

**APPENDIX 1**



**Equality, Diversity and Inclusion  
Annual Report  
2017/2018**

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## **Foreword**

### **1. Welcome to Lancashire Fire and Rescue Service (LFRS) Annual Equality Diversity and Inclusion Report 2017-2018**

The Lancashire Combined Fire Authority (CFA) is responsible for leading and supporting Lancashire Fire and Rescue Service. The CFA has a membership of 25 elected councillors consisting of nineteen from Lancashire County Council, three from Blackburn with Darwen Council and three from Blackpool Council. It employs approximately 1242 members of staff in a variety of roles including operational fire fighters, administrators, fire safety, business support and managerial staff, 82% of the Service are employed as firefighters.

The Annual Equality, Diversity and Inclusion Report reviews our performance in relation to meeting our legal duties over the year 2016 – 2017, the workforce profile as at 31<sup>st</sup> March 2017 and our plans in relation to equality and diversity for the period 1<sup>st</sup> April 2017 - 31<sup>st</sup> March 2018.

The report is one of the ways we make visible how we are meeting our obligations to recognise diversity, value inclusion and promote equality. The report reflects the work of LFRS within our diverse communities as well as reporting key equality data/information.

As an employer our aim is to recruit and develop a diverse workforce and to ensure that our workforce can work with dignity and respect, protected from any type of prejudice or discrimination.

### **2. Summary**

As a public body we are required to publish equality information which demonstrates our compliance with the Equality Duty. This report contains information (based on information that has been disclosed or that is publically available) about:-

- Our corporate planning and policy approach to equality and diversity.
- The composition and the equality profile of our workforce.
- An overview of equality-related activities.

### **3. Our aim**

Making Lancashire safer is our commitment to making sure that everything we do improves the safety of our diverse communities.

This is more extensive than simply responding to fires and other emergencies. We use our skills, experience and resources to make people safer in much broader terms across life's stages: helping people to start safe; live safe; age safe and be safe on our roads.

Lancashire Fire and Rescue Service (LFRS) is committed to its purpose of "making Lancashire safer" and it has developed the following priorities to support this intention:

- Preventing fires and other emergencies from happening.
- Protecting people and property when fires happen.
- Responding to fire and other emergencies quickly and competently.
- Valuing our people so they can focus on making Lancashire safer.

- Delivering value for money in how to use our resources.

We define our expectations from staff within our Annual Service Plan and our values define how we STRIVE to achieve our purpose of “making Lancashire safer” by making sure what we do is guided by strong principles of:

- Service: Making Lancashire safer is the most important thing we do and we work in a diligent and competent way.
- Trust: We Trust the people we work with and we contribute to a positive workplace.
- Respect: We demonstrate consideration of others and we recognise how our behaviour may impact on others.
- Integrity: We do what we say we will do and we work in a professional, positive non-judgmental way.
- Value: We actively listen and recognise the contribution of others whatever their role, background, ideas, view or approach.
- Empowerment: We are encouraged to contribute to decision making, to resolve problems and we are accountable for our decisions, actions and behaviours.

Risk is dynamic and fire disproportionately affects certain demographic groups and we therefore focus on the potential root causes and the people who are most vulnerable to them; those, living alone, with health issues, with impaired mobility, affected by socio-economic deprivation and drug and/or alcohol users.

#### **4. Corporate Planning and Policy Approach to Equality and Diversity**

The Services’s annual priorities as detailed in our Annual Service Plan 2017 and the Service’s Integrated Risk Management Plan 2017-2022 explains LFRS vision in terms of how we will achieve our mission of “making Lancashire safer”.

The Equality, Diversity and Inclusion Annual Report is part of the suite of human resources plans in addition to the workforce plan and the organisational development plan which explains the interventions which will take place to support the achievement of LFRS mission and values. It flows from the overarching strategic plans of LFRS and links people management into the operational business process.

#### **5. The Equality Act 2010**

The Equality Act 2010 states that everyone has the right to be treated fairly and equally. The Act has two main purposes, it brings together and simplifies all of the existing discrimination law and strengthens the law to further support progress on equality.

In the exercise of its functions (including any functions carried out by external supplier/organisation) LFRS must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

These are often called the three main aims of the general duty and are detailed in the Equality Act 2010 Section 149. The Equality Duty is supported by two main specific duties which require public bodies to:

- Publish equality information at least annually.
- Set and publish equality objectives at least every four years.

Public authorities covered by the specific duties must publish information to demonstrate their compliance with the general equality duty. This information must include information relating to people who share relevant protected characteristics who are its employees and people affected by its policies and practices. LFRS has developed and published a workforce equality profile of staff and this information is attached at Appendix A. Monitoring equality and diversity in the workforce enables LFRS to identify how employment policies are working and to identify areas where these may appear to be working disproportionately on certain groups of staff. Employment monitoring data is collected and reported annually in relation to all protected groups apart from gender reassignment due to the sensitive confidential nature of this data. The LFRS Operational Emergency Cover Review, which includes an assessment of relevant data which allows LFRS to assess risk and focus its resources in those areas of highest need. This review includes analysis of data which covers a range of factors including the statistical data of the population of different Districts and data relating to Super Output areas comprising census information.

## **6. Equality Objectives**

As part of the development of our Integrated Risk Management Plan 2017-2022 we reviewed and developed new equality objectives:

### **Our Communities:**

- Support local business's to reduce the risk of fire and remain compliant within fire safety legislation
- Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire.
- Develop and deliver a Prevention Service targeting our most vulnerable communities

### **Our workforce:**

- Promote equality in our workforce policies and workforce practices
- Develop our staff to ensure they can respond competently meeting the different needs of our diverse communities

The Equality Act removed the need for equality schemes and LFRS now produces progress actions against it's equality objectives for the previous year and new actions for the next year within the annual equality, diversity and inclusion report.

## **7. Protected Characteristics (or protected groups)**

LFRS aims to ensure that no one receives less favourable treatment for reasons relating to all recognised protected characteristics covered by the Equality Act 2010.

- Age.
- Disability.
- Gender reassignment.
- Marriage and civil partnership (in respect of eliminating unlawful discrimination).
- Pregnancy and maternity.
- Race – this includes ethnic or national origins, colour or nationality.
- Religion or belief – this includes lack of belief.
- Sex (gender).
- Sexual orientation.

## **8. Equality Impact Assessment**

The completion of equality impact assessments is no longer a legal requirement; however it is a useful tool in identifying the impact of policies and decisions on staff and communities. Equality Impact Assessments are completed for Projects, Executive Board and Senior Management Team Reports where there is an impact on people or the community.

## **9. Human Rights Act 1998**

All public bodies and other bodies carrying out public functions have to comply with the Human Rights Act. Human rights are the basic rights and freedoms that belong to every person in Europe regardless of their nationality and citizenship.

Human Rights are based on five principles known as FRED A

- Fairness
- Respect
- Equality
- Dignity
- Autonomy

The Human Rights Act sets out the fundamental rights and freedoms that individuals in the UK have access to, these rights are called “the convention rights”.

## **10. Equality in partnerships and contracts**

LFRS will ensure that any partnership it is involved in operates in line with equality principles and associated equality duties. All contracts are required to agree to LFRS terms and conditions which will include relevant clauses in relation to equalities. Additional scrutiny is incorporated within the procurement process where it is considered appropriate.

## 11. Our communities

### 11.1 Population

As a whole, the usual resident population for Lancashire according to the 2011 Census was 1,460,900, this illustrates a growth in population of 3.3% or 46,200 people since the last census in 2001.

The table below shows the population in the Lancashire 14 area's according to the 2011 census, this highlights that Blackburn with Darwen has the largest population of the 14 authorities (147,500) and the Ribble Valley is home to the smallest population (57,100).

District	Age band:					Total
	0-14	15-24	25-44	45-64	65+	
Burnley	16,000	11,100	22,700	22,900	14,200	87,000
Chorley	18,300	12,200	28,600	30,200	17,900	107,200
Fylde	11,200	7,500	16,700	22,100	18,300	75,800
Hyndburn	15,400	10,300	21,700	20,600	12,900	80,700
Lancaster	21,400	24,500	32,400	34,900	25,300	138,400
Pendle	17,300	11,200	23,700	23,000	14,400	89,500
Preston	25,100	24,600	38,900	32,400	19,200	140,200
Ribble Valley	9,800	6,300	12,600	17,100	11,600	57,100
Rosendale	12,300	8,200	17,900	19,100	10,500	68,000
South Ribble	18,600	12,800	28,100	30,100	19,300	109,100
West Lancashire	18,600	14,900	25,200	31,100	20,900	110,700
Wyre	16,000	12,000	22,600	30,700	26,600	107,700
<b>Lancashire County (12 districts)</b>	<b>200,100</b>	<b>155,500</b>	<b>290,700</b>	<b>314,100</b>	<b>211,300</b>	<b>1,171,300</b>
Blackburn with Darwen	32,100	19,900	41,800	34,600	19,100	147,500
Blackpool	23,700	17,100	35,500	38,400	27,100	142,100
<b>Lancashire (14 authorities)</b>	<b>255,900</b>	<b>192,500</b>	<b>368,000</b>	<b>387,100</b>	<b>257,500</b>	<b>1,460,900</b>

When comparing the 14 districts of Lancashire to the national averages for England and Wales, the statistics show a higher proportion of people living in Lancashire in the two oldest broad age groups of 45-64 year-olds and 65+<sup>1</sup>.

Expected population projections from the Office of National Statistics over the period of 2012 to 2037 show that for the 14 Authority areas in Lancashire, a 5.0% increase is projected over the next 25 years making an expected population total of 1.539 million.

<sup>1</sup> <http://www.lancashire.gov.uk/lancashire-insight/population-and-households>

## 11.2 Cultural Diversity

Ethnicity across the county is diverse; the largest ethnic group in the county identify themselves as being white (90%), whilst the black minority ethnic (BME) group form 10% of the population with Asian/Asian British making up 8% of this group.

District	Usual residents	All white	Mixed/multiple ethnic group	Asian/Asian British	Black/Black British	Other ethnic group
Burnley	87,059	76,054	976	9,578	211	240
Chorley	107,155	103,833	1,016	1,710	401	195
Fylde	75,757	73,844	742	845	163	163
Hyndburn	80,734	70,778	696	9,007	106	147
Lancaster	138,375	132,342	1,356	3,732	628	317
Pendle	89,452	71,437	946	16,807	126	136
Preston	140,202	112,415	3,326	21,732	1,676	1,053
Ribble Valley	57,132	55,904	360	729	92	47
Rosendale	67,982	63,778	602	3,396	123	83
South Ribble	109,057	105,847	1,174	1,612	268	156
West Lancashire	110,685	108,603	866	913	174	129
Wyre	107,749	105,852	664	993	130	110
<b>Lancashire County (12 districts)</b>	<b>1,171,339</b>	<b>1,080,687</b>	<b>12,724</b>	<b>71,054</b>	<b>4,098</b>	<b>2,776</b>
Blackburn with Darwen	147,489	102,009	1,823	41,494	933	1,230
Blackpool	142,065	137,339	1,753	2,282	346	345
<b>Lancashire (14 authorities)</b>	<b>1,460,893</b>	<b>1,320,035</b>	<b>16,300</b>	<b>114,830</b>	<b>5,377</b>	<b>4,351</b>

Within the 14 Authority areas in Lancashire, the highest proportion of the population who are BME, is in Blackburn at a total of 45,480 (31%); this rate is three times greater than that of the Lancashire average. In contrast, Blackpool recorded a BME population that accounted for only 3% of its total population (4726 people)<sup>2</sup>.

According to the 2011 census, 95% of all households in Lancashire had English spoken by all the people within them aged 16 and over as a main language. The national average of households in England and Wales in this category was 91%.

## 11.3 Religion

The 2011 census recorded that across the 14 Authority areas in Lancashire, Christianity was the most popular religion with 67% of people in this classification; this is above the national average of 59.3%<sup>3</sup>. The second highest category recorded across Lancashire was of people

<sup>2</sup> <http://www.lancashire.gov.uk/lancashire-insight/population-by-ethnicity>

<sup>3</sup> <http://www.lancashire.gov.uk/media/897579/census-2011-religion.pdf>



stating no religion at 19% (national level 25.1%), followed by Muslim which was recorded at 6.6%. The Muslim population within Lancashire is higher than the national average of 4.8%, with the Blackburn with Darwen area having the third highest Muslim population across the 348 authorities within England and Wales.

District	All categories	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other	No religion	Not stated
Burnley	87,059	55,399	192	175	14	8,580	33	236	17,178	5,252
Chorley	107,155	80,732	275	196	45	1,130	18	337	18,418	6,004
Fylde	75,757	55,843	196	175	322	350	39	228	13,870	4,734
Hyndburn	80,734	53,602	162	70	7	8,336	38	249	13,700	4,570
Lancaster	138,375	91,124	540	446	119	1,767	100	658	33,833	9,788
Pendle	89,452	48,043	224	91	36	15,579	9	334	19,573	5,563
Preston	140,202	85,518	385	3,338	60	15,769	930	428	25,754	8,020
Ribble Valley	57,132	44,627	88	99	10	425	41	139	8,299	3,404
Rossendale	67,982	43,392	163	96	67	2,613	9	231	17,095	4,316
South Ribble	109,057	82,547	206	556	48	592	75	284	18,487	6,262
West Lancashire	110,685	84,337	141	229	62	276	87	216	19,029	6,308
Wyre	107,749	80,346	220	161	69	305	25	342	19,210	7,071
<b>Lancashire County (12 districts)</b>	<b>1,171,339</b>	<b>805,510</b>	<b>2,792</b>	<b>5,632</b>	<b>859</b>	<b>55,722</b>	<b>1,404</b>	<b>3,682</b>	<b>224,446</b>	<b>71,292</b>
Blackburn with Darwen	147,489	77,599	306	574	54	39,817	161	295	20,374	8,309
Blackpool	142,065	95,426	450	337	252	1,061	61	571	34,815	9,092
<b>Lancashire (14 authorities)</b>	<b>1,460,893</b>	<b>978,535</b>	<b>3,548</b>	<b>6,543</b>	<b>1,165</b>	<b>96,600</b>	<b>1,626</b>	<b>4,548</b>	<b>279,635</b>	<b>88,693</b>

## 11.4 Age

Future population predictions for Lancashire is 14 Authority areas show that growth rates across the county are expected to have distinct differences. Rossendale and Chorley are predicted to have the highest growth rates in population whereas in comparison Burnley and Hyndburn are expected to have a population decrease.

When carrying out further comparisons with predicted population levels by age group, one category that is expected to substantially increase across the county is that of those aged 65+. Statistics show that there are significant increases in predicted population groups over the age of 65 that become greater still as the age range increases. This culminates with the oldest age group (90+) being predicted to rise by 97% across the county over the next 15 years.

This growing number of people aged over 65 and above present's significant challenges not only for LFRS, but also for our partners as demand increases for services. To address this, LFRS is currently working in close collaboration with partners to develop an 'Early Action Early Intervention scheme'. This scheme is aimed at identifying the most vulnerable

individuals within our communities and delivering a joined up service with our partners to ensure that a quick and effective assessment of need is undertaken. The overall aim of the scheme looks to improve our community's health and wellbeing to keep them safer in their homes.

### 11.5 Welfare Deprivation and Employment

Deprivation is measured across England through the combined Index of Multiple Deprivation 2015 (IMD 2015) which is the official measure of relative deprivation for small areas known as Lower Level Super Output Areas (LSOAs) in England.

The English Indices of Deprivation are based on separate indicators which are organised across seven distinct domains:

- Income Deprivation;
- Employment Deprivation;
- Health Deprivation and Disability;
- Education, Skills and Training Deprivation;
- Barriers to Housing and Services;
- Crime;
- Living Environment Deprivation

This allows all 32,844 LSOAs to be ranked according to how deprived they are in relation to each other.

Types of deprivation are often associated with each other, for example health combined with the influence of an individual's living environment and lifestyle choices can all add to vulnerability. These in turn can present hazards and risks that an individual may be susceptible to due to their circumstances. In 2015 Lancashire had 31 (3.3%) of its LSOAs in the top 1% of the most deprived neighbourhoods in England. These included 19 in Blackpool, four in Burnley, three in Blackburn with Darwen, three in Lancaster, one in West Lancashire and one in Wyre.

In contrast the dataset also shows that the proportion of LSOA's in the most affluent 10% of Lancashire rose from 51 (5.4%) in 2010 to 53 (6.0%) in 2015.

Fuel poverty can lead to a range of adverse effects from health issues including a rise in winter deaths which may be attributed to people living in cold unheated homes, to an increase in fire risk from people using what are deemed to be unsafe forms of heating (which are often poorly manufactured) or from counterfeit electrical products. To mitigate this, LFRS runs an annual winter safety campaign which aims to help those who are most vulnerable in our communities. Individuals who are deemed at high risk are offered a free Home Fire Safety Check and through our continued work with our partners we run a variety of local campaigns designed to target those specific groups.

## **12. Summary of Equality and Diversity Activity**

LFRS functions are as follows:

### 12.1 Prevention and Protection

We seek to prevent fires and other emergencies from happening and we target our resources at the most vulnerable. We do this by actively participating in Health and Wellbeing Boards which identify opportunities for collaboration and information sharing so we can reach the most vulnerable people in our communities. Our Safe and Well Visits target the most vulnerable people in our community. As well as providing fire safety advice, we also provide brief interventions and referrals for specialist advice on dementia, social isolation, diabetes, healthy homes, falls prevention, home security and mental health and well-being. Our Princes Trust supports the work of prevention and delivers 12 week team programmes for young people aged 16-25, who are not in education, employment or training. These programmes are to develop the confidence of young people. Community Projects focus on those at very high risk, Super output area or area of fire fighter attacks/injury. We also protect by supporting businesses to reduce the risk of fire and lead enforcement activity.

### 12.2 Response

LFRS responds to a range of incidents and that response is the same regardless of protected characteristic. These incidents include fire, road traffic accidents and emergencies within the Lancashire area and in other areas in line with their mutual aid agreements. LFRS has mutual aid agreements with Merseyside, Cumbria, Manchester, North and West Yorkshire. As part of a national pilot, we are working with Lancashire Ambulance Service delivering Emergency First Responding to vulnerable people in need of an emergency service which includes the provision of training on health and wellbeing support to all staff who will undertake this role. We also support the police in gaining entry to properties where there is a known need to gain access to provide critical medical care.

### 12.3 National Resilience

LFRS has the necessary capability in place to manage the majority of risks that they may face either individually, collectively or through collaboration and the response is the same to all our communities. Such risks may include the need for high volume pumps, mass decontamination, specialist swift water rescue, specialist urban search and rescue, international search and rescue, wild fires and hazardous materials.

## **13. Accessibility**

LFRS Corporate Communications Department ensures that information made available responds to the needs of the community in terms of format and distribution of publications, the equality and diversity values are promoted in key publications and information sources.

LFRS provides information in printed form and via the LFRS website. The website aims to conform to the following web accessibility guidelines in order to ensure that the website is accessible to users with a range of disabilities, including those with visual impairments.

- Standards compliance - World Wide Web Consortium (W3C).
- Changeable text size - the website uses an easy to read non-serif font type, size and colour in default size 12 which can be made larger or smaller to suit the users individual needs.
- Links - all links use descriptive.
- Multimedia - The LFRS aims to make our video and audio content accessible to everyone by providing transcripts or captions wherever possible. All images have alternative descriptive text.
- Show/Hide Page Banner - To support users who are visually impaired keyboard users pages have a 'skip to content' at the top of the page which allows the user to skip over the navigation links to the main content of the page.
- Stylesheet Switching - The website design uses an easy-to-see contrasting web colour scheme but because Cascading Style sheets (CSS) are used to define styles it is also possible for users to create their own custom style sheets.
- Tables and Forms - All WAI guidelines have been followed to ensure tables and forms are accessible.

On request, LFRS will provide other formats including, large print, Braille, etc. verbal or sign language translation/facilitation services for face to face contact or meetings can also be arrange and will be dealt with on a request basis.

The Communications Department actively supports the prevention work of LFRS ensuring that key messages are targeted at those at individuals who are most at risk. The loose clothing campaign has continued the promotion of community safety messages and as part of a multi-agency public safety campaign we have worked with partners to highlight increased areas of risk during Ramadan.

Our positive action campaign delivered during January 2017, targeted women and those communities who have low representation within the workforce. This included the use of social media, developing links with local colleges, gyms, clubs and visiting local community groups. The lessons we learnt from that campaign will be used to inform our next recruitment campaign in 2018.

## **14. Training and Development**

LFRS has a proactive approach to training and development in relation to equality diversity and inclusion.

(i) All employees are required to complete equality, diversity, inclusion and unconscious bias training on Learn Pro as part of their induction. During 2017/2018 all members of staff were required to complete this development as refresher training. In addition, all employees are required to undertake a Corporate Induction which includes the value of positive language, behaviour that constitutes harassment and bullying and our core values. Our values are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other. We have incorporated these values within our appraisal and values framework and which clearly explains how it is the responsibility of every member of staff to contribute to a positive work environment, to work in a positive, non-judgemental way and to actively listen and recognise the contribution of others whatever their role, background ideas, views or approach. From August 2015 – May 2017 211

personnel have completed the Equality and Diversity Initial Module and 190 members of staff have completed the Equality, Diversity and Inclusion module since May 2017 to date.

(ii) Absence management training was developed and commenced during 2016; this will continue through 2017/2018 and will be available for all line managers. This incorporates undertaking stress and individual risk assessments, tackling the reasons for absence including: stress, drugs and alcohol and harassment and bullying and also the process of making reasonable adjustments as per the Equality Act.

(iii) Recruitment and Selection training incorporating addressing unconscious bias will be delivered as part of a leadership development programme during 2017/2018.

## **15. Recruiting a diverse workforce**

One of the National Fire and Rescue Service core values is valuing diversity in the Service and the community. Commencement of wholtime recruitment created a real opportunity to recruit individuals who are diverse, who will have different backgrounds, experiences and complementary skill sets. The January 2017 positive action campaign which supported the whole time recruitment strategy, focused on specific areas within the County to increase the number of applications from women and members of the BME. The campaign included the production of information targeted at underrepresented groups, a targeted social media campaign, the use of Press and targeted Job Sites. Staff also visited gyms, colleges and community groups. Potential candidates were encouraged to attend one of eight "Have A Go" days where people could speak to staff and ask questions about the recruitment process and working for Lancashire Fire and Rescue Service. Pockets of station based local activity, led by motivated individuals were also successful in generating female applications. 334 people attended the "Have A Go" days, circa 30% of those attending were either female or from BME communities. In addition, fifty five RDS referrals were developed from the process. 80% of those who attended the "Have A Go" days found out about them either via social media or via the LFRS website, 5% of applications were received from a BME background and 14% of candidates appointed were from a BME background, 12% of applications were from women, 7% of candidates appointed were women. All those eventually appointed went through a competitive recruitment and selection process and were appointed on merit and met the required standards.

## **16. Equality in Employment Practices**

LFRS ensures that its employment procedures are equality impact assessed to ensure that equality is considered transparently in the development and implementation of its policies.

The LFRS monitors the composition of its workforce and this is attached at Appendix A

LFRS looks to promote equality of opportunity in recruitment, selection, pay, promotion, training, grievance and exit from employment. A breakdown of candidates recruited and selected to LFRS vacancies is attached at Appendix A. LFRS also monitors employees who are involved in disciplinary action, grievances, warnings related to capability and warnings related to absence, a profile is attached at Appendix A. However, the full details of the profile are not reported in public due to the low numbers and the need to preserve confidentiality of the employee.

LFRS has a number of policies which support employees with a protected characteristic and a number of these were updated during 2017 including: Bullying and Harassment, Maternity Handbook (incorporating Paternity and Adoption), Shared Parental Leave.

## **17. Engagement and Consultation**

LFRS engages with staff formally through the Trade Unions. Workforce and employment related decisions and documents are reviewed with trade union representatives and other appropriate staff within LFRS. In addition, LFRS undertakes a staff survey three times a year, which provides qualitative data which is reported to Executive Board. A system of team meetings and performance reviews is established to ascertain the views of staff.

The reshaping of public service delivery, predominantly around health and its broader determinants require whole systems change to be supported across the sector. The emerging model in Lancashire is focusing heavily on early action, collaborative approaches and the co-location of teams operating from Integrated Prevention Hubs. In response to this challenge LFRS has based its prevention structure on the Integrated Neighbourhood Model.

## **18. Performance Management**

The Annual Service Plan details the activities we will undertake in the year to deliver the strategy we set in our IRMP. The most important of these activities are managed by the Service Management Team through the Corporate Programme Board.

Local Delivery Plans (departmental and district plans) detail activity which further supports the delivery of our strategy but which is led by local teams.

All staff have a performance appraisal where objectives are set which support the delivery of our plans and feedback is given about performance in relation to our values.

## **19. Bullying and Harassment**

LFRS has highly effective employee grievance and bullying and harassment procedures for dealing with employee complaints, the grievance and disciplinary procedures were updated during 2017 and training has been delivered during 2017 and will continue to be a feature of LFRS Leadership Development programme from 2017 – 2018 which all line managers are required to attend.

## Appendix A

### Workforce Profile as at 31<sup>st</sup> March 2017

The majority of our staff are white and male and work within the Whole Time Uniformed Service. A substantial number also work within the Retained Uniformed Service.

#### Workforce Headcount LFRS

Total No.of staff	White British	BME	Male	Female	Disability	Ave Age
1242	1205	37	1065	177	18	42
%	97%	3%	86%	14%	1%	

Since 2016, there has been a reduction in the number of staff we employ from 1245 to 1242 and the number of BME staff we employ has increased from 34 to 37, the number of women we employ has increased from 161 to 177 and there has been an increase in the number of disabled people we employ from 14 to 18.

Staff Category	Number of staff	FTE in contracted hours worked
Wholetime	610	610
RDS	407	248 <sup>4</sup>
Control	2	2
Service Delivery (CFS)	53	51
Support Staff	170	141
<b>TOTAL</b>	1242	1051

#### Prevention and Protection

##### Community Fire Safety Green Book roles

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
53 <sup>5</sup>	48	5	29	24	0	46

<sup>4</sup> Total number of retained hours divided by 120

<sup>5</sup> Fire Safety Inspectors, Practitioners, Prevention Support Officer, Prevention Support Manager.

Fire Safety Practitioners Grey Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
35	35	0	34	1	0	48

Princes Trust Programme Support Green Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
17	16	1	5	12	1	42

Response Grey Book Operational staff including resilience and specialist capability

Wholetime (including DC and DCP duty roles)

Total No.of staff Headcount	Role	White British	BME	Male	Female	Disability	Ave Age
539	All	530	9	511	28	9	45
	Strategic <sup>6</sup>	16	0	16	0	0	46
	First Line Supervisors <sup>7</sup>	72	0	67	5	0	46

Retained Duty System

Total No.of RDS staff	Role	White British	BME	Male	Female	Disability	Ave Age
407	All	392	15	381	26	7	37
	First Line Supervisors	128	4	131	1	1	43
	FF	264	11	250	25	6	34

<sup>6</sup> CFO, DCFO, ACFO, Area and Group Managers

<sup>7</sup> Station and Operational Watch Managers



## Female Firefighter workforce

Crewing System	Rank	Age	Age	Age	Age	Age	Age	Age
		Under 34	35-39	40-44	45-49	50-55	56-60	61+
224	FF	6	6	*	*	*		
	CM	*						
	WM	*	*					
DC	FF							
	CM							
	WM							
DCP	FF	*						
	CM	*						
	WM							
Day Duty	CM							
	WM			*				
FDO	SM			*		*		
RDS	FF	17	*	*	*			
	CM				*			
	WM							
TOTAL		27	12	6	7	*		

We employ a total of 54 women within our firefighter workforce through all ranks which is an increase from 49 since last year.

\* Numbers less and therefore identifiable

### Business Support Staff Green Book

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
153	148	5	69	84	1	47

Within in Business Support staff there has been a small increase in numbers of staff from 150 to 153. However, a small increase in BME and women employed since last year.

Support Staff Grey Book (Including TOR, Control, Day Duty staff - refers to terms of employment)

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
38	36	2	36	2	0	43

Within Grey Book Support staff there has been an increase in numbers of staff employed from 30 to 38.

## Recruitment Profile

## APPLICATIONS DURING THE PERIOD 1.4.2016 – 31.3.2017

Total Applications	Male	Female	Did not state	Ethnic Minority	Disabled	% of females	% of bme
300	177	105	18	19	10	37.2	6.3
Shortlisted							
125	65	58	2	9	2	47.1	7.2
Successful							
26	11	15	-	3	1	57.6	11.5

A relative high number of applications for vacancies within LFRS are received from women and over 50% are appointed to vacancies.

A higher number of BME candidates are appointed compared to the number of applications received. The number of applications received from BME is relatively low.

## Turnover

During 2016, the following numbers of staff left the Service due to a number of reasons including retirement, dismissal, and termination of contract (including temporary contracts and fixed term contracts or voluntary resignation). Turnover is low across LFRS apart from RDS.

Staff Category	Male	Female	Total	Ethnic Minority	Disabled	% of females	% of bme
Wholetime	47	0	47	1	1	0.00	2.1
RDS	54	4	58	3	1	6.9	5.2
Control	0	0	0	0	0	0.00	0.00
Service Delivery (CFS)	4	3	7	1	0	42.8	14.3
Support Staff	10	11	21	1	0	52.4	4.8
<b>TOTAL</b>	<b>115</b>	<b>18</b>	<b>133</b>	<b>6</b>	<b>2</b>		

## Age Profile

Within the wholetime service the majority of staff are aged 45-49 years with a substantial number aged 50-55 years and 40-44 years. The youngest element of the workforce is RDS, where the largest number of employees is aged less than 34 years of age. Within business support services a significant proportion of staff are aged 50-55 years of age.

Staff Category	Age	Age	Age	Age	Age	Age	Age
	Under 34	35-39	40-44	45-49	50-55	56-60	61+
Wholetime	75	55	113	206	149	12	0
RDS	197	54	46	51	44	10	5
Control	0	0	0	2	0	0	0
Service Delivery (CFS)	8	11	5	8	9	7	5
Support Staff	30	17	16	23	52	19	13
<b>TOTAL</b>	<b>310</b>	<b>137</b>	<b>180</b>	<b>290</b>	<b>254</b>	<b>48</b>	<b>23</b>

**Recruitment Profile**

**Applications during the period 1.4.2016 – 31.3.2017**

Total Applications	Male	Female	Did not state	Ethnic Minority	Disabled	% of females	% of bme
300	177	105	18	19	10	37.2	6.3
Shortlisted							
125	65	58	2	9	2	47.1	7.2
Successful							
26	11	15	-	3	1	57.6	11.5

A relative high number of applications for vacancies within LFRS are received from women and over 50% are appointed to vacancies.

A higher number of BME candidates are appointed compared to the number of applications received. The number of applications received from BME is relatively low.

**Promotions during the period 1.4.2016 – 31.3.2017**

**Crew Manager Promotions**

Total Applications	Male	Female	Ethnic Minority	Disabled
17	14	3	0	0
Shortlisted				
13	12	1	0	0
Successful				
13	12	1	0	0

Of the 17 applicants, 1 withdrew, 1 not shortlisted, 2 already competent CM, hence 'Shortlisted' figure.

## Watch Manager Promotions

Total Applications WM	Male	Female	Ethnic Minority	Disabled
48	45	3	0	0
Shortlisted				
44	41	3	0	0
Successful				
39	36	3	0	0

Total Applications WM plus Middle Manager Development Programme	Male	Female	Ethnic Minority	Disabled
29	26	3	0	0
Shortlisted				
17	14	3	0	0
Successful				
7	5	2	0	0

Total Applications Middle Manager Development Programme only	Male	Female	Ethnic Minority	Disabled
8	8	0	0	0
Shortlisted				
8	8	0	0	0
Successful				
5	5	0	0	0

**Disciplinary Cases for the period 1.4.2016 – 31.3.2017**

There were 9 disciplinary cases during the period 1 April 2016 to 31 March 2017. Of these cases, there were 2 dismissals; 3 written warnings; 1 oral warning; 2 agreed outcomes and 1 no disciplinary warning issued. Two appeals were raised, both of which upheld the original decision. In terms of monitoring, the cases break down as follows:

<b>Male</b>	<b>Female</b>	<b>BME</b>	<b>Disability</b>	<b>Appeals</b>	<b>Decision Upheld</b>
7	2	0	0	2	2

**Matters of Grievance for the period 1.4.2016 – 31.3.2017**

There were 8 grievance cases during the period 1 April 2016 to 31 March 2017. Of these, 7 were unfound and 1 was unfound in part, found in another. Two appeals were raised, both of which upheld the original decision.

<b>Male</b>	<b>Female</b>	<b>BME</b>	<b>Disability</b>	<b>Appeals</b>	<b>Decision Upheld</b>
8	0	0	0	2	2

**Equality and Diversity Completed Action Plan for 1.4.2016 – 31.3.2017**

**Objective 1: To reduce accidental fires in the home by engaging with all our communities.**

<b>Action</b>	<b>Who by</b>	<b>Target Date</b>	<b>Progress</b>
Undertake a Home Fire Safety direct marketing campaign to target communications at the most vulnerable and at risk	Head of Corporate Comms	2017	Autumn Marketing Campaign focused on reducing the risk to those who wear loose clothing. This campaign had a positive impact on communities who wear loose clothing.
Develop a Fire Safety Business Support Scheme.	Group Manager Service Development	2017	Business Support was a key theme within the Protection review. Certain types of Businesses are more at risk. The posts of 4 CM Business Safety Advisors (BSA) and a WMB Business Support Officer are now embedded. The BSA posts are key in the further development of LFRS business support and a BSA business support pack is currently being developed. A website lancsbusinessplus has also been created to host our business support to commercial premises. A Business Support Strategy has been written. Four Primary Authority Schemes are now in place.
Develop a Safe and Well Visit	Group Manager	2017	<p>A phased roll out of the Safe and Well service which is targeted at the most vulnerable commenced Friday 2<sup>nd</sup> December 2016. Partner Agencies across the county are appraised of the revised service offer.</p> <p>Referral pathways are being tested within the pilot areas, prior to initial evaluation.</p>

<p>Develop effective engagement activities with young people via the Princes Trust and Fire Cadets to enable LFRS to listen to the concerns of diverse communities, demonstrate an understanding of the issues that effect them.</p>	<p>Head of Service Delivery  North West</p>	<p>2017</p>	<p>The Princes Trust supports young people up to the age of 25 years old who are unemployed or struggling at school to transform their lives. The Prince's Trust engagement through various aspects of the 12 week Team Programme including fire awareness training at STC. April 2015 – December 2016 total of 198 learners with 62% male and 38% female. Diversity in the programme with 12% BME, 31% with a disability and 32% with a diagnosed mental health condition.</p>
<p>Explore partnership engagement opportunities through a LA Strategic Partnership Development Volunteering with a focus on vulnerable people and supporting the cadet scheme Information Sharing Fire Safety Model</p>	<p>Group Manager</p>	<p>September 2016</p>	<p>Working with Lancashire Strategic Partnership an approach to recruiting and using volunteers has now been established. This partnership focuses on the most vulnerable and supporting the Fire Cadet Scheme, reducing risk.</p>
<p>Review equality monitoring arrangements in relation to ethnicity data and enforcement prosecution activity</p>	<p>Protection Support officer</p>	<p>October 2016</p>	<p>The Customer data form has been updated to include ethnicity which should provide more meaningful data, so that prevention activity can be appropriately targeted.</p>



**Objective 2: To improve the use of equality performance data to shape and improve our services.**

<b>Action</b>	<b>Who By</b>	<b>Target Date</b>	<b>Progress to date</b>
Undertake a pilot to use the data provided to by local authorities to target services at the most vulnerable. (Springboard)	Group Manager Pennine	2017	There have now been Information Sharing Protocols (ISPs) agreed with LCC and Blackpool, which provide LFRS with access to data at a household level (Oct 2016). This Adult Social Care data allows us to target our prevention resources at individuals that are; over 65, use a telecare system, have mobility impairments, sensory impairments, or cognitive impairments. These individuals are statistically likely to experience poorer outcomes in the event of a fire occurring in their property; therefore by utilising this strategic referral source and directing our resources accordingly we expect to see a reduction in fire related deaths and injuries.
Review how we use, store, share data to improve service delivery (Information Management Strategy)	Group Manager  Corporate Programme and Intelligence	2017	The Springboard work is our primary workstream using partnership data and that this will provide learning which, aligned to the principles of IMS, will shape our understanding of the required datasets and how we can layer them to give us most benefit moving forward. Importantly the IMS also acknowledges the DP and FOI challenges which arise as a result of holding large quantities of partnership data and will shape what data we hold, how we store it and how we plan to retain it to prevent risk to the organisation.

**Objective 3: To promote equality in our working practices to create and engaged and diverse workforce**

<b>Action</b>	<b>Who by</b>	<b>Target Date</b>	<b>Progress to date</b>
Review Absence Management Procedure, Forms and Process.	Head of Human Resources	September 2016	Absence Management Procedure, Forms and Process review completed September 2017.
Deliver training on Absence Management including stress risk assessment and making reasonable adjustments in light of a disability.	Head of Human Resources	April 2017	Training commenced October 2016, with focus on dealing with a range of absence related issues including: Bulling, Drugs and Alcohol, Stress, Pregnancy, Underlying Health Conditions. This will continue next year.
Review Recruitment and Selection Procedure including maintaining a fair and objective recruitment process.	Head of Human Resources	April 2017	Recruitment and Selection Procedure reviewed. Documentation revised. HR Business Partners supporting Promotion Board process ensuring a consistent and fair recruitment process.
Deliver training on Recruitment and Selection incorporating unconscious bias	Head of Human Resources	April 2017	Being reviewed as part of 2017/2018 leadership development.
Undertake a recruitment exercise of whole-time firefighters addressing our workforce issues.	Head of Human Resources	April 2017	Recruitment exercise completed October 2016. Next recruitment exercise planned for March 2017. Positive action recruitment campaign being delivered during January and February 2017.

<p>Review the Equality Impact Assessment Forms with a view to:          Developing the skills of staff in considering the equality issues relating to policy development.          Embedding a consideration of equality issues in the policy making and decision making of LFRS.          Ensuring that an Equality issues are mitigated.</p>	<p>Head of Human Resources</p>	<p>June 2016</p>	<p>Equality Impact Assessment Forms and Process revised          Mechanism for collation of EIAs established          Mechanism for providing advice and guidance to managers established.          Mechanism for audit to be established for 2017/2018.</p>
<p>Deliver briefings on how to undertake an Equality Impact Assessment</p>	<p>Head of Human Resources</p>	<p>June 2016</p>	<p>Twenty Six members of the Senior Management Team have attended briefings during 2016/2017.</p>
<p>Develop the concept of area training hubs making training more accessible</p>	<p>Head of TOR</p>	<p>March 2017</p>	<p>Capital Investment Report completed proposing additional training facilities for Northern and Western (other Areas already have suitable facilities) went to Executive Board on 12<sup>th</sup> December 2016, further work ongoing.</p>
<p>Review how we can improve our approach to Retained FF</p>	<p>Head of TOR</p>	<p>March 2017</p>	<p>RDS R&amp;IG meets bi-monthly. RDS Strengthening and Improving Programme 2016/17 ongoing which includes a specific Think RDS work stream.          Positive action delivered January 2017 with the objective of improving the diversity of the workforce from a gender and BME perspective.</p>
<p>Establish an Equality and Diversity Steering Group</p>	<p>Executive Board</p>	<p>August 2016</p>	<p>Equality Steering Group established first meeting 24<sup>th</sup> August 2016 agreed Equality Objectives for 2016 and Equality Objectives for 2017 have been developed and integrated into the IRMP.</p>

Review our approach to the E and D Framework	Head of HR	September 2016	<p>Equality and Diversity Policy agreed launched and available on the Website.</p> <p>Equality Objectives agreed for 2016 and action plan established for monitoring progress against the Public Sector Equality Duty.</p> <p>Development of Equality Objectives for 2017 considered and agreed as part of the development of the IRMP.</p> <p>Work of the Steering Group will be shaped by the Workforce Development Board.</p>
Provide information, facilities and support to improve fitness health and wellbeing through a Health and Wellbeing Hub	Head of SHE	September 2016	<p>Information all collated on the Intranet under Health and Well Being. This section of the website now provides a range of help, guidance and support.</p>
Develop a Mental Health Policy	Head of SHE	September 2016	<p>A specific Mental Health Policy will not be developed rather a consolidated approach to Health and Wellbeing incorporating Mental Health will be implemented.</p> <p>Distress Management and Self-care training is commencing for all staff within LFRS.</p> <p>Blue Light Champions established.</p> <p>Recruitment and Training of staff to deliver Trauma Risk Management progressing</p>
CFOA Dementia Pledge – Raise Awareness of dementia	Head of SHE	September 2016	<p>Chief Fire Officer signed the Dementia Pledge and a number of staff have been trained and signed up as dementia friends.</p> <p>Dementia Activities being delivered County Wide Guardian Angels Scheme being implemented in Northern Area which provides devices to people living with dementia</p> <p>Dementia Event held with Partners 28<sup>th</sup> October 2016.</p> <p>Western Area developed stickers for those with Dementia as a reminder about fire safety and security.</p>

Revise the Service Order for Fitness Management in accordance with the CFOA/FireFit Guidance.	Head of TOR	June 2016	Fitness Service Order been updated and implemented The Service Order has been subject to Full EIA and changes to more adequately respond to pregnant women and employees who may be fasting.
Complete the second revision of Service Order for Fitness Management in accordance with the CFOA/FireFit Guidance.	Head of TOR	June 2017	Pending new guidance 2017 no action due 2016
As part of the review of the appraisal process ensure that equality issues affecting the organisation are identified and addressed.	Head of Human resources	April 2017	A new performance management framework has been developed including feedback on behaviour/values. The behaviours and values have been developed with a view to developing an inclusive culture, where diversity is valued. This will be rolled out during April 2017 supported by a leadership development programme.
Establish a formal coaching and mentoring programme ensuring that our workforce believe they are treated with dignity and respect.	Head of Training and Operational Review	April 2017	TOR have developed a 2 day coaching and mentoring course which has been rolled out to mentors of Middle Managers. Further rollout to Watch Managers and Green Book Managers planned.
Develop an Organisational Development Plan which meets the needs of the LFRS in relation to developing the leadership skills of managers and preparing LFRS for the future:  Leadership development Skills Based development: Absence Management Discipline and Grievance Recruitment and Selection incorporating unconscious bias	Head of Human Resources	June 2016	Organisational Development Plan for 2016/2017 agreed. Workforce Development Board considering the development needs for 2017/2018

<p>Review Induction arrangements with a view to ensuring arrangements meet the needs of LFRS in relation to Equality and Diversity incorporating unconscious bias Standards and Behaviour Safeguarding Data Protection</p>	<p>Head of Human Resources</p>	<p>December 2016</p>	<p>Corporate Induction arrangements have been drafted which include values and behaviours in terms of promoting a diverse workforce.</p>
<p>Develop an integrated positive action recruitment campaign</p>	<p>Head of Corporate Comms</p>	<p>January 2017</p>	<p>Integrated positive action recruitment campaign developed and delivered January 2017-March 2017 comprising visits to colleges, community groups and community venues supported by targeted social media campaign and publicity campaign to continue next year.</p>

# Equality, Diversity and Inclusion Action Plan 1.4.2017 – 31.3.2018

## Equality Objectives: Our Communities

- (i) Support local business to reduce the risk of fire and remain compliant within fire safety legislation
- (ii) Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire
- (iii) Develop and deliver a Prevention Service targeting our most vulnerable communities

What we will deliver and how it will be achieved	Measure of Success	Owner	Target Date
<b>Leadership, partnership and organisational commitment</b>			
Review the Equality, Diversity and Inclusion Policy for consideration by the Lancashire Combined Fire Authority.	Members are aware of their commitments and accountabilities under the Policy.	Director People & Organisational Development	March 2017
Ensure that EDI is embedded within LFRS Corporate Planning Framework i.e. IRMP, Annual Business Plan and District Plans.	Embed EDI into LFRS policy development and decision making process.	Head of Corporate Communications and Head of Service Development	April 2017
The Fire and Rescue Service Equality Framework is under review, maintain a watching brief in terms the development of an approach within LFRS	Meet the requirements of any new Equality Framework	Head of HR	Ongoing

## Effective Service Delivery

<p>Reduce accidental fires in the home through targeting those people who are at risk due to a range of factors including age, disability and lifestyle.</p>	<p>Reduce accidental fires 1.3 Accidental Dwelling Fires 1.4 Accidental Dwelling Fire Casualties</p>	<p>Heads of Service Delivery</p>	<p>March 2018</p>
<p>Work with at risk groups and local partners to contribute to the reduction and severity of road collisions in Lancashire. Young People are particularly at high risk of being killed or seriously injured.</p>	<p>Reduce road traffic accidents</p>	<p>Head of Service Development</p>	<p>March 2018</p>
<p>Ensure our services are accessible and meet the needs of people in the community by ensuring that fire prevention material is linked to a range of risks including cultural risks.</p>	<p>IRMP is informed by disaggregated data and takes into account differential impacts and varying needs</p>	<p>Head of Service Development</p>	<p>March 2018</p>
<p>Use a wide range of communication channels ensuring our safety messages meet the different needs of our communities in terms of timing of the campaign and types of risk.</p>	<p>Reduction in KPI activity.</p>	<p>Head of Corporate Communications</p>	<p>March 2018</p>
<p>Extend the use of Information Sharing Agreements with relevant partner agencies through the identification of relevant data sets from partners, completion of ISA and interpretation of data to assist targeting.</p>	<p>SA's providing HR referrals from diverse groups.</p>	<p>Head of Service Development</p>	<p>March 2018</p>



Deliver a Home Fire Safety direct marketing campaign targeting the most vulnerable and those communities whose culture and lifestyle place them most at risk. Identify target groups using historic incident data, MOSAIC, Springboard and data from other ISA's, consider timing of campaign and employ a range of marketing media tailored to audience.	Reduction in KPI activity.	Head of Corporate Communications	March 2018
Review of referral partners involved in the delivery of Safe and Well visits and the referral pathways and an evaluation of delivery by protected characteristic.	Review the outcomes of 5 pilots in relation to the Safe and Well Visit in terms of meeting the prevention needs of all our communities.	Head of Service Development	March 2018
Engage with young people in vulnerable areas through our engagement programmes with the Princes Trust Deliver a range of activities to the diverse needs of Lancashire's young people.	High levels of population of PT programmes which is representative of the District	Head of Service Development	March 2018
<b>Commissioning and Procuring Services Facilities or Estates</b>			
Improve EDI aspects of new station builds  Redesign Lancaster Fire Station to make it more accessible to all, remove dormitories and deliver single occupancy rest areas.	Fully integrated LFRS/NWAS facility which meets the needs of all users	Head of Property / Heads of Service Delivery	March 2018
Improve current building portfolio Review accommodation to ensure it meets the needs of our diverse staff and users: Hyndburn, Blackpool, South Shore	A clear plan of work to improve facilities on LFRS premises  Equality is embedded throughout the procurement cycle	Head of Property / Heads of Service Delivery	March 2018

<p>Conduct a review of our symbols and imagery with a view to reviewing what it is like to be based within LFRS if you are from a minority group.</p>	<p>A workplace which clearly depicts the Service commitment to EDI and meets the needs of a diverse workforce</p>	<p>Heads of Service Delivery / Head of Corporate Comms</p>	<p>March 2018</p>
<p><b>Community knowledge and engagement</b></p>			
<p><b>Collecting and Analysing and Using Information</b></p> <p>Implement data monitoring of Fire Cadets for 2017/2018 with a view to developing an action plan if a lack of representation</p> <p>Review equality monitoring arrangements in relation to enforcement and prosecution activity</p>	<p>Proportional representation of minority groups within Fire Cadet schemes.</p> <p>Evaluate is any negative impact in relation to prosecutions and use information to inform development of new strategies</p>	<p>Head of Service Development</p>	<p>March 2018</p>
<p>Review the need for/benefit of analysing complaints and customer satisfaction disaggregated data (customer satisfaction is traditionally high)</p>	<p>Customer Satisfaction rates high amongst diverse groups</p>	<p>Head of Service Development</p>	<p>March 2018</p>
<p>Review any potential changes required in relation to Business Continuity Plans in terms of the varying needs of the business communities and individuals</p>	<p>Business Continuity Plans which meet the needs of communities which are diverse</p>	<p>Head of Service Development</p>	<p>March 2018</p>

## Equality Objectives: Our Workforce

- (i) Promote Equality in our workforce policies and practices
- (ii) Develop our staff to ensure they can respond competently meeting the different needs of our diverse communities.

What we will deliver	How it will be achieved	Measure of Success	Owner	Target Date
<b>Employment Health and Wellbeing</b>				
Refresh the LFRS Workforce Plan		Identify any key trends in relation to the workforce	Head of Human Resources	August 2017
Develop the Equality, Diversity and Inclusion Annual Report		Workforce Monitoring takes place with a view to analysing trends and inform decisions and policy development.	Head of Human Resources	August 2017
Establish a quality assurance process to ensure a consistent application of the EIA process.		Embed Equality Impact Assessment with a view to ensuring engagement with staff and communities as appropriate, informed decision making and negative impact is mitigated.	Head of Human Resources	November 2017
Develop a maternity checklist for line managers to support women on the return to work from maternity leave.		Improved awareness amongst managers and improved outcomes from interactions with staff.	Head of Human Resources	November 2017

<p>Embed a clear set of values of behaviours and equality objectives through the performance management processes</p>	<p>Embed the framework introduced 2017 through appraisal, feedback, training and a communication strategy</p>	<p>Head of Human Resources Head of Corporate Communications</p>	<p>March 2018</p>
<p>Engage and communicate with staff through: Regular engagement with FBU Support external diversity and inclusion networks which promote Equality, Diversity and Inclusion and Share Information. Analysis of Staff Survey results (Barometer) Support external staff networks which promote Equality, Diversity and Inclusion and share information</p>	<p>Feedback to develop the EDI knowledge within LFRS and EDI Steering Group about EDI issues Share good practice Obtain feedback from staff to shape policy development</p>	<p>Head of Human Resources Head of Corporate Communications Head of Service Development</p>	<p>March 2018</p>
<p>Actively promote the health and well-being of all staff in the workforce Deliver distress management and self-care training provision Service wide training programme for all staff commencing in 2016. Mental Wellness Delivery of a detailed programme of work aiming at raising the profile of mental health and wellbeing Implementation of Trauma Risk Management (TRIM)  Move from Critical Incident Debriefing to Trauma Risk Management functions.</p>	<p>Improved awareness amongst staff and staff affected can readily identify triggers in selves and colleagues and access support services</p>	<p>Head of Safety Health and Environment</p>	<p>March 2018</p>
<p>Improving workforce fitness  Develop a framework with Occupational Health and the Fitness Advisor for addressing issues of fitness where there is an underlying health issue</p>	<p>Clear fitness framework established and written into Service procedures.</p>	<p>Head of Human Resources</p>	<p>June 2017</p>

Job Evaluate posts as per the National Evaluation Scheme. And respond to the outcomes of any Gender Pay Gap Reporting.	Meet legislative requirements	Head of Human Resources	March 2018
Deliver a positive action recruitment campaign to support recruitment in 2017 and continuing	A more diverse workforce representative of Lancashire	Head of Human Resources, Head of TOR and Head of Service Delivery and Head of Corporate Communications	March 2017 & Ongoing
Further to the positive recruitment campaign establish a mechanism for communication with minority groups.	A more diverse workforce representative of Lancashire	Head of Human Resources	November 2017
Develop an approach to Apprenticeships	A more diverse workforce representative of Lancashire	Head of Human Resources	November 2017
Explore opportunities for collating qualitative information from minority groups in terms of working for LFRS	Feedback which shapes development of LFRS as an organisation	Head of Corporate Communications	March 2018
Review of Induction policy and procedures Implement a revised induction arrangement with a view to ensuring arrangements meet the needs of LFRS in relation to Equality and Diversity incorporating unconscious bias Standards and Behaviour Safeguarding Data Protection	Staff join LFRS fully aware of our standards, expectations, values and behaviours	Head of Human Resources	July 2017
Deliver an Organisational Development Plan which will deliver a leadership development programme and develop the leadership skills of our line managers.	Improve the leadership skills of our line managers. Deliver a Leadership	Head of Human Resources	March 2018

Offer coaching development to line managers	programme covering: Leadership and managing change Grievance Handling Disciplinary Management Absence Management including management of stress and harassment and bullying Performance Management, Recruitment and Selection incorporating unconscious bias		
Review existing ILM level 3 and 5 programmes with a view to incorporating unconscious bias and transformational leadership, coaching and mentoring, managing change	Improve the leadership styles of line managers  All staff are aware of their own unconscious bias and how it can influence their decision making.	Head of Human Resources	July 2017
Evaluation of RDS staff turnover Conduct a qualitative examination of RDS staff turnover to identify opportunities to improve retention	Changes to operations implemented to improve retention.	Head of Human Resources	June 2017
Explore opportunities for coaching of minority groups	Improve progression of Minority Groups through LFRS	Head of Human Resources	March 2018
Refresh workforce monitoring	Identify if any negative impact on particular groups	Head of Human Resources	March 2019
Review training monitoring per workforce statistics	Identify if any negative impact on particular groups	Head of Human Resources/TOR	March 2019