

Progress on Implementation of the Equality Action Plan

Report of the Chief Fire Officer

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1 Purpose of Report

This report updates Members on progress on the key actions identified in the
Equality Scheme Action Plan from March 2025 to February 2026.

2 Recommendations

The Strategy and Resources Committee is asked to note the report.

3 Background

This report provides Members with:

- Details of key actions within the Action Plan.; and
- the latest version of the quarterly Action Plan (dated October 2025–
December 2025).

4 Progress on the main Equality, Diversity and Inclusion (EDI) actions

The revised Action Plan for the final period of 2025 is attached for Member's
information.

5 Examples of Shropshire Fire and Rescue Service EDI Work

Employment-focused EDI work over the past year has included:

The review and launch of the updated Anti-Harassment and Bullying Policy, along with other Human Resources policies.

The Service has a Recruitment Action Group that meets to oversee key areas such as operational recruitment and positive action for the service.

The Positive Action programme aims to encourage under-represented sections of the community to apply for employment with the Service and is sanctioned under the Equality Act 2010.

The following Taster Days have been held to encourage specific groups to apply for employment:

Date	Location	Type
10 September 2025	Virtual	On Call
20 September 2025	Oswestry	On Call
11 October 2025	Shrewsbury	On Call
11 October 2025	Shrewsbury	On Call Job Related Tests Taster

Mental Health:

- Several new Mental Health Courses have been attended as part of expanded Mental Health training programme, including a new suite of “lite” training sessions.
- Chief Fire Officer sent a direct email to all employees about the ‘time to talk day’ in February 2026
- A pack was sent to each station/watch or department in the service for time to talk day
- Information on the newsletter and portal about MIND and mental health support
- Mental Health awareness and suicide prevention courses are ongoing

The programme of reasonable adjustments to the working conditions of employees who have a disability has continued. The majority of support is to operational employees who have dyslexia, providing personal tuition, specialist equipment, and peer support as appropriate, the Service has also seen an increase in requests for support or assessments related to ADHD.

A new Corporate Service induction programme was created; the first session was held in February 2026. Two Operational Induction Training courses have been delivered for new employees during the last 12 months.

Equality Impact Assessment training has been delivered along with internal training on the online form and process by the EDI officer.

Dyslexia Awareness and Neurodiversity training has been delivered to managers and relevant employees. A programme of Micro videos has also been agreed to include a range of topics such as ADHD, Autism, Allyship, Micro aggressions, and Banter. The Service are also exploring behaviour training, including active bystander and allyship training to take place in 2026. Promotion of the updated Anti-Harassment and Bullying Policy, including a briefing document, has begun and will continue throughout 2026.

The Service has held Safer Recruitment Training Courses along with using the National Fire Chief's Council (NFCC) Self-Assessment Safeguarding toolkit and attending the NFCC Safeguarding Practitioner group and its own internal Safeguarding Board.

Three Women attended the Women's Development Programme which was created in association with Women in the Fire Service and delivered by Women to Work. A Springboard Programme was offered to employees but did not garner enough interest to be run this year.

Three employees attended the Women in The Fire Service Development Weekend that took place on 20-22 June 2025. All provided feedback on the benefits and would recommend attending.

The Service undertook a full culture review, featuring workshops to collect feedback from employees and a report to outline the findings. This review has informed the ongoing Cultural Transformation Project and insights were with all employees via an internal report, and at the Manager's Away Day.

The Voices employee support groups have continued to undertake many initiatives and events working with the EDI team including the following:

- Recruitment of 3 new Voices reps for ADHD / Autism, which held two 'chomp and chat' sessions in November 2025 to support colleagues.
- International Women's Day event held at HQ with guest speakers, development session and menopause session
- We continued to hold Voices Planning meetings to coordinate efforts.
- Menopause 'chomp and chat' sessions held at Shrewsbury and Telford.
- Menopause Rep attended the National NFCC Menopause conference.
- Voices Representatives attend EDI steering group to provide an update on their specific area and liaise other reps.
- A bi-annual newsletter sent out around the service to update staff on what the Voices reps have been doing and any future events coming up.
- The BAME voices representative spoke at the Breaking Barriers Conference in October 2025.
- Three employees attended the Women in The Fire Service Development Weekend that took place on 20th - 22nd June 2025. All provided feedback on the benefits and would recommend attending.
- Menopause Representatives worked alongside Technical Services to submit feedback on the appropriateness of uniforms for operational staff in perimenopause.

Confidential reporting line 'say so' briefings are ongoing and is also included in the induction programme for new starters.

Work is ongoing with White Ribbon, including our accreditation and review of our action plan and the links to the Cultural Transformation Programme. The Service promoted White Ribbon Day and the 16 Days action against domestic violence.

Ongoing work on the Preventing Sexual Harassment Action plan, including completion of risk assessments and a programme of training for managers.

The Service has also continued attending the National Fire LGBT+ working group to increase collaboration across Fire and Rescue services on LGBT+ issues.

Externally focused EDI actions over the year have included:

The Service is a member of the Shropshire, Telford & Wrekin Dementia Action Alliance and regularly attends meetings.

The Service's Protection Team have created a wide range of information videos and have included British Sign Language (BSL) interpretation as part of these and created videos with BSL.

Frequent articles and notices on social media and in 'The Pink' on providing employees and the public with information about equality-related issues and events including:

- Holocaust Memorial Day
- Time to talk day
- LGBT History Month
- International Women's Day
- Autism Awareness Month
- Black History Month

International Women's Day, 8 March 2025 the theme was "Accelerate Action", every woman in the service received an envelope in the post and social media to promote this day.

Attendance at and ongoing support for local equality, diversity and inclusion groups and events, including:

- Flying Rainbow flags over HQ to mark Pride in June 2025 and LGBT History Month February 2026.
- Attendance at the NFCC Menopause Conference in September 2025.
- Telford Equality, Diversity and Inclusion Group, this is an ongoing multi-agency group.
- Telford Employer Partnership Group, looking at how to improve employment
- Telford Interfaith Basketball Group
- Telford and Wrekin Interfaith Group

6 Fire Alliance / Collaboration / Partnership Working

Working with other agencies as detailed within the report.

7 Financial Implications

There are no financial implications arising from this report.

8 Legal Comment

There are no legal implications arising from this report.

9 Equality Impact Assessment

An Equality Impact Assessment is not required as this report is on historical information, all projects that impact on people will have a separate assessment.

10 Appendix

Equality Scheme Action Plan (July 2024 – December 2024)

11 Background Papers

There are no background papers associated with this report.

Equality Action Plan

October 2025 – December 2025

1.0 Recruitment, selection and training

1.1 Neurodiversity

Employment - Improved awareness and initial recognition of Neurodiversities in employees

Service delivery - Greater confidence in service provision by Service and service users

Action	Who's responsible	Target date	Progress	Status
Service currently has 42 live cases of dyslexia.	EDI	Ongoing	Ongoing work supporting employees with assessments and equipment.	Ongoing
Dyslexia Awareness Training for Watch Managers.	EDI & JT	2025	Further training to take place in 2026.	Ongoing
Set up another Neurodiversity networking evening to provide ongoing support. Encourage recently diagnosed employees to attend.	EDI	2025	New dates being reviewed for 2025. All new support cases are informed. Neurodiversity Chomp and Chats occurred in person and online in October.	Ongoing
Review training for read and write, 'train the trainer'.	EDI/IT	2025	Training for read and write currently being reviewed and which employees in SFRS will be able to deliver training. EDI has explored sharing this training with another FRS.	In progress

1.2 Dementia

Employment -Raised awareness of symptoms and appropriate responses to dementia

Service Delivery -Dementia-sensitive service provision, leading to appropriate support for relevant service users

Action	Who's responsible	Target date	Progress	Status
Need for ongoing training for operational employees to be reviewed.	Prevention	Ongoing	Update: This is ongoing and being reviewed as part of the training requirements needed for the new person-centred home fire safety visit that is due around Spring 2026. Review whether this is still needed, the training provider used may no longer exist and this may incur additional costs. 24/12/25 - A training program has been created for the new Person centric home fire	In progress

			safety visit (HFSV) that considers the knowledge, skills and behaviours required for delivery of a HFSV, as identified in the NFCC competency framework. Whilst the principles of this will benefit all those in our communities with any vulnerabilities, including those living with dementia, there are no sections of this training program where specific knowledge of the condition, or techniques to work with people with dementia are covered. However, there is reference to completing e-learning modules on specific risks, as part of these sessions and further learning.	
Dementia Action Alliance plan	Prevention	Ongoing	Prevention team continue to meet regularly with the Shropshire & Telford & Wrekin group.	Ongoing

1.5 EDI refresher training

Employment - All employees understand: the importance of EDI to the Service and their responsibilities for good ED&I practice in their work
Service delivery - More sensitive and aware for service delivery, Service delivery models anti-discrimination practice

Action	Who's responsible	Target date	Progress	Status
EDI Officer to review e-learning work packages and devise new training for employees (EDIP 5.4.1.a)	EDI	2026	Report being sent to EDI Steering group to confirm micro-learning delivery to begin January 2026.	
Review EDI training requirements for senior and middle managers	EDI	2026	MakeUK training has been reviewed and EDI and Behavioural training proposals are being reviewed from two providers.	In progress
EDI awareness training for operational staff	EDI	2025	Delivery of outstanding stations to be completed in 2026	In Progress

1.6 Induction training

Employment - All new employees understand: The importance of EDI to the Service, SFRS EDI policy framework, responsibilities for good EDI practice in their work
Service delivery – That employees are considering EDI in all of their working practices

Action	Who's responsible	Target date	Progress	Status
Ensure all new employees participate in EDI induction: (EDIP 5.4.1a/b)	EDI	Ongoing	EDI induction held on 16 th December, 13 people attended. Corporate induction planned for February	Completed In Progress
1.8 Positive action				
Employment -Challenge to social prejudices about firefighting for under-represented groups and increased representation of women, BAME and LGBT people in operational posts				
Service Delivery - More representative service delivery and increased interest in working for SFRS from women, BAME and LGBT people.				
Action	Who's responsible	Target date	Progress	Status
Positive action Taster Sessions for on call recruitment (EDIP 5.4.1.c)	EDI / Rural	Various dates throughout 2025	Open to All and Women's information and JRT sessions took place on 11 th October 2025 at Shrewsbury, 18 people attended. Recruitment action Group meeting held 8 th October to discuss the future positive actions campaigns and priorities for 2026	Complete Complete
Working with Prevention on community initiatives.	EDI/ Prevention	Ongoing		Ongoing
Women's development programme	Development	Ongoing	Expressions of interest requested for an additional Springboard session in the latter part of 2025. 19.12.25 – unfortunately, despite continuous promotion of Springboard, only 2 applications were received for another cohort. Therefore, this will not be progressed at this time. WFS National Training and Development Weekend in June 26 promoted throughout the service and in the Pink.	Completed
Introduce annual uniformed services visits using appropriate role models and targeted attendance at other events (IFSG 3.3)	EDI/HR	2025	EDI and HR are reviewing attendance at recruitment events and creating a 12 month plan	In Progress

Communication to explain positive action and positive discrimination (IFSG 3.5/HMI) to increase understanding	EDI	Ongoing	Included in EDI induction training and EDI refresher training.	Ongoing
Positive action to aid succession planning (HMI 32)				
The service will review its positive action process for promotion processes (HMI 32)	Dev/HR	Ongoing	19.12.25 – since 2024, equality monitoring data has been collected as part of CPG candidate log ins. This data will help us identify those under-represented groups and whether there are barriers preventing them from applying for or passing promotion processes. The Organisation Development Officer is currently reviewing the data from 2025 processes. Update?	Ongoing
The service will review its positive action process for internal transfers (HMI 32)	HR	2026	Send adverts to WFS, AFSA and LGBT+ groups. Update?	Not due
The Service will actively encourage under-represented groups to apply for promotion or progression (HMI 32)	Dev/HR/ SMT	Ongoing		Ongoing
The Service will review all recruitment strategies to ensure that they are inclusive and promote diversity (HMI 32)	HR/EDI/Comms	Ongoing	EDI attended Recruitment Action Group on 8 th of October	Ongoing
Provide EDI statistics on all recruitment activity (HMI 32)	HR	2026	Update?	Ongoing
Provide EDI statistics on all promotional activity. (HMI 32)	HR	2026	Tribepad reports now available to EDI	Ongoing
Provide EDI data on the CPG process and expand the categories to include: race, disability, sexual orientation. (HMI 32)	Dev	12/2025	Annual report will be provided.	In progress
Review the opportunity for Enable placements (HMI 32)	EDI	2025	To be reviewed in 2026	In progress

Use the Gender Pay Gap data and results to inform succession and action planning (HMI 32)	HR / EDI	Ongoing	EDIO updating Gender Pay Gap Report for 2026	Complete
Consider specific development opportunities for our under-represented groups (HMI 32)	HR/EDI/Dev	Ongoing	WFS Development Weekend taking place in June 2026, promoted to service and in The Pink	Complete

1.9 Reasonable adjustments

Employment - Disabled employees provided with at least their legislative entitlements to reasonable adjustments to their working environments.
 Disabled employees enabled to perform their job roles to the standards required for their posts
Service Delivery - Services delivered by all employees to the same high standard

Action				
Reasonable adjustments programme to be maintained and developed.	EDI / T&D /Line mgmt /Ops	Ongoing	<p>EDI are continuously receiving requests of help from individuals with potential dyslexia and other disabilities. Employees are typically supported by providing tuition, coaching, equipment.</p> <p>EDI are exploring assessments for other neurodiversity areas.</p> <p>Replacement Dyslexia Assessor currently being reviewed.</p> <p>EDI Researching Assistive hearing devices and writing guide on Hearing Aid Risk Assessments</p>	Ongoing
Disability Confident Employer Level 2	EDI	Ongoing	EDIO to explore level 3 – met with Enable on 3 rd December 2024.	Complete
EDI to attend Jobs-fair at the Jobcentre Plus to promote our jobs to potential recruits who have a disability.	EDI	2026	<p>Exploring attendance in 2026</p> <p>EDI attended youth jobs fair at Shrewsbury Town Football Club on 9th July 2025 with the Watch.</p>	Complete
Workplace adjustments passport to be promoted across the Service.	EDI/All	2026	<p>EDI promote these at EDI Induction</p> <p>EDI have promoted these during their post assessment meetings with employees and managers</p>	Ongoing Ongoing

			The EDI team have had several requests to create a workplace adjustments passport since these briefings.	Complete
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1.10 Promoting an inclusive culture

Employment and Service Delivery – Promoting an inclusive culture

Action	Who's responsible	Target date	Progress	Status
Managers are trained in people management skills, including having difficult conversations and their responsibilities on promoting an inclusive culture (IFSG 2.1)	Dev	A&O	<p>The Service took a decision in September to utilise the NFCC's SLDP and MLP as their preferred choice of leadership and management development.</p> <p>As part of AFI 29.3, the Service has rolled out another programme of Effective Workplace Conversations. At present 70% of managers have received this training. Further dates are planned for 2026.</p>	
Staff survey to monitor that senior managers challenge bullying and harassment at all levels (IFSG 2.2)	Execs/ Dev	2025	The next Staff Survey is due for launch in April/May 2026.	In progress
Regular meetings to be held with Voices group, to discuss feedback, event participation, setting up support groups	EDI	Ongoing	Individual meetings were held with the EDI officer and Representatives throughout the year. Workplan for the year has been created.	Ongoing
Attendance at Shropshire Rainbow Film Festival / Pride Events	EDI	2026		In progress
HMI actions 2021: <ol style="list-style-type: none"> 1. Improving equality monitoring data 2. Giving employees a voice (see separate Voices section) 	EDI	2025	EDI researching new categories for Disability in my view.	In progress
HMI action (27) – 2025 Improve equality data			EDI and HR have been working to update all blank data. EDI team have been working with BI team to correct data inaccuracies.	Completed

White Ribbon Accreditation and Action Plan	EDI	2025	Service promoted White Ribbon Day and 16 Days Against Domestic Violence 2026	In progress
New Preventing Sexual Harassment Legislation Gap analysis/action plan	EDI	2025	Preventing Sexual Harassment Action Plan work ongoing	Ongoing
Home Office questionnaire completed on actions taken by SFRS.			Anti-Harassment and Bullying Policy promoted in the Pink	

2.0 Policy

2.1 Impact assessments

Employment - Current equality, diversity and human rights impact assessments exist for employment policies and procedures.

Service delivery - Current equality, diversity and human rights impact assessments exist for all service delivery and community engagement policies and procedures

Action	Who's responsible	Target date	Progress	Status
Monitor progress of new electronic Impact assessment process	EDI	Ongoing	EDI officer supports managers for completion and initiates EQIA's.	Ongoing
Equality Impact Assessment Training for all managers	EDI/Dev	Ongoing	Training being arranged for January 2026.	In Progress
Equality Impact Assessment specific SFRS process support session with EDI Officer	EDI	Ongoing	Further sessions to be held as required.	Ongoing

2.2 Impact Assessment BO

Employment - Clear guidance for employees on EIA process and framework for analysing potential equality & human rights impacts.

Service Delivery - Framework for analysing potential equality & human rights impacts of SFRS policies and practice on communities and service users.

Action	Who's responsible	Target date	Progress	Status
When progress of electronic EIA is gathered, Action number 2.1, review whether documentation needs amending to assist employees.	EDI	Ongoing	Finalising brigade Order	Ongoing

2.3 Gender Pay Gap Report

Employment - Clear guidance for employees on EIA process and framework for analysing potential equality & human rights impacts.

Service Delivery - Framework for analysing potential equality & human rights impacts of SFRS policies and practice on communities and service users.

Action	Who's responsible	Target date	Progress	Status
Gender Pay Gap Report to be published	EDI / HR	03/2026	Reporting in progress	Ongoing

2.4 Menopause (IFSG 5.2)

Employment - Clear guidance for employees on EIA process and framework for analysing potential equality & human rights impacts.

Service Delivery - Framework for analysing potential equality & human rights impacts of SFRS policies and practice on communities and service users.

Action	Who's responsible	Target date	Progress	Status
Menopause Session	EDI	2025	Chomp and Chats took place in October See 3.4 for further details.	In progress

2.4 Brigade Orders / Guidance

Employment – Employees are aware and understand policies

Service Delivery – The outcome of this will be dependent on the Brigade Order being reviewed

Action	Who's responsible	Target date	Progress	Status
EDI policies for review: (IFSG 2.4) Equality Impact Assessment – see 2.2	EDI	2026	EQIA policy has received comments from unions.	In progress
Accessibility policy	EDI	2026	Ongoing review.	In progress
Cultural Statement of Intent	EDI	tbc	Agreed at EDI STG in January and subsequent SMT, sent to Unions for comment, changes made to statement further to comments from Unison. Meeting with Unison on 04/24. further to amendments and to discuss comments, final version sent to Unison on 22/4/24. Currently on hold.	On hold
Report to be produced on disciplinary and grievances using protected characteristics to ascertain trends (IFSG 2.5)	HR	Ongoing	Monthly performance stats detailing this information is sent to Head of HR.	Completed

			Update 07/05/25 - System now in place.	Completed
Review carers support and reasonable adjustments (IFSG 4.4)	EDI	2026	Project currently on hold Voices Disability rep has put this as an area of work.	In progress
	HR	2026	Foster Friendly policy being considered and researched for the service. Update 07/05/25 – Policy being drafted.	In Progress
Monitoring the results of exit interviews for any themes (IFSG .4)	HR	Annual	Exit interviews are routinely reviewed and logged when received into HR.	Ongoing

3.0 Communication

3.1 Images and stereotypes

Employment - Positive images of non-stereotypical and/or non-traditional roles

Service delivery - Positive images of non-stereotypical and/or non-traditional roles

Action	Who's responsible	Target date	Progress	Status
Reviewing our website for women role models.	Communications	2025	<p>Update June 25 SMT have just approved an initial upgrade of the website to address security issues, which in turn will include the migration of content. During this time (over the next 3-4 month) and audit of the website will be carried it. Within this there will be a consideration for the images used and ways to promote diversity in the Service.</p> <p>23/12/25 – Design agreed and visuals for the website at SMT and the build has begun. The developers are currently competing that build and the migration of content. Agreed to migrate over 5 years of content as anything prior is unlikely relevant.</p> <p>Comms Team have had the initial training/tour of the back end of the site and we will be rolling out training to the relevant teams in January.</p>	In progress

			<p>The full new site should be launched by end of January 2026. Following this we will let it embed for 3 months before reviewing the initial build. In July 2026 Comms will assess if any other major works to the website is necessary.</p> <p>All the changes should ensure our website is fully compliant with accessibility regulations and will address the CMS security risk.</p>	
Black History Month 2025	EDI/Voices/Comms	October 2026	To be reviewed.	tbc

3.2 Translated Materials

Employment - Relevant support materials available to enable employees to communicate with speakers of other languages.

Service Delivery - Information available in languages and imagery appropriate to communities

Action	Who's responsible	Target date	Progress	Status
Attend monthly fire safety meetings for Protection & Prevention as requested	EDI	Ongoing	EDIO attends on request.	
Review of Makaton software	EDIO/Protection	2026	Discussion have taken place as to whether this would be beneficial for the Service.	In progress

3.4 Groups, networks and organisations

Employment - Service able to hear community concerns and feedback, service able to communicate information to communities effectively.

Service Delivery - Better awareness of available services, engagement with service policy and service development, access to service resources to support their work

Shropshire Disability Network	EDI	Ongoing		
Shropshire, Telford & Wrekin Dementia Action Alliance	Prevention	2026	Prevention currently working with Shropshire, Telford & Wrekin Dementia Action Alliance	Ongoing
Voices group (internal)	EDI	2026	New EDIO has meet with Voices Reps to discuss 2026 strategy	Ongoing In progress

Telford EDI Group	EDI	2026	Next meeting January 27	Completed
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3.5 EDI Media Strategy

Employment - Employee awareness of positive impact of SFRS equality work

Service Delivery - Public awareness of positive impact of SFRS equality work

Action	Who's responsible	Target date	Progress	Status
Build employee and public awareness that we are an employer that promotes equality, diversity and inclusivity within the workplace. (EDIP 5.4.1.a/c)	EDI	Ongoing	The Service promotes diversity and inclusion through social media posts. Positive action events, positive action video before all events, Mental Health, LGBT+ events. Communications campaign for 2025 ongoing. Current social media has been promoted as follows:- October – Black History Month/Diwali/Dyslexia Awareness Week/Global Diversity and ADHD Awareness Month/World Menopause Day/World Mental Health Day	Ongoing

3.6 Mental Health

Employment - To make employees aware of mental wellbeing in the workplace.

For employees to be more open about mental health and get help when needed.

Action	Who's responsible	Target date	Progress	Status
MIND – Blue Light Programme	Contracts manager/EDI/OpTraining/Dev	Ongoing	See ongoing activities by voices reps. Focus on mental health support for men's health week article in the pink, carousel and social media.	Ongoing
SFRS to train the recommended 10% of the workforce in Mental Health First Aid awareness. Half day Mental Health First Aid Course	Development	Ongoing	30/12/25 – 88 members of staff have completed the MHFA course. A further 9 members of staff have completed the MHFA refresher course. 2 courses running in January 2026, currently 7 people booked on. This course is now run as part of the induction process.	Ongoing

			Work underway with Shropshire Council Joint Training and OD/HR Teams to develop a bespoke course for managers around effective management of mental health sickness absence cases.	
Support mental health awareness events such as mental health awareness week and time to talk day.	EDI	Ongoing		Not Due
Continue to purchase relevant MIND promotional materials	EDI	Ongoing	Ongoing activity.	Ongoing
Actively seek and support employees with Mental Health issues that are willing to share their stories	EDI/all managers	Ongoing	Ongoing work with the voices reps. Discussions with the charity 'climbing out' to share this with employees.	Ongoing In progress
TRIM support and training for employees	Ops	Ongoing	TRIM sessions continue to be utilised by staff across the service on a regular basis.	Ongoing
Working Minds Gap Analysis	EDI/H&S/Dev	2026	To be Reviewed	In progress

3.6b Mental Health at Work Commitment Action Plan

Promote internally and externally	EDI	Ongoing	MHAWC is discussed during the EDI induction MHAWC logo is being used during external social media.	Ongoing Ongoing
MHAWC Standard 1 Promote the Senior Mental Health leads All senior managers have mental health as their performance objectives – as part of the people strategy Specific OH report to be produced Mental Health	EDI Execs/SMT	2025 Tbc	HR are reviewing this.	In progress

<p>MHAWC Standard 2 Include Mental Health support in the online induction programme - complete</p>	DT	03/25	<p>This is already included in the induction e-learning module and specifically mentions MIND and a link to the website. There is also a section on the 'Voices Groups'. DT to add in a link to the H&W Tile and an optional link to the Mental Health and Wellbeing course on LEO. DT has updated the Green Book induction checklist to include that the line manger signposts any new starter to the H&W tile on day 1 of employment and discuss the support available for physical and mental wellbeing.</p>	Completed
<p>Plants and greenery in communal areas</p> <p>Ensure that all employees are taking their annual leave entitlement</p>	Resources/AK HR/Line Managers	2025	<p>HR send reminders to managers towards the end of the year to take AL. On-Call annual leave put on fire service rota's as part of sustainability project to allow better monitoring.</p> <p>Included in IPDR process.</p>	Completed Ongoing Ongoing
<p>MHAWC Standard 3 Promote the use of the Workplace Adjustment Passports</p>	EDI/HR/ALL	2025	<p>EDI and HR Officers are promoting the use of these. EDI officer offers during Reasonable adjustments meetings.</p> <p>We have seen an increase in those considering these. EDI officer has attended WT and OC WM briefings to promote and the officers briefing day.</p>	Ongoing
<p>MHAWC Standard 4 Review how often managers receive training for managing staff with regards to sickness absence (particularly green book staff)</p>	HR DT	04/25 05/24	<p>Review currently in progress. HR Delivering manager training. Update 07.05.25 – "Lite" training sessions will be re-established.</p>	In progress Ongoing In progress

Incorporate managing mental health into the management development programmes			1/2 day Mental Health course is mandatory for all managers, DT to review current development offering to incorporate mental health awareness.	
Attendance policy, review to expand section on Mental Health guidance	HR	2025	DT - All operational teams/watches now have either MHFA or someone who has attend the ½ day MH Awareness course. Managers training currently being developed to include support.	
MHAWC Standard 5 Ensure that the Mental Health at Work Website is advertised during the next Mental Health Key date on articles, social media and carousel	EDI	2025	Included in the Mental Health posters.	Ongoing
Advertise MH at Work Website and support annually at the WM meetings	EDI	2025	MH at Work website is available on the intranet.	Ongoing
Advertise MH at Work Website and support annually at the Corporate Services briefings	EDI/HR/ACFO	06/25		
MHAWC Standard 6 Look at the Index to see how much work this involved to ascertain timescales and added value Review other external frameworks for Mental Health Take to EDI steering group to confirm we should do this Review how we measure against MINDS workplace wellbeing index	EDI EDI EDI TBC	Tbc Tbc Tbc Tbc		

3.7 White Ribbon Accreditation

Information sent internally and externally for White Ribbon Day and the 16 Days action against domestic violence campaign on social media	EDI	2025	16 days action against domestic violence and White Ribbon campaigns scheduled.	In progress
Information sent to SMT to share to all employees about the WRA and becoming part of this group	EDI	2025	EDIO met with CEO of White Ribbon on 5 th of November, prepared a joint statement on Membership status. People and Culture manager and EDIO to meet again with White Ribbon CEO in 2026	Complete
Set up a White Ribbon Steering Group	EDI	2023/24	On Hold to link in with the Culture Transformation Project and Culture Working Group	On Hold
Create a White Ribbon Action Plan	EDI	2025	To be reviewed in line with the Cultural Transformation Project work	On hold

3.8 Women's Safety Survey Actions

Review of training requirements for dignity and respect inc language, banter, jokes, comments	EDI/Dev	2025	MicroVideo training report to be reviewed by EDI Steering Group	In Progress
Review of meeting etiquette – 360 feedback	Dev	2025	The SLDP has a section around meeting etiquette; how to effectively prepare for a meeting, consider body language, tone of voice and ensuring everyone is given the opportunity to engagement and share their views. The MLP builds on this learning and looks at the importance of giving and receiving constructive feedback during meetings and provides learners with useful tools to help them do this. The level also much more on self-awareness and emotional	

			intelligence in terms of understanding the impact of personal attitude and behaviours on others.	
Unconscious Bias training – review how people are using this to make changes to the workplace	Dev	tbc	<p>Reviewing training requirements and how best to evaluate post training results.</p> <p>Update 02/05/25 – a programme of training dates have been scheduled in for 2025 to refresh unconscious bias skills across the Service, with particular focus on recruitment processes.</p> <p>The Service is also trialling a 6-month post training evaluation, to strengthen the data we capture following courses and the impact the training has had back in the workplace.</p> <p>19.12.25 – UB training is a key focus of AFI 29.3. The roll-out of UB & Interview Skills training has begun with further training planned into 2026.</p> <p>Work is underway between the OD Officer and HR Officer to review managers used on interview panels regularly to ensure those being utilised are either trained or refreshed</p>	<p>Complete</p> <p>Complete</p>
Review how we promote Anti-Harassment & Bullying and Grievance procedures to improve trust and confidence in the process and confidentiality concerns	HR/EDI	06/25	Grievance procedure reviewed- Comments received from unions, changes made, sent back to Unison.	Complete
Ongoing promotion and management of the Confidentiality reporting hotline by 'Say So' to increase reporting	EDI	2025	See Say So section	
Promotion of development opportunities to women	Dev	Ongoing	<p>Springboard course cancelled due to lack of interest</p> <p>WFS development weekend 2026 advertised in The Pink</p>	Ongoing

Review of the lone working policy	DP	06/25	The policy is currently being reviewed in light of the survey and preventing sexual harassment action plan.	In progress
Review of physical building for improvements of safety, e.g. lighting, placement of vehicles, CCTV/Signage	Head of Resources/CW	2025	To be incorporated into the Preventing Sexual Harassment Action Plan.	In progress
Offer personal safety alarms	EDI	09/25	Personal alarms have been distributed and advertised in The Pink	In progress
Consider self-defence training	EDI	08/25	In contact with the company to organise another course later in the year if there is interest	In progress
Repeat this survey in a year (new action from SMT)		tbc	June '25 – To be discussed in line with the Culture Programme and new Culture Working Group.	

EDI – Equality, Diversity and Inclusion

IFSG – Inclusive Fire Service Group (improvement strategies actions)