

# Equality, Diversity & Inclusion Strategy 2024-2029



Gwasanaeth Tân ac Achub  
Fire and Rescue Service

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# Equality, Diversity & Inclusion Strategy 2024-2029

## Foreword

The Fire and Rescue Service holds a unique place in the community, serving not only as a first responder in emergencies, but also as a support network for those most at risk. To effectively fulfil this role, it is important that we acknowledge and respond to the diverse needs of the communities we serve. This requires not only a workforce that reflects their identities, but also one that understands their needs and has earned their trust.

Through the development and application of our Service's core values, we have aimed to promote equality, celebrate diversity, and foster inclusiveness in our day-to-day business. Our commitment to these values has allowed us to engage with individuals at risk in a more effective and targeted manner, leading to historically low levels of deaths, injuries, and damage from fire. Our inclusive approach to staffing has resulted in teams that represent a range of backgrounds and identities, but in order to earn a reputation as an open, compassionate, and inclusive organisation we must do more.

This Equality, Diversity, and Inclusion (EDI) Strategy 2024-2029 builds on our previous progress, providing with a clear framework for fostering ever-closer relationships with all members of our community and consolidating our standing as an employer of choice.

The importance of EDI has never been more evident than it is today. As a society, we are facing a range of challenges, from rising inflation and political uncertainty to the residual impacts of the COVID-19 pandemic, which has underscored the importance of creating a more inclusive and equitable world. Existing social disparities and health inequalities, and the Grenfell Tower fire serves as a reminder of the disproportionate impact that such tragedies can have upon low-income and ethnically-diverse communities. At the same time, the global focus on diversity, equity and inclusion has never been greater. It is imperative that we continue to drive change and build a culture that embraces diversity, respects differences and supports everyone to reach their full potential.

To continue our mission of improving the lives of those we serve, we must reflect on the role we can play in protecting underrepresented communities and serving as visible allies. The priorities outlined in this EDI Strategy will help us achieve these goals, but we cannot do it alone. We are grateful for the support and commitment of our colleagues, Fire Authority members, and partners, and look forward to working together to make meaningful progress towards our vision.

As a Fire and Rescue Service, we are committed to creating an inclusive workplace and providing high-quality services that are accessible and relevant to everyone in our communities. Our EDI Strategy lays out a comprehensive framework for action, and sets out our commitment to embedding EDI within our practices and processes. We are dedicated to working with our communities, partners and people to create a Service that is open, inclusive and reflective of the diversity of North Wales. I am proud to be a part of this effort and look forward to our continued progress towards a more inclusive future.

Dawn Docx

### **Chief Fire Officer and Chief Executive**



**Dawn Docx**  
Chief Fire Officer and Chief Executive



**Dylan Rees**  
Chair of the Authority and Executive Panel



# National Picture

The United Kingdom's (UK) commitment to promoting equality, diversity, and inclusiveness (EDI) within public services is driven by a number of government policies, regulations, and societal drivers.

The Wellbeing of Future Generations (Wales) Act 2015 and the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 set out the legal framework for promoting equality of opportunity and protecting individuals from discrimination in the workplace. The Public Sector Equality Duty, as outlined in the Equality Act requires public authorities to advance equality of opportunity, eliminate discrimination and foster good relations amongst their employees and the communities that they serve.

Societal drivers such as demographic changes, increasing awareness of the importance of diversity and inclusiveness, and a growing recognition of the business case for diversity are driving a heightened focus on EDI in the public sector.

The sector itself presently faces significant challenges, with a number of fire and rescue services having been subject to serious allegations of bullying and harassment. The National Fire Chiefs Council (NFCC) has created a culture action plan which includes key recommendations to assist UK fire and rescue services to bring about positive organisational change. In other Public Sector organisations, it is reported that public trust and confidence is at an all-time low. Similar reviews across Policing and Health have found widespread issues with equality of access, racism, homophobia and sexism.

Effective public services rely on trust, and this is formed with every action and interaction that impact upon people's lives. Public services play a critical role in promoting social cohesion and addressing the inequalities that exist within society. To achieve this, it is essential that public services are representative of the communities they serve, with staff and leadership that understand and respond to the needs of diverse populations.

In line with this vision, the UK government and devolved administrations have established a number of policies and initiatives aimed at promoting EDI within public services, including promoting diversity in the recruitment and retention

of staff, increasing representation of underrepresented groups in all leadership positions, and addressing barriers to equal opportunities.

The Anti-Racist Wales Action Plan sets out the Welsh Government's plan to make Wales an anti-racist nation. Adopting an anti-racist approach requires all public bodies to look at the ways that racism is built into policies, formal and informal rules and regulations and generally the ways in which we work. This action plan is a real opportunity to make a difference as a catalyst to improving life chances to current and future generations of ethnic minority people. With intersectionality in mind, this plan also sets out to tackle poverty across all protected groups.

In its LGBTQ+ Action plan for Wales, the Welsh Government has set out its vision of sustainable long-term change towards improving the lives of LGBTQ+ people in Wales. It is recognised that disadvantage, inequality, and discrimination remain a reality for many LGBTQ+ people living in Wales. While this is the first policy framework to focus on the specific needs and vulnerabilities of LGBTQ+ people, it forms part of a wider approach to mainstream equality and strengthening human rights protections for everyone. The Service will also adopt relevant recommendations that emerge from the Government's Disability Action Plan in 2024.

By recognising the challenges within the sector, as well as incorporating government policies and societal drivers into our EDI Strategy, we are demonstrating our commitment to fulfilling our legal obligations and responding to the evolving needs of our communities. This will not only support our overall mission of delivering high-quality public services, but will also position us as a leader in promoting EDI within the public sector.

The fire and rescue sector has experienced substantial shifts in its approach to equality, diversity, and inclusiveness in recent years; however, despite this it is apparent that there remains a significant amount of work to be done. The success of fire and rescue services nationally in promoting EDI, has been mixed, and as a Service we recognise the need to increase representation of diverse groups, improve cultural competence, promote inclusiveness in recruitment and training, and eliminate discrimination to ensure equality of opportunity.

The NFCC has developed a suite of templates, guidance documents and toolkits to support fire and rescue services to recruit and retain talented people from different backgrounds.

The UK government, through the Equality Act 2010 and the Public Sector Equality Duty, has set out the legal framework for promoting equality and inclusion in the public sector. NWFRS shares the strong commitment of the Equality and Human Rights Commission in Wales to meet objectives within key documents set by the European Convention on Human Rights.

Advocacy groups, such as those representing LGBTQ+, disabled people, women, ethnic minority individuals, and low-income communities, are also making a crucial contribution to this effort by raising awareness of the importance of diversity and inclusiveness in the Fire and Rescue sector.

In light of these shifts and stakeholder efforts, this EDI Strategy aims to build on the progress made thus far and drive further advancements in EDI within the Fire and Rescue sector over the next five years.

# The local picture

North Wales is a region with a rich cultural heritage and a diverse population. While there is significant socioeconomic and demographic variation within the region, some communities face specific challenges that impact their well-being and safety.

The local demographic includes individuals from different ethnicities, ages, and backgrounds, with a higher proportion of Welsh speakers compared to the national average. There are also significant numbers of elderly residents, individuals with disabilities, and individuals from low-income households.

Some areas within North Wales have higher levels of deprivation and lower life expectancy compared to the national average, with parts of north-east Wales being amongst the most deprived in Wales. In some of these areas 70% of households are affected by deprivation, which ranks them amongst the poorest in Wales. These communities are more likely to face challenges such as poor health, low income, and social exclusion.

To meet the diverse needs of these communities, North Wales Fire and Rescue Service (NWFRS) must understand and address the specific challenges they face. This requires a proactive approach to engagement, a culturally competent workforce, and targeted support to help these individuals stay safe and well.

Attracting and retaining a diverse workforce can be a challenge in the North Wales region. We may face competition for talent from other sectors, and may struggle to overcome traditional gender, cultural and social stereotypes associated with firefighting as a profession.

To address these challenges, we must take a proactive approach to outreach and recruitment, working to build relationships with underrepresented communities, and promoting the Service as an inclusive and supportive employer. By doing so, we can help to ensure that our workforce reflects the diversity of the communities we serve and are equipped to meet the needs of all members of the public.

We must strive to be a trusted and inclusive partner, working with local communities to identify and tackle the challenges they face, and promoting equality and diversity in all that we do. Through this approach, we can help ensure that all members of the community receive the support they need to stay safe and well.

# The Profile of North Wales

**Area:** 6,172 square kilometres

## Infrastructure:

North Wales includes the counties of Conwy, Denbighshire, Flintshire, Gwynedd, Ynys Môn, and Wrexham. It encompasses a diverse landscape, including Eryri National Park, mountainous regions, coastal areas, and rural communities. The region is well-connected, with major highways, railways, and ports providing access to the rest of the UK and Europe. The largest city in North Wales is Wrexham, which serves as a hub for commerce and industry, while other major conurbations include Bangor, Caernarfon, Colwyn Bay, Deeside, Llandudno and Rhyl. The region is also home to several universities and colleges, providing a strong talent pool for local businesses. Additionally, the region is a popular tourist destination, attracting visitors from all over the world with its stunning coastline, rich history, and unique culture.

Welsh, as a language for living, remains at the heart of the modern Welsh identity. Enjoying family life, education, work and leisure all through the medium of Welsh is testimony to the importance of the language and culture to the people of Wales.

**Population:** 687,000

**Gender split:** Female 51.1%, Male 48.9%

**Trans status:** It is estimated that 0.3% of people identify as trans and/or non-binary in North Wales.

**Age profile:** 26.7% (0-24), 28.3% (25-49), 21.5% (50-64) 12.6% (65-74), 10.9% (75+)

**People with a disability and/or long-term health condition:** 20.7%

## Ethnicity

96.8% of North Wales are White British. The percentage varies across the region from 98.1% in Ynys Môn to 96.0% in Wrexham.

## Religion and belief

49.8% of people identified as Christians, the second most popular religion was Islam with 0.8% and 41.7% of people state no religion.





## Legal Duties

NWFRS is bound by a range of legal and statutory obligations with regards to equality, diversity and inclusion. These duties ensure that the Service is proactive in addressing the risk of discrimination, embrace diversity within the workforce and deliver inclusive services in the communities that it serves.

The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, Public Sector Equality Duties (PSED) and The Well-being of Future Generations (Wales) Act 2015 are key pieces of legislation that places a duty on public bodies, including NWFRS to eliminate discrimination, advance equality of opportunity and foster good relations between people with different protected characteristics. Since 2011, the Act has required public sector bodies in Wales to publish their gender pay gap and record which steps they are taking to address it. The Gender Pay Gap shows the difference in the average pay between men and women, it compares hourly rates of pay staff may receive by gender, seeking to expose any imbalance. The Socio-economic Duty came into force in Wales on 31 March 2021. The Socio-economic Duty gives public bodies an opportunity to do things differently in Wales. It puts tackling inequality at the heart of decision-making, and will build on the good work public sector organisations are already doing.

NWFRS is dedicated to upholding the principles of EDI in all its operations. In addition to being guided by the Equalities and Wellbeing Future Generations legislation, the Service is also accountable to the Human Rights Act 1998, which brings the provisions of the European Convention on Human Rights into UK law. This legislation ensures that everyone is treated with dignity and respect and has the right to freedom from discrimination, regardless of race, religion, gender, or other protected characteristics. Additionally, the Service has a well-established commitment to promoting and encouraging the Welsh language among staff, stakeholders, and the public. From the statutory duty to comply with the Welsh Language Standards, that are in place to ensure the promotion and preservation of the Welsh language, to our commitment from within our governance framework, we take these measures to ensure the Service's commitment to promoting diversity and inclusiveness in all its forms. By acknowledging our moral and legal duties to protect the cultural heritage of the area, which includes the Welsh language, we aim to meet the expectations of the local community and acknowledge the positive service benefits of conducting our public business in both languages.

The Welsh Language (Wales) Measure 2011 requires public bodies, including fire and rescue services, to treat the Welsh language no less favourably than the English language and to take reasonable steps to provide services in Welsh. Our commitment to complying with these standards and promoting the Welsh language can be found on our [website](#).

The Public Sector Equality Duty (PSED) as set out in section 149 of the Equality Act 2010, requires public authorities, including fire and rescue services, to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their functions.

These legal and statutory obligations shape the overall approach to EDI within NWFRS, and inform the development of policies, practices and initiatives designed to create a diverse and inclusive workplace and to serve the diverse needs of the communities in North Wales.

# Core Values and Code of Ethics

We recognise the importance of upholding the highest ethical standards in everything we do. In addition to our own Core Values, we fully endorse the National Fire Chiefs Council (NFCC) Core Code of Ethics. This code provides a framework of principles to guide our actions and ensure that we foster a culture of inclusion and equality.

The five principles of the NFCC Core Code of Ethics are: **putting our communities first; integrity; dignity and respect; leadership; and equality, diversity and inclusion.** By embracing these principles in our day-to-day operations, we aim to improve our service and demonstrate our commitment to inclusion and diversity.

At the heart of these principles is the belief that everyone should be treated with respect and dignity, regardless of their background or identity. We will work tirelessly to advance equality of opportunity, eliminate discrimination and promote good relations between different people. By doing so, we will help to create a fire and rescue service that is representative of the communities it serves, and that is trusted and respected by all.

Commitment to diversity and inclusivity is a central part of our Core Values, and we strive to enable individuals to reach their full potential regardless of their background or circumstances. This involves appreciating differences, promoting equal opportunities, and combating prejudice and discrimination.

The core values serve as a guide for all members of NWFRS, to ensure that all individuals are treated with dignity, respect, and fairness. By incorporating them into our work and daily practices, we aim to create a more inclusive and diverse workplace and community. It is our hope that by embodying these values, we will become a beacon of excellence in the fire and rescue sector, and it will inspire others to follow our lead.



# Roles and Responsibilities

At the heart of our EDI strategy lies a strong commitment to promoting equality, diversity, and inclusion within our organisation. This is reflected in the dedicated time and resources allocated towards ensuring that our efforts in this area are well-coordinated and prioritised.

However, it is not just the responsibility of Fire Authority members, senior officers, managers or our equality and inclusion lead. Every individual within the organisation plays a crucial role in creating a fair and inclusive work environment. By embracing the principles of EDI, we aim to make diversity and inclusivity a natural part of our daily operations, regardless of our individual position within the organisation

In order to effectively implement this EDI Strategy, our Deputy Chief Fire Officer has been designated as the key leader responsible for overseeing its implementation. This includes ensuring that adequate resources and support are available, chairing the multi-disciplinary Equality, Diversity and Inclusion Committee. This demonstrates our commitment to making EDI a priority and ensuring it is well-coordinated across the organisation.

The Service Leadership Team, with the support of the EDI Officer, are responsible for ensuring the effective implementation and coordination of our EDI Strategy. They play a crucial role in integrating EDI objectives into all levels of corporate, departmental, and individual action plans. Regular monitoring and evaluation processes are established to track progress and assess the impact of our EDI initiatives.

The EDI Committee, which plays a key role in the implementation of our EDI strategy, convenes on a quarterly basis. The committee comprises representation from all departments, shift systems, trade unions, staff network groups, and individuals representing protected characteristics as defined by the Equality Act 2010. The group's primary function is to review progress on EDI workstreams and analyse monitoring data, ensuring the effective integration and implementation of our EDI goals across the Service.

The role of managers and employees in supervisory positions is crucial in the implementation and promotion of our EDI Strategy. They have a responsibility to ensure that their colleagues are adequately informed, trained, and supported in carrying out their duties with EDI as a key consideration. By fostering a workplace culture that prioritises EDI, managers and supervisors play a critical role in fulfilling our commitment to creating a more inclusive and diverse environment.

Our staff, trade unions and staff network groups hold integral roles in realising our EDI objectives and fostering a workplace culture that is not only positive but also inclusive and open. By embracing diversity and treating one another with respect and dignity, our staff collectively create an environment where everyone feels valued, heard, and able to thrive.

# Our Strategy 2024–2029

Our Diversity and Inclusivity Core Value plays a central role in guiding the development of our EDI Strategy. The strategy has been created through collaboration with key stakeholders including managers, colleagues, members, and trade union partners. This approach allows us to work together to realise our shared EDI priorities and create a framework that enables everyone to achieve their full potential, regardless of background or circumstances.

The implementation of the strategy is focused on four interdependent themes, each supported by its own set of principles, aimed at promoting equal opportunities, reducing prejudice and discrimination, and advancing the overall goal of creating a more diverse and inclusive workplace.

## The cornerstones of our strategy

### Theme 1 – Embedding inclusivity into our organisational culture

- Lead inclusively
- Create openness and transparency
- Promote accessibility

### Theme 2 – Attracting, recruiting and retaining talented people

- Attract
- Empower
- Educate

### Theme 3 – Delivering inclusive services to our community

- Engage
- Build trust and confidence
- Keep safe

### Theme 4 – Develop effective partnerships

- Connect
- Collaborate
- Maximise impact



## **Theme 1: Embedding inclusivity into our organisational culture**

In order to create a workplace where inclusivity is second nature, it is important for everyone within the organisation, from senior leaders to front-line staff, to lead by example and actively promote EDI.

To achieve this, we will pursue the following objectives:

- **EDI Leadership Development:** Integrating EDI into our leadership development programs to ensure that all managers have the necessary skills and knowledge to embed inclusivity into their day-to-day work.
- **Visible Commitment:** Encouraging Fire Authority members, senior leaders, managers, and colleagues to be highly visible in their commitment to EDI and to speak openly about EDI issues at internal and external events.
- **Ongoing Dialogue:** Maintaining an ongoing dialogue around EDI and exploring ways to address both historic and emerging challenges.
- **Embedding Equality Impact Assessments:** Ensuring that the Equality Impact Assessment (EqIA) process is embedded across the organisation to consider the needs of all those impacted by policy or service developments.
- **Training and Development:** Promote and monitor the uptake of EDI training and development activities, ensuring that all colleagues are aware of their professional and personal responsibilities.
- **Maintaining a firm stance against discrimination:** Upholding our commitment to combat bullying, prejudice, and all forms of discrimination.
- **Supplier Commitment to EDI:** Continuously monitoring our suppliers' commitment to equality, diversity, and inclusivity throughout the procurement and contract management process.
- **Inclusive Workplaces and Community Facilities:** Designing and adapting our buildings to create accessible and inclusive workplaces, as well as community facilities that are suitable for a modern fire and rescue service.



## **Theme 2: Attracting, recruiting and retaining talented people**

Our goal is to establish our organisation as the employer of choice in our sector, attracting the best talent to both firefighting and corporate services roles. We envision a diverse workforce that reflects our communities and feels supported in reaching their full potential.

To achieve this, we will pursue the following objectives:

- Adopt a creative and innovative approach to positive action, removing any barriers in our recruitment processes and maximising opportunities to reach underrepresented groups.
- Continuously monitor workforce demographic data to identify trends that help us target underrepresented groups in our recruitment efforts and retention of existing staff in our workforce.
- Provide cognitive screening, targeted support and adjustments to individual employees at every stage of the employee lifecycle, including physical adaptations and flexible working arrangements.
- Regularly review our policies and procedures to ensure they foster a safe and inclusive culture where employees feel comfortable to bring their 'whole selves' to work.
- Develop a comprehensive education program to better understand EDI issues and encourage all staff and volunteers to participate.
- Raise awareness of EDI issues through internal communications, events, campaigns, and staff networks.
- Encourage mentoring, reverse mentoring, and coaching to develop employees from minority identities and promote senior leaders' understanding of EDI issues.
- Expand our staff networks and equality champions by recruiting more members and broadening the themes covered, including those who identify with multiple protected characteristics.
- We will continue to support the work of the National Fire Chiefs Council (NFCC) to diversify leadership, people and talent in fire and rescue services.
- Promote inclusion amongst an aging workforce with consideration for working arrangements and our ability to train and retrain staff throughout the employment lifecycle.



### **Theme 3: Delivering inclusive services to our community**

Our aim is to provide excellent services that meet the diverse needs of every person we interact with. We will strive to understand their unique circumstances and deliver services that are inclusive, accessible, and targeted to those most in need. Our frontline staff will be equipped to carry out their duties with empathy, compassion, and respect, and our protection teams will consider the impact of Equality, Diversity, and Inclusion (EDI) on their work.

To achieve this, we will pursue the following objectives:

- Engage and consult with our communities in an inclusive manner, seeking diverse perspectives and feedback on our strategic objectives, proposals and plans.
- Communicate in a way that connects with all communities, promoting safety messages, career opportunities, and critical information in the event of a civil emergency.
- Conduct data-led risk and equality analysis to ensure that our services are in line with our social and economic duty to serve all members of society.
- Consider external drivers such as the cost of living crisis, the ongoing impact of the Covid-19 pandemic on our risk profile and EDI considerations related to the Grenfell Tower fire and the national fire reform program.
- Provide department-specific training and guidance to ensure that colleagues understand the importance of EDI in their day-to-day roles.
- Encourage volunteering and provide opportunities for young people to participate in our staff networks and attend relevant events.
- Act as visible EDI champions and role models by participating in community events and festivals, supporting awareness campaigns, and contribute to the shaping of the national EDI agenda.

Through these actions, we will fulfil our social and economic duty to provide inclusive and accessible services that meet the needs of all members of our communities.





## Theme 4: Develop effective partnerships

We aim to establish a wide-ranging and impactful network of strategic partnerships with different stakeholders and communities. These partnerships will allow us to reach and serve marginalised groups, enhance our EDI knowledge and expertise, and extend our outreach. By collaborating with other fire and rescue services and public organisations, we aim to share our experiences and adopt best practices in EDI.

To achieve this, we will pursue the following objectives:

- Build relationships with specialised EDI advocacy groups that support the implementation of our EDI Strategy, and which will help us identify new and emerging populations that are vulnerable or at risk.
- Stay engaged with external benchmarking and relevant organisations to maintain our leadership and best practice standards in EDI.
- Host local, regional, and national events that provide learning opportunities for our staff, volunteers, and young people, and foster partnerships with organisations that share our commitment to promoting inclusive workplaces and services.
- Be active members of the National Fire Chiefs Council's (NFCC) EDI networks, and collaborate with our partners to deliver targeted safety messages and promote the fire and rescue service as a desirable employer.
- Comply with the socio-economic duty to ensure our EDI strategies and initiatives consider the impact of socio-economic factors on our communities and partner organisations.
- Play an active role in the All-Wales Fire and Rescue EDI group and work in collaboration with the other Fire and Rescue Services across the UK to promote efficiencies and share best practice.
- Explore the possible creation of All-Wales FRS staff networks for specific protected characteristics (e.g. Firepride LGBTQ+ Network).

# Implementation of the EDI Strategy 2024–2029

The EDI Strategy for the period of 2024–2029 outlines our vision for promoting equality, diversity, and inclusion within the organisation. To ensure the successful implementation of this strategy, several measures have been put in place.

## Annual EDI Action Plan

The implementation of the EDI strategy will be guided by a detailed annual EDI action plan, which will be performance-managed by the Equality, Diversity and Inclusion Committee which meets on a quarterly basis. The Committee will be chaired by the Deputy Chief Fire Officer as the accountable officer responsible for the implementation of the EDI strategy.

## EDI Report

An EDI report will be produced every six months by the Equality, Diversity and Inclusion Officer and submitted to the Service Leadership Team Performance Board. The production of a six-month update report and an annual report at the end of the financial year will outline progress against the Service's performance equality priorities and future activities related to EDI.

## Departmental Planning

Annual departmental plans will be complemented by comprehensive Equality Impact Assessments. Considering our EDI objectives and findings when developing our plans will ensure that the potential impact on underrepresented groups and people protected under the Equality Act 2010 are addressed. Opportunities for positive change will also be captured through the assessments.

## Annual Appraisal

Every staff member will undergo an annual appraisal, which will include an assessment of their performance against their objectives, their well-being, their commitment to the Core Values and creating a positive workplace culture.

## Embedding EDI within Practices and Procedures

Through these actions, the organisation is committed to embedding its EDI principles within its practices and procedures, ensuring that equality, diversity, and inclusion are at the forefront of everything it does.

## Reference to the Socio-economic Duty

In addition to promoting equality, diversity, and inclusion, the organisation also recognises its socio-economic duty to ensure that its practices and policies contribute to the reduction of socio-economic inequality and promote social justice. This consideration will also be reflected in our Service delivery provision.

# Staff Networks

Our staff networks play a critical role in advancing our EDI objectives and creating an inclusive workplace culture. These networks serve as forums for employees to share their experiences, perspectives, and ideas on EDI and access educational opportunities that help foster diversity, equity, and inclusion.

To support this, we aim to:

- Foster a culture of inclusivity by encouraging all staff to participate and benefit from our staff networks, regardless of their protected characteristics, individual identity, status or background.
- Provide an annual budget for staff networks to meet, organise events and seminars, develop activities and attend training opportunities that aid personal development, thus enabling members to promote EDI and foster collaboration among other networks and the wider workforce.
- Use staff networks as a platform for listening to the experiences and perspectives of staff members, particularly those from underrepresented groups, and integrating their feedback into our EDI initiatives and programs.
- Encourage and support the creation of new staff networks that represent the diverse backgrounds and experiences of our employees, and promote the exchange of best practices and ideas among staff networks.
- Provide opportunities for staff networks to partner with other departments, stakeholders, and community organisations to advance our EDI goals and create positive social impact.
- In conclusion, our staff networks are integral to our EDI strategy and play a vital role in ensuring that all employees feel valued, respected, and heard, and that our workplace culture promotes equity, equality, diversity, and inclusion for all.



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