HMICFRS

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

Fire and rescue services 2025–27

Effectiveness, efficiency and people

An inspection of West Yorkshire Fire and Rescue Service

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Overall summary

In our inspection, we assessed how well West Yorkshire Fire and Rescue Service has performed in ten areas. We have made the following graded judgments:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Preventing fire and risk		
	Public safety through fire regulation	Promoting values and culture		
	Responding to fires and emergencies			
	Responding to major incidents			
	Best use of resources and future affordability			
	Right people, right skills			
	Ensuring fairness and diversity			
	Leading people effectively			

In the rest of the report, we set out our detailed findings about the areas in which the service has performed well and where it should improve.

Changes to this round of inspection

We last inspected West Yorkshire Fire and Rescue Service in January 2024. And in July 2024, we published our inspection report with our findings on the service's effectiveness and efficiency and how well it looks after its people.

This inspection contains our fourth assessment of the service's effectiveness and efficiency and how well it looks after its people.

In our previous rounds of inspections, we assessed and gave graded judgments for 11 areas. For this inspection programme, we have combined our efficiency areas and reduced the overall number to ten. This is to reduce duplication and concentrate more on outcomes for communities and the workforce. Although we continue to use our five-tier system of judgments, these changes mean it isn't always possible to directly compare grades awarded in this round of inspections with those in previous years.

This report sets out our inspection findings for West Yorkshire Fire and Rescue Service.

Our inspections provide a rounded assessment of the service. More information on how we assess fire and rescue services and our graded judgments is available on our website.

Terminology in this report

We inspect and report on policing in England and Wales and on fire and rescue services in England only. Our reports contain references to, among other things, 'national' definitions, priorities, policies, systems, responsibilities and processes.

In some instances, 'national' means applying to England and Wales. In others, it means applying to England and Wales and Scotland or the whole of the United Kingdom.

About the data

More information on data and analysis in this report is included in the 'About the data 2025–27' section of our website.

HM Inspector's summary

It was a pleasure to revisit West Yorkshire Fire and Rescue Service, and I am grateful for the positive and constructive way in which the service worked with our inspection staff.

The service is predominantly urban and covers an area of 784 square miles. It has a population of 2.4 million, which is growing.

Governance for this service is the responsibility of West Yorkshire Fire and Rescue Authority. In the year ending 31 March 2025, the service cost £43.78 per head of population, which is less than the England average of £51.72. The service has good financial plans that align to its strategic priorities and provide value for money for the public.

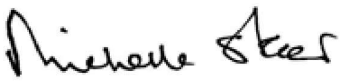
I am pleased with the performance of West Yorkshire Fire and Rescue Service in keeping people safe and secure from fire and other risks. However, it needs to improve in some areas to provide a consistently good service. For example, there is still evidence that the service isn't always meeting its own timescales for visiting the people at highest risk. The service needs to assure itself that it is consistently reaching those most at risk in a timely manner.

We were pleased to find that the service had made progress since our 2024 inspection. The service has worked well, and we have closed five of the seven areas for improvement that we identified. We recognise that the service has carried out a lot of work to address all seven areas for improvement. However, there are two enduring areas where the service needs to do more work.

My main findings from our assessments of the service over the past year are as follows:

- The service has effective governance, scrutiny and strategic oversight arrangements to lead staff, manage financial and resourcing risks, and oversee performance and improvement plans.
- The service has effective processes, controls and internal governance arrangements to manage strategic risks.
- The service is good at understanding risk; it uses a wide range of data to understand risk and shares information between teams.
- The service has carried out a lot of work on its area for improvement for prevention, but it needs to make sure it is consistent in reaching the people most at risk in a timely manner.
- The service is good at protecting the public by regulating fire safety, and it is aware of its highest risks and has a plan to inspect them.
- The service is effective at financial planning, with a sound understanding of future financial challenges, and it actively monitors financial risks.
- The service's senior leaders act as role models and promote a positive culture through their behaviour.
- The service has continued to invest in workforce well-being and firefighter safety through a range of health, safety and well-being initiatives.

Overall, I commend the service on the changes it has made and expect it to continue working to resolve the areas for improvement we have identified.



Michelle Skeer OBE QPM

His Majesty's Chief Inspector of Fire & Rescue Services

Understanding the risk of fire and other emergencies

Good

West Yorkshire Fire and Rescue Service is good at understanding risk.

Fire and rescue services should identify and assess all foreseeable fire and rescue-related risks that could affect their communities. They should use their prevention, protection and response capabilities to prevent or mitigate these risks for the public. They should adjust these arrangements as appropriate, following robust feedback, scrutiny and oversight.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service identifies risk well

The service has assessed a suitable range of risks and threats using a thorough community risk management planning process. In its assessment of risk, it uses information it has collected from a range of internal and external sources and datasets, taking account of both local and national risk registers. The service used external consultants alongside its internal team to map risk in the service area. The service used data from previous incidents, lower layer super output areas (data about households in a local area) and the index of multiple deprivation.

The service has produced a document called 'Understanding our Risk', which supports the community risk management plan (CRMP) and accounts for all risks and how the service informs its seven CRMP priorities. The service has taken positive steps to improve how it consults with all communities. It employed an external consultant to review its communications and how they could be improved to reach more members of the community.

The service has a comprehensive CRMP

Once it has assessed risks, the service records its findings in an easily understood plan. The service calls its CRMP 'Your Fire & Rescue Service 2025–2028'.
The service's CRMP has seven priorities, which are to:

- further develop a culture of excellence, equality, learning and inclusion;
- provide a safe, effective and resilient response to local and national emergencies;
- focus its activities on reducing risk and vulnerability;
- enhance the health, safety and well-being of its people;
- prioritise a people-first mindset through ethical and professional leadership and management;
- work with partner agencies and communities to deliver its services; and
- use resources in an innovative, sustainable and efficient manner to maximise value for money.

The service's strategy encompasses its seven priorities and it has an action plan to monitor and measure progress against the CRMP throughout the three-year period.

This plan describes how the service intends to use its prevention, protection and response activities to mitigate or reduce the risks and threats its communities face both now and in the future. For example, the service uses its OneView platform to bring together information from prevention, protection, response, workforce and performance functions. This supports performance monitoring, organisational reporting and evidence-based decision-making across the service.

The plan also takes account of the issues identified in the service's strategic risk register, which could compromise the implementation of these activities. The service has a detailed and clear risk register. This uses a risk scoring tool to assess the level of risk and how prepared the service is to deal with that risk.

The service has continuity plans to make sure it can provide a minimum level of risk-critical functions during industrial action.

There is a clear CRMP action plan to monitor the strategic priorities

At the time of our inspection, the service had a CRMP action plan for monitoring progress on its CRMP priorities. The action plan sets out the seven priorities and covers information such as the objectives and how they will be measured. The service has an action plan dashboard, which gives an overview of progress.

Senior leaders have effective monitoring, feedback and scrutiny arrangements to make sure the service achieves the aims set out in the CRMP for prevention, protection and response.

Where the service isn't meeting its commitments to the public, senior leaders are fully aware of emerging issues and hold leaders at all levels to account. The service has various performance meetings made up of its leadership teams. At the meetings, the leadership team uses performance dashboards and reporting systems, such as Microsoft Power BI reports and the strategic action plan dashboard, to monitor progress against the CRMP action plan. This allows leaders to identify areas of underperformance and take timely corrective action.

The service has effective governance arrangements

To make sure the service is accountable to members of the public and is meeting the commitments it has made to them, it is essential the service has robust oversight and governance arrangements in place. This provides assurance that its plans to reduce or mitigate risk are effective or are being adjusted where they aren't working.

West Yorkshire Fire and Rescue Authority receives regular, meaningful updates on the service's arrangements for prevention, protection and response. This helps it to hold the chief fire officer to account, set priorities for the service, reduce risk for the public and protect the health and safety of staff. The service has established clear governance arrangements, supported by documented information and structured reporting across its boards and committees. This includes the full authority, audit committee, people and culture committee, local pension board, executive committee and community safety committee. These forums provide robust oversight, support informed decision-making and promote transparency, accountability and effective governance throughout the organisation.

Preventing fires and other risks

Adequate

West Yorkshire Fire and Rescue Service is adequate at preventing fires and other risks.

Fire and rescue services must promote fire safety, which includes giving fire safety advice. To identify people at greatest risk from fire, services should work closely with other organisations in the public and voluntary sectors, including police and ambulance services. They should share intelligence and risk information with these other organisations when they identify vulnerability or exploitation.

Area for improvement

The service should make sure it delivers safe and well visits in a timely manner.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service's prevention strategy links to its community risk management plan

The service's prevention strategy is clearly aligned with the risks identified in its community risk management plan and directly links to the organisational priorities.

Leaders responsible for prevention have clearly communicated the strategy and main prevention aims to the workforce. As a result, prevention staff understand how they contribute to the prevention aims of the service individually and as a team.

The service teams work well together and with other relevant organisations on prevention. They share relevant information when needed. The service uses information to adjust its planning assumptions and direct activity between its prevention, protection and response functions. For example, the service's OneView platform provides a single source of information for operational, prevention, workforce and performance data. Through the service's dashboards, the OneView system supports consistent reporting, so employees and managers at all levels have access to a clear and current view of organisational performance.

The service aims to target activity to those most at risk

The service uses a risk-based approach to prioritise its prevention activity towards people most at risk from fire and other emergencies. For example, the service has a referral and scoring system based on incident data from the previous five years. It uses this to give safe and well referrals a priority level.

The service has worked hard to reduce the safe and well visit backlog. Both prevention teams and operational crews were clearing the backlog in a consistent manner.

From the last round of inspections, the service had an area for improvement to make sure it delivers safe and well visits in a timely manner. This will remain in place.

The service has carried out a lot of work in relation to the area for improvement. It showed us a detailed summary report of works completed against the timescales of 28 and 56 days for completion of safe and well visits. The service is meeting the customer service standards from its prevention strategy in 90 percent of cases. The service does need to be consistent so that it can assure itself that it is reaching those most at risk promptly.

The service should assure itself that it gives higher priority to referrals directed back into the prevention system from operational crews.

The service uses a range of information and data to target its prevention activity at vulnerable individuals and groups, including those from under-represented communities.

It carries out a range of interventions and campaigns. These include targeted activity related to youth intervention, road safety, water safety, safeguarding and deliberate fire setting. The service works with partner agencies to identify community risks and direct prevention activity towards those most vulnerable. As an example, the service has a specialist youth intervention team. The team receives referrals from partner agencies, such as West Yorkshire Police, family members and Youth Justice Services. The team's programmes include getting young people ready for employment by improving interview skills and gaining work experience.

In 2024/25, the service made 100 percent (12,632 of 12,632) of its safe and well visits to households with at least one person with a vulnerability or risk factor.

Prevention staff feel confident carrying out safe and well visits

Staff told us they had the right skills and confidence to carry out safe and well visits. These visits cover a range of hazards that can put vulnerable people at greater risk from fire and other emergencies.

Specialist prevention staff told us they got a range of training, including recognising vulnerability and safeguarding. The prevention staff we spoke to told us they had gained level 3 safeguarding qualifications, and the district prevention managers sit on local safeguarding boards.

The service carries out quality assurance of its safe and well visit activity. We found during our inspection that it had introduced mandatory quality checks including peer-to-peer reviews and monthly meetings.

All new staff are quality assured through observation of safe and well visits and checks of record keeping. Competent prevention staff receive quarterly sample checks of their records. But some staff we spoke to said the prevention quality assurance wasn't consistent. West Yorkshire Fire and Rescue Service is part of a strong regional prevention group which represents the service at the National Fire Chiefs Council's evaluation group.

The service has evaluated its prevention activity

The service has good evaluation tools in place to measure how effective its activity is and make sure all sections of its communities get appropriate access to the prevention services that meet their needs. For example, the service's range of evaluation processes includes external review. This provides assurance that it is directing prevention resources towards the highest-risk individuals.

Prevention activities take account of feedback from the public, other organisations and other parts of the service. For example, the service's OneView platform provides a single source of information for operational, prevention, workforce and performance data.

The service uses feedback to inform its planning assumptions and change future activity, so it can make sure it focuses on what its communities need and what works.

The service works well with others to prevent fires and support vulnerable people

The service works with a range of other organisations to prevent fires and other emergencies, including the multi-agency serious violence executive group. The service contributes fire information and data to this group's dashboard. Combined with data from police and ambulance services, it improves understanding of problem areas. We were pleased to see the service's specialist youth interventions team's work with young people on the edge of criminal behaviour. This contributes to the service meeting its obligations to the Serious Violence Duty, the statutory guidance for responsible authorities in preventing and reducing serious violence.

In the year ending 31 March 2026, the service completed 5,096 home fire safety visits that were referrals from other agencies, and 1,491 that led to the service making an onward referral to at least one other organisation.

We found good evidence that it routinely referred people at greatest risk to organisations that may better meet their needs. These organisations include West Yorkshire Police, which is training the service to spot vulnerabilities from a police perspective. The service is also training West Yorkshire Police to spot fire hazards in the home. The service has arrangements to take referrals from others and acts appropriately on the referrals it receives. For example, the service has been carrying out youth intervention work in a primary school in Leeds, which it told us had had a positive impact on the school and students.

The service routinely exchanges information with other public sector organisations about people and groups at greatest risk. It uses this information to challenge planning assumptions and target prevention activity. For example, the service works with local housing providers to identify vulnerable people who might need a referral for further help or assistance.

The service responds effectively to safeguarding concerns

Staff we interviewed told us about occasions when they had identified safeguarding problems. They told us that they felt confident and trained to act appropriately and promptly. During our inspection, staff gave examples where they had identified risks and made safeguarding referrals.

The service actively supports interventions to tackle fire-setting behaviour

When appropriate, the service routinely shares information with relevant organisations to support the prosecution of arsonists.

The service's fire investigation team has given evidence to West Yorkshire Police and the Crown Prosecution Service to help secure convictions. The service told us that for the period 8 March 2025 to 10 March 2026, the following outcomes were achieved:

- 28 cases had been, or were being, progressed through the judicial system.
- 22 cases had resulted in 26 defendants being found guilty.
- 1 case resulted in a whole life sentence.
- 10 cases had resulted in sentences totalling 82 years and 5 months.

In the year ending 31 March 2026, the service attended 6,429 deliberate fire incidents, which had increased from 5,333 in the previous year. The rate of attendance at deliberate fire incidents was 264 per 100,000 population in the year ending 31 March 2026. This is higher than the England rate of 122.

The service carries out a range of suitable and effective interventions to target and educate people with different needs who show signs of fire-setting behaviour. This includes a question on fire setting as part of its safe and well checking. If the crew identifies any signs of fire setting during a visit, it refers the person to the prevention team for specialised advice and help.

Protecting the public through fire regulation

Good

West Yorkshire Fire and Rescue Service is good at protecting the public through fire regulation.

Fire and rescue services should assess fire risks in certain buildings and, when necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But services must have a locally determined, risk-based intervention programme for enforcing the legislation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The protection strategy clearly links to the service's community risk management plan

The service protection strategy is clearly linked to the risks identified in the service's community risk management plan.

Leaders responsible for protection have clearly communicated the strategy and main protection aims to the workforce. As a result, protection staff understand how they contribute to the protection aims of the service individually and as a team.

Staff across the service are involved in this activity and effectively share information as needed. For example, the service has invested in fire protection training for supervisory managers to improve their understanding of the built environment. And it has strengthened the organisation's ability to identify and communicate fire safety risks and information observed during community activities to the wider protection team. The service then uses information to adjust planning assumptions and direct activity between its prevention, protection and response functions. This means it properly aligns its resources with risk. The service uses the National Fire Chiefs Council definition of building risk type to determine its high-risk premises (for example, high-rise and care homes) to inform its protection work.

The service's risk-based intervention programme is comprehensive and has identified the highest risk

The service has developed a new risk-based intervention programme (RBIP) that covers six years from 2025–31 and is aligned with National Fire Chiefs Council guidance. And it has adopted the national methodology scoring system.

The service's risk-based intervention programme is focused on its highest-risk buildings. The structured six-year RBIP programme is now established across the service and demonstrates a clear strategic direction. The RBIP prioritises very-high-risk and high-risk premises, alongside selected medium-risk premises.

When we reviewed the service's audits of high-risk buildings, we found the service hadn't completed them in the time frames it had set itself. However, the service has recently completed a successful protection recruitment campaign. This has affected the workloads of competent inspectors and, consequently, the audit programme.

In the year ending 31 March 2025, the service set itself a high-risk building audit target of 390. It achieved this target as it carried out 396 high-risk building audits. This is over 100 percent of its target achieved. In 2025/26, it set itself a target of 220 audits and carried out 267.

We were pleased to see that the service had factored staff competence into its six-year RBIP. From 2026/2027 when its new members of staff are competent, it plans to increase the number of higher-risk premises audits.

Protection is well resourced and staff have the skills to meet the requirements of the service's RBIP

The service has enough qualified protection staff to meet the requirements of its RBIP. The service told us it started an apprenticeship scheme in 2024. It took on 16 trainee fire safety inspectors and five trainee business fire safety advisors. The service told us it had introduced an annual rolling process for business fire safety advisor apprenticeships. This will support good workforce management and allow the service to backfill its staff on an annual basis if required. In 2025/26, the service had 32 competent dedicated protection staff, and a further 20 in development. This helps it provide the range of audit and enforcement activity needed both now and in the future. It also makes sure staff get the right training and work with appropriate accreditation.

The service has adapted to new legislation

The Building Safety Act 2022 and the Fire Safety (England) Regulations 2022 have been introduced to bring about better regulation and management of tall buildings.

This legislation has led to an increase in the time the service spends assuring the safety of tall buildings. It expects this demand to increase with the increased pace of remediation work that is underway to replace flammable cladding. The service told us that it had created a dedicated website portal so that responsible persons could log on and upload information.

The service is supporting the Building Safety Regulator. The service contributes staff to a collaborative, multi-disciplinary team. This team supports work regulated by the Building Safety Regulator and considers the requirements of new fire safety legislation. It has also allocated staff time to do training, including the level 7 Advanced Professional Certificate in Legal Skills in Investigation. It expects these arrangements to have a manageable impact on its other protection activity.

The Fire Safety (England) Regulations 2022 introduced a range of duties for the managers of tall buildings. These include a requirement to give floor plans to the fire and rescue service and inform it of any substantial faults to essential firefighting equipment, such as firefighting lifts.

We found the service had good arrangements in place to receive this information. When it doesn't receive the right information, it takes action. And it updates accordingly the risk information it gives its operational staff.

The service completes fire safety audits to a high standard

We reviewed a range of audits that the service had carried out at different buildings across its area. These included audits carried out:

- as part of the service's risk-based intervention programme;
- after fires at premises where fire safety legislation applies;
- after enforcement action had been taken; or
- at high-rise, high-risk buildings.

In our review, we found the service had completed the audits to a high standard, in a consistent, systematic way and in line with its policies. The service makes relevant information from its audits available to operational teams and control room operators.

The service has a system called OSARIS which holds information about buildings. It uses OSARIS across the three functions of prevention, protection and response.

Where required, the service communicates building risk information to operational crews via the operational risk team. If it finds urgent or significant risks, protection staff may notify fire control, which can amend the pre-determined attendance as necessary.

To support effective communication between functions, the service has developed an operational liaison form to record and share critical information.

The service has effective quality assurance processes

The service carries out proportionate quality assurance of its protection activity. As an example, supervisors and managers carry out the new inspecting officers' internal quality assurance process. They sample each inspecting officer three times per quarter.

It has good evaluation tools in place to measure how effective its activity is and make sure all sections of its communities get appropriate access to the protection services that meet their needs. For example, the service uses the enforcement management model to ensure consistency when it initiates enforcement.

The service uses its enforcement powers where necessary

The service consistently uses its full range of enforcement powers and, when appropriate, it prosecutes those who don't comply with fire safety regulations.

During our inspection, the service told us that it recently wrote to all responsible persons for high-rise residential buildings about providing outstanding information. It had given responsible persons until 1 September 2026 to submit the information. Where information was still outstanding after this date, the service would consider using its enforcement powers to secure compliance and obtain the necessary information.

In the year ending 31 March 2025, the service conducted 698 audits of premises which were identified as being unsatisfactory. From these audits, the service issued no alteration notices, 346 informal notifications, 198 enforcement notices and 49 prohibition notices. It didn't carry out any prosecutions. It completed two prosecutions in the five years from 2020/21 to 2024/25.

During our inspection, the service told us over the past 12 months it had one successful prosecution.

It also told us it carried out 22 preliminary investigations and each prohibition notice served activated a preliminary investigation form for a management review.

The service works well with others

The service works closely with other enforcement agencies to regulate fire safety, and it routinely exchanges risk information with them. The service actively engages with other organisations such as the Care Quality Commission, Together Housing, Crown Premises Inspection Group and the Ministry of Housing, Communities and Local Government.

The service responds promptly to most building and licensing consultations

In the year ending 31 March 2026, the service responded to 88.4 percent (1,492 of 1,688) of building consultations within the required time frame. It also responded to 100 percent (606 of 606) of licensing consultations within the required time frame. This means, on most occasions, it meets its statutory responsibility to comment on fire safety arrangements at new and altered buildings.

The current reporting arrangements for building regulation consultations don't discount incomplete applications which are returned. As a result, those returned consultations are included in the service's completion rate of 85 percent. The service is developing a new building risk database that rectifies this issue. The figures in future should be significantly higher.

The service works well with businesses to promote compliance with fire safety legislation

The service proactively works with local businesses and other organisations to promote compliance with fire safety legislation. The service operates a primary authority scheme and has both local and national partners. The service also works with five local housing authorities and West Yorkshire Combined Authority on the local remediation acceleration plan for high-rise and medium-rise premises.

The service website provides a wide range of protection information, including practical guidance and examples to support those with fire safety responsibilities. It also features a dedicated building safety portal for people who manage high-rise residential buildings. This includes specific advice for responsible persons about recent legislative changes, such as requirements to gather residents' information and manage the premises information box.

In addition, the website provides guidance on specialised areas, including petroleum storage and safety requirements.

Responding to fires and other emergencies

Good

West Yorkshire Fire and Rescue Service is good at responding to fires and other emergencies.

Fire and rescue services must be able to respond to a range of incidents such as fires, road traffic collisions and other emergencies in their areas.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service's response strategy clearly links to its community risk management plan

Leaders responsible for response have clearly communicated the strategy and main response aims to the workforce. As a result, response staff understand how they contribute to the response aims of the service individually and as a team.

The service locates its fire engines and response staff, and designs its working patterns, to help it respond flexibly to fires and other emergencies with the appropriate resources. For example, the service monitors response activity to make sure it delivers against the objectives set out in the community risk management plan (CRMP). One of the ways it does this is through its Microsoft Power BI dashboards. The service knows daily how it is performing. On a quarterly basis, the service monitors its risk-based planning assumptions and where it isn't achieving its times to mobilise. It then investigates the causes.

The service meets its response standards

The service has set out response standards in its CRMP and consistently meets these.

In its CRMP, the service is committed to responding to:

- very-high-risk areas within 7 minutes;
- high-risk areas within 8 minutes;
- medium-risk areas within 9 minutes;
- low-risk areas within 10 minutes; and
- very-low-risk areas within 11 minutes.

There are no national response standards, but the Ministry of Housing, Communities and Local Government (MHCLG) does publish data on response times to primary and secondary fires. However, locally set standards may be calculated differently to the data the MHCLG produces.

MHCLG data shows that in the year ending 31 March 2026, the service's average response time to primary fires was 9 minutes and 55 seconds. This is slower than the average for services that are predominantly urban, which is 8 minutes and 1 second.

Using this measure, the service's average response time has increased from 8 minutes and 34 seconds in the year to 31 March 2024, and 9 minutes and 4 seconds in the year to 31 March 2025. This is mostly attributed to an increase in drive time of 30 seconds; the service told us this was because it had to increase station security.

The service is improving its availability

The service has performed well in its wholetime availability, achieving 99.4 percent in 2025/26. Before this, it had achieved 100 percent availability between 2021/22 and 2024/25.

In 2025/26, the availability of on-call fire engines was 63.6 percent; this is a decrease from 68.6 percent in 2024/25.

The service has seen a reduction in on-call availability. It has been trying to improve this by introducing, as an example, larger turn-in areas for its on-call stations to increase recruitment numbers.

The service keeps its risk information up to date and accessible

The service routinely collects and updates information about the highest-risk people, places and threats it has identified. It has a process to share risk information on all buildings between protection and response. Protection and all the service's operations and service delivery teams, such as control and fire stations, use the service database. As an example, if an evacuation policy has changed, the protection team will update the system and complete an operational liaison form. The operational risk team receives this form, processes it and uses the information. There is also an operational liaison forum every two months to discuss any issues and better ways of working.

Risk information is readily available for the service's prevention, protection and response staff. This means that these teams can identify and reduce risk effectively. For example, the service has developed a hazard spotting section in its site-specific risk information (SSRI) form. If operational crews need to raise a concern, they create a risk score, which is flagged to the protection team so that trained protection officers can follow up the concern.

Where appropriate, the service shares risk information with other organisations, such as West Yorkshire Police.

During our inspection, we sampled a range of risk information, including the information in place for firefighters responding to incidents at high-risk, high-rise buildings and the information held by fire control. The service has carried out a lot of work and is good at gathering risk information. For example, there is a dedicated building safety portal where external people such as property owners can upload building information.

However, operational crews aren't routinely visiting premises categorised as high risk, very-high risk, or high-rise risks. In the year ending 31 March 2026, the service identified 13,962 buildings that, under Section 7(2)d of the Fire and Rescue Services Act 2004, require a familiarisation visit over a five-year period. In the year ending 31 March 2026, it completed 2,658 such visits. The service aims to complete three visits per fire engine and watch each month. The service has robust arrangements for gathering and maintaining risk information. However, inspectors found that operational crews weren't routinely completing familiarisation activity at all sites identified in the service's programme. The service should continue its work to make sure that operational crews are familiar enough with identified risks in their station areas.

The information we reviewed was up to date and accurate. Staff could easily access and understand it. Encouragingly, it had been completed with input from the service's prevention, protection and response functions when appropriate.

The service quality assures risk information to improve standards. The operational risk management team is responsible for quality assuring risk information submitted by districts, including SSRI, with a particular focus on high-risk and very-high-risk premises.

Where SSRI doesn't meet the required standard during quality assurance, the service gives structured feedback to the author and the assistant district commander. This feedback includes a link to the service SharePoint site, which contains the standardisation guidance.

The purpose of this approach is to maintain consistency across the organisation, so all staff can produce risk information to a common standard and contribute effectively to the overall quality and reliability of operational risk data.

The service's staff have a good understanding of incident command

The service has incident commanders who are trained, and regularly and properly assessed. So it is assured of the operational competence of its staff. It has a dashboard that all commanders can access that includes safety critical training. Both firefighters and managers can see who is competent and who needs refresher training.

District command teams make scheduled visits to fire stations to observe and evaluate operational competency. There is also an operational training and exercising group that reviews the core elements of competence on a quarterly basis.

This helps the service to safely, assertively and effectively manage the whole range of incidents it could face, from those that are small and routine to major and multi-agency incidents.

As part of our inspection, we interviewed incident commanders from across the service. They were familiar with risk assessing, decision-making and recording information at incidents in line with national best practice, as well as the Joint Emergency Services Interoperability Principles.

In 2025/26, the service needed 476 accredited incident commanders to meet its demand. The service met this demand and had no incident commanders carrying out the same work who weren't accredited.

The service evaluates its operational performance

As part of our inspection, we reviewed a range of emergency incidents and training events. These included two major incidents.

The service has an operational learning team. Feedback we heard during our inspection about this team was overwhelmingly positive. Staff highlighted its proactive approach and willingness to take on board suggestions and feedback. Crews noted that the team regularly reviewed and updated processes and procedures in response to this activity. This leads to continuous improvement and enhanced operational standards.

Most staff we spoke to reported that operational learning was recorded using either a tablet or a desktop computer.

We were encouraged to see the service contributing to, and acting on, learning from other fire and rescue services or operational learning gathered from emergency service partners. This includes an over-the-border incident from a neighbouring service, which crews from West Yorkshire used as learning. The service then published its findings in a team briefing document.

We were pleased to find that the service consistently followed its policies to make sure that staff commanded incidents in line with operational guidance. We were also pleased that the service updated internal risk databases with the information it received. The service has clear processes for this. For example, when a protection officer identifies an issue, it goes to the operational risk team and the relevant station. Staff from the station then make a site-specific risk visit. The service also exchanges this information with appropriate organisations, such as local housing providers and the police.

The service has used learning from incidents to improve its services to the public. For example, the service told us it made changes because of a structured debrief of an incident it attended at Standedge Tunnel. After post-incident feedback, the service changed one of its procedures for communications at incidents. This shows that the service is learning from operational feedback.

The service has a tracker to follow through actions from debriefs. The tracker had 15 actions for the Standedge Tunnel incident and 6 for an incident on Rishworth Moor, Ripponden. Each action had an assigned person who was responsible for the action and reporting back.

However, the service needs to make sure it is consistent in debriefing. During our inspection, we found cases of large multi-agency incidents where debriefs had been held locally and not passed to the central team.

Fire control staff are involved in exercises and some debriefs

The service has a new control room, which staff spoke very highly of. They told us that the new mobilisation system had several areas of improved functionality. This included the ability to immediately translate different languages, the ability to receive live video information from the scene and overall quicker navigation around the system.

We found during our inspection that the service control staff were integrated into its command, training, exercise and some debrief and assurance activity. However, the service still needs to do more to include control staff in all debriefs and learning after incidents.

There are some ongoing technical issues with control that affect some staff's confidence in the mobilisation system. The service is in regular meetings with IT providers to address issues.

The service's policies are in line with national operational guidance

The service has governance arrangements to review changes to national operational guidance and incorporate national operational learning into local policies and procedures. Staff demonstrated a good understanding of these arrangements and of how learning is communicated across the organisation.

Responding to major and multi-agency incidents

Good

West Yorkshire Fire and Rescue Service is good at responding to major and multi-agency incidents.

Fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service is well prepared for major and multi-agency incidents

The service has effectively anticipated and considered the reasonably foreseeable risks and threats it may face. It has listed these in both local and national risk registers as part of its community risk management planning. For example, it has made plans for chemical, biological, radiological and nuclear major incidents, for Control of Major Accident Hazards sites and to deal with a control room failure.

It is also familiar with the significant risks that neighbouring fire and rescue services may face, which it might reasonably be asked to respond to in an emergency, such as a wildfire incident. Firefighters have access to risk information from neighbouring services. The service manages risk information through an operational response bulletin with a reading record. The service uses a Teams form to share information across protection, prevention and response and provides easy multi-disciplinary team access with automatic alerts for short-term events (for example, the Leeds marathon). It stores cross-border risk information on ResilienceDirect for risks over 10 km, which it can email to officers on request.

The service has effective arrangements for major and multi-agency incidents

During this inspection, we considered how well prepared the service was to respond to foreseeable major incidents. This included how the service had dealt with two large simultaneous incidents involving a mill and a bus museum within a few hundred metres of each other, which involved approximately 22 fire engines.

We found that the service had well-developed policies and procedures in place for safely managing these incident types. Staff at all levels understand them, and robust training and exercises have taken place to test them. During our inspection, staff told us the service carried out regular major incident exercises. These included scenarios such as train incidents and high-rise fires, including the use of fire survival guidance. Staff showed a strong understanding of fire survival guidance, providing clear and consistent explanations of how the process operates. This included the exchange of information and co-ordination between the incident ground and fire control.

In the year ending 31 March 2026, the service completed 72 multi-agency training exercises. The number of completed multi-agency training exercises per 1,000 full-time-equivalent firefighters is 71.6, which is higher than the England rate of 56.2.

The service is working with other emergency responders to make local communities more resilient. West Yorkshire Fire and Rescue Service is part of the local resilience forum (LRF), which it co-chairs. The service also chairs several groups that hold a programme of exercises. These exercises include Joint Emergency Services Interoperability Principles (JESIP), tactical co-ordinating group and strategic co-ordinating group requirements to test and practice.

The service has an effective process for identifying and addressing operational learning. The service has a very thorough operational learning department, and learning is identified and gathered through debriefs and reality testing. The service had three near misses at hazardous materials incidents. So it put a programme of training in place including continuing professional development and district exercises. It logged all this through its operational learning department.

We also reviewed the service's response to the major incident it declared. The service has a central operational learning department, which organises its debriefs. Staff speak highly of this team.

However, for the major incident we reviewed, only the first staff to attend the incident were involved in the debrief. Officers within the command structure, at station manager level and above, weren't involved; nor were any multi-agency partners. So valuable learning from this incident may have been missed.

Our evidence throughout our inspection shows that the service is carrying out debriefs after incidents. But it needs to assure itself it is carrying these out consistently. And it needs to make sure it invites all relevant people so they can contribute.

As a result of this, the service can mostly show that its plans to record and share learning and learn from incidents are working.

The service should formalise the process to record and store decision logs in line with best practice.

During our inspection, we found that the service delivered e-learning to its staff on marauding terrorist attack incidents.

The service works well with other fire and rescue services

The service supports other fire and rescue services when they are responding to emergency incidents. For example, it organised a national urban search and rescue exercise involving teams from three other fire and rescue services. This included the hazardous area response team from North West Ambulance Service. West Yorkshire Fire and Rescue Service is intraoperable with these services and can form part of a multi-agency response.

It has successfully deployed resources to other services and has used national resilience assets. The service has recently run a zonal urban search and rescue exercise.

The service staff have a good understanding of JESIP

The incident commanders we interviewed had been trained in and were familiar with JESIP.

The service provided evidence that it consistently follows these principles. This included the service hosting the West Yorkshire regional JESIP training at its headquarters for crew managers and above, and annual JESIP e-learning for all operational staff from firefighter to chief fire officer.

We sampled a range of debriefs the service had carried out after multi-agency incidents. We were pleased to find that the service had introduced a team briefing document. Staff praised this for its concise way of bringing together learning from operational incidents and exercises. We saw an example of learning from one of these documents.

The service carries out cross-border exercises, but needs to make sure it is consistent across the service

The service has a cross-border exercise plan with neighbouring fire and rescue services. In the year ending 31 March 2026, the service completed 31 exercises with neighbouring fire and rescue services. The number of completed exercises with neighbouring fire and rescue services per 1,000 full-time-equivalent firefighters is 30.8, which is higher than the England rate of 25.6. This helps them work together effectively to keep the public safe. The plan includes the risks of foreseeable major incidents where the service could be required to give support or ask for help from neighbouring services. We were pleased to find that the service used learning from these exercises to inform risk information and service plans. The service has a memorandum of understanding with two other fire and rescue services for cross-border training and exercising. However, during our inspection, some staff told us that cross-border exercising wasn't consistent across the service, even though some stations directly bordered other service areas.

The service works well with other organisations

The service has good arrangements to respond to emergencies with agencies that make up the West Yorkshire Resilience Forum. These arrangements include the service's dedicated emergency planning team, which also sits on subgroups within the LRF.

The service is a valued member of the LRF and co-chairs it. It takes part in regular training events with other members of the forum and uses the learning to develop planning assumptions about responding to major and multi-agency incidents. The LRF runs larger-scale major incident events. Some are tabletop exercises and some are physical exercises which the service is actively involved with.

The service is up to date with national operational learning

The service makes sure it knows about national operational learning updates from other fire and rescue services and joint organisational learning from other organisations, such as the police and ambulance services. The service gets a weekly log from West Yorkshire Police that identifies any short-notice events, such as those at Pontefract Racecourse, and middle-to-higher-tier rugby matches. The service then rates these events, considers any additional resources that it might need and puts them in place.

If it needs additional resources, the service will do an operational response briefing. It sends this out to relevant parts of the organisation, including informing stations what the event will be. These briefings also include additional information, for example timings and road closures. Any learning from these events informs the planning assumptions it makes with other organisations.

Making best use of resources to provide an efficient and affordable service

Good

West Yorkshire Fire and Rescue Service is good at making the best use of its resources to manage risk and to make sure it is efficient and affordable.

Fire and rescue services should manage their resources properly and appropriately, aligning them with their risks and statutory responsibilities. Services should make best possible use of resources to achieve the best results for the public.

Services should continuously look for ways to improve their effectiveness and efficiency. This includes transforming how they work and improving their value for money. They should have robust spending plans that reflect future financial challenges and efficiency opportunities, and they should invest in better services for the public.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has effective governance and scrutiny

West Yorkshire Fire and Rescue Authority (FRA) oversees the service. Its governance role includes setting the strategic direction of the service and providing scrutiny to monitor the service's performance and make sure its strategic aims are achieved.

The service has effective strategic oversight arrangements in place to manage financial and resourcing risks, performance and improvement plans. It has effective processes, controls and internal governance arrangements in place to manage strategic risks. We saw evidence that the service worked effectively with members of the FRA. There were multiple governance meetings to provide assurance.

The service reports accurate and suitably detailed financial, risk and performance information to the FRA. And the service provides further information to the authority when requested. For example, we were told about FRA members requesting information on response time performance, which the service subsequently presented to them.

We also found that the service regularly reported appropriate updates to the FRA, so members are kept well informed. For example, the FRA received updates on risks to fuel availability arising from supply disruptions linked to the conflict in the Middle East. The service also kept it updated on the relocation of a fire station to the new headquarters, and ongoing work relating to contaminants.

The scheme of delegation clearly sets out responsibilities for the service's senior leaders. There are effective internal governance arrangements to hold senior leaders to account for the corporate management of the service. These include the executive leadership team, strategic leadership team and change management board meetings.

The service allocates resources to its most important activities and continues to try and improve its on-call availability

In our last inspection, we identified an area for improvement that the service needs to show a clear rationale for the allocation of resources between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its community risk management plan (CRMP).

In this inspection, we were pleased to find the service had made improvements. We found that workforce, financial and resource planning were closely aligned to the priorities identified in the CRMP. This provided a clear rationale for investment decisions across prevention, protection and response functions. For example, the service has improved resourcing in prevention, protection and response. It has a full team of specialist prevention staff and has enough qualified protection staff to carry out its strategic plan. And, when the service found it had a shortage of qualified drivers, it started requiring all new trainees to complete driver training to become emergency fire engine drivers as part of their development programme. Considering this evidence, we have closed the area for improvement.

The service has used the protection uplift grant in a sustainable way. For example, while it previously used the grant to pay market supplements, this is now funded through its base budget.

The service has evaluated its mix of crewing and duty systems. It has analysed its response cover and can show it deploys its fire engines and response staff to manage risk efficiently. For example, on-call stations are in lower-risk areas, while day-crewing stations are where the service's risk profile shows risk drops in the evening. And wholetime stations are in the highest-risk areas, where there is also a likelihood of simultaneous incidents. The service uses its dynamic cover tool so that it uses available fire engines in the most efficient way.

The service is taking steps to increase availability of its on-call crews. At the time of our inspection, the service was carrying out a recruitment campaign. At two fire stations, the service offers relocation packages to encourage applicants to move into the area. To support workforce planning, the service uses its on-call availability resourcing system tool. The service uses this to assess current crewing levels, local demographics and the time needed to recruit new staff. In addition, some stations operate with a seven-minute turnout time, which increases the geographical area where on-call firefighters can be recruited from. The service has also revised some of its policies to make on-call roles more attractive, including creating clearer opportunities for staff to transfer into wholetime roles. While we are yet to see the impact of these initiatives, we look forward to seeing how the service progresses in this area.

The service is effective at financial planning

In 2026/27, the service's net revenue budget is £123.2 million. The net revenue budget for 2025/26 has been adjusted for inflation from £116.9 million to £119.7 million. This means the budget has increased by 2.9 percent between 2025/26 and 2026/27 in real terms. The budget is funded by £62.8 million from council tax, £27.3 million from business rates and £33 million from revenue support and other grants. The service's total funding is £123.2 million, which is £50.58 per head of its population. This is within the typical range compared to all services in England.

The service has a sound understanding of future financial challenges. It plans to mitigate its main financial risks. The service actively monitors financial risks through its quarterly risk management strategy group, which reviews emerging risks and assesses their potential revenue budget implications. For example, the service's reserves strategy includes a £2 million medium-term funding impact reserve. It established this to manage potential funding pressures.

Its planning assumptions are robust and realistic. They take account of the wider external environment and some scenario planning for future spending reductions. It uses zero-based budgeting. And it has carried out a sensitivity analysis, which has helped it to consider the implications of different levels of funding and spending pressures, such as pay awards and inflation, on its financial forecast.

This helps the service make sure its plans are sustainable and underpinned by financial controls that reduce the risk of misusing public money. Through a 'star chamber' meeting process, the service justifies its proposed spending plans and growth bids.

The service's capital programme is set at £49.2 million, covering 2026/27 to 2028/29. It includes investment in vehicle replacement and buildings.

Capital financing costs are 6.3 percent of the net revenue budget. They are set to increase by 0.1 percent by 2028/29 under existing capital plans.

By 2027/28, the service has forecasted debt and reserves to be 34.5 percent and 14 percent, respectively, of the net revenue budget. This compares to forecasted levels of 35.2 percent and 18 percent, respectively, for 2026/27. This shows that the service expects both debt and reserve levels to decrease over the period of its medium-term financial plan.

The service has a sensible and sustainable plan for using its reserves. The service's overall reserve levels are assessed against, and maintained in alignment with, its risk register. For 2026/27, the service has a general fund reserve of £5.7 million. With this reserves strategy, the service funded its new headquarters through its capital financing reserve.

The service has effective performance management arrangements

We were pleased to find that the service had made improvements since our last inspection. The service's arrangements for managing performance clearly link resource use to its CRMP and its strategic priorities. It has a comprehensive suite of performance indicators, targets and measures so that senior leaders can monitor and manage strategic performance across the service. These cover prevention, protection, response and support functions, with performance information presented through the service's electronic performance dashboard, OneView.

The service uses data to improve staff productivity and to assure itself it uses resources efficiently and effectively while providing value for money. The introduction of OneView has improved data quality and increased the consistency of performance reporting across the service. It has supported a more consistent and evidence-based approach to understanding risk and targeting service activity. And it has led to better sickness absence analysis by providing improved trend data and more detailed absence profiling.

Inspectors found that the OneView platform had improved consistency of organisational reporting. It also provided leaders with greater visibility of strategic performance across the service.

The service understands how it uses its wholetime firefighters. It collects data on how they spend their time across day and night shifts. It makes the most of its capacity. For example, the service has revised the structure of the working day for firefighters at wholetime stations to improve their productivity. By prioritising prevention and protection activities during the morning and early afternoon, firefighters can work more effectively with their local communities.

Fire false alarms are incidents where the service attends a location, but discovers that no resources are required to resolve the incident or that no incident occurred. In the year ending 31 March 2026, 9,719 incidents attended in the West Yorkshire service area were fire false alarms. The rate of attendance at incidents that were fire false alarms was 4 per 1,000 population. This is lower than the England rate of 4.3. This is due to the service revising its policy and response to automatic fire alarms. This reduces the impact on fire engines attending incident scenes.

The service operates an effective risk-based response model for unwanted fire signals. During the year ending 31 March 2026, 10.2 percent of emergency calls (5,263 of 51,697) related to automatic fire alarms. Of these, 69 percent weren't attended, higher than the England average of 47.1 percent. This is consistent with the service's policy of not routinely attending daytime automatic fire alarm activations at commercial premises unless specific risk factors, such as sleeping accommodation or significant heritage value, are present.

The service operates an effective cost recovery process, charging owners of commercial premises that generate more than three unwanted fire signal callouts within a calendar year.

The service is making efficiency savings

In 2024/25, the service's expenditure was £106.2 million, which is £43.78 per head of its population. This is within the typical range compared to all services in England.

There are regular reviews to consider all the service's expenditure, including its non-pay costs. This scrutiny makes sure the service gets value for money. The finance team meets with budget holders monthly to review and discuss budgets and expenditure. A budget monitoring management group meets every six weeks to review resources and budgets. Major projects are subject to monthly scrutiny through the major projects strategy group. An external auditor is a member of this group, which reviews larger investments in areas such as fleet replacement.

The service consistently achieves the savings identified in its financial and efficiency plans. The interim auditor's annual report, dated October 2025, estimates the service made £2.8 million of cashable savings in 2024/25, greatly exceeding the forecast savings of £900,000. These savings include £1.9 million from the use of national procurement frameworks and local procurement reviews.

The service is taking steps to make sure it achieves efficiency gains through sound financial management and best working practices. It is doing this in important areas such as estate, fleet and procurement. For example, the service is a member of the Fire and Rescue Indemnity Company. Its productivity and efficiency plan shows that this has saved the service £285,000 in 2024/25, compared with its previous insurance arrangements.

The service monitors and reviews the benefits and results of its contract arrangements, collaborations and improvement projects. It can show that it consistently achieves the intended outcomes. The change management board provides oversight. This board is responsible for tracking benefits realisation and reviewing project performance. The service operates a structured three-tier evaluation framework. Tier one is team level; an independent team completes tier two evaluations; and tier three evaluations are service level.

The service told us it worked in partnership with a wide range of external organisations, maintaining approximately 140 collaborations. For example, the service participates in the Tri-Service Collaboration Board with West Yorkshire Police and Yorkshire Ambulance Service.

The service manages assets well

The service's capital programme and estate and fleet strategies have clear links to its CRMP. Both strategies exploit opportunities to improve effectiveness and efficiency.

The service has completed a project to replace all its front-line fleet and reserve fire engines. This was to address concerns relating to contaminants in fire engine cabs and improve firefighter safety. The new vehicles have an expected operational lifespan of approximately 15 years. The replacement programme has given the service a modern fleet designed to support operational effectiveness and firefighter safety. Replacing a large proportion of the fleet within a relatively short period creates a future challenge. To manage this risk and support a more sustainable long-term fleet strategy, the service is considering its options. This includes considering how it can extend operational life through its maintenance, rotate vehicles between high-demand and low-demand stations and stagger its future replacement programme.

The service manages 40 fire stations across the county and maintains an asset register for each site. This means it can track asset condition and lifecycle information.

The service regularly reviews these strategies so that it can properly assess the effects any changes in estate and fleet provision, or future innovation, have on risk.

While there have been some delays with the capital programme, the service manages risks appropriately. There are formal governance structures for each estate or fleet project. This includes scrutiny by the change management board to review progress and risks. For example, during the construction of Keighley Fire Station, the service encountered unforeseen ground conditions that required additional funding for extensive concrete piling works. It identified the issue as a project risk and recorded it in the service's lessons learned register. This will help make sure that future construction projects include earlier ground condition assessments at the planning stage.

The service makes good use of technology

The service actively considers how changes in technology and future innovation may affect risk. The service's IT business continuity plans are subject to annual testing, which includes desktop exercises. For example, the service held a desktop exercise focused on cyber threats. The service also maintains a secondary site to store backup data, providing data resilience and recovery arrangements.

It also aims to exploit opportunities to improve effectiveness and efficiency presented by changes in technology. The service's development of OneView enables consistent, near-real-time reporting through interactive dashboards, providing a clear and accessible view of organisational performance. It has reduced manual reporting by replacing spreadsheet-based processes with automated reporting. For example, the FRA performance reports, which the service told us previously took four days to complete, can now be generated in under two minutes through OneView.

The service has invested in a new control room mobilisation system. Although the system has experienced some early operational issues, the service is managing the associated risks appropriately. The service records faults through a structured tracking process and meets with the supplier regularly.

The service effectively manages change

The service has the capacity and capability it needs to achieve sustainable change. The service told us that it managed smaller projects in-house. It uses external specialist programme managers for more complex work programmes, such as the construction of the service's new headquarters.

The service manages change through effective projects and programmes. It has a clear internal structure with appropriate governance arrangements to make sure it monitors, scrutinises and challenges progress against projects and programmes. The service manages its change programme through the change management board, with progress against projects reported quarterly to the full authority committee. It develops projects through the organisational planning cycle. The change management board is responsible for project risk management. Risks that can't be resolved at this level, including those with significant financial implications, are escalated to the executive leadership team.

Promoting, embedding and improving values and culture

Adequate

West Yorkshire Fire and Rescue Service is adequate at promoting, embedding and improving values and culture.

Fire and rescue services should have positive and inclusive cultures, which are maintained and improved through feedback from staff, scrutiny by leaders and oversight by the fire and rescue authority (FRA). Workforce well-being, both physical and mental, should be a priority, and unacceptable behaviour should always be challenged and managed appropriately.

Area for improvement

The service should proactively monitor working hours (including overtime) to improve staff well-being.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service's strategic priorities and governance arrangements reflect its commitment to health, safety and well-being

We found evidence that the service had invested in a range of measures designed to improve firefighter safety and well-being. This includes initiatives intended to reduce exposure to contaminants, improvements to operational equipment and working environments, and arrangements to monitor health, fitness and occupational well-being. The service also uses organisational learning and performance monitoring processes to identify opportunities to improve workforce safety.

The service has clearly defined values that staff understand

The service continues to have well-defined values, which staff understand. We found during our inspection that staff at all levels were engaging and welcoming and their behaviour reflected service values. It has implemented the Core Code of Ethics well, staff understand it and it is integrated within policies and procedures, such as its recruitment and selection processes.

In our workforce survey, 87 percent of respondents (398 of 460) agreed that their manager consistently modelled and maintained the service's values. And 67 percent (307 of 460) agreed that senior leaders consistently modelled and maintained the service's values.

The service is compliant with safeguarding legislation by completing appropriate background checks for existing members of staff. Staff in the service are subject to a standard DBS check, with certain roles, particularly in operational and prevention functions, requiring an enhanced DBS check. The service renews these checks every three years, for ongoing assurance of staff suitability. In the year ending 31 March 2026, 97.3 percent of existing employees who needed a background check had one.

The service is also reducing the risk of abuse, harm and neglect for both the public and staff by completing DBS checks. In the year ending 31 March 2026, 99.1 percent of new recruits who needed a DBS check had one.

The service has good oversight and scrutiny arrangements

The service has robust systems in place to take feedback from a range of activity, scrutinise it and understand the impact on staff and the public. Activity includes public complaints, staff grievances and disciplinary action. We found good examples of the service adjusting policies and procedures as a direct result of this scrutiny.

As an example, a protection supervisor identified an issue across the three fire safety teams, where there was an imbalance in knowledge and experience. So the service revised the protection organisational structure by relocating all officers to a centralised base at headquarters. This change created a more balanced approach to workloads. It also located supervisors closer to staff, so they were more accessible to give support when needed.

The FRA receives regular, meaningful updates about people-related issues through the people and culture committee. This helps it to hold the chief fire officer to account and set priorities for the service. It also reduces risk for the public and protects the health and safety of staff. During our inspection, we found that FRA members felt sufficiently well informed to make decisions that affected the service and its service to the public. This included information to approve such things as relocation of a fire station to the new headquarters and the fleet renewal programme. The FRA continues to receive information from the service about ongoing issues.

The service is trying to improve its communications, as it doesn't always act on feedback

The service has a range of formal and informal arrangements in place to communicate with staff and representative bodies, such as trade unions and employee networks, and to take account of their legitimate concerns. The service has open communications and consultation with some trade unions. These bodies were positive about the openness of senior leaders during regular meetings on a range of topics.

The service values the importance of ongoing positive relationships and continues to work hard to achieve good engagement.

In our workforce survey, 62 percent of respondents (283 of 460) agreed that they felt confident in the processes for providing feedback to all levels of leadership. These survey results match what we found during our inspection.

Individual members of staff, representative bodies and staff network groups we spoke to gave examples of where they had raised legitimate concerns with leaders. The service had been active in resolving them, taking a proactive approach by acting on equality issues identified through staff networks. For example, some female firefighters experienced difficulty communicating with their team or an entry control officer when wearing breathing apparatus. The issue was considered, analysed and investigated. The service identified differences in voice tone as a contributing factor. Following review and agreement by the senior leadership team, the service made modifications. These included alternative breathing apparatus masks to improve communication. Inspectors found several examples where staff feedback had directly informed service decisions and changes to operational or people-related policies.

In our workforce survey, 46 percent of respondents (211 of 460) agreed that they were confident their feedback would be acted on. There were some staff who told us during inspection that they had raised concerns and the service had taken limited or no action to address them. For example, when firefighters put forward positive ideas or suggestions, feedback or outcomes aren't always effectively communicated back to them. This can result in a lack of visibility and closure for staff who have contributed. The service also needs to communicate and work more with on-call stations, particularly in relation to staff engagement and recruitment.

The service should take further steps so that employees feel their feedback is valued, listened to and acted on where appropriate.

Staff feel confident challenging unacceptable behaviour

There continues to be a positive working culture throughout the service, and staff feel empowered and willing to challenge unacceptable behaviours when they come across them. Staff told us they felt confident to raise things anonymously through the service's Say So independent reporting line, and it is a well-used facility.

In our workforce survey, 71 percent of respondents (326 of 460) agreed that they felt safe to challenge unacceptable behaviour in their service. And during our inspection, most people we spoke to told us they felt safe to challenge unacceptable behaviour.

Staff have a good understanding of what bullying, harassment and discrimination are and their negative effects on colleagues and the culture of the organisation.

In our workforce survey, 16 percent of respondents (73 of 460) told us that they had felt bullied or harassed by members of their service in the past 12 months. And 15 percent (70 of 460) told us that they had felt discriminated against by members of their service during the same period.

We were pleased to find that the discipline and grievance cases we reviewed were all progressed in a timely manner. We asked the service to tell us about grievances that were related to conduct matters only (and not to include, for example, those against organisational policy).

As at 31 March 2026, there were 9 live grievances and 95 disciplinary cases. Of these disciplinary cases, four were gross misconduct cases.

The service follows the policies and procedures that it has in place. The cases we reviewed were managed by the right people at each step of the process. This led to well-justified decisions with clear reasons.

The service offers good support to staff who are the subject of disciplinary action as well as those who raise concerns or grievances or who are victims of bullying or harassment.

The staff we talked to had confidence that if they raised a misconduct concern with their line manager, it would be dealt with in an appropriate and confidential manner. Managers we spoke to felt they had the confidence and training to deal with grievance and discipline issues, and felt able to do so.

The service can show that it is adapting its processes and sharing with staff the learning it has gained from dealing with grievance and discipline cases.

The service monitors working hours but needs to do more

The service continues to have effective and well-understood health and safety policies and procedures. These policies and procedures are readily available, and leaders at all levels promote them effectively to all staff.

As at 31 March 2025, 24.2 percent of wholetime firefighters had registered secondary employment, and 11.7 percent were on a dual contract within the service.

The service had an area for improvement from our last inspection to proactively monitor working hours (including overtime) to improve staff well-being.

We found that the service still needed to do more to monitor staff working hours. We found during our inspection that the service didn't have effective processes to monitor staff working hours and secondary employment. We also found that there was no central monitoring by the service of working hours to stop staff working excessive hours. Nor does the service monitor dual contracts to make sure staff don't work excessive hours.

We found some evidence of staff hours being monitored locally. However, this was heavily reliant on individuals in teams and stations informing their line managers of hours worked.

We were told that the service did monitor some staff who had secondary employment, but only if their contracts aligned to certain external regulations.

The service supports the workforce's physical and mental well-being

In our workforce survey, 95 percent of respondents (437 of 460) agreed that they knew how to access support for their mental health through their service. Staff we spoke to felt they knew how to access help and support, and that the service carried out a lot of work around staff welfare.

The service continues to have well-understood and effective well-being policies, which are available to staff. A significant range of well-being support is available to support both physical and mental health. For example, the service has increased the visibility of the well-being initiatives on the staff intranet by putting them on the landing page. The service offers well-being provision including:

- counselling support;
- physical and mental health resources and support;
- trauma risk management;
- free onsite gyms; and
- an employee assistance programme.

The service has also invested in a range of initiatives intended to improve firefighter safety and well-being. This includes arrangements to reduce exposure to contaminants and promote safer working environments.

The service told us there was bi-monthly service-wide well-being communication. This could be linked to campaigns such as World Mental Health Day. All managers get mental health training.

The service is proactive in building resilience among staff. We found examples of where it had intervened to support an individual's needs.

There are good provisions to promote staff well-being. These include the well-being team, which has a new co-ordinator, working with the wider service. The service told us this co-ordinator had visited every station and team to promote well-being initiatives and get feedback. The service plans to do this annually.

In our workforce survey, 66 percent of respondents (305 of 460) agreed that service leaders treated their well-being as a priority. Staff reported that they understood and had confidence in the well-being support processes available.

Training and developing the right people with the right skills

Good

West Yorkshire Fire and Rescue Service is good at training and developing the right people with the right skills.

Fire and rescue services should have a workforce plan in place that is linked to their community risk management plan. The workforce plan should set out current and future skills requirements and address capability gaps. This should be supplemented by a culture of continuous improvement, including appropriate learning and development throughout the service. And the service should make sure that barriers to the development and progression of all staff groups have been identified and removed.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has an effective workforce plan

The service has a suitable workforce plan. This makes sure that skills and capabilities align with what it needs to effectively carry out its community risk management plan. The service is taking positive steps to address workforce planning issues. As an example, the service told us it had been addressing resource and skills shortages by recruiting protection apprentices and running promotions for station managers. The service also offers an incentive for staff to give one year's notice of their retirement date, which then assists with workforce planning.

Workforce and succession planning is subject to consistent scrutiny in the form of regular meetings to discuss requirements. As an example, the service has an establishment planning group which meets quarterly.

The service is good at monitoring its workforce skills and capabilities

Most staff told us that they could access the training they needed to be effective in their roles. In our workforce survey, 87 percent of respondents (400 of 460) agreed that their service gave them the necessary training to carry out their roles.

The service has modernised its approach to training since 2024, and its training centre is a national accreditation centre. The service uses XVR training software which allows for immersive virtual-reality training for incidents. The service has watch-based breathing apparatus instructors. And it told us it had updated the fires and firefighting training, trauma and core skills training. The service's core training and its training strategy are aligned to its commitment to reduce staff exposure to contaminants while maintaining realistic scenarios.

The service makes sure all staff have opportunities to learn and develop

Training isn't just focused on operational skills. It also includes leadership and management skills. The service's training plans make sure staff can maintain competence and capability effectively. For example, it trains staff investigating complaints in discipline and grievance. The service keeps track of staff who have attended discipline and grievance training and it has built refresher training into its programme. The service told us all line managers had received 'resilient conversations' training.

In our workforce survey, 81 percent of respondents who had operational roles (212 of 263) agreed that they could access relevant learning and development opportunities. As an example, watch fitness instructors, who are responsible for assessing the physical fitness of staff during the biannual fitness testing cycle, do a YMCA level 2 Certificate in the Foundations of Strength and Conditioning. On completion, this qualification is accredited by the Chartered Institute for the Management of Sport and Physical Activity, so the service can assure itself that trainers meet recognised industry standards.

Additionally, 85 percent of respondents who had non-operational roles (181 of 212) also agreed that they could access relevant learning and development opportunities.

Staff told us that training within the service was of a good standard, with a range of courses available across different roles and ranks. This includes both role-specific training for control staff and wider service training opportunities. Training has improved, moving away from e-learning packages to include more practical sessions. Within control, the training team and watch trainers deliver and organise learning. The service told us that, beyond formal training, staff could readily ask for advice, support or assistance whenever required.

The service monitors staff competence using a competency dashboard. All staff we interviewed were familiar with the competency dashboard and training frequencies. The majority of those interviewed reported that they were both confident in using and knowledgeable about the competency dashboard. They demonstrated a clear understanding of system permissions, including which individuals had responsibility for updating training records for crew members. Staff could clearly describe the training requirements they were expected to complete within a three-month period. The service regularly updates its understanding of its workforce's skills and risk-critical safety capabilities. For example, a district support officer audits the station competency dashboard every quarter. This approach means that the service can identify gaps in workforce capabilities and resilience. It also means that it can make sound and financially sustainable decisions about current and future needs.

The service is good at supporting staff with learning and improving

We were pleased to find that the service had a range of easily accessible learning and development resources. These included a supervisory manager development programme completed through a range of apprenticeships, for example, a level 3 supervisory management apprenticeship. The apprenticeships are open to firefighters and support staff.

The service has identified parts of its training and development provision that some staff have found difficult to access or use. It is taking steps to remove any barriers. However, on-call firefighters told us they would like some more flexibility in the provision of some training courses to allow them to attend. They also would like to complete familiarisation visits and exercises at risk sites in their station areas.

Ensuring fairness and diversity

Good

West Yorkshire Fire and Rescue Service is good at ensuring fairness and diversity.

Recruiting, retaining and developing a diverse and representative workforce gives fire and rescue services huge benefits. These include greater access to talent and different ways of thinking. It also helps them better understand and work with local communities. Each service should make sure that staff throughout the organisation firmly understand and show a commitment to equality, diversity and inclusion (EDI). This includes successfully taking steps to remove inequality and making progress to improve EDI at all levels of the service. It should proactively encourage feedback from staff and respond to it and make sure any action it takes is meaningful.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service fairly recruits a diverse range of talented staff

As part of this inspection, we reviewed a range of recent recruitment campaigns for firefighters, support staff and senior leaders.

We found that the service had an open, fair and honest recruitment process for existing staff or those wishing to work for it. There is an effective system to understand and remove the risk of disproportionality in recruitment processes. For example, during our inspection, we found that the service used internal performance data and information from several sources. This helps it to attract the best candidates who meet the role specification. The service expects recruitment campaigns to remain open for a minimum of two weeks. There is flexibility to extend where necessary and to re-run unsuccessful campaigns.

The service has put considerable effort into developing its recruitment policies so that they are fair and applicants can understand them. We reviewed recruitment advertisements and discussed the service policy relating to inclusivity and the provision of reasonable adjustments throughout the recruitment process. It was evident from the adverts that the service is committed to attracting talented people from a wide range of backgrounds, bringing diverse experiences and skills. The recruitment adverts were inclusive and clearly highlighted the availability of reasonable adjustments, so any candidate requiring additional support would be accommodated appropriately.

The service's recruitment processes are comprehensive and cover opportunities in all roles. The service advertises recruitment opportunities internally and externally and uses a wide range of social media platforms. This demonstrates that the service is maximising reach to attract a broad range of diverse applicants. This has encouraged applicants from diverse backgrounds to apply for roles in the service, including for middle and senior leadership.

The service has done some good work on positive action. For example, operational colleagues worked with young women in the Leeds area, Sikh communities in Huddersfield, and in schools and colleges across West Yorkshire. The service has two dedicated positive action officers who lead this work. However, during our inspection, we saw that not everyone in the workforce understood the principles of positive action and its impact on both service delivery and the community. Several staff told us they didn't understand positive action and how it affected the service. The service should continue to strengthen understanding of positive action throughout the workforce.

The service has made some improvements in increasing staff diversity at all levels of the organisation

In 2024/25, 15 of 169 new joiners (where ethnicity is known) were from an ethnic minority background.

As at 31 March 2025, 6.5 percent (89) of the service's staff were from an ethnic minority background compared to 22.7 percent in the local population and 6.4 percent throughout all fire and rescue services in England. However, 5.9 percent of staff hadn't stated their ethnicity.

For the same period, 22 percent of the service's staff were women compared to an average of 20.8 percent throughout all fire and rescue services.

The proportion of firefighters from an ethnic minority background increased from 5.4 percent (53 people) as at 31 March 2024 to 5.7 percent (58 people) as at 31 March 2025.

The proportion of women firefighters increased from 9 percent (95 women) to 10.1 percent (110 women) over the same period.

The service regularly monitors staff retention and development

We found positive examples of where the service had identified and addressed barriers that disproportionately prevented people from particular groups from progressing.

We found evidence during our inspection where the service had evaluated and invited independent scrutiny to strengthen the efficacy of selection and development processes. It used a variety of data and evidence sources and actively changed a process to make sure that it was open and fair and removed barriers preventing people from progressing.

Each staff member has individual goals and objectives and regular performance assessments. The service has implemented changes to the promotion process to improve and support staff development. As an example, development activity begins before applying for promotion so that staff are prepared for progression. Line managers discuss objectives for advancement with operational staff as part of the personal development review. The service applies this approach consistently across roles, including progression from crew manager to watch manager and from watch manager to station manager. And most staff we spoke to felt confident in the service's performance and development arrangements.

The service's promotion and progression processes are comprehensive and cover opportunities in all roles. Staff we spoke to stated that the service was on a journey to develop staff through a structured promotion pathway. They described the promotion process as fair and equitable. This is further supported by the introduction of psychometric testing for applicants.

Equal, diverse and inclusive practice is evident across service activity

The service continues to prioritise EDI. It makes sure it can offer the right services to its communities and support staff with protected characteristics. For example, the inclusive practice team has good influence with senior leadership and the fire and rescue authority. The service told us that the inclusive practice lead sat on the fire and rescue authority committees and reported directly to the people and culture committee and the inclusive practice board. There is formal reporting through quarterly spotlight reports: one on EDI and one on positive action. These receive positive feedback from senior leaders.

EDI is accepted and understood by everyone at executive level through:

- an inclusive practice board chaired by the director of people and culture;
- six-weekly strategy checkpoint meetings where the EDI lead contributes to strategy and objectives;
- executive leadership team champions for each staff network, to create accountability for actions given; and
- the People and Culture Strategy and Delivery Plan.

During this inspection, we reviewed a range of policies that affected different parts of the service. On some policies we reviewed, the service had clearly used data to inform the equality impact assessment (EIA).

But it wasn't clear on some policies where changes had been made, whether an EIA was needed, or if it would be reviewed. The service completed its fitness at work policy (and EIA) in 2021. It showed us that it had reviewed this policy every year, but the EIA hadn't been reviewed. The service told us this was "a gap that needs filling".

The service has an effective process to assess equality impact. The service created a system using a tool called PowerApp, which has been in place since September 2025. It creates a central location for the review and sign-off of EIAs. There is also user guidance on when EIAs are needed and how to create one. The service told us it also had a six-monthly review of actions.

West Yorkshire Fire and Rescue Service acts as needed to improve equality. It acknowledged there was more to do to make sure there was greater consistency in the EIA process. We look forward to seeing how this work progresses.

The service has developed several ways to work with staff on issues relating to EDI that affect them. These include methods to build all-staff awareness of fairness and diversity; and targeted initiatives to identify matters that affect different staff groups.

During our inspection, staff told us they had completed EDI training, either through a face-to-face course with a designated trainer or via an e-learning module. The course for newly appointed firefighters at the training centre includes material on EDI. Further EDI material is offered in an e-learning module. In addition, crew managers and above are required, as part of their role, to attend a formal EDI training course every three years.

In our workforce survey, 81 percent of respondents (371 of 460) agreed that they felt comfortable being themselves at work. The majority of staff we spoke to felt comfortable at work and they enjoyed both their work and working for the service. However, some staff did say they felt valued within their own local teams but didn't always feel valued by the service.

The service has acted to address matters staff have raised. The service has a range of staff networks to sufficiently support staff within the organisation. These include MAGNET (menopause), FireWaw (women's network), FireReach (race, ethnicity and cultural heritage), FireDaw (disability and well-being) and LGBTQ+ network. Any actions raised by the networks have been acted on.

Representative bodies and staff associations reported that the service worked with them well on EDI issues. The service did acknowledge it has been difficult to maintain relationships with one of the representative bodies due to regional changes.

Leading people effectively

Good

West Yorkshire Fire and Rescue Service is good at leading its people.

To be effective, fire and rescue services should identify and develop leaders throughout the organisation. Leaders should be able to translate and communicate the objectives of the service's community risk management plan (CRMP) to all staff and the public in a meaningful way. They should communicate openly, build trust, challenge unacceptable behaviour and use every contact with staff to maintain and improve a positive culture.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

Leaders work with and communicate with staff

Senior leaders are effectively communicating the aims and objectives in the service's CRMP to staff at all levels. They are doing this in a variety of ways, which promotes open, two-way communication. During our inspection, we spoke to a range of staff who told us that communication had improved in both directions. It was widely recognised that the organisation had made improvements and was in a stronger position in terms of staff engagement.

The service has carried out work to make sure staff know how they contribute to the strategic objectives. Senior managers were described as making a concerted effort to share information and provide updates as widely as possible. One important method for this is the team brief. We heard that it was well received and had attracted positive feedback from staff. We found that leaders at all levels supported this approach to make sure staff understood the aims and objectives.

As a result, staff have a high level of trust in their leaders. In our workforce survey, 68 percent of respondents (315 of 460) agreed that senior leaders clearly communicated the service's objectives. Staff understand and can demonstrate how they contribute to achieving strategic objectives. Staff we spoke to during our inspection told us senior leaders put videos on the service's FireHub or intranet in which they outlined the strategy and talked about it in detail. The service's objectives are also discussed during staff one-to-ones and appraisals.

The staff we spoke to understood how they contributed to the aims of the service's CRMP individually and as a team.

The service identifies and develops leaders fairly

We found that the service had well-understood arrangements in place to identify talented leaders. The service has effective succession-planning processes in place. These allow it to effectively manage the career pathways of its staff, including roles that need specialist skills.

Staff clearly understand and trust career development pathways. And the service proactively removes any barriers and supports all staff in accessing leadership development opportunities. The service told us that it used external organisations to assist with recruitment campaigns and to provide assurance, for example, for timed assessments and role-playing exercises. The service's workforce plan also makes sure staff are prepared to go for promotion at the next level up. It advertises most leadership positions externally with a few exceptions for specific reasons. A panel and a group of stakeholders assess senior leaders. The service makes sure that there is diversity in the interview panels.

Staff spoke positively about the organisation's approach, highlighting that there was greater encouragement for individuals to put themselves forward for promotion. They also reported feeling supported throughout the promotion process.

There are talent management schemes in place to develop leaders and high-potential staff. The service has a potential pathway to identify and develop staff. The service doesn't operate a dedicated high-potential development scheme. Instead, the personal development review identifies potential, when line managers recognise individuals. While there is no formal structure, there are opportunities within the personal development review framework for managers to encourage and support these individuals' development.

The service advertises all talent and leadership opportunities fairly through its internal and external websites for all staff to consider

The service has put considerable effort into developing its promotion and progression processes so that they are fair, and all staff can understand them. And we found during our inspection that staff were offered a variety of different courses and training to support their development. This applied to not only their existing roles but also for their promotion prospects. In our workforce survey, 63 percent of respondents (291 of 460) agreed that the promotion process in the service was fair. The majority of staff we spoke to during our inspection told us that they thought the service's promotion processes were fair.

The service manages selection processes consistently. And it has several learning and development programmes for leaders to assist people to develop and get ready for processes. For example:

- emotional intelligence assessments;
- leadership practices;
- psychometric tools; and
- coaching and mentoring.

And it uses temporary promotions appropriately to fill short-term resourcing gaps. As at 31 March 2025, 3.7 percent of the workforce were on temporary promotion. The average length of temporary promotions was 294 days, which mirrors the England average of 295 days.

The service's leaders are equipped to lead

We found that the service had leaders who were well equipped to lead.

The service continues to have a good process for leaders to manage performance and development. Staff have specific and individual objectives or have had their performance assessed in the past year. In our workforce survey, 69 percent of respondents (318 of 460) agreed that the service's performance management systems allowed them to achieve their potential.

Leaders at most levels have received appropriate training, which helps them to confidently manage a range of challenges. The service provides managers with various training courses to assist in their role. Staff we spoke to outlined a range of training they had taken. This included courses on conduct in the workplace, managing misconduct, and discipline and grievance procedures, alongside external training from Acas.

The service has coaching and mentoring programmes to develop leaders. Leaders are exposed to different management scenarios that match and stretch their skills. Some supervisory managers in the service have received training on discipline and grievance. This means the service has leaders who are confident to step up to the next level of management when opportunities arise. And the service has plans to give this training to more managers.

The service manages staff performance but could do more to improve

Leaders are mostly equipped to confidently manage staff performance and deal with any poor performance or behavioural issues. However, some staff told us during our inspection that the service needed to do more to equip its junior managers to have difficult conversations with those they managed.

There is a good performance management system, which allows leaders to effectively develop and assess the individual performance of all staff members. We also found evidence during our inspection that staff were trained on different aspects of leading and managing people.

Staff feel confident in the performance and development arrangements.

The service's senior leaders promote a positive culture

Leaders at most levels act as role models. For example, some of the staff we spoke to during our inspection gave examples of leaders challenging behaviour to make sure all staff promoted a positive culture.

In our workforce survey, 57 percent of respondents (261 of 460) agreed that leaders at all levels promoted a positive culture. However, some managers said they felt disempowered to make decisions in their roles. They said they felt like they would be bypassed by their team members, who would report their issue to a higher-level manager. And some staff told us they didn't trust senior leaders to take their concerns seriously.

We found that senior leaders were maintaining and consistently developing the positive culture that we saw throughout the organisation. However, there are gaps in how some middle managers are promoting a positive culture and some staff felt that this wasn't consistent among this cohort.

Senior leaders and most managers are active in challenging misconduct, including bullying, harassment and discrimination.

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