



**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 1304 members of staff in a variety of roles including operational fire fighters, administrators, fire safety, business support and managerial staff, 83% 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 2018 – 2019, the workforce profile as at 31 March 2019 and our plans in relation to equality and diversity for the period 1 April 2019 – 31 March 2020.

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 of our 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 2019-2020 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 that 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 an 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, 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 businesses 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 its 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 areas 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.

## 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.

<sup>1</sup> <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
<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 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.

<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>



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's 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 nineteen 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 LSOAs 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

The detail of our progress is summarised in our completed action plan attached at Appendix D.

## 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). LFRS is working towards compliance with the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 (which came into force for public sector bodies on 23 September 2018) and achieving Web Content Accessibility Guidelines (WCAG) 2.1 level AA standard. This standard must be met by September 2020. Intranets published before 23 September 2019 are exempt however our intention is to apply best practise both internally and externally wherever possible.

Making a website or mobile app accessible means making sure it can be used by as many people as possible. This includes those with:

- impaired vision
- motor difficulties
- cognitive impairments or learning disabilities
- deafness or impaired hearing

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, Pride Month and International Women's Day. Information can be provided in alternative formats, such as large

print and additional languages, on request. The department is also working towards applying the British Dyslexia Association's style guide in both internal and external material to take into account the visual stress experienced by some dyslexic people and to facilitate ease of reading.

## **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 received "Outstanding" in its recent HMICFRS inspection in relation to Organisational Culture and Values. The Service values include behaving in a non-discriminatory and inclusive way, standing up for what is right and also working in a professional and non-judgemental way. The Service values are incorporated within the appraisal and performance management processes. During 2018/2019 all those in a leadership role attended our leadership development events which focused on how you build your own personal resilience in terms of delivering change in an engaged way and how to have a positive impact on others. During 2019/2020, the Service will focus on the development of our Senior Management Team in terms of identifying and embedding those key leadership behaviours which the Service needs to continue to actively demonstrate to ensure that members of staff feel included and valued.

(ii) All employees are required to complete equality, diversity, inclusion and unconscious bias training on Learn Pro as part of their induction. During 2019/2020 the Service will be exploring how representatives from our employee voice groups can attend informal networking induction events so they can support new members of staff from under-represented groups.

## **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 serves. During 2018/2019, the Service was successful in the process of achieving Employee provider status and has recruited its first cohort of 18 apprentices who will commence their apprenticeship in September 2019. Recruitment to the cohort 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. Service Delivery delivered 240 engagement activities including face to face engagement with local communities visiting community venues, career events and sports clubs.

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, 597 people attended an increase from 209 people who attended the previous year. Of the total number of 906 valid applications received, 15% were from women, 5% from candidates who declared themselves as BME, 10% LGBT and 4% declared themselves as having a disability. Further to the completion of the recruitment campaign, of those successful 22% were female, 88% were male and 11% identified as BME.

## **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.

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 and harassment and bullying complaints, a profile is attached at Appendix C. However, the full details in some areas 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. During 2019/2020 the Harassment and Bullying Policy will be updated and further to working with Stonewall the Service has developed HIV Policy and a Transitioning Policy.

## **17. Engagement and Consultation**

LFRS engages with staff formally through the Trade Unions through formal and informal consultation meetings. Workforce and employment-related decisions and documents are reviewed with trade union representatives and other appropriate staff within LFRS. During 2019 formal consultation meetings will be set up with Unison as well as the FBU. The employee voice groups have become an effective mechanism for consulting with staff and receiving feedback from staff of under-represented groups.

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 a 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.
- 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. As we look to develop our appraisal process through 2019 and 2020 we are looking at how we can

strengthen those conversations with staff in relation to identifying the support and development they need to achieve their best.

## **19. Gender Pay Gap**

Organisations with 250 or more employees have to report on their gender pay gap using a snapshot date of 31 March 2019. 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 17.9% between men and women.

Using the calculation methodology across LFRS, the mean gender pay gap is significantly different than the national average at -2.56% (equating to a £0.30 positive difference in hourly pay between males and females to the benefit of females), with the median gender pay gap equating to 16.08% (equating to a £2.24 positive difference in hourly rates of pay between males and females to the benefit of males). Contained within the overall number are, however, significant variations.

There is a high proportion of male employees employed on the National Joint Council (NJC) for Local Authority Fire and Rescue Service terms and conditions (known commonly as the 'Grey Book'), which attract additional allowances that are not available to staff conditioned to the NJC for Local Government Service ('Green Book') support staff, the majority of which are female. These additional allowances increase Grey Book average earnings and moves this staff group to the lower middle quartile.

An example being that whilst basic salary across the support and uniformed staff is broadly comparable, uniformed staff receive recompense for their shift weekend working and unsocial hours in their basic pay regardless of requirement, whereas the same does not apply to individuals conditioned to a green book role i.e. a firefighter is paid the same salary whether on a day shift or 2,2,4.

The proportion of females in the upper-middle and upper quartile is reasonably reflective of the overall proportion of females within LFRS. The upper-middle quartile is predominantly male, but this is where the majority of staff undertaking the role of Firefighter can be found. A high proportion of males undertake the role of Firefighter so it is therefore unsurprising that this quartile is male dominated.

It is recognised that women are significantly under-represented in the operational workforce and consequently LFRS is committed to increasing the number of female firefighters. This forms an important part of LFRS's approach to equality, diversity and inclusion within the Service. LFRS is now undertaking positive action initiatives aimed at encouraging people from under-represented groups to apply for positions in the organisation. Recruitment activity is locally monitored (including the levels of attraction and appointment) to identify problem areas to inform process improvements.

## **20. Bullying and Harassment**

LFRS has highly effective employee grievance and bullying and harassment procedures for dealing with employee complaints. The Service will be exploring through 2019 how it can capture details of the issues raised of an informal nature across the Service.

## Appendix A

### Workforce Profile as at 31 March 2019

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 On-call uniformed service.

#### Workforce Headcount LFRS

Total No.of staff	White British	BME	Male	Female	Disability	Ave Age
1304	1257	47	1091	213	24	41
%	96%	4%	84%	16%	2%	

There has been an increase in the total number of staff we employ from 1242 to 1304.

The trend is increasing in terms of the number of women we employ which has increased to 213 from 192 in 2016 and 177 in 2017.

The trend is increasing in terms of the number of BME staff we employ which has increased to 47 from 43 in 2016 and 37 in 2017.

The number of disabled we employ has increased from 14 to 24 .

Staff Category	Number of staff	FTE in contracted hours worked
Wholetime (including trainee FFs)	645	645
RDS	427	269 <sup>4</sup>
Control	1	1
Service Delivery (CFS)	53	51
Support Staff	178	158
<b>TOTAL</b>	1304	1124

#### 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	1	46

<sup>4</sup> Total number of On-call hours divided by 120

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

Fire Safety Practitioners Grey Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
30	29	1	29	1	0	48

Princes Trust Programme Support Green Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
19	19	0	5	14	0	39

Response Grey Book Operational staff including resilience and specialist capability

Wholetime (including DC and DCP duty roles and Trainee Firefighters)

Total No.of staff Headcount	Role	White British	BME	Male	Female	Disability	Ave Age
571	All	554	17	529	42	17	43
	Strategic <sup>6</sup>	16	0	16	0	0	48
	First Line Supervisors <sup>7</sup>	72	0	67	5	0	47

Retained Duty System

Total No.of RDS staff	Role	White British	BME	Male	Female	Disability	Ave Age
427	All	412	15	395	32	5	37
	First Line Supervisors	128	4	126	6	1	42
	FF	284	11	269	26	4	35

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

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



Female Firefighter workforce

Crewing System	Rank	Number
224	FF	23
	CM	3
	WM	1
DC	FF	2
	CM	
	WM	
DCP	FF	1
	CM	1
	WM	
Day Duty	CM	1
	WM	3
FDO	SM	4
RDS	FF	26
	CM	6
	WM	
Trainee Firefighters	FF	7
TOTAL		78

We employ a total of 78 women within our firefighter workforce through all ranks which is an increase from 71 in 2018, 54 in 2017 and 49 in 2016 respectively.

Business Support Staff Green Book

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
159	150	9	63	96	1	46

Within in Business Support staff there has been a small increase in the numbers of staff to 159 from 154 in 2018, 153 in 2017 retrospectively. There has also been an increase in the number of women we employ to 96 from 92, 84 retrospectively. The number of staff who identify as BME has increased to 9 from 7 and 5 retrospectively.

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
45	45	0	41	4	0	42

Within Grey Book Support staff there has been an increase in numbers of staff employed from 38 to 45.

## Turnover

During 2019, 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	47	2	49	3	1	4	2
RDS	63	4	67	1	0	1.5	0
Control	0	0	0	0	0	0.00	0.00
Service Delivery (CFS)	2	2	4	0	0	50	0.00
Support Staff	7	14	21	1	0	66.7	0.00
<b>TOTAL</b>	<b>119</b>	<b>22</b>	<b>141</b>	<b>2</b>	<b>1</b>		

## Age Profile

There has been little change in the age profile of members of staff 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 56-60 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	109	98	74	201	146	17	0
RDS	186	83	48	41	47	20	2
Control	0	0	0	1	0	0	0
Service Delivery (CFS)	7	11	6	5	10	11	3
Support Staff	30	25	18	27	34	32	12
<b>TOTAL</b>	<b>332</b>	<b>217</b>	<b>146</b>	<b>275</b>	<b>237</b>	<b>80</b>	<b>17</b>

**Recruitment Profile****Applications during the period 1.4.2018 – 31.3.2019**

Total Applications	Male	Female	BME	% of females	% of bme	LGB &T	% LGB & T	Disabled	% Disabled
1891	1451	440	174	23	9.2	141	7	61	3.2
Shortlisted									
796	621	175	55	22	7	63	8	23	3
Successful									
80	62	18	<10	23	<10	<10	<10	<10	<10

A lower number of applications for vacancies within LFRS are received from women, however of the applications received, the difference between the percentage of women to men appointed is negligible, being just 0.17%. The number of applications received from BME candidates is relatively low and of the applications received less than 10% are appointed, as is the case for applicants who declare a disability.

**Promotions during the period 1.4.2018 – 31.3.2019**

The success rate for female applicants for promotion to Watch Manager positions is 30% and to Station Manager positions is 50%. Although the number of female applicants is generally low, the successful candidates appointed to Watch Manager positions accounted for 14.2% of all successful candidates, and for Station Manager positions was 12.5%.

**Disciplinary Cases for the period 1.4.2018 – 31.3.2019**

There were 23 disciplinary cases during the period 1 April 2018 to 31 March 2019 which is an increase from 13 in the previous year.

Male	Female	BME	Disability	Appeals	Decision Upheld
18	5	<10	0	1	1

**Matters of Grievance for the period 1.4.2018 – 31.3.2019**

There were 6 grievance cases during the period 1 April 2018 to 31 March 2019 which is an increase from 5 in the previous year.

Male	Female	BME	Disability	Appeals	Decision Upheld
6	0	0	0	2	1 upheld 1 ongoing

5 of the cases were not upheld, 1 was upheld, of the two appeals submitted, one was not upheld, one remains open.

**Harassment and Bullying Cases 1.4.2018 – 31.3.2019**

There were 4 cases identified as a potential harassment and bullying cases during the period 1 April 2018 to 31 March 2019, which is an increase from 1; however 3 of the cases were submitted by one person against three people and following investigation the cases were not validated. The remaining case resulted in a final written warning and a compulsory transfer.

**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	Progress update
<b>Leadership, partnership and organisational commitment:</b> <b>Vision</b> <b>Commitment</b> <b>Accountability</b> <b>Partnership</b>				
Present the EDI Annual Report to the Fire Authority.	Members are aware of their commitments and accountabilities under the Policy	Chief Fire Officer	Completed	Annual Report 2017/2018 considered by WF Development Board and EDI Steering Group June 2018. EDI Annual Report presented to the Fire Authority 18 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 Corporate Communications and Head of Service Development	Completed	Raised at annual planning meeting on 5 June for consideration Annual planning event for 2019/20 at UCLAN in December 2018 captured EDI related activities within the Annual Service Plan.

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

<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</p> <p>1.3 Accidental Dwelling Fires</p> <p>1.4 Accidental Dwelling Fire Casualties</p>	<p>Heads of Service Delivery</p>	<p>Completed</p>	<p>The transition to a Safe and Well Visit as the primary preventative offer within the Home Fire Safety Check Service is now complete.</p> <p>Seven key determinants constitute the health inequalities, at the core of the visit. A strong evidence base supports the likelihood that where such inequalities are present, they link directly to a poor outcome from a fire related incident.</p> <p>A referral mechanism into partner agencies is well established, where the requirement for additional support is identified during the delivery of the Safe and Well visits.</p> <p>LFRS is one of the six FRS's that have participated in the development of the Standard Evaluation Framework via Public Health England and the National Fire Chiefs Council.</p> <p>The Service has developed a tool kit for helping teach people with Special Educational Needs and Disabilities about fire safety and how to be safe in other situations.</p>
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<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>Completed</p>	<p>Road safety packages deliver, year to date figures:</p> <ul style="list-style-type: none"> <li>• Road Sense: 12,492</li> <li>• Wasted Lives: 4,728 (Still 85% behaviour change from dip sample)</li> <li>• Biker Down: 210 (14 events)</li> <li>• SDSA: 6,481</li> <li>• Crashed Car Events: 88</li> <li>• Senior Road User Workshops: 600 (6 events)</li> </ul> <p>Wasted Lives delivery has increased by 2,200 compared to the financial year 2017-2018</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>Completed</p>	<p>LFRS has supported the establishment of an LGBT group at Blackburn supported by a CFS Practitioner.</p> <p>LFRS has signed up to the Maturity Matrix which is a tool which can be used to establish LFRS position in relation to race and religion.</p> <p>Prevention Campaigns are delivered through the four thematic prevention groups with intelligence and analysis captured through SIAG. Literature is shaped to focus upon vulnerability that includes a number of EDI strands. Cooking safety is a key area of focus during quarter 3 and has been shaped to particular demographic audiences for appropriate delivery at district level</p>

				2019/20 LFRS campaign calendar created inclusive of the EDI strands. District level intelligence profiles issued to CPM's to ensure local level activity is effectively tailored to meet geographical variances.
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	Completed	<p>Annual campaigns and events calendar sets out activity for the year. August 2018: Large cooking campaign, LFRS is targeting homes in the areas where there are most incidents and where common demographics/lifestyle factors put people at higher risk:  Hajj Safety Campaign 1-19/8 &amp; Eid 20-26/8  Sikh Festival – Birthday of Guru Nanek Campaign 1/11 and Festival 22/11  Diwali – Festival of Lights 9/10,  December – March: the Winter campaign was focussed on fuel poverty to reduce heating related fires which are the fourth most common type of accidental dwelling fires (ADFs).</p> <p>The campaign focussed on older people living alone including those living in sheltered housing, low income families and people living in multiple occupancy houses (HMOs)</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	Completed	Monitoring of those attending the Princes Trust has been established and suggests that programme delivery is broadly representative of Lancashire's communities as a whole.
<b>Community knowledge and engagement: Using Information Engagement with communities Customer/Public Satisfaction</b>				
<b>Collecting and Analysing and Using Information</b>				
Improve understanding of the demographic breakdown of our areas, station by station.	To ensure our services meet the needs of our diverse communities	Lead Officer for LGBT	Completed	This data is included with the District profiles created by the CPI Section and issued to each CPM for inclusion within the District Plans.
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	Completed	<p>LFRS met with Officers in Brighton and London to learn from their experiences in terms of attending Pride events.</p> <p>LFRS liaised with Humberside to learn from their good practice in terms of engaging with the LGBT community.</p> <p>LGBT leads attended the first national NFCC hosted LGBT network conference by Tyne and Wear FRS December 2018.</p>

<p>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.</p>	<p>To promote LFRS as a diverse employer and provider of Services To make our diverse communities safer</p>	<p>Lead officer for LGBT</p>	<p>Completed</p>	<p>LFRS was represented at Lancaster Pride, Blackpool Pride, Manchester Pride and Preston Pride. Following evaluation it is proposed that this is continued into 2019/20. Liverpool Pride to be attended at 2019 by LGBT representatives with a view to possible LFRS inclusion.</p> <p>A number of charity events have been organised by the LGBT Group including a Charity Fire Engine Pull.</p>
<p>Identify a vehicle which can be wrapped and used to promote LFRS' LGBT positive action.</p>	<p>To promote LFRS as a diverse employer and provider of Services To make our diverse communities safer</p>	<p>Lead officer for LGBT</p>	<p>Completed</p>	<p>A vehicle has been wrapped and the vehicle is being used to attend Pride events and also other events to promote LFRS LGBT positive message. The vehicle has been requested and utilised at a number of station open days, RDS recruits events and 10km FF Charity running events. It's use in mainstream activities appears to have been embedded in addition to its core use as a training vehicle at STC including use at all passing out parades, positive action events and physical assessment days.</p>
<p>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.</p>	<p>To ensure our services meet the needs of our diverse communities</p>	<p>EDI leads</p>	<p>Completed</p>	<p>Women &amp; Families Group have established a number key groups to engage with including: Women in the Fire Service, He For She and LanCon.</p> <p>The LGBT employee voice group have established a network including other Fire Services, Public Sector and Other organisations.</p>

				<p>Consultation event hosted at N11 Lancaster with representatives from “Out in the Bay”. Key partners evaluated and work is ongoing with LANCON and other Lancashire based LGBT organisations.</p> <p>Race and Religion Employee Voice Group is currently working with Local Authorities to obtain data to map emergent communities including asylum seekers and refugee families to improve targeting of prevention activity and seeking to engage where networks exist.</p>
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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	Progress update
<b>Employment Health and Wellbeing Strategy and Policy Monitoring Recruitment and Selection Training and Progression</b>					
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	Completed	Workforce Plan 2018 considered and agreed by Exec Board and Workforce Development Board June 2018. No areas of risk identified. Recruitment of apprentices or wholetime commenced March 2019, subject to either LFRS becoming a preferred provider or a subcontractor.
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	Completed	The EDA Annual Report has been presented to Members. Planning for 2019/2020 now commencing.

Undertake a gap analysis of the Stonewall Workplace Equality Index	The framework helps organisations to review and improve their performance for people with a characteristic protected by the Equality Act	Head of Service Development	Completed	LFRS has joined the Stonewall Diversity Champions Programme Human Resources have reviewed all existing HR policies with a viewing to adopting gender neutral terminology and these have been sent to Stonewall for consideration. Key objectives from Stonewall have been agreed and work completed with regards to formalising the LGBT network and reviewing policy documents. Review of the benefits to be carried out after 19 February conference call with Stonewall Client Manager.
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 HR	Completed	Further to a trial of flexible working pattern at Blackburn, exploring if there is appetite to consider elsewhere. Introduced flexible day crewing at all of the 4 DC Stations.
Analyse Staff Survey results	Identify any issues from an EDI or cultural perspective associated with equalities	Head of Media and Comms	Completed	<p>Currently underway. Results have been published in the Routine Bulletin and are available on the intranet. A report has been to Executive Board and Workforce Development Programme Board (WDPB) agreeing progression of project. The survey is a priority in this year's Annual Service Plan and will report to the Corporate Programme Board via the WDPB. The WDPB will oversee the consideration of results and agree actions and areas of responsibility.</p> <p>The terms of reference for the project have been agreed and a</p>

				<p>number of deliverables have been identified and in the process of being delivered including:</p> <p>Promotion of numeracy and literacy college providers</p> <p>Availability of ICT development</p> <p>A range of skills based courses open to Green and Grey Book members of staff</p> <p>Apprenticeships as a route to development for Grey and Green Book members of staff.</p>
Update the induction to include an informal talk to groups of staff from under-represented groups	A workforce which feels inclusive and is more engaged	EDI leads	Completed	<p>A representative from the LGBT employee voice group now attends the wholetime and RDS induction informally over coffee break. WDS recruits course talk delivered by HOSDD and LGBT employee voice lead. This has now been moved from the end of the recruit course to week two in order to drive early impact. Sessions are embedded in business as usual for all WDS and RDS courses.</p>
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	Completed	<p>As of the November meeting LGBT Group has a Corporate Comms Team attendee. LFRS LGBT Twitter has grown to 653 followers and some limited DM interactions regarding "Have A Go Days" recruitment.</p> <p>Facebook reviewed and concluded that LGBT materials will be focussed through the LFRS account and not a dedicated account due to a lack of volume.</p>

<p>Develop a campaigns and events calendar including Equality Stand events to provide visibility to all staff.</p>	<p>A workforce which feels inclusive and is more engaged</p>	<p>Head of Media and Communications supported by EDI Leads LGBT Lead</p>	<p>Completed</p>	<p>International Women’s Day March 8 2019 International Day of Families May15 2019 Dyslexia Awareness Week 4 October 2018 was used to promote the new Dyslexia Policy. EDI events embedded in LFRS campaign calendar for 2018/19 and updates for 19/20 collated. The calendar will be subject to consultation with the employee voice groups.</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.  Support the development of internal networks</p>	<p>A workforce which feels inclusive and is more engaged</p>	<p>Chief Fire Officer  EDI Steering Group  EDI leads</p>	<p>Completed</p>	<p>Two members of staff attended the AFSA Conference June 2018. Regular meetings taking place with FBU and two members of the Executive Board. Employee voice groups met in relation to LGBT, Women and Families and Race and Religion. Consultation Questionnaire for identifying barriers for Disabled members of staff has been developed and consulted on and issued week commencing 1.10.2018 as part of Inclusion week. Consultation questionnaire has been launched asking for the views of staff in relation to barriers and progression as a consequence of a disability. The Race and Religion employee voice group celebrated Diwali through a Diwali “Decorate your desk” competition raising</p>

				awareness of the religious festival. Members of the Group also visited the Gujarati Centre to join in the celebrations.
Review any actions required under the Positive About Disabled People Accreditation	A workforce which feels inclusive and is more engaged	Head of Human Resources	Completed	Human Resources developed a policy in relation to supporting employees with Dyslexia; this was promoted through Dyslexia Awareness Week, commencing 1 October 2018 and SMT November 2018.  Further to completion of the Positive about Disabled People Accreditation, LFRS have assessed as at level 2 a Disability Confident Employer.
Actively promote the health and well-being of all staff in the workforce.  Continue to deliver distress management and self-care training provision Service wide training Mental Wellness.  Implementation of Trauma Risk Management (TRIM).	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	Completed	TRIM implemented and work is ongoing to embed this within LFRS.
Improve workforce fitness  Deliver a health promotion campaign promoting healthy muscular skeletal health on Station	Improve workforce fitness	Head of Human Resources	Completed	3 PTI's attending Level 3 Adapting exercise for anti-natal and post-natal clients.  10 PTI's attending Exercise Referral Level 3 which covers osteoarthritis and osteoporosis. Sessions being delivered on



				<p>Station promoting muscular skeletal health and raising the profile of the accessibility of the physiotherapy service.</p> <p>A number of articles being published monthly via the Routine Bulletin on maintaining health muscular skeletal health.</p> <p>LFRS Fitness Advisor developed a guide and this is being promoted through LFRS Positive Action Events.</p>
Job Evaluate posts as per the National Evaluation Scheme.	Meet legislative requirements	Head of Human Resources	Completed	Posts are job evaluated where they change or where they are new posts.
Respond to the outcomes of the Gender Pay Gap Reporting requirements 2018	A more diverse workforce representative of Lancashire	EDI lead	Completed	Gender Pay Gap report completed 2017, work commenced re 2018 which will be reported in the EDI Annual Report
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	Completed	Report presented to EDI Steering Group on the 21 June 2018 and Executive Board 19 July 2018 in relation to progression and fallout of candidates from under-represented groups. The report demonstrated that underrepresented groups maintained their performance throughout the recruitment process. Equality Impact Assessment has been developed developed in relation to the introduction of the new strength tests.

				Delivered a programme of positive action aimed at attracting a diversity of applicants for the March 2019 recruitment campaign.
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 Communications	Completed	A full review of the positive action campaign which supported wholetime recruitment has been undertaken. This identified that face to face contact and social media were the two most successful ways of engaging with under-represented groups. The findings will be used to inform future recruitment activity.
Increase the number of apprentices	A more diverse workforce representative of Lancashire	Head of Human Resources	Completed	TOR become a training provider with a view to delivering operational firefighter apprenticeships.  Recruitment to apprentices to any scale 4 post is continuing where a vacancy arises and where there is a business need for the post.  Two further apprentices recruited to Human Resources and one within Service Development.
Develop a strong organisational culture where our values are understood	Strengthen leadership and line management to support organisational change Embed our cultural values and behaviours Provide excellent	Head of Human Resources	Completed	Leadership Development Event delivered in April and June 2018 Watch Managers attended development April and June 2018 in terms of their preferential leadership style.  Crew Managers Leadership Development planned and trainers has been delivered.

	training to ensure continuous improvement of our services			<p>External coaching tender been launched, coaches interviewed and appointed, external coaching now available.</p> <p>Further to feedback from employees and the development of a national Leadership Framework by the NFCC a Leadership Framework for Lancashire has been developed this will be used to recruit and develop leaders within LFRS.</p>
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	Completed	Meeting with Lancashire Constabulary took place April 2018. Head of HR and OD Business Partner reviewing how development could be delivered collaboratively at the Hydra and at Lancaster University. The Hydra is a useful tool to engage learners. LFRS agreed to continue with existing arrangements 2018/2019 for ILM Level 3 and 5
Review progression of underrepresented groups	Improve progression of Minority Groups through LFRS	Head of Human Resources	Completed	A paper on talent management has been considered for Workforce Development Board. This action will feature in 2019/2020.
Develop a menopause policy	Support those living with the menopause, increase retention.	Head of Human Resources	Completed	Menopause Policy developed and updated in light of consultation and implemented May 2018

## Equality and Diversity Action Plan for 1.4.2019 – 31.3.2020

### 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	Measure of Success	Owner	Target Date
Present the EDI Annual Report to the Fire Authority.	Members are aware of their commitments and accountabilities under the Policy	Chief Fire Officer	1.9.2019
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	31.3.2020
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	31.3.2020
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	31.3.2020
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 and Corporate Communications	31.3.2020

Support 17 <sup>th</sup> May 'Celebrating International Day against Homophobia, Biphobia and Transphobia' with a specific campaign delivered as a three Blue Light Collaboration.	Reduction in KPI activity.	ACFO	31.3.2020
Attend the Cheshire FRS hosted LGBT conference and evaluate the benefits of aligning to the emerging national LGBT FRS group.	Engaged communities who are confident in LFRS aim of keeping them safer	ACFO	31.3.2020
Attend Pride events in 2019 at Blackpool, Lancaster, Morecambe and Preston promoting LFRS Prevention and Protection work streams and also LFRS as an employer. Attend Manchester and Brighton to promote LFRS recruitment and to seek best practice.	Engaged communities who are confident in LFRS aim of keeping them safer	ACFO	31.3.2020
Evaluate the potential for a wrapped LGBT fire engine in the main fleet.	Engaged communities who are confident in LFRS aim of keeping them safer	ACFO	31.3.2020
Continue to identify and map our key partners/agencies/persons that can educate us and improve our understanding. Develop consultative arrangements and further explore collaborative opportunities within the multi-agency practices, examples being Lancashire Constabulary LGBT network.	Achieve efficiencies in engaging with our communities in achieving our aim of keeping them safer.	ACFO	31.3.2020
Ensure the new website complies with New Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 which will ensure that information is accessible	An inclusive website and apps that meet the new accessibility standard Achieve Web Content Accessibility Guidelines (WCAG) 2.1 Level AA standard for external websites	Head of Media and Comms	27.9.2019

## 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	Measure of Success	Owner	Target Date
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	31.8.2020
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	30.6.2020
Undertake a gap analysis of the Stonewall Workplace Equality Index	The framework helps organisations to review and improve their performance for people with a characteristic protected by the Equality Act	ACFO	31.3.2020
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 TOR	31.3.2020
Engage and communicate with staff through:  Regular engagement with FBU and Unison  Support external diversity and inclusion networks which promote Equality, Diversity and Inclusion and share Information.  Support the development of internal networks  Use employee voice groups as a mechanism for consultation on key issues affecting employees	A workforce which feels inclusive and is more engaged	Chief Fire Officer  EDI Steering Group  EDI leads	31.3.2020

Job Evaluate posts as per the National Evaluation Scheme.	Meet legislative requirements	Head of Human Resources	31.3.2020
Respond to the outcomes of the Gender Pay Gap Reporting requirements 2019	A more diverse workforce representative of Lancashire	Head of Human Resources	31.3.2020
Review the outcomes of the previous recruitment campaigns gather lessons learned and use these to shape other positive action campaigns	A more diverse workforce representative of Lancashire	Head of Human Resources	31.3.2020
Increase the number of apprentices	A more diverse workforce representative of Lancashire	Head of Human Resources	31.3.2020
Consult with communities on barriers to working for the Service and how these can be addressed	A more representative workforce	Head of Media and Communications	31.3.2020
Develop a strong organisational culture where the behaviours of our leaders are understood and championed with a view to embedding our values.	Strengthen leadership and line management to support organisational change	Head of Human Resources	31.3.2020
Review progression of under-represented groups	Improve progression of Minority Groups through LFRS	Head of Human Resources	31.3.2020
Complete a Scoping of the Blue-Light Framework	A resilient workforce able to respond to change	Head of SHE	31.3.2020
Evaluate the potential benefits of EDI Volunteers as a part of the LVP Volunteer offer.	A more diverse workforce and diverse communities focused on LFRS aim of making Lancashire Safer	ACFO	31.3.2020
Increase the numbers of LGBT staff who are open in the workplace.	A more diverse workforce	ACFO	31.3.2020
Increase the numbers and diversity of the LGBT employee voice group to include area based, SHQ and STC based LGBT reps and develop close working with the newly appointed FBU LGBT rep.	An engaged workforce who feel valued and who can positively contribute to making LFRS a better place to work.	ACFO	31.3.2020

Support relevant campaigns promoting awareness of issues impacting on minority ethnic communities: Dyslexia Awareness Week Support Autism Awareness Week He For She Campaign Menopause Awareness Month International Womens Day	A workforce who is engaged and feels valued and contributes to effective decision making	All EDI leads	31.3.2020
Support underrepresented groups fulfil their potential: Support staff to attend Women in the Fire Service	A diverse workforce at all levels of the organisations	Head of HR Head of TOR	19-21 June 2019
Use the employee voice groups as a mechanism of consultation	A workforce who is engaged and feels valued and contributes to effective decision making	EV Leads	31.3.2020
Review Special Leave arrangements	A workforce who is engaged and feels valued	Head of HR	31.3.2020
Update the Wholetime induction with a specific link to the employee voice groups inviting Green Book employees and RDS	A workforce who is engaged and feels valued	Head of TOR	31.3.2020
Develop opportunities to improve fitness for support staff	A resilient workforce able to respond to a changing environment	Head of TOR	31.3.2020
Encourage time to talk to improve health and well-being: Brew Monday	A resilient workforce able to respond to a changing environment	Head of SHE	31.3.2020
Service Fitness Advisor providing fitness guidance	A resilient workforce able to respond to a changing environment	Head of TOR	31.3.2020



Involvement of representatives from underrepresented groups in relation to any proposed changes to property: C50 E70 W37 W30 STC Facilities	A workforce who is engaged and feels valued	Head of TOR/Head of SD	31.3.2020
Explore flexible working opportunities within 224 stations	A workforce who is engaged and feels valued	Head of TOR	31.3.2020
Support pregnant or women on maternity leave through the availability of the Service Fitness Advisors or PTI's who have received additional training	A workforce who is engaged and feels valued	Head of TOR	31.3.2020