



**Equality, Diversity and Inclusion
Annual Report
2018/2019**

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Foreword

1. Welcome to Lancashire Fire and Rescue Service (LFRS) Annual Equality Diversity and Inclusion Report 2018-2019

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 in the region of 1248 members of staff in a variety of roles including operational fire fighters, administrators, fire safety, business support and managerial staff, 81% of the Service are employed as firefighters.

The Annual Equality, Diversity and Inclusion Report documents our performance in relation to meeting our legal duties over the year 2017 – 2018, the workforce profile as at 31 March 2018 and our plans in relation to equality and diversity for the period 1 April 2018 – 31 March 2019.

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.
- Trust: We Trust the people we work with.
- Respect: We respect each other.
- Integrity: We do what we say we will do.
- Value: We actively listen to others.
- Empowered: We contribute to decisions and improvements.

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 annual priorities of the Service as detailed in our Annual Service Plan 2018 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 arrangements. The development of the plan is also influenced by the National Fire and Rescue People Strategy and the work of the Inclusive Fire Service Group.

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 the following 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 FREDA

- 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
Lancashire County (12 districts)	200,100	155,500	290,700	314,100	211,300	1,171,300
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
Lancashire (14 authorities)	255,900	192,500	368,000	387,100	257,500	1,460,900

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+¹.

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.

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.

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

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
Lancashire County (12 districts)	1,171,339	1,080,687	12,724	71,054	4,098	2,776
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
Lancashire (14 authorities)	1,460,893	1,320,035	16,300	114,830	5,377	4,351

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)².

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%³. The second highest category recorded across Lancashire was of people 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.

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

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

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
Lancashire County (12 districts)	1,171,339	805,510	2,792	5,632	859	55,722	1,404	3,682	224,446	71,292
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
Lancashire (14 authorities)	1,460,893	978,535	3,548	6,543	1,165	96,600	1,626	4,548	279,635	88,693

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. 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 is made available in a variety of formats and using multiple channels to best reach Lancashire's diverse communities. The service's equality and diversity values are promoted in key publications and information sources internally and externally. LFRS provides information in printed form and via digital channels including the LFRS website. The website meets Web Content Accessibility Guidelines (WCAG) 2.0 level AA, which is an internationally recognised set of recommendations for improving web accessibility by the World Wide Web Consortium (W3C).

The guidelines help to make digital services accessible to everyone, including users with impairments to their:

- sight - like blind, partially sighted or colour blind people
- hearing - like people who are deaf or hard of hearing
- mobility - like those who find it difficult to use a mouse or keyboard
- thinking and understanding - like people with dyslexia, autism or learning difficulties

There are four design principles:

- perceivable - users can recognise and use your service with the senses that are available to them. For example, we provide descriptive text for images and videos and the ability to change the contrast and text size.
- operable - users can find and use your content, regardless of how they choose to access it (for example, using a keyboard or voice commands). For example, we don't use blinking or flashing content and the main navigation is accessible by keyboard shortcuts.
- understandable - people can understand your content and how the service works. For example, we use plain English, keep sentences short and don't use words and phrases that people won't recognise.
- robust - content can be interpreted reliably by a wide variety of user agents (including reasonably outdated, current and anticipated browsers and assistive technologies). For example, we use valid HTML so assistive technologies can accurately interpret and parse content.

The Corporate Communications Department actively supports the prevention work of LFRS ensuring that key messages are targeted at those individuals who are most at risk. The Department carries out positive action campaigns when recruiting to encourage women and under-represented groups to apply and supports a number of national campaigns and special events including Dementia Awareness Week, Older People's Day, National Inclusion Week and International Women's Day. Information can be provided in alternative formats, such as large print and additional languages, on request or if appropriate to the campaign or communications activity.

14. Training and Development

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

(i) Lancashire Fire and Rescue Service has prioritised the development of a strong organisational culture where its values are understood. The Service values include behaving in a non-discriminatory and inclusive way, standing up for what is right and working in a professional and non-judgemental way. The Service values are incorporated within the appraisal and performance management processes and the Service continue to explore how these values can be embedded across the Service.

(ii) Within Lancashire Fire and Rescue Service effective leadership is about developing a vision for the future, as well as understanding the current needs of LFRS. LFRS recognises outstanding leaders as those who engage with others, energize them to overcome barriers, build confidence and trust and use coaching and support to deliver innovation, successful performance and great customer service. Leaders should be willing to challenge poor behavior wherever it occurs. The Service has delivered leadership development events for

those in a current leadership role and those aspiring to be future leaders which have focused on the importance of managers leading and managing their teams in accordance with the STRIVE values.

(iii) 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, which clearly explain 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.

(iv) Absence management training was developed and commenced during 2016; this continued as part of a development programme through 2017/2018 which was available for all line managers. This incorporated how to undertake stress, pregnancy and individual health risk assessments, how to support employees in addressing issues such as: pregnancy, stress, drugs and alcohol, harassment and bullying, promoting health and wellbeing and legal obligations under the Equality Act in terms of making reasonable adjustments.

(v) During 2017/2018 all line managers were required to attend recruitment and selection training incorporating addressing unconscious bias.

15. Recruiting a diverse workforce

One of the National Fire and Rescue Service core values is valuing diversity in the Service and the community and LFRS is committed to improving the diversity of the workforce to ensure that it represents the community it services. The wholetime recruitment campaign of October 2017 created a real opportunity to recruit individuals who are diverse, who will have different backgrounds, experiences and complementary skill sets. The campaign was supported by an Integrated positive action campaign which included a social media campaign, face to face engagement with local communities by visiting community venues, career events and sports clubs and advertising campaign. The establishment of a buddy scheme giving those from underrepresented groups an opportunity to have a chat with someone already employed by LFRS proved successful and 42 people made contact. Potential candidates were encouraged to attend Have A Go Days which were held in a number of Stations across Lancashire supported by Service Delivery, Fitness Advisors, and Human Resources staff, 209 people attended. Of the total number of 921 applications received, 12% were from women, 10% from candidates who declared themselves as BME, 9% LGB 4% declared themselves as having a disability. Of those successful at interview, 23% were from women, 11% were from people who declared themselves as BME and 15% disabled. The number of people who declared themselves as LBG⁴ was also higher than in previous campaigns.

⁴ Less than 10% therefore not reported

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 also attached at Appendix B. 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 C. 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 including: Bullying and Harassment Policy, Maternity Handbook (incorporating Paternity and Adoption), Shared Parental Leave, Grievance Policy, Equality, Diversity and Inclusion Policy. A guide for line managers on supporting women who become pregnant was developed during 2017/2018.

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. During 2017, a number of employee voice consultation groups were established, Chaired by a Head of Department the groups have identified a set of actions, they wish to focus on which has supported the development of the Equality,, Diversity and Inclusion Annual Report. The Service has launched a Staff Survey during 2018 and its findings will be used to develop the Annual Service Plan for next year.

The Service continues to collaborate and work with partners including the Authorities of Lancashire and Lancashire Constabulary.

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 Leadership Team through the Corporate Programme Board. The Service has identified number of areas priority which impact on equality, diversity and inclusion in relation to developing the right organisational culture and the promotions of inclusion:

- Develop a strong organisational culture where our values are understood.
- Encourage and listen to employee voice.
- Develop our leaders.
- Promote equality, diversity and inclusion within the Service.
- Expand apprenticeship opportunities.
- Build a strong and resilient workforce.

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.

26. Gender Pay Gap

Organisations with 250 or more employees have to report on their gender pay gaps using a snapshot date of 31 March 2017. This information is required to be published on the LFRS and Government website. The UK average Gender Pay Gap using National Statistics Data shows the average pay gap for all employees is 18.1%. Using the calculation methodology across LFRS, the mean gender pay gap is significantly different than the national average at -4.4% (equating to a £0.50 positive difference in hourly pay between males and females), with the median gender pay gap equating to 14.3% (equating to a £1.98 difference in hourly rates of pay between males and females). Contained within the overall number are, however, significant issues for consideration.

In particular the inclusion of Dual Contract and RDS employees appears to significantly skew the mean pay gap due to the method of calculation and the payment arrangements. The common factor between these two groups is retained commitment if these two groups are excluded then the revised mean gender pay gap becomes 19.9% (Equating to a £3.29 negative difference) with a median gender pay gap of 23.2% (equating to a £3.59 negative difference).

A significant factor is the recruitment profile of the workforce over the last 20 years and the associated Terms & Conditions between “Grey” and “Green” book roles relating to shift arrangements. These are two significant reasons for the gender pay gap outcomes.

21. 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 201, training was been delivered during 2017 and continued to be a feature of LFRS Leadership Development programme during 2017 – 2018 which all line managers were required to attend.

Workforce Profile as at 31 March 2018

The majority of our staff are white and male and work within the wholetime uniformed service and this reflects the historical recruitment trends associated with the Fire Service. A substantial number of white males also work within the retained uniformed service.

Workforce Headcount LFRS

Total No.of staff	White British	BME	Male	Female	Disability	Ave Age
1248	1205	43	1056	192	14	42
%	97%	3%	85%	15%	1%	

Since 2017, there has been an increase in the total number of staff we employ from 1242 to 1248 and the number of BME staff we employ has increased from 37 to 43, the number of women we employ has increased from 177 to 192 and there has been an decrease in the number of disabled people we employ from 18 to 14, which is the same number as in 2016.

Staff Category	Number of staff	FTE in contracted hours worked
Wholetime	620	620
RDS	401	260 ⁵
Control	1	1
Service Delivery (CFS)	54	52
Support Staff	172	155
TOTAL	1248	1088

Prevention and Protection**Community Fire Safety Green Book roles**

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
54 ⁶	48	6	29	25	0	46

⁵ Total number of retained hours divided by 120

⁶ 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
33	33	0	33	0	0	49

Princes Trust Programme Support Green Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
18	18	0	4	14	0	39

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
540	All	527	13	510	30	10	44
	Strategic ⁷	18	0	18	0	0	47
	First Line Supervisors ⁸	69	1	64	5	0	46

Retained Duty System

Total No.of RDS staff	Role	White British	BME	Male	Female	Disability	Ave Age
401	All	387	14	375	26	3	37
	First Line Supervisors	135	4	134	1	1	42
	FF	266	10	241	25	2	35

⁷ CFO, DCFO, ACFO, Area and Group Managers

⁸ Station and Operational Watch Managers

Female Firefighter workforce

Crewing System	Rank	Number
224	FF	20
	CM	3
	WM	1
DC	FF	1
	CM	1
	WM	
DCP	FF	
	CM	1
	WM	
Day Duty	CM	2
	WM	2
FDO	SM	4
RDS	FF	25
	CM	1
	WM	
TOTAL		61

We employ a total of 61 women within our firefighter workforce through all ranks which is an increase from 54 in 2017 and 49 in 2016. 31 of these are aged less than 34 years.

Business Support Staff Green Book

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
154	147	7	62	92	1	46

Within in Business Support staff there has been a small increase in the numbers of staff from 153 to 154. There has also been an increase in the number of women we employ from 84 to 92 and the number of staff who identify as BME has increased from 5 to 7.

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
47	44	3	43	4	0	41

Within Grey Book Support staff there has been an increase in numbers of staff employed from 38 to 4, there has been a slight increase in the number of women and a decrease in those who identify as BME.

Turnover

During 2018, 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 generally low across LFRS apart from RDS.

Staff Category	Male	Female	Total	Ethnic Minority	Disabled	% of females	% of bme
Wholetime	33	0	33	0	1	0.00	0.00
RDS	46	3	49	3	1	6.12	2.04
Control	0	0	0	0	0	0.00	0.00
Service Delivery (CFS)	2	3	5	0	0	62.00	0.00
Support Staff	13	8	21	0	1	38.10	0.00
TOTAL	94	14	108	3	3		

Age Profile

Within the wholetime service the majority of staff are aged between 45-49 years with a substantial number aged 50-55 years. This year there has been an increase in the number of people aged less than 34 years employed by LFRS. The youngest element of the workforce is RDS, where the largest number of staff are aged less than 34 years of age. Within business support services a significant proportion of staff are aged 50-55 years of age and also less than 34 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	102	56	84	216	148	14	0
RDS	192	47	49	51	45	14	3
Control	0	0	0	1	0	0	0
Service Delivery (CFS)	9	8	6	8	9	8	6
Support Staff	38	16	19	22	40	24	13
TOTAL	341	127	158	298	242	60	22

Recruitment Profile**Applications during the period 1.4.2017 – 31.3.2018**

Total Applications	Male	Female	BME	% of females	% of bme	LGB &T	% LGB & T	Disabled	% Disabled
1833	1300	533	204	29	11	125	7	78	4
Shortlisted									
860	654	206	78	24	9	68	8	33	4
Successful									
111	78	33	10	30	9	<10	<10	<10	<10

A lower number of applications for vacancies within LFRS are received from women, of the applications received 6% are appointed which is the same as from men. The number of applications received from BME candidates is relatively low and of the applications received 4% are appointed.

Promotions during the period 1.4.2017 – 31.3.2018

The success rate for female applicants for promotion to Crew Manager and Watch Manager positions is 100%. Although the number of female applicants is generally low, the successful candidates appointed to Crew Manager positions accounted for 10.5% of all successful candidates, and for Watch Manager positions was 7.4%.

Disciplinary Cases for the period 1.4.2017 – 31.3.2018

There were 16 disciplinary cases during the period 1 April 2017 to 31 March 2018.

Male	Female	BME	Disability	Appeals	Decision Upheld
13	3	<10	0	1	0

Matters of Grievance for the period 1.4.2017 – 31.3.2018

There were 5 grievance cases during the period 1 April 2017 to 31 March 2018.

Male	Female	BME	Disability	Appeals	Decision Upheld
3	2	0	0	0	n/a

Harassment and Bullying Cases 1.4.2017 – 31.3.2018

There was only one case identified as a potential harassment and bullying case during the period 1 April 2017 to 31 March 2018.

Equality and Diversity Completed Action Plan for 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	Outcome
Leadership, partnership and organisational commitment: Vision Commitment Accountability Partnership				
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	Policy considered and agreed by Members 29 March 2017. Member EDI review meeting with EDI Champion Cllr Zamir Khan 5 October 2017, 9 January 2018.
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	Equality Objectives developed and these are built within the IRMP and linked to out KPI's.
The Fire and Rescue Service Equality Framework is under review, maintain a watching brief in terms the development of an approach within LFRS		Head of HR	Ongoing	The current action plan has been developed in consideration of the development of the new framework as at October 2017. The National Framework was updated November

				2017. The Framework was reviewed at EDI Steering Group 27 February 2018. Gap Analysis to be included in next years action plan.
Effective Service Delivery Responsive and Accessibility of Services Procurement and Commissioning				
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.	Reduce accidental fires 1.3 Accidental Dwelling Fires 1.4 Accidental Dwelling Fire Casualties	Heads of Service Delivery	March 2018	Information Sharing Protocols (ISPs) have been created with Local Authority Partners to provide access to the most vulnerable members of the community. Following an initial pilot, training to deliver Safe & Well visits has been rolled out to Community Fire Safety and personnel and the Service is now being delivered Pan Lancashire.
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.	Reduce road traffic accidents	Head of Service Development	March 2018	LFRS works collaboratively with the Lancashire Road Safety Partnership. LFRS hosts the LRSP Coordinators post who works across all organisations who deliver road safety prevention. LFRS delivers the following Road Safety packages for young people: Wasted Lives 16-25 years Wasted Lives Year 11 Safe Drive Stay Alive 16-25 years Road Sense Year 6 pupils At the end of Q3 LFRS has provided Road Safety education to 3938 young people and we

				anticipate ending the year at over 5000 inputs. As an outcome over 85% of Young People said that the input would make a positive influence on their behaviour. Lancashire Road Safety Partnership report that there is a 10.1% downturn in youth killed and seriously injured year on year statistics and a 4 year low. There is also a 9.3% reduction in figures that include slight injured young people, a reduction of 55 victims of harm.
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.	IRMP is informed by disaggregated data and takes into account differential impacts and varying needs	Head of Service Development	March 2018	<p>To meet the needs of a diverse community LFRS delivers a range of prevention activities including: Home Fire Safety Checks which incorporates Safe and Well advice, Rural safety, Loose clothing Safety, Dementia Friends and Fire Safety through Diwali.</p> <p>The Corporate Communications Team have enabled image descriptions on LFRS Twitter Accounts as a consequence Twitter can describe the images posted for the visually impaired.</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.	Reduction in KPI activity.	Head of Corporate Communications	March 2018	<p>Wide range of channels being used alongside engagement work by colleagues; social media and websites, newspapers, radio, printed materials etc.</p> <p>Explored opportunities to fully wrap an appliance, which would be used</p>

				to support LFRS attendance at LGBT events and promote positive messages. Anticipated vehicle ready May 2018.
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	SA's providing HR referrals from diverse groups.	Head of Service Development	March 2018	LFRS has signed up to the LCC Information Sharing Gateway to facilitate initially data to/from the Lancashire Volunteer Partnership. It is anticipated that this will lead to greater collaboration. This will remain a priority in the SDD Team.
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	Safety messages linked to events and activities e.g. candle safety highlighted during Diwali.
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	The Safe and Well visit has been designed to incorporate a Service offer that improves outcomes across the life course, yet has flexibility to focus on those most at risk at a given time of year. E.g. Under 5's, 65 plus and those with long term health conditions in the Autumn/Winter period. Five pilot areas selected in relation to those most at risk: BAME, Transient Communities, Student

				<p>populations, disadvantaged communities.</p> <p>Referral pathways have been aligned to an automated referral pathway for end users to make a referral directly whilst engaging with the occupants.</p> <p>Ongoing engagement taking place with receiving partners and frontline operational staff in ensuring that the referrals are both relevant and acted upon in a timely manner.</p>												
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 Delivery	March 2018	<p>The Princes Trust continues to engage with a diverse group of young people</p> <p>Prince's Trust Young People within the Sep 16- July 17 academic year.</p> <table border="1"> <tr> <td>Male</td> <td>59%</td> </tr> <tr> <td>Female</td> <td>41%</td> </tr> <tr> <td>BME</td> <td>12%</td> </tr> <tr> <td>White</td> <td>88%</td> </tr> <tr> <td>LGBT</td> <td>10%</td> </tr> <tr> <td>Transgender</td> <td>1%</td> </tr> </table>	Male	59%	Female	41%	BME	12%	White	88%	LGBT	10%	Transgender	1%
Male	59%															
Female	41%															
BME	12%															
White	88%															
LGBT	10%															
Transgender	1%															
<p>Improve EDI aspects of new station builds</p> <p>Redesign Lancaster Fire Station to make it more accessible to all, remove dormitories and deliver single occupancy rest areas.</p>	Fully integrated LFRS/NWAS facility which meets the needs of all users	Head of Property / Heads of Service Delivery	March 2018	EIA conducted for N11 and design amended accordingly, this will deliver individual sleeping accommodation for all members of staff upon completion of the new build. This aspect of the work is												

				complete with the full rebuild of the Station due June 2018.
<p>Improve current building portfolio Review accommodation to ensure it meets the needs of our diverse staff and users: Hyndburn, Blackpool, South Shore</p>	<p>A clear plan of work to improve facilities on LFRS premises Equality is embedded throughout the procurement cycle</p>	<p>Head of Property / Heads of Service Delivery</p>	<p>March 2018</p>	<p>A review of The Service Delivery property portfolio has been completed and work to improve provisions at the Stations highlighted is now contained within the Property Plan. Work still planned at Blackpool and South Shore which has been delayed due to drainage issues. Plans being taken forward at Hyndburn, may fall into 2019/20.</p>
<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 Media and Comms.</p>	<p>March 2018</p>	<p>TOR Facilities being reviewed with a view to improving the split between male and female changing rooms. Review and comparison of older building stock vs PFI new builds being planned.</p> <p>Head of Media and Communication conducting staff survey with a view to informing work in this area.</p> <p>Staff voice groups from underrepresented groups from within LFRS have been established, opportunity to obtain feedback from staff to influence change.</p>

**Community knowledge and engagement:
Using Information
Engagement with communities
Customer/Public Satisfaction**

<p>Collecting and Analysing and Using Information</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>Data collection established to review on a year by year basis 2016/2017: 114 cadets, 64 female, 50, male. 88% White British, 3.5% White other, 3.5% Asian, 0.9& Other, 3.5% White other.</p> <p>Business Fire Safety work across Lancashire. However, some specific work within the Eastern and Pennine area include visits to a number of mosques. In light of the potential increased risk, an Arson Vulnerability Assessment was issued further to the Manchester attack. Further to attending a Blackpool Business Event, increasing the diversity of staff being available to talk to local businesses, increased the diversity of business which approached the Team for advice.</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>Incorporated within the Safe and Well Quality Assurance Framework, Workshop Scheduled for 23 October 2017 with an implementation plan to follow. Safe and Well Assurance Framework now complete and currently being utilised in a Pilot phase by CFS Team Leaders.</p>

Review any potential changes required in relation to Business Continuity Plans in terms of the varying needs of the business communities and individuals	Business Continuity Plans which meet the needs of communities which are diverse	Head of Service Development	March 2018	<p>Further to a review of BCP it is concluded that the varying needs of business, communities and individuals are met though the Prevention, Protection and Response policies and arrangements.</p> <p>LFRS has an active programme of engaging with Business Owners in terms of raising awareness in relation to Business Fire Safety.</p> <p>In terms of Prevention, LFRS has multiple means of community contact including digital, telephone and text services for those with hearing impairment. The Service also has the use of Language Line as required,</p> <p>Staff are trained to deliver Safe and Well visits to meet the bespoke needs of the home occupant, for example Hard of Hearing Alarms, Text Services.</p> <p>When responding to emergency incidents, crews and officers have information available on appliances VMDS and resilience direct with partners this highlights varying</p>

				needs and vulnerable groups to ensure the response meets the individual needs.
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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	Outcome
Employment Health and Wellbeing Strategy and Policy Monitoring Recruitment and Selection Training and Progression					
Refresh the LFRS Workforce Plan		Identify any key trends in relation to the workforce	Head of Human Resources	August 2017	Workforce Plan reviewed and agreed by Exec Board September 2017 agreed by Resources Committee September 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	Equality Diversity and Inclusion Report reviewed and agreed by Exec Board September 2017. Agreed by Resources Committee September 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	Head of Human Resources	November 2017	Progress in being made in relation to the implementation of Equality Impact Assessments,

	appropriate, informed decision making and negative impact is mitigated.			
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	A maternity checklist for line managers has been developed and issued as a Service Order
Embed a clear set of values of behaviours and equality objectives through the performance management processes	Embed the framework introduced 2017 through appraisal, feedback, training and a communication strategy	Head of Human Resources Hof CC	March 2018	Leadership Development event on behaviours and the "impact of you" delivered to all line managers Autumn 2017 A clear set of values and behaviours built within the Performance Appraisal arrangements launched 2017. Training developed and delivered to Watch Managers 2017 Recruitment and Selection Development including unconscious bias delivered to all leaders January 2018
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	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	Head of Human Resources Head of Corporate Communications Head of Service Development	March 2018	The following officers identified as Lead Officers: Area Manager Simon Fryer: Women and Families Area Manager Ben Norman: LGBT Area Manager Jon Charters: Race and Religion Head of HR Liz Sandiford: Disabilities

			<p>The role of the lead officers is to champion the message that LFRS welcomes diversity within it's workforce, encourage a diversity of recruits and provide a senior officer where staff can voice issues. Terms of Reference and activities in relation to particular strands have been developed.</p> <p>LFRS already attends Blackpool Pride. During August 2017 also participated in Manchester Pride supported by twenty members of staff. Positive feedback received from staff, good opportunity to promote LFRS as an employer who values and celebrates diversity.</p> <p>LFRS supported the National "Coming Out" campaign with three case studies in the Routine Bulletin and signposting to support 11.10.2017.</p> <p>LFRS agreed to support 10 delegates to attend the Women in the Fire Service Development activity.</p> <p>LFRS supporting employees to attend the Stonewall Conference and the AFSA Conference.</p> <p>Consultation arrangements for</p>
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				staff from underrepresented groups established 2018 and terms of reference agreed.
<p>Actively promote the health and well-being of all staff in the workforce</p> <p>Deliver distress management and self-care training provision Service wide training programme for all staff commencing in 2016.</p> <p>Mental Wellness Delivery of a detailed programme of work aiming at raising the profile of mental health and wellbeing</p> <p>Implementation of Trauma Risk Management (TRIM) Move from Critical Incident Debriefing to Trauma Risk Management functions.</p>	Improved awareness amongst staff and staff affected can readily identify triggers in selves and colleagues and access support services	Head of Safety Health and Environment	March 2018	<p>Blue Light champions introduced to support peer workers.</p> <p>Delivered Mental Health First Aid Training for CFS and Bluelight Champions.</p> <p>New role of CFA Health and Wellbeing Champion elected in June 2017.</p> <p>TRiM Practitioners selected and trained to commence delivery of TRiM Assessments from May 2018 replacing Critical Incident Debriefs.</p> <p>Employee Assistance Programme contract renewed to support staff health and wellbeing.</p> <p>Supported Time to Talk Day.</p>
<p>Improving workforce fitness</p> <p>Develop a framework with Occupational Health and the Fitness Advisor for addressing issues of fitness where there is an underlying health issue</p>	Clear fitness framework established and written into Service procedures.	Head of Human Resources	June 2017	Arrangements confirmed where the Occupational Health Physiotherapist will support complex fitness cases supported by a clinician.
<p>Job Evaluate posts as per the National Evaluation Scheme. Respond to the Gender Pay Gap Reporting requirements 2018</p>	Meet legislative requirements	Head of Human Resources	March 2018	The job evaluation of posts continues where new posts are created or where there is substantial change to a post. Registered to undertake Gender Pay Gap Reporting Report on the Gender Pay Gap presented to Fire

				Authority Members. Findings to be presented to the EDI Steering Group and action plan to be developed to address any gaps as part of the EDI 2018/2019 Action Plan.
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	Positive action campaign launched August 2017 to support the wholetime recruitment campaign. The campaign comprises a Social media, advertising and press campaign supported by eight "Have A Go" days across Lancashire targeting underrepresented workforce groups. Warming up emails and information has been sent all those who applied last time. Targeted Facebook, Twitter and website advertising used alongside radio advertising to promote the Have a Go events to minority groups as part of the positive action campaign. A buddy system has been established for members of the public from underrepresented groups who wish to have a chat with someone from within LFRS in terms of working for LFRS. Further to 921 applications received, 13% were from women and 7% from the BME community. Of those candidates who reached

				the interview stage 12% of women were successful and 5%of candidate from a BME. Community were successful. Learning from the recruitment campaign will feed into future positive action and the development of the EDI Action Plan.
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	Service Delivery and Community Safety staff engaged with communities through a range of opportunities including community venues, and other community buildings e.g. gymnasiums,
Develop an approach to Apprenticeships	A more diverse workforce representative of Lancashire	Head of Human Resources	November 2017	All “green Book posts” up to and inclusive of scale 4 considered for an Apprenticeship. As at March 2018, seven apprentices in post. LFRS exploring opportunities to become an employer training provider to deliver operational fire fighter apprenticeship. LFRS actively involved in the development of the community firefighter apprenticeship.

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	Members of staff from a diverse range of backgrounds have been invited to attend the Equality, Diversity and Inclusion Steering Group about their experiences working for LFRS this has included staff who are LGBT, Women and Staff from a BME background.
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	As at August 2017, the induction policy and procedure has been updated. The online induction is now available as a Learn Pro module and includes the values of LFRS.
Deliver an Organisational Development Plan which will deliver a leadership development programme and develop the leadership skills of our line managers. Offer coaching development to line managers	Improve the leadership skills of our line managers. Deliver a Leadership programme covering: Transformational Leadership and managing change Grievance Handling Disciplinary Management Absence Management including management of stress and harassment and bullying Performance Management, Recruitment and	Head of Human Resources	March 2018	An Organisational Development Plan 2016/2018 has been approved by Executive Board September 2017. Organisational Development being planned for 2018/2019. Leadership Development has been delivered with an emphasis on the values and expected behaviours within LFRS and a focus on Leadership v Management and inclusive leadership. Leadership Development Programme for all line

	Selection incorporating unconscious bias			managers has been delivered.
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	The ILM programmes have been reviewed and their content updated to include unconscious bias.
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	Further to the establishment of the retained support officers and the implementation of an online recruitment tool, a review has been established to consider the recruitment and retention issues associated with the RDS.
Explore opportunities for coaching of minority groups	Improve progression of Minority Groups through LFRS	Head of Human Resources	March 2018	Coaching and Mentoring offered to those all those on a middle manager development programme. Mentoring now being offered to all new Firefighters

Equality and Diversity Action Plan for 1.4.2018 – 31.3.2019

Equality Objectives: Our Communities

- (iv) Support local business to reduce the risk of fire and remain compliant within fire safety legislation
- (v) Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire
- (vi) 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	Outcome
Leadership, partnership and organisational commitment: Vision Commitment Accountability Partnership			
Present the EDI Annual Report to the Fire Authority.	Members are aware of their commitments and accountabilities under the Policy	Chief Fire Officer	June 2018
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 Media & Comms	March 2019
Undertake a gap analysis of the Equality Framework	The framework helps organisations to review and improve their performance for people with a characteristic protected by the Equality Act	Head of Service Development	March 2019

**Effective Service Delivery
Responsive and Accessibility of Services
Procurement and Commissioning**

What we will deliver and how it will be achieved	Measure of Success	Owner	Target Date
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.	Reduce accidental fires 1.3 Accidental Dwelling Fires 1.4 Accidental Dwelling Fire Casualties	Heads of Service Delivery	March 2019
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.	Reduce road traffic accidents	Head of Service Development	March 2019
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.	IRMP is informed by disaggregated data and takes into account differential impacts and varying needs	Head of Service Development	March 2019
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.	Reduction in KPI activity.	Head of Media & Comms	March 2019
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 Delivery	March 2019

**Community knowledge and engagement:
Using Information
Engagement with communities
Customer/Public Satisfaction
Collecting and Analysing and Using Information**

What we will deliver and how it will be achieved	Measure of Success	Owner	Target Date
Improve understanding of the demographic breakdown of our areas, station by station.	To ensure our services meet the needs of our diverse communities	Head of Service Development	March 2019
Gather lessons learnt information from previous EDI activity, both internally and externally	To ensure our services meet the needs of our diverse communities	Lead officer for LGBT	March 2019
Attend Pride events in 2018 at Blackpool, Preston Lancaster and Manchester and promote LFRS recruitment at all 4 events. Further prevention campaign related activity to be delivered at the 3 in-county events.	To promote LFRS as a diverse employer and provider of Services To make our diverse communities safer	Lead officer for LGBT	August 2018
Identify a vehicle which can be wrapped and used to promote LFRS' LGBT positive action.	To promote LFRS as a diverse employer and provider of Services To make our diverse communities safer	Lead officer for LGBT	August 2018
Utilising technology identify and map our key partners/agencies/persons that can improve our understanding. Develop consultative arrangements and further explore collaborative opportunities within the multi-agency practices, examples being Lancashire Constabulary LGBT network.	To ensure our services meet the needs of our diverse communities	EDI leads	Dec 2018

Equality Objectives: Our Workforce

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

What we will deliver and how it will be achieved	Measure of Success	Owner	Target Date
Employment Health and Wellbeing Strategy and Policy Monitoring Recruitment and Selection Training and Progression			
Refresh the LFRS Workforce Plan Review existing EDI data to define baseline of evidence in relation to our workforce	Identify any key trends in relation to the workforce To recruit, promote and retain a workforce which is diverse which meets the needs of the community we service	Head of Human Resources & EDI leads	August 2018
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	May 2018
Undertake gap analysis re Stonewall Accreditation	To recruit, promote and retain a workforce which is diverse which meets the needs of the community we service	Lead Officer LGBT	December 2018
Review opportunities for making existing shift patterns more flexible to meet the needs of families	A workforce which feels inclusive and is more engaged	Head of Human Resources	August 2018

Analyse Staff Survey results	Identify any issues from an EDI or cultural perspective associated with equalities	Head of Media and Comms	August 2018
Update the induction to include an informal talk to groups of staff from underrepresented groups	A workforce which feels inclusive and is more engaged	EDI leads	August 2018
Evaluate the benefits of dedicated Social Media Section, Facebook and Twitter on LFRS accounts	A workforce which feels inclusive and is more engaged	Lead Officer LGBT Lead Officer Race and Religion	December 2018
Develop a campaign and events calendar including Equality Stand events to provide visibility to all staff. Support 17 May 'Celebrating International Day against Homophobia, Biphobia and Transphobia' with a specific campaign.	A workforce which feels inclusive and is more engaged	Head of Media and Comms supported by EDI Leads LGBT Lead	June 2018
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. Support the development of internal networks	A workforce which feels inclusive and is more engaged	Chief Fire Officer EDI Steering Group EDI leads	Ongoing
Review any actions required under the Positive About Disabled People Accreditation	A workforce which feels inclusive and is more engaged	EDI lead	Sept 2018
Actively promote the health and well-being of all staff in the workforce building a strong and resilient workforce. Continue to deliver distress management and self-care training provision Service wide training Mental Wellness	Improved awareness amongst staff and staff affected can readily identify triggers in selves and colleagues and access support services	Head of Safety Health and Environment	March 2019

Implementation of Trauma Risk Management (TRIM)			
Improve workforce fitness Deliver a health promotion campaign promoting healthy muscular skeletal health on Station	Improve workforce fitness	Head of Human Resources	Nov 2018
Job Evaluate posts as per the National Evaluation Scheme.	Meet legislative requirements	Head of Human Resources	March 2018
Respond to the outcomes of the Gender Pay Gap Reporting requirements 2018	A more diverse workforce representative of Lancashire	EDI lead	October 2018
Review the outcomes of the previous recruitment campaigns gather lessons learned and use these to shape other positive action campaigns creating a one team approach	A more diverse workforce representative of Lancashire	All leads	August 2018
Review the most successful mechanisms of engaging with underrepresented groups in relation to the positive action	A more diverse workforce representative of Lancashire	Head of Media and Comms	August 2018
Increase the number of apprentices	A more diverse workforce representative of Lancashire	Head of Human Resources	July 2018
Deliver an Organisational Development Plan which develop a strong organisational culture where are values are understood and our leaders are developed.	Strengthen leadership and line management to support organisational change Embed our cultural values and behaviours Provide excellent training to ensure continuous improvement of our services	Head of Human Resources	July 2018

Review existing ILM level 3 and 5 programmes in light of collaboration opportunities and the availability of the apprenticeship levy	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	Sept 2018
Review progression of underrepresented groups	Improve progression of Minority Groups through LFRS	Head of Human Resources	March 2018
Develop a menopause policy	Support those living with the menopause, increase retention.	Head of Human Resources	August 2018