gap tracks significantly below ONS (Office for National Statistics) national pay gap data for 2025 which stands at 13.4%; the WYFRS pay gap is **6.2%** below. The chart below illustrates organisational pay gap performance over reporting years. The WYFRS gender pay is consistently lower than the official ONS UK figure and the West Yorkshire County Data.

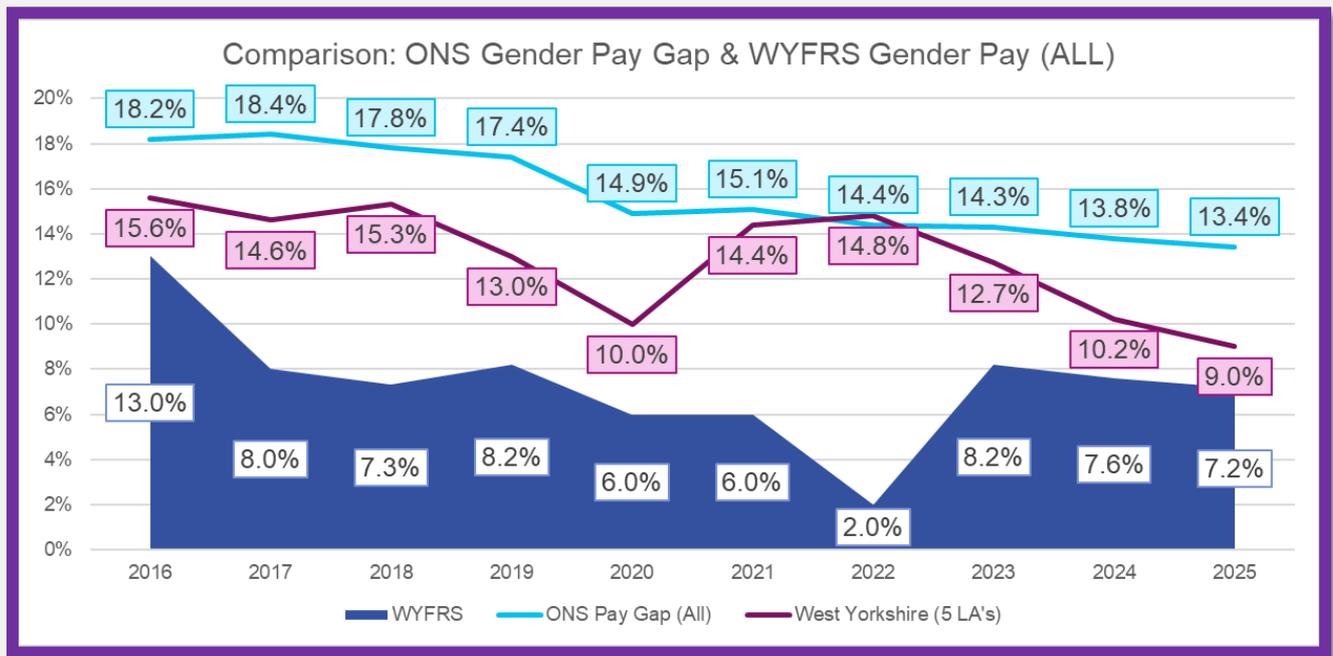


Figure 3: WYFRS Trend Comparison with ONS & WYCA Data

Comparing WYFRS with ONS pay gap data, Yorkshire, and the Humber and the five West Yorkshire Local Authority Areas (WY Region) provides a positive picture for the organisation as both the regional and national figures are higher than WYFRS:

- UK ONS Data – 13.4%, 6.2% above WYFRS
- Yorkshire & Humber - 12%, 4.8% above WYFRS.
- West Yorks (5 LA's) - 9%, 1.8% above WYFRS.

A) Median Pay Gap

2025	Female	Male	Gap	%	Gender Difference from 2024
Median Hourly Pay	£ 17.20	£ 18.55	£1.35	7.3%	0.9% ↑
Operational (Grey Book)	£ 17.73	£ 19.32	£1.59	8.2%	
On Call	£ 17.20	£ 17.20	£ -	0.00%	
Fire Control	£ 16.83	£ 17.37	£0.54	3.1%	
Enabling (Green Book)	£ 16.37	£ 18.72	£2.35	12.6%	

Figure 4: Median pay by employee group and male/female.

The median pay gap has increased by 0.9%, standing at **7.3%** overall, up 0.9% from 2024. Our pay structure is transparent. Jobs are graded around a nationally determined and fixed grading structure for Firefighters (Currently under review) and enabling colleagues (Green Book) pay

rates are aligned with fire / public sector pay, objectively graded on job requirements, not post holder; there is no difference in how male and female pay is set for equivalent roles.

The median pay gap has increased in cash, standing at **£1.35**, up from last year's £1.12 in 2024. The median salary pay difference shows males still earn more than females. The biggest change across the organisation occurs in Enabling Functions / Green Book. This has reduced by 2.24% to **12.56%** from 2024 when it stood at 14.8%.

B) Salary Quartile Bands

A quartile is defined as four equal 'slices' of pay data which by the proportion of females and males in each; as a result, there are people on the same hourly rate showing in two quartiles.

Data is split by the whole organisation, Enabling and Firefighting colleagues as shown by the tables below.

Whole Organisation

Salary Quartile Bands – Overview 2025								
Gender	High	Gender Difference from 2024	Mid (Upper)	Gender Difference from 2024	Mid (Lower)	Gender Difference from 2024	Low	Gender Difference from 2023
Female	16%	0%	18%	0%	13%	5% ↑	40%	1% ↓
Male	84%		82%		87%		60%	
0%				4% ↑				

Figure 5: Whole organisation salary distribution by quartile.

Salary Quartile Bands - Whole Organisation 2025						
Quartile	Hourly Rate Range	Females	% Females	Males	% Males	Gender Difference from 2024
Upper	£21.08 - £87.14	58	15%	317	85%	4% ↑
Mid Upper	£18.21 - £21.04	66	18%	308	82%	6% ↓
Mid Lower	£17.20 - £18.15	49	13%	325	87%	1% ↔
Low	£12.26 - £17.20	151	40%	223	60%	4% ↓
Total		324		1173		

Figure 6: Whole Organisation Quartile Pay

The small changes shown on the previous page are positive and though we aren't seeing much change in High or Mid Upper quartiles there is an increase in females (10% more females, 3% more males). The increase in female representation within the top salary quartile, (up one to 58) and mid lower quartile (Up by 20) is good to see. This demonstrates the impact of attraction and positive action work showing gradual changes in role distribution.

Comparison (Male/Female Distribution – All Quartiles)

Looking at males and females separately highlights a concentration of **47%** of females in the bottom quartile, down by 2%, compared with 19% of males. Females make up **18%** of the top quartile, though primarily because there are significantly more top quartile roles in the operational workforce, most of which are occupied by males.

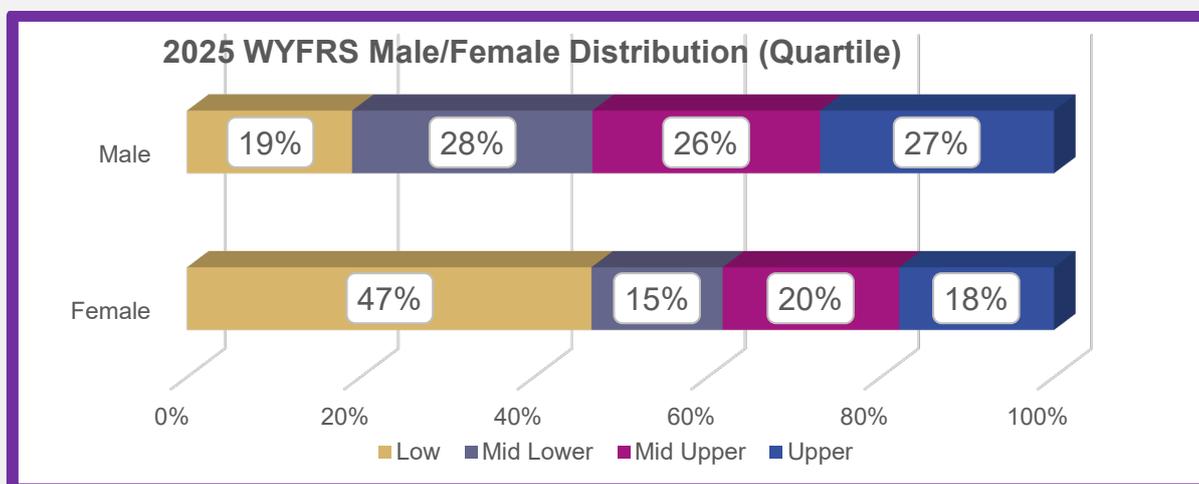


Figure 7: Chart showing distribution as a percentage between males and females in each quartile.

Enabling Functions – Green Book

Enabling Teams (Green Book) 2025							
Quartile	Hourly Rate Range	Female	% Female	Male	% Male	Gender Difference from 2024	Grand Total
Upper	£20.56 - £68.79	44	52%	41	48%	4% ↑	85
Mid Upper	£17.29 - £20.48	31	36%	55	64%	13% ↓	86
Mid Lower	£14.60 - £17.29	47	55%	38	45%	3% ↑	85
Low	£12.77 - £14.60	52	60%	34	40%	11% ↓	86
Total		174		168			342

Figure 8: Enabling Teams pay data by quartile.

This reporting year has seen a slight increase in headcount by 42, 8 females and 34 males. The proportion of females in the top quartile has risen by **4%**, offset by a reduction of males by the same margin. There has been a significant shift in the low quartile where the significant overrepresentation of females in 2024 (71%) has moved by 11% closer to parity. The mid upper quartile has seen a drop in female representation by **13%**.

Operational Colleagues – Wholetime, On-Call & Fire Control

Operational Teams (Grey Book) 2025							
Quartile	Hourly Rate Range	Female	% Female	Male	% Male	Gender Difference from 2024	Grand Total
Upper	£21.30 - £87.14	22	8%	267	92%	1% ↑	289
Mid Upper	£18.25 - £21.27	27	9%	262	91%	1% ↓	289
Mid Lower	£17.20 - £18.24	33	11%	256	89%	3% ↑	289
Low	£12.26 - £14.60	60	21%	229	79%	1% ↑	289
Total		142		1014			1156

Figure 9: Quartile data for firefighters wholetime, On Call and fire control.

Further slight changes across most quartiles are seen here, the mid lower has seen the most change up 3% on last year. As more females are recruited, this begins to show across the numbers of operational females in role, now standing at 142.

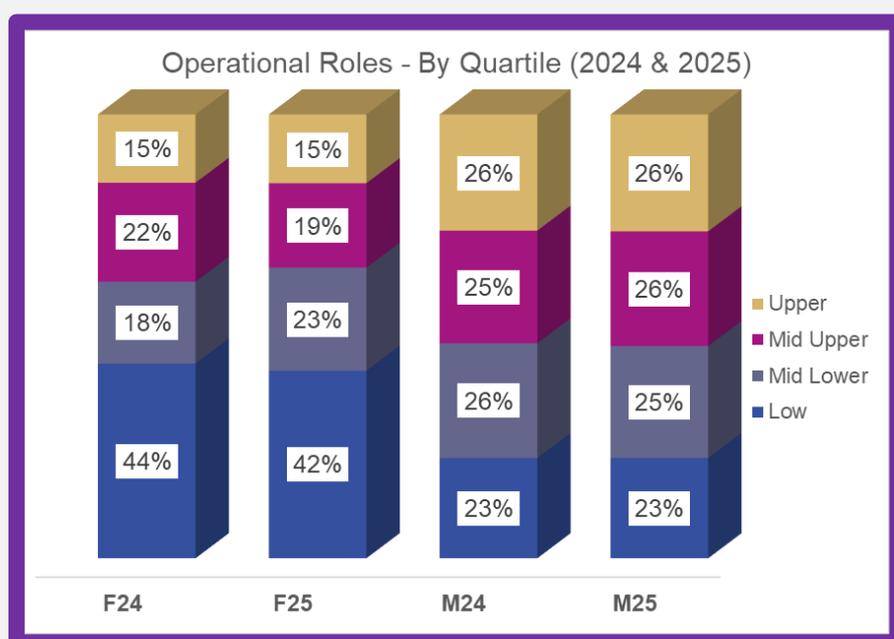


Figure 10: Chart to show quartile split by male and female operational roles.

The chart above highlights the proportion of male and female staff in each quartile. The data clearly shows the split across quartiles for male firefighting colleagues is fairly even, but for females, there is a greater concentration in the low quartile which has reduced by 2% to **42%**; an increase of **5%** in the lower-mid quartile to 23%, a slight decrease of 3% in the mid upper quartile and the top quartile remains static. The rise in women in the mid lower quartile is as a result of pay progression and more females stepping up into first line management roles.

D) to G) Bonus Payments

The Fire Service does not offer a bonus scheme. Therefore:

- D) The mean bonus pay gap - **N/A**
- E) The median bonus pay gap - **N/A**
- F) The proportion of males receiving a bonus payment - **N/A**
- G) The proportion of females receiving a bonus payment - **N/A**

Progress and Steps Taken

The mean (average) gender pay gap has changed significantly to **4.5%**. This is tracking favourably when compared with the Yorkshire and Humberside pay gap of 11.6%, the West Yorkshire pay gap data at 12.2%, and the national pay gap of 13.1%.

The West Yorkshire Fire and Rescue Service pay gap continues to track much lower than the ONS and has done so in all reporting years since gender pay gap reporting began.

The key reasons for the pay gap remain consistent:

- More males than females in operational roles. There are a greater number of females in operational roles than ever before and there are continued positive signs in this area. Positive action, increased engagement, and improvements in targeted recruitment campaigns have encouraged more females to apply and join the service. However, though more female are joining than in the past the headcount shows a relatively small proportion of females in operational roles. This challenge remains common across the Fire and Rescue labour market; progress is slow but positive:
 - Significant and sustained efforts to attract females for upcoming recruitment campaigns, with deployment of targeted advertising, development workshops, and other engagement opportunities alongside positive action outreach.
 - Removing the bleep test as the first step in recruitment following data evaluation which showed a disproportionate effect on females; replacing with an online task based assessment as stage one and Chester Treadmill as the first physical assessment, which tests to the same fitness standard in a more inclusive way.
 - Updating the promotions / development process, which shifts ranks from Crew Manager to Station Manager from a pure 'recruit/develop' model to a hybrid 'develop/recruit' approach. This focus on achieving Phase one of development first has seen greater numbers of females coming forward for development at Crew and Watch Manager roles and Station Manager level too.
 - Establishing MAGNet – a network to hear from our female workforce (and allies) about the impacts on menopause in the workplace, including considerations around PPE, working conditions and operational impacts through a menopause action plan.

- We are active regionally and nationally through work with the National Fire Chiefs Council (NFCC), including leading national groups.
- Proactive involvement from 'FireWAW' (Women at Work Staff Network) to understand barriers females face and deliver projects to overcome these where possible; recent examples include working with us on improving our maternity and adoption pay offer and delivering skills events for females in WYFRS.
- White Ribbon, a global movement to end violence against women and girls by promoting respect, equality, and compassion and through our male Ambassadors and female Champions. This work further showcases WYFRS as a safe and inclusive place for females to work.
- WFS (Women in the Fire Service) involvement at national, regional, and local level, including a phenomenally successful WYFRS event.

We continue to work hard to position West Yorkshire Fire and Rescue Authority as an employer of choice and remain proud of our record.

Our transparent pay structure means we can be sure any gender pay gap does not stem from paying male and female differently for equivalent work. The gender pay gap is a result of the specific roles in which male and female currently work within the organisation and the salaries each role attracts.

WYFRS has already taken steps to encourage gender parity, including:

- **Consolidating our evidence base:** Equality Data is routinely captured as people join us, but there are gaps in the data held on employees with longer service; work is underway to encourage people to update their data:
 - Work continues to identify barriers in firefighter recruitment and implement improvements that maintain our incredibly high standards but also identify and remove bias, for example incorporating online first stage testing and implementing the Chester Treadmill to assess fitness.
 - Empowering our Female's Staff Network to highlight challenges, gather and review data, share stories, and influence decision-making to further narrow the gap, including work alongside other Blue Light Services.
- **Raising the profile of sex and gender issues:** the organisation is keen to ensure issues are high on the agenda and continues to offer a rolling programme of activities and training events to promote awareness. This includes:
 - A seat on our Diversity, Equity, and Inclusion Board (a strategic body) for the Chairs of FireWAW (Women's Network) and MAGnet (Menopause Network) to ensure issues raised are actioned at a strategic level, including a board-level champion with each and Elected Member involvement.

- Celebrating International Women’s Day and International Men’s Day.
 - Giving a genuine voice to employee networks, including our Women’s Network, with a membership of females and input from male allies.
 - A menopause network has been established and trained to ensure the organisation understands impacts of menopause on females but particularly operational females.
 - Championing the great work of Women in the Fire Service (WFS), with continued and increasing representation regionally and nationally. We also open access to females within WYFRS to networking, skills development events, and annual ‘WFS Weekend.’
 - Implementing significant improvements to our Equality Impact Assessments (EIA’s) including consultation and input from members of the colleague networks to ensure issues that impact females are highlighting and addressed where possible.
- **Removing Inequality Through Impact Assessments:** A simplified ‘Power App’ for EIAs is delivering significant improvements in identification, and action to address barriers. This improves fairness and equity across projects, policies, and facilities. Recent examples include a Station Design Guide, New HQ facilities and work to deliver a new Welfare Unit (Showers, changing facilities).

Going Forward – What next?

Work focuses on initiatives to expand career development and learning opportunities for females. Recent changes to how we deliver development for operational colleagues seeking promotion removes potential for bias as does fair, open and transparent recruitment for promotion.

There are limited opportunities to address the gender pay gap through recruitment. The organisation is fortunate to retain the talent it has, and voluntary attrition, particularly for operational females remains low, though there are females in senior operational roles who are eligible to retire or may take roles outside of the service over the coming year which may presents a challenge to sustain the current low pay gap. The sustained public / private sector pay gap continues to impact turnover. We continue to drive changes to make a positive impact:

- **Leadership and Manager Development:** Significant and ongoing training is delivered to current and aspiring managers using internal and external experts to equip managers with a deeper understanding of management and leadership. A greater focus on developing people before promotion is delivering results and will continue. We are working on a bespoke 360 degree assessment tool which integrates national leadership Fire Standards, Fire Leadership Framework and WYFRS Behaviours Framework. A Talent stream, learning programme and diagnostics will be implemented with positive action embedded.
- **The Women in the Fire Service (WFS) Development Programme:** Now part of our annual inclusion programme following fantastic feedback; attendance at national development events, in service sessions and ‘Have a Go’ days as we aim to increase female representation.

- **Legislative Updates:** The implementation of the Worker Protection (Amendment of Equality Act 2010) Act 2023 adds a new duty to prevent sexual harassment, though not specifically connected to pay gaps it is highlighted here as another step we take to ensure female colleagues are protected and included.
- **Parent and Carer Support:** WYFRA has a range of family-friendly policies we are proud of, including generous maternity leave, adoption leave, and other leave for emergencies such as caring responsibilities. A greater flexibility through the deployment of hybrid working contracts for enabling colleagues supports people with caring responsibilities, who are more likely to be female. The updated flexi-time policy offers greater flexibility in working hours to support a better work-life balance.
- **Menopause & Menstrual Health:** We are proud of our range of support measures for females experiencing menopause, taking specific steps to research operational impacts and support females during their menopause journey. We now have an active and well-informed menopause network who are working on even better information and an awareness toolkit for managers and colleagues alike to ensure everyone is aware of menopause and the impact some females experience, particularly our operational colleagues. In addition, we are developing additional menstrual health guidance to support our female workforce. We are focused on support and understanding. Our Occupational Health and Wellbeing team provides advice and specific adjustments as required. WYFRS remains at the forefront of this work.
- **Positive Action Outreach & Community Engagement:** We achieve significant impacts and are proud of steps taken to get closer to our communities and how we showcase WYFRS as a great employer, though there is much to do. Working closely with WYFRS females delivers greater positive impact, challenges stereotypes, and delivers key messages effectively. We deliver tailored interventions before Firefighter recruitment to support and enable females to get to the 'start line'; through support for fitness, interview skills, and targeted role advertising.
- **Personal Protective Equipment (PPE):** Our FireWAW Network (Women at Work) is connecting with academic researchers to review PPE to make sure it is suitable for females, fits properly and does the job required. In addition, work is underway to include a hijab which is suitable for wear on the incident ground to our uniform; this engagement includes working with community members, listening and acting on their advice.

We take the work seriously and work tirelessly to deliver actions to further reduce our pay gap. This report shows our data 'warts and all' and demonstrates the many positive steps taken in this, and every year helping us move further in the right direction.

I, John Roberts, Chief Fire Officer and Chief Executive Officer, confirm the information in this statement is accurate.

Date: March 2026

Signature:



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Agenda item: 8

People Digital Programme

People and Culture Committee

Date:	27 th March 2026
Submitted by:	Director of People and Culture
Purpose:	To provide Members with an update on the People Digital Programme (PDP)
Recommendations:	That Members note the content of the report
Summary:	The People Digital Programme is introducing better integrated platforms that manage our people, replacing fragmented legacy systems and improving the employee experience, workforce insight, and organisational assurance.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Kirsty James, Digital Transformation Manager Kirsty.James@westyorkfire.gov.uk
Background papers open to inspection:	None
Annexes:	None

1. Introduction

- 1.1 To provide an update on progress, key decisions, risks, and next steps for the **People Digital Programme (PDP)**, which aims to modernise and integrate core people systems across the organisation.

2. Information

2.1 Programme Overview

The People Digital Programme is introducing better integrated platforms that manage our people, replacing fragmented legacy systems and improving the employee experience, workforce insight, and organisational assurance. The programme scope includes:

- Replacement of **AccessHR** with a modern HR system
- Introduction of an integrated **rostering solution**

- 2.2 Implementation of a **qualification and competence management system** aligned to NFCC standards:

This programme supports operational safety, regulatory compliance, and improved workforce planning while enabling more efficient and data driven people management.

2.3 Progress Since Last Update

2.3.1 Competence and Training System (pdrPro)

2.3.2 Procurement

- 2.4 We completed procurement via G Cloud, selecting pdrPro as it best met our requirements. Through negotiation, we secured a 15-month contract for the cost of 12 months.

2.4.1 Project Resource

- (1) Senior Responsible Owner (SRO)
- (2) DDAT Project Manager
- (3) Operational Project Manager
- (4) SME (Watch Manager from Humberside FRS) joined the project team as an operational SME. His contract has recently been extended by a further six months, meaning he will now remain on the project until January 2027.

2.4.2 Consultation and Feedback

- (1) An overview of the project was shared with a wide range of stakeholders, including Station Managers, Watch Managers, Operational Policy teams, and District Officers.
- (2) Feedback was gathered on:
- (3) The current competency dashboard (what works well and what does not)
- (4) Desired functionality and improvements for the new system
- (5) All feedback was collated.

2.4.3 Data Migration and Preparation

- (1) Location and personnel data was extracted from Access, put into an excel template and imported into pdrPro.
- (2) Course data is currently being prepared in spreadsheets for bulk upload. During this process, data was cleansed to remove duplicates and correct inaccurate course titles and categories.
- (3) Qualifications are now being mapped to individuals to ensure accurate competence records and reporting.

2.4.4 Training Needs Analysis (TNA)

- (1) We didn't want to simply transfer the existing competencies into the new system. Instead, we're using this as an opportunity to carry out a full Training Needs Analysis. By cross mapping national and local guidance with professional judgement, we're identifying realistic, risk assessed competencies that are supported by a robust and assured process

2.4.5 Benefits

- (1) Work is currently ongoing to baseline the identified benefits, so these can be measured and reviewed at the end of the project to confirm they have been realised.

2.5 HR and Rostering System

2.5.1 Procurement:

The HR and Rostering system tender process is complete, with supplier evaluations finalised and moderation undertaken. Fewer bids were received than anticipated, but all submissions met compliance requirements and progressed through a robust evaluation process.

2.6 Contract Continuity:

A 24-month extension with Gartan is being progressed to maintain service continuity

and align with the programme timeline. This aligns with the approved business case assumptions and avoids operational risk during system transition.

2.6.1 **Discovery & Process Mapping:**

Work is underway to consolidate and validate “As Is” HR/people & competency management processes with all relevant subject matter experts supporting detailed process mapping. This ensures the programme delivers improved “To Be” processes rather than replicating existing inefficiencies. As part of the discovery work on the competency management side, a thorough training needs analysis is being undertaken, the output of which will be a robust set of criteria that our operational staff should maintain themselves against, as well as an accompanying frequency.

2.6.2 **Data Migration**

There is considerable work being undertaken to ensure that the correct information is provided to the new system, whilst also insuring seamless integration with existing platforms. This integration will be bolstered by the fact the data team are building a new ‘Middleware’ solution; a conduit allowing better data flow through the organisation.

2.6.3 **Governance**

Programme governance remains in place through the People Programme Board, with clear senior ownership, decision making routes, and alignment to wider transformation and PMO assurance arrangements.

2.7 **Next Steps**

2.7.1 **Competence and Training System pdrPro**

- (1) Continue with the Training needs analysis for competencies
- (2) Data Migration (Contract info and Quals)
 - (a) Hand in data sheets for pdrPro to sanity check
 - (b) Data to be imported into the system via the data sheets we filled in
 - (c) Data upload checks
- (3) Integration with our newly built middleware (ensuring seamless data exchange between Access/PDR Pro and ensuring we can still send data in to Gartan via existing means)
 - (a) Manage the switch over of source system for qualification information from AccessHR to pdrPro
- (4) Train support staff in the use of pdrPro for managing qualifications.

2.7.2 HR and Rostering System

- (1) Finalise supplier appointment and mobilisation.
- (2) Complete priority process mapping and confirm “to-be” designs.
- (3) Progress detailed implementation planning and change readiness activity.
- (4) Continue alignment with related initiatives (e.g. sickness reporting and workforce data improvements) to maximise benefits realisation.

3. Financial Implications

- 3.1 There are no financial implications arising from this report. The activities carried out in the programme are from existing budgets.

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. People and Diversity Implications

- 5.1 There are no People and Diversity implications arising from this.

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 There are no health, safety and wellbeing implications arising from this.

8. Environmental Implications

- 8.1 There are no direct environmental implications arising from this report.

9. Risk Management Implications

- 9.1 There are no risk management implications arising from this report.

10. Duty to Collaborate Implications (Police and Crime Act 2017)

10.1 There are no duty to collaborate implications arising from this report.

11. Your Fire and Rescue Service Priorities

11.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- 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.
- Prioritise a people first mindset through ethical and professional leadership and management
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.

12. Conclusions

12.1 The People Digital Programme continues to progress as planned, transitioning from procurement into delivery with strong governance and stakeholder engagement in place. Activity remains focused on improving processes, data quality, and assurance rather than replicating existing systems. With clear next steps identified, the programme is well positioned to deliver sustainable benefits that support the organisation's people, operational, and strategic priorities.

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Agenda item: 09

AFSA Winter Conference 2025

People and Culture Committee

Date:	27 March 2026
Submitted by:	Director of People and Culture
Purpose:	To provide a report of the AFSA Conference
Recommendations:	That Members note the report
Summary:	Each year we support employee attendance at the Summer and Winter Asian Fire Service Association (AFSA) conferences. This report is an overview of the content of the 2025 Winter Conference held at Heathrow and hosted by London Fire Brigade.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Gill Cockburn, DEI Manager. Gill.cockburn@westyorkfire.gov.uk
Background papers open to inspection:	None
Annexes:	None

1. Introduction

- 1.1 Each year we support employee attendance at the Summer and Winter Asian Fire Service Association (AFSA) conferences. These conferences focus on diversity, inclusion, belonging, culture and equity in the fire service.
- 1.2 The Winter conference was held on 26th and 27th November 2025 at Heathrow. The hosts were London Fire Brigade and the theme was trust, leadership and inclusion. The event blended lived experience, sector intelligence, operational insight and clear calls for leadership courage, aiming to inspire confidence and a shared sense of purpose among attendees.
- 1.3 We had 8 employees in attendance, 5 from operational crews, 2 from enabling teams and the Director of People and Culture. There were 180 delegates in total from all national fire services.

2. Information

- 2.1 The AFSA Winter Conference was viewed by delegates as a highly valuable development opportunity, offering insights that go beyond what is typically available through internal training. Attendees particularly appreciated the national context provided by the HMICFRS session, which helped frame sector-wide challenges and performance. Interest was also expressed in the London Ambulance Service's research into the effectiveness of interviews as a selection tool, with delegates keen for these findings to be shared internally once available. "HMICFRS talk giving insight into the national results... The work being undertaken by LAS... it would be really interesting if the findings could be shared."
- 2.2 A major theme across the feedback was the strong evidence-based approach to diversity and inclusion. Professor Mustafa Özbilgin's research challenged the effectiveness of traditional diversity training, highlighting that informal courses have limited impact on behaviour change. Delegates responded positively to his emphasis on discussion-based learning, such as workshops and Q&A sessions, which he argued are far more effective in shifting attitudes. His message that representation alone is insufficient, and that organisations must ensure diverse staff have influence and voice, was also noted. "Informal diversity/inclusion training courses has little to no effect... workshop groups, open discussions, Q&A sessions are much more effective."
- 2.3 Simon Fanshawe OBE reinforced this by encouraging organisations to move away from broad group labels and instead focus on identifying and removing structural barriers. Delegates found this a practical and constructive reframing of inclusion work. Leadership development was another strong feature of the conference, with speakers such as Anne Stunell praised for the quality of their coaching and insight. "Anne Stunell... excellent leadership mentor."

- 2.4 The event was widely regarded as inclusive and relevant to all employees, not only those from Asian backgrounds. Delegates emphasised that this should remain a core message in future promotion. Senior leadership attendance was welcomed, with particular appreciation for the presence of the Director of People, and delegates encouraged wider leadership participation in future years. “It must not be promoted as an Asian-only event... very pleased to see the Director of People attend.” The Director of People and Culture was invited to join the Senior Leaders Panel. The session brought together senior leaders from across the UK to share honest reflections, practical insights, and forward-looking ideas on how we continue to build trust with our people and the communities we serve
- 2.5 Employee networks such as LGBTQ+U and Fire REACH were identified as groups that could benefit from the learning shared at the conference. There was also a suggestion that AFSA resources could be better utilised internally, as delegates were unsure how widely they are currently accessed. “I am not sure if AFSA resources are used within service as they had a large selection available.”
- 2.6 Overall satisfaction with the conference was high. Delegates rated their likelihood to recommend the event between 8–10 out of 10, the perceived benefit to their team or service between 7–10, and the overall value at 4–5 stars. Networking opportunities and the chance to learn from other fire and rescue services were highlighted as additional strengths. “Excellent networking opportunities and a chance to find out about what other Fire Services are doing.”

3. Financial Implications

- 3.1 None

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. People and Diversity Implications

- 5.1 This is a positive experience for employees from underrepresented backgrounds who get the opportunity to network, discuss current issues and share learning with their teams.

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

8. Environmental Implications

8.1 None

9. Risk Management Implications

9.1 None

10. Duty to Collaborate Implications (Police and Crime Act 2017)

10.1 None

11. Your Fire and Rescue Service Priorities

11.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- Focus our activities on reducing risk and vulnerability.
- Enhance the health, safety, and well-being of our people.
- Prioritise a people first mindset through ethical and professional leadership and management
- Work with partners and communities to deliver our services.
- Further develop a culture of excellence, equality, learning, and inclusion.

12. Conclusions

12.1 Attendance at the AFSA conferences provides excellent opportunities for our employees to learn, network and share good practice.

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Agenda item: 10

People and Culture Activity Report

People and Culture

Date:	27 March 2026
Submitted by:	Director of People and Culture
Purpose:	To inform Members of recent HR activity
Recommendations:	That Members note the content of the report
Summary:	This report informs Members of key data relating to the functional areas within the People Directorate

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Joanne Hardcastle, Head of People Joanne.hardcastle@westyorkshire.gov.uk
Background papers open to inspection:	None
Annexes:	Full workforce ethnic origin breakdown

1. Introduction

- 1.1 This report provides Members with an update on organisational people data and People and Culture Directorate activities. It presents workforce and attendance information to support assurance on capacity, resilience and emerging people priorities. The report format has been updated to provide Members with more up to date and relevant information.

2. Information

- 2.1 The report summarises workforce and diversity indicators and sickness absence trends across the Service, supported by commentary on key themes and areas of improvement focus.
- 2.2 On-Call Workforce – Snapshot Headcount (Q3)

The On-Call workforce totals 141 employees across ten stations, with broadly consistent station structures and modest variation reflecting local contracted hours and availability profiles. Headcounts range from 10 to 17.

Average Snapshot Headcount	Ranks				
Station	FF	FFT	CM	WM	Grand Total
Featherstone Station	8		1	1	10
Holmfirth Station	12	1	2	1	16
Ilkley Station	10	2	3	1	15
Meltham Station	7	1	2	1	11
Mirfield Station	12	1	3	1	17
Mytholmroyd Station	9	1	3	1	14
Otley Station	13	1	1	1	16
Silsden Station	9		2	1	11
Skelmanthorpe Station	12	1	3	1	16
Slaithwaite Station	9	1	3	1	14
Grand Total	101	9	23	9	141

- 2.3 Enabling Teams Headcount- Snapshot Headcount (Q3)

Enabling Teams account for 344 employees, with the largest concentrations within Service Delivery and Service Support. The People and Culture Directorate represent a sizeable proportion of the enabling workforce, highlighting the growing focus on strategic workforce support, professional standards development and assurance.

Average Snapshot Headcount	Average Snapshot Headcount
Directorate	
Corporate Services	22
Finance & Procurement	19
People and Culture	45
Service Delivery	141
Service Support	117
Grand Total	344

2.4 Fire Control Headcount - Snapshot Headcount (Q3)

Fire Control records a total headcount of 45, with a workforce profile weighted toward Firefighters and Crew Managers, supported by Watch Managers and a Single Group Manager.

	FF	CM	WM	SM	GM	Grand Total
Quarterly Headcount	22	14	8	0	1	45

2.5 Grey Book Headcount - Snapshot Headcount (Q3)

The Grey Book workforce totals 950 employees, with the majority (876) located within Service Delivery, reflecting the Service's operational core. Firefighters remain the largest cohort, supported by a layered supervisory and leadership structure across Crew Managers, Watch Managers and Officer roles.

Average Snapshot Headcount	Column Labels											Grand Total
Directorate	FF	CM	WM	224 WM	SM	GM	AM	ACO	CFO	DCFO		Grand Total
Corporate Services			1		3	1						5
People and Culture	3		3		2	1						9
Service Delivery	572	164	39	60	30	7	2		1	1		876
Service Support	21	26	7		3	1	1	1				60
Grand Total	596	191	49	60	38	10	3	1	1	1		950

2.6 Workforce – Headcount by Directorate and Role (Q1-Q3)

Between Q1 and Q3, overall workforce headcount shows a modest increase, rising from 1,476 in Q1 to 1,490 in Q3, rather than remaining static. This growth is primarily driven by an increase in Wholetime roles, which rise from 948 to 960 and continue to represent just over 64% of the workforce, reinforcing the Service's operational focus.

Green Book roles also show a small proportional increase across the period, reflecting incremental growth within enabling and support functions. On Call staffing levels remain broadly stable, while Fire Control headcount reduces slightly in Q3, though its proportional share of the workforce remains consistent at around 3%.

	Quarter					
	Q1		Q2		Q3	
Employee Group	Avg Headcount (1st Mth)	%	Avg Headcount (1st Mth)	%	Avg Headcount (1st Mth)	%
Control	46	3.12%	46	3.13%	45	3.02%
Green Book	338	22.90%	338	22.96%	344	23.09%
On Call	143	9.69%	140	9.51%	141	9.46%
Wholetime	948	64.23%	948	64.40%	960	64.43%
Grand Total	1476	100.00%	1472	100.00%	1490	100.00%

2.7 Workforce Ethnicity – Whole workforce (Q1 to Q3)

Across Q1 to Q3, the workforce ethnicity profile shows modest but measurable change, rather than remaining static. The number and proportion of employees identifying as from an ethnic minority background increases steadily, rising from 111 (7.52%) in Q1 to 117 (7.85%) in Q3, indicating gradual progress over the reporting period. At the same time, the proportion recorded within White British and White British or Irish categories shifts, reflecting changes in workforce composition and categorisation rather than a uniform reduction in any single group. Disclosure levels remain broadly consistent, with those recorded as “Not Declared” or “Prefer not to specify” together accounting for just over 5% of the workforce in each quarter. The summary table below highlights the main ethnicity groupings, with Annex A providing the full detailed ethnicity breakdown for transparency and reference.

	Q1		Q2		Q3	
	Avg Headcount (1st Mth)	%	Avg Headcount (1st Mth)	%	Avg Headcount (1st Mth)	%
Ethnic Minority	111	7.52%	113	7.68%	117	7.85%
Not Declared						
Not Declared	68	4.61%	70	4.76%	71	4.77%
Prefer not to specify	11	0.75%	11	0.75%	11	0.74%
White British/Irish						
Irish	1	0.07%	1	0.07%	1	0.07%

White British	336	22.76%	342	23.23%	361	24.23%
White British or Irish	949	64.30%	935	63.52%	929	62.35%
Grand Total	1476	100.00%	1472	100.00%	1490	100.00%

2.8 Committee Assurance Summary

Overall, the workforce profile provides strong assurance that the Service continues to maintain a stable and resilient organisational structure. Wholetime capacity remains robust, supported by well-established leadership and enabling functions that underpin effective service delivery. While recognised challenges remain within the On-Call duty system, these are well understood, actively managed, and subject to ongoing recruitment and workforce planning activity. Diversity data shows steady and encouraging progress, with incremental improvements in representation and sustained disclosure levels, providing a solid foundation for continued improvement. Collectively, the data demonstrates a Service that is well positioned to sustain operational performance while continuing to strengthen workforce capability and inclusion.

3. Attendance and Sickness Absence Overview Section

3.1 This section summarises sickness absence trends across the Service, providing insight into attendance levels, absence impact and key themes relevant to workforce wellbeing, operational resilience and service delivery.

3.2 WYFRS Total Absences (Q3)

In Q3, total sickness absences show a small year on year increase, rising from 538 in the previous financial year to 549 in the current year (+2.04%). This increase is not evenly distributed across the workforce. Absence volumes rise within Control, Green Book, and On Call employee groups, with the most pronounced proportional increase seen in Control. In contrast, Wholetime absences reduce slightly year on year (2.16%), indicating an improving position within the Service's largest workforce group.

Quarter	Q3		
Employee Group	Current FY	Previous FY	% Difference
Control	25	19	31.58%
Green Book	104	95	9.47%
On Call	58	54	7.41%
Wholetime	362	370	-2.16%
Grand Total	549	538	2.04%

3.3 WYFRS Days Lost

Despite broadly similar absence volumes, total days lost have reduced slightly overall, indicating a positive shift in absence duration and management effectiveness.

Quarter	Q3		
Employee Group	Previous FY	Current FY	% Difference
Control	182	129	-29.1%
Green Book	887	925	4.3%
On Call	442	404	-8.6%
Wholetime	2691	2700	0.3%
Grand Total	4202	4158	-1.0%

3.4 Monthly Breakdown (Q3)

The progressive increase in absences and days lost from October to December reflects predictable seasonal illness patterns, particularly short-term sickness. Importantly, long-term absence levels remain relatively stable throughout the quarter, demonstrating that seasonal pressures are not translating into sustained absence issues.

Quarter	Q3			
Values	October	November	December	Grand Total
Total Absences	217	225	250	549
Total Days Lost to Absence	1273	1343	1542	4158
Total Long-Term Absences	64	69	68	101
Total Short-Term Absences	153	156	182	448
Average Headcount	1480	1481	1478	1480

3.5 Sickness Reason Analysis (Q2 vs Q3)

Between Q2 and Q3, there is a clear increase in short term, seasonal sickness, particularly respiratory illness and gastrointestinal conditions, reflecting the impact of winter pressures. Respiratory-related absences rise sharply in Q3, with coughs, colds and flu contributing significantly to both the number of absence episodes and total days lost. At the same time, longer term drivers remain consistent and continue to account for a substantial proportion of overall days lost, most notably surgery, musculoskeletal conditions, and mental health related absence. This demonstrates a dual challenge in Q3: managing predictable seasonal spikes in short term absence while sustaining effective, structured management of complex and longer duration cases to protect operational resilience.

Absence Reason Category	Absence Reason	Total Absences		
		Q1	Q2	Q3
All Other Causes	Allergy	1	0	2
	Benign and Malignant Tumours / Cancers	0	2	1
	Blood Disorder	2	0	0
	Bowel Disorder	2	1	2
	Burns	0	1	0
	Cancer	3	1	3
	Dental	1	1	3
	Dermatological	2	1	2
	Diabetes	0	0	1
	Ear / Nose / Throat	15	6	10
	Eye Problems	9	4	6
	Gynaecological	1	4	2
	Headache / Migraine	11	18	12
	Heart / Cardiac / Circulatory	1	3	5
	Infectious Disease	0	0	0
	Menopause	0	1	2
	Multiple Sclerosis	1	1	0
	Neurological	3	4	4
	Poisoning	0	0	0
	Pregnancy Related	0	2	2
	Reproductive	0	1	0
	Senses	0	0	2
	Skin Complaint	1	4	3
	Sleep Disorder	1	0	0
	Urological	2	3	2
	WORK - Anxiety/Stress/Depression/Mental Health	8	8	10
Gastrointestinal	Gastrointestinal	14	15	17
	Kidney Disorder	0	0	3
	Sickness & Diarrhoea	71	87	75
Mental Health	Panic Attacks	0	1	1
	PERSONAL - Anxiety/Stress/Depression/Mental Health	50	55	38
	PERSONAL - Did not disclose.	8	7	10
Muscular Skeletal	Back Problems	26	23	31
	Fracture	6	6	3
	Joint Disorder	0	2	2
	Muscular Skeletal	72	90	58
Respiratory	Chest and Respiratory Problems	4	8	12
	Corona Virus	7	9	5

	Cough / Cold / Flu	42	51	177
	Respiratory	0	0	0
Surgery	Surgery / Operation	34	34	43
Grand Total		398	454	549

3.6 Long Term Sickness

3.7 Long-term sickness remains a material driver of days lost in Q3, accounting for 2,538 days across 101 cases. The impact is highly concentrated, with the majority of time lost arising from surgery/operations, musculoskeletal conditions, and mental health-related absence, rather than being evenly spread across all health categories.

While a range of medical reasons are present, the data shows that a relatively limited number of prolonged and complex cases account for a disproportionate share of lost time, particularly where recovery periods are extended or require specialist intervention. This reflects the inherent challenge of managing long-duration absence within an operational workforce, where opportunities for rapid resolution are limited and sustained case oversight is required.

Absence Reason Category	Absence Reason	Total Absences	Total Days Lost
All Other Causes	Bowel Disorder	1	26
	Cancer	2	43
	Ear / Nose / Throat	1	21
	Gynaecological	1	36
	Headache / Migraine	1	64
	Heart / Cardiac / Circulatory	1	29
	Neurological	2	29
	WORK - Anxiety/Stress/Depression/Mental Health	9	338
Gastrointestinal	Sickness & Diarrhoea	1	19
Mental Health	Panic Attacks	1	3
	PERSONAL - Anxiety/Stress/Depression/Mental Health	21	613
	PERSONAL - Did not disclose.	1	3
Muscular Skeletal	Back Problems	7	140
	Fracture	3	58
	Joint Disorder	1	41
	Muscular Skeletal	22	417
Surgery	Surgery / Operation	26	658
Grand Total		101	2538

Footnote:

Where individual figures show fewer than 28 days, this reflects cases where the sickness absence began prior to the reporting period but concluded within it. The data captures only the days lost within the reporting period, not the full duration of the absence.

3.8 Quarter Comparison (Full Year View)

Year to date data shows a small increase in absence episodes, but a reduction in total days lost overall, indicating shorter average absence duration earlier in the year. Most reductions in days lost occur during Q1 and Q2, while Q3 reflects rising seasonal pressure, with absences and days lost increasing through October to December. This highlights early progress in managing absence duration, partially offset by expected winter related sickness.

Row Labels	Current FY Absences	Previous FY Absences	Absence % Difference	Current FY Days Lost	Previous FY Days Lost	Days Lost % Difference
Q1						
April	180	195	-7.69%	1066	1416	-24.7%
May	174	167	4.19%	1014	1248	-18.8%
June	155	183	-15.30%	1012	1118	-9.5%
Q2						
July	183	180	1.67%	1134	1275	-11.1%
August	184	182	1.10%	1155	1170	-1.3%
September	204	203	0.49%	1244	1377	-9.7%
Q3						
October	217	237	-8.44%	1273	1424	-10.6%
November	225	207	8.70%	1343	1333	0.8%
December	250	239	4.60%	1542	1445	6.7%
Grand Total	1273	1259	1.11%	10783	11806	-8.7%

The data provides assurance that while sickness absence remains an ongoing organisational challenge, the Supporting Good Attendance project is delivering tangible benefits. The Service is seeing shorter absence durations, more consistent management of complex cases, and improved resilience during peak demand periods, while continuing to enhance employee experience through fair, supportive and proactive attendance practices.

4. Occupational Health Key Performance Indicators

4.1 Period 1st October 2025 – 31st December 2025

Ref No.	KPI	Target	Quarter	YTD	Target achieved for present quarter
			1 st October 2025—31 st December 2025	1 st April 2025 – 31 st March 2026	
1	Management referral to appointment date (3 weeks)	90%	28%	68%	NO

2	AMA report to management within 48hr- from Consent	90%	100	91	YES
3	No. of Did Not Attends (DNA's) or cancellation <48 hr notice*		Nurse 0	0	
			AMA 0	0	
4	No. of physiotherapy referrals		43	139	
5	No. of counselling referrals		80	183	
6	No. of management referrals		14	46	
7	No. of health screenings		270	664	
8	No. of self-referrals		1	3	
9	No of AMA consultations		264	536	

4.2 There is currently a significant demand on the Occupational Health Unit. The unit has had to retender for the provision of it's Consultant Occupational Physician (the Authority Medical advisor) service, due to the retirement of the previous AMA, who had been with us for 10 years. This has resulted in longer appointment times, which has reduced the number of appointments per clinic we can provide. Additionally, cases now appear to be more complex with staff presenting often with multiple issues, which also adds pressure to clinic times. Following a review of the unit, we are in the process of introducing changes which will create capacity within the AMA clinics (who tend to see the majority of management referrals), which will hopefully improve KPI 1 above. This involves triaging cases and referring more to the nurses.

4.3 Currently appointments are prioritised as follows:

Priority 1 – Asbestos medicals (legal requirement) and pre-employment medicals

Priority 2 – Appointments that are likely to see staff signed fit to return to work

Priority 3 – Management referrals

5. Health And Safety Performance 1 April 2025 – 31 Dec 2025

5.1 Lost time up to 3 days

Actual performance 2025/26	Target 2025/26
20	19

5.2 Lost time over 3 days

Actual performance 2025/26	Target 2025/26
22	28

5.3 RIDDOR Major injury/disease

Actual performance 2025/26	Target 2025/26
1	No target set

6. Discipline and Grievance Cases

6.1 Discipline Cases March 2025 – March 2026

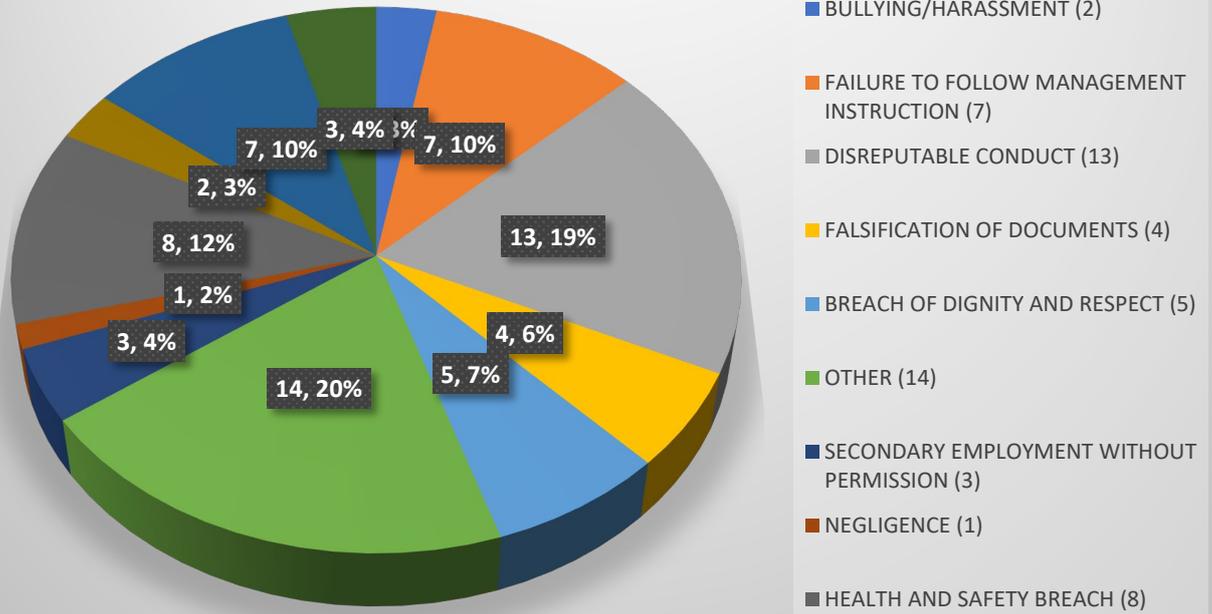
During the year March 25 – March 26 there were 69 discipline cases in total. 8 of these were enabling employees and 61 operational employees.

The graphs below show the reasons for discipline action during this period and also the outcomes of the cases.

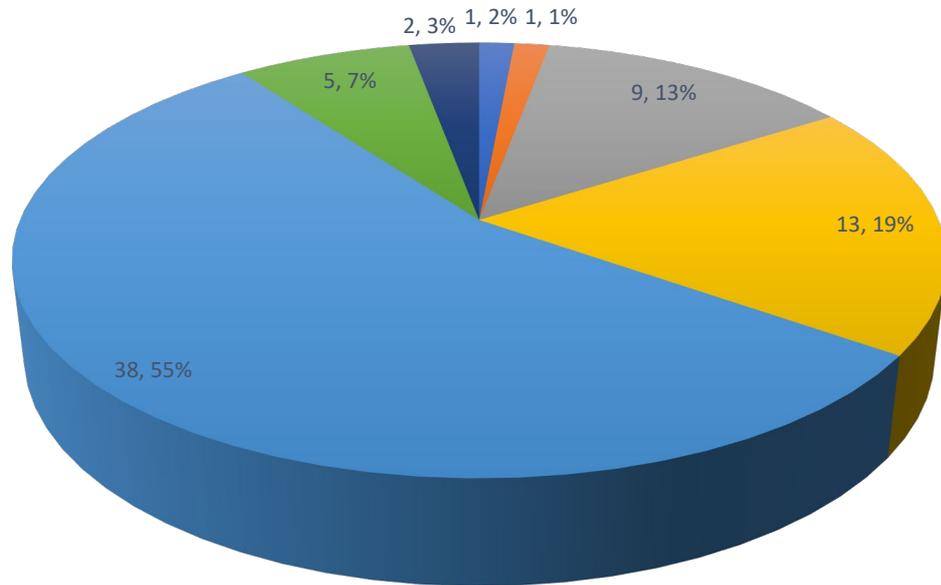
The large percentage of cases resulting in informal warnings is testament to our desire to deal with issues at the lowest level possible and by the lowest level of management.

We have recently recruited a Senior People Partner and one of their main responsibilities is taking a lead on professional standards with an overview across all employee relations cases to ensure fairness and consistency in approach and outcomes and that cases are dealt with in a timely manner.

**DISCIPLINE CASES BY REASON MARCH 25 -
MARCH 26
69 CASES IN TOTAL**



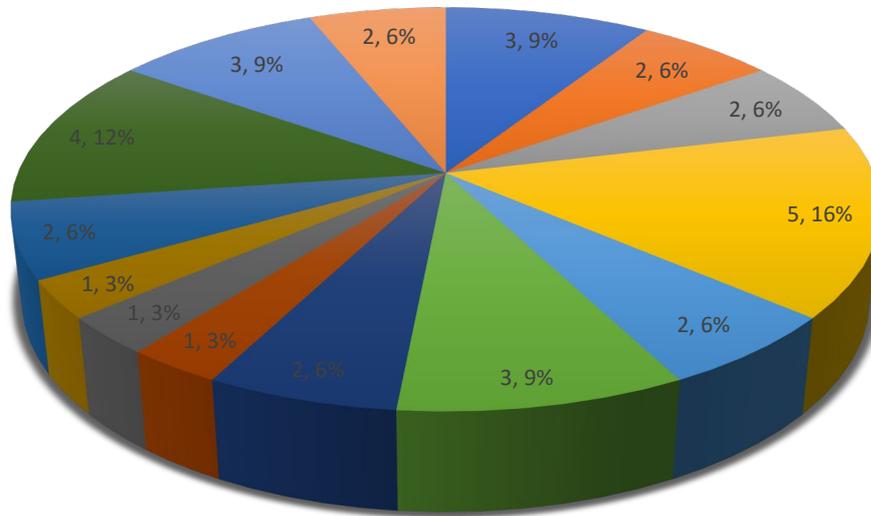
OUTCOME OF DISCIPLINE CASES MARCH 25 - MARCH 26 69 CASES IN TOTAL



- DISMISSAL ON NOTICE (1)
- SUMMARY DISMISSAL (1)
- NOT YET CONCLUDED (9)
- WRITTEN WARNING (13)
- INFORMAL WARNING (38)
- NO FURTHER ACTION (5)
- FINAL WRITTEN WARNING (2)

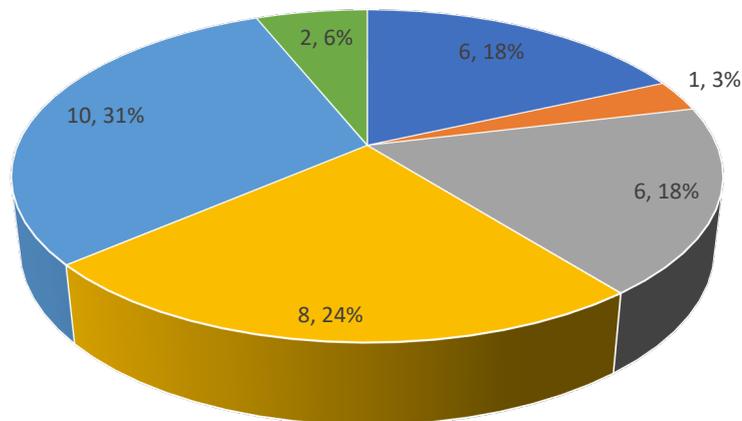
6.2 Grievances March 2025 – March 2026

REASONS FOR GRIEVANCE CASES MARCH 2025 - MARCH 2026 (33 CASES IN TOTAL)



- UNPROFESSIONAL BEHAVIOUR OF COLLEAGUE (3)
- BULLYING/HARASSMENT (2)
- COMPULSORY MODIFIED DUTIES (2)
- COMPULSORY MOVE (5)
- DISCRIMINATION (2)
- FINANCIAL LOSS (3)
- MANAGEMENT ISSUE (2)
- REASONABLE ADJUSTMENTS (1)
- REFUSAL OF CAREER BREAK (1)
- REFUSAL OF SPECIAL LEAVE (1)
- STAFFING AND RESOURCING (2)
- TERMS AND CONDITIONS OF EMPLOYMENT (4)
- TRANSFER ISSUES (3)
- UNFAIR RECRUITMENT/PROMOTION PROCESS (2)

**OUTCOME OF GRIEVANCE CASES MARCH 2025 - MARCH 2026
33 CASES IN TOTAL**



- NOT UPHELD (6)
- GRIEVANCE RETRACTED (1)
- NOT YET RESOLVED (6)
- PARTIALLY UPHELD (8)
- RESOLVED INFORMALLY (10)
- UPHELD (2)

7. Say so submissions

7.1 Say so is a reporting tool for employees to report workplace issues and concerns anonymously.

The reporting tool allows us as an organisation to look at reported issues, policy, procedure and behaviours impacting our staff and how they can be resolved.

Reporting matters via Say So go directly to Dave Walton (Deputy Chief Fire Officer) and Sonia Pawson (Director of People and Culture) to deal with the concern – no other individuals have access to this information.

During the calendar year, from April 2025 to date we have received 27 concerns through this platform.

8. Recruitment Statistics

8.1 Recruitment as at 12 March 2026

8.2 Live Vacancies

Vacancy	Date opened	Closing date	Number of applications to date
Accounts Assistant	03/03/26	15/03/26	54
Digital Data and Technology Assistant	06/03/26	23/03/26	5
Operational Risk Management Team Leader	05/03/26	29/03/26	11
People Partner (18 month FT contract to cover secondment)	09/03/26	22/03/26	2
Training Instructor (FF Safety)	05/03/26	26/03/26	2
People Administrator	10/03/26	25/03/26	9

8.3 Recently Closed Vacancies

Vacancy	Number of Applicants	Number interviewed	Appointment made
District Administrator	115	8	Yes

Driver/Trainer Instructor	58	7	Pending
Fire Prevention Officer (4 posts)	96	12	Yes
Fire Protection Inspector	10	2	Yes
Fire Control Operator (12 mths)	152	16	Yes
Information Governance Manager (mat leave 12 mths)	14	2	Yes
Learning and Development Centre Manager	22	10	Yes
Occupational Health Admin	123	In progress	
On-Call Crew Manager Development Process	16	11 to progress	
Recruitment Manager (12 mth contract)	28	6	In progress
Service Delivery Hub Manager	71	12	Yes
Senior Occupational Psychologist	2	1	Yes
Station Manager (external process)	4	1	In progress
Station Manager (internal promotion process)	9	5	In progress
Senior Finance Business Partner (internal)	1	1	Yes
Purchasing Officer (Stores)	73	6	Yes
Road Risk Manager	26	2	Yes

8.4 Recruitment Update

Application numbers are healthy for most positions, particularly generic positions (administration type roles) although the quality of applications does not always match the quantity. Quantity and quality are both less positive for specialist, technical and professional level roles.

We are managing to recruit to most positions without the necessity to engage agencies to support, however the recruitment issues are notable with the number of repeat campaigns required to successfully recruit to some positions with the main reason being uncompetitive salaries compared to other public sector organisations.

Application of market supplements to bolster salary is becoming more common in order to successfully recruit. Fixed term contracts are another reason we struggle to certain posts.

Examples of recruitment struggles for professional level posts:

Human Resources

People Partner (12 months FT to cover maternity), received 10 applications – non suitable due to no or very limited HR experience and none met the level 7 qualification criteria.

Since offered the post to a HR Assistant who has a lower grade CIPD qualification (grade 5) but no People Partner experience, the post has been offered on a career grade (lower grade than the post advertised).

People Partner (2 years FT to cover internal secondment), received 9 applications – 2 shortlisted only 1 interviewed. Interviewee appointed but since resigned for personal reasons. Post now re-advertised on a career grade as above.

9. Financial Implications

9.1 There are no direct financial implications arising from this report

10. Legal Implications

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

11. People and Diversity Implications

11.1 This report concentrates on People and Diversity implications

12. Equality Impact Assessment

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

[\(EIA Template and Guidance\)](#)

13. Health, Safety and Wellbeing Implications

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

14. Environmental Implications

14.1 There are no environmental implications arising from this report

15. Risk Management Implications

15.1 There are no risk management implications arising from this report

16. Duty to Collaborate Implications (Police and Crime Act 2017)

16.1 None

17. Your Fire and Rescue Service Priorities

17.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- 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.
- Prioritise a people first mindset through ethical and professional leadership and management.
- 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.

Annex A

Full workforce ethnic origin breakdown

	Q1		Q2		Q3	
Ethnic Origin	Avg Headcount (1st Mth)	%	Avg Headcount (1st Mth)	%	Avg Headcount (1st Mth)	%
Ethnic Minority						
African	2	0.14%	2	0.14%	2	0.13%
Any other Asian Background	1	0.07%	1	0.07%	1	0.07%
Any other Black / African / Caribbean Background	3	0.20%	2	0.14%	2	0.13%
Any other Ethnic Group	6	0.41%	6	0.41%	5	0.34%
Any other Mixed / Multiple Ethnic Background	6	0.41%	6	0.41%	6	0.40%
Any Other White	18	1.22%	19	1.29%	20	1.34%
Arab	1	0.07%	1	0.07%	1	0.07%
Asian or Asian British	23	1.56%	24	1.63%	23	1.54%
Black or Black British	4	0.27%	4	0.27%	4	0.27%
Caribbean	2	0.14%	2	0.14%	2	0.13%
Chinese	4	0.27%	4	0.27%	5	0.34%

Gypsy or Irish Traveller	1	0.07%	1	0.07%	1	0.07%
Indian	6	0.41%	5	0.34%	6	0.40%
Mixed	12	0.81%	12	0.82%	12	0.81%
Pakistani	5	0.34%	5	0.34%	6	0.40%
White and Asian	4	0.27%	4	0.27%	4	0.27%
White and Black African	5	0.34%	5	0.34%	6	0.40%
White and Black Caribbean	8	0.54%	9	0.61%	11	0.74%
Not Declared						
Not Declared	68	4.61%	70	4.76%	71	4.77%
Prefer not to specify	11	0.75%	11	0.75%	11	0.74%
White British/Irish						
Irish	1	0.07%	1	0.07%	1	0.07%
White British	336	22.76%	342	23.23%	361	24.23%
White British or Irish	949	64.30%	935	63.52%	929	62.35%
Grand Total	1476	100.00%	1472	100.00%	1490	100.00%