



**Equality, Diversity and Inclusion  
Annual Report  
2020/2021**

# Contents

1. Foreword
2. Summary
3. Our aim
4. Corporate Planning and Policy approach to Equality Diversity and Inclusion
5. The Equality Act 2010
6. Equality Objectives
7. Protected Characteristics (or Protected Groups)
8. Equality Impact Assessment
9. Human Rights Act 1998
10. Equality in Partnership and Contracts
11. Our communities
12. Summary of Equality and Diversity Activity
13. Accessibility
14. Training and Development
15. Recruiting a Diverse Workforce
16. Equality in Employment Practices
17. Engagement and Consultation
18. Performance Management
19. Gender Pay Gap
20. Bullying and Harassment
21. Appendix A Workforce profile
22. Appendix B Recruitment profile
23. Appendix C Disciplinary, Grievance, Harassment and Bullying
24. Equality, Diversity and Inclusion completed Action Plan 1.4.2019 – 31.3.2020 Appendix D
25. Equality, Diversity and Inclusion Action Plan 1.4.2020 -31.3.2021 Appendix E

## **Foreword**

### **1. Welcome to Lancashire Fire and Rescue Service (LFRS) Annual Equality Diversity and Inclusion Report 2020-2021**

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 1286 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 2019 – 2020, the workforce profile as at 31 March 2020 and our plans in relation to equality and diversity for the period 1 April 2020 – 31 March 2021.

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 2020-2021 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
Rossendale	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
Rossendale	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 updated

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 continuing to work 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. 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 phrase 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 and videos are produced with subtitles. The department also applies measures from 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 2019/2020 we established a Leadership Framework sets out the Services approach to leadership in terms of the behaviours expected.

(ii) All employees are required to complete equality, diversity, inclusion and unconscious bias training on Learn Pro as part of their induction.

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

LFRS continues on its journey 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 employer provider status and recruited its first cohort of 18 apprentices who commenced their apprenticeship in September 2019. During 2019/2020 the Service built on the success of its earlier recruitment campaign and recruited another two cohorts of apprentices, 45 in total.

The campaign created a real opportunity to recruit individuals who are diverse, who have different backgrounds, experiences and complementary skill sets. The campaign was supported by an integrated positive action campaign which included a social media campaign. 240 engagement activities; including face to face engagement with local communities, visiting community venues, career events and sports clubs, were delivered prior to the selection process going live.

Some 597 people attended “Have A Go” Days which were held in a number of Stations across Lancashire supported by Service Delivery, Fitness Advisors, and Human Resources staff. The figures were pleasing as they represented a 35% increase from the previous year. Of the total number of 906 valid applications received, 15% were from women, 5% from candidates who declared themselves as BAME, 10% as LGB&T and 4% declared themselves as having a disability. For the initial cohort in September 2019, 22% were female, 88% were male and 11% identified as BME. In February 2020, further interviews took place for the selection of two more cohorts. Of those successful in gaining the offer of an apprenticeship, 15.5% are female. Those representative of LGB&T and BAME groups are less than 10%, however the figures are pleasing in terms of the Service's aim to improve the diversity of its workforce.

## **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 2020/21 the special leave provisions have been improved to support and have a positive impact on under-represented groups.

## **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 2020 formal consultation meetings was be set up with UNISON as well as the FBU and regular dialogue takes place with the Trade Union. 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. The Service has a Consultation Strategy which sets out how the Service consults.

Further to the implementation of a new intranet “The Engine House” the Service has established discussion forums and established a staff focus group which is used to consult on a variety of topics,

## **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. 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**

Due to the Covid-19 Pandemic the government removed the requirements relating to Gender Pay Gap reporting.

## **20. Bullying and Harassment**

LFRS has highly effective employee grievance and bullying and harassment procedures for dealing with employee complaints. The Service has promoted the principle of having an informal word at the right time and then adopting the more formal approach where issues are identified, this has worked successfully, the Service has reviewed its existing arrangements for sense checking if there are issues of concern within the workplace place and the benefits of establishing a mechanism of reporting. The review concluded that it would be onerous and would damage the principle of dealing with issues informally. Further, a recent review of the Capability Procedure, Trade Union representatives indicated a move away from informall issues being addressed within formal processes was of benefit in terms of engaging members of staff and effecting change. Currently it is proposed that the existing arrangements for sense checking will remain the same subject to further feedback from members of staff.

## Appendix A

### Workforce Profile as at 31 March 2020

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	BAME	Male	Female	Disability	Ave Age
1286	1241	45	1070	216	27	41
%	96.5%	3.5%	83%	17%	2%	

The number of members of staff who declare themselves as being LGBT is 2%.

There has been a reduction in the total number of staff we employ from 1304 to 1286. The trend is increasing in terms of the number of women we employ which has increased to 216 an increase from 213 in 2019 and 192.

There has been a small reduction in the total number of BAME employees we employ to 45 in 2020 despite an increasing number since 2016, when the number increased to 47 from 43 in 2016 and 37 in 2017.

The number of disabled we employ has increased steadily from 14 to 24 and now 27.

Staff Category	Number of staff	FTE in contracted hours worked
Wholetime (including trainee FFs)	622	622
Oncall	439	271 <sup>4</sup>
Control	1	1
Service Delivery (CFS)	52	49
Support Staff	172	153
<b>TOTAL</b>	1286	1096

#### Prevention and Protection

##### Community Fire Safety Green Book roles

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
52 <sup>5</sup>	46	6	26	26	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
32	31	1	30	2	0	49

Princes Trust Programme Support Green Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
17	17	0	2	15	0	36

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
548	All	532	17	506	42	17	43
	Strategic <sup>6</sup>	18	0	18	0	0	47
	First Line Supervisors <sup>7</sup>	75	1	70	6	0	47

Retained Duty System

Total No.of Oncall staff	Role	White British	BME	Male	Female	Disability	Ave Age
439	All	426	13	409	30	7	37
	First Line Supervisors	126	4	124	6	1	43
	FF	300	9	285	24	6	34

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

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

### Female Firefighter workforce

Crewing System	Rank	Number
224	FF	28
	CM	2
	WM	2
DC	FF	3
	CM	
	WM	
DCP	FF	2
	CM	1
	WM	
Day Duty	CM	4
	WM	2
FDO	SM	4
Oncall	FF	24
	CM	6
	WM	
Trainee Firefighters	FF	
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	BAME	Male	Female	Disability	Ave Age
155	148	7	59	96	2	47

Within in Business Support staff there has been a small decrease in the numbers of staff from 159 to 155 in 2019. The number of women we employ has remained the same at 96. The number of staff who identify as BAME has reduced from 9 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
43	42	1	38	5	0	42

Within Grey Book Support staff there has been a decrease in the numbers of staff employed from 45 to 43.



## Turnover

During 2020, 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 Oncall.

Staff Category	Male	Female	Total	BAME	Disabled	% of females	% of bame
Wholetime	40	1	41	1	0	2	0
Oncall	44	4	48	2	0	8	0
Control	0	0	0	0	0	0.00	0.00
Service Delivery (CFS)	2	2	4	0	0	50	0.00
Support Staff	14	11	25	2	0	44	0.00
<b>TOTAL</b>	<b>100</b>	<b>18</b>	<b>118</b>	<b>5</b>	<b>0</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 Oncall, where the largest number of staff are aged less than 34 years of age. Within business support services a broader age range is developing with a significant proportion of staff are aged under 34 years of age, 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	101	106	74	167	160	14	0
Oncall	186	96	47	43	43	20	4
Control	0	0	0	1	0	0	0
Service Delivery (CFS)	6	11	6	7	8	11	3
Support Staff	31	21	18	26	32	30	14
<b>TOTAL</b>	<b>324</b>	<b>234</b>	<b>145</b>	<b>244</b>	<b>243</b>	<b>75</b>	<b>21</b>

**Recruitment Profile**

**Applications during the period 1.4.2019 – 31.3.2020**

Total Applications	Male	Female	BAME	% of females	% of bame	LGB &T	% LGB & T	Disabled	% Disabled
1105	812	293	96	26.5	9	84	7.6	48	4.34.3
Shortlisted									
680	533	147	36	22	5.3	53	7.8	24	3.5
Successful									
193	165	28	<10	15	<10	<10	<10	<10	<10

A lower number of applications for vacancies within LFRS are received from women. The number of applications received from BAME candidates is relatively low and of the applications received less than 10% are appointed, as is the case for applicants who declare a disability, and those who identify as LGBT.

**Promotions during the period 1.4.2019 – 31.3.2020**

The success rate for female applicants for promotion to Crew Manager positions was 100% and there is currently one out of three female applicants going forward onto the Middle Manager Development Programmes.

**Disciplinary Cases for the period 1.4.2019 – 31.3.2020**

There were 29 disciplinary cases during the period 1 April 2019 to 31 March 2020 which is an increase of 5 from the previous year.

Male	Female	BME	Disability	Appeals	Decision Upheld
28	1	<10	<10	0	0

**Matters of Grievance for the period 1.4.2019 – 31.3.2020**

There were 6 grievance cases during the period 1 April 2019 to 31 March 2020 which is the same as the previous year.

Male	Female	BME	Disability	Appeals	Decision Upheld
6	0	0	0	1	1

3 of the cases were not upheld, 3 were upheld, there was one appeal and the original determination of this grievance (not upheld) remained in place.

**Harassment and Bullying Cases 1.4.2019 – 31.3.2020**

There were 4 cases identified as a potential harassment and bullying cases during the period 1 April 2019 to 31 March 2020, which is the same number as the previous year. Of the cases submitted, following investigation 3 cases were not validated. The remaining case resulted in a dismissal.



## Appendix D Completed Equality, Diversity and Inclusion Action Plan 2019 – 2020

### 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		Measure of Success	Owner	Target Date	Progress Update
1	Present the EDI Annual Report to the Fire Authority.	Members are aware of their commitments and accountabilities under the Policy	Chief Fire Officer	1.6.2019	EDI Annual Report presented to Fire Authority Members September 2019. The Terms of reference for the EDI Steering Group was also refreshed.
2	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	A total of 816 accidental dwelling fires  A total of 58 accidental dwelling fire casualties. 5 of these fatal, 22 serious injuries and 31 slight injuries.  Of the Accidental Dwelling Fire casualties within 2019/20, 56% are recorded as 'white – British'. 14% belong to a BAME group, which is a 3% increase over the 3 year average. The highest count being 'Asian or

					<p>Asian British – Indian’ with 7%. This was due to a single incident in Hyndburn resulting in a larger number of casualties.</p> <p>There has been a small increase in the percentage of male casualties, which now represent 58% of casualties against the 3 year average of 55%.</p>
3	<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>31.3.2020</p>	<p>The Lancashire Road Safety Partnership aims to reduce road casualties through a range of measure adopting a collaborative approach.</p> <p>Between 2014 -2018 there has been a consistent year on year decrease in the number of people who have been killed and seriously injured on Lancashire’s roads.</p> <p>LFRS offers Wasted Lives sessions to all high schools across the county for year 10 or year 11 pupils.</p> <p>LFRS support Senior Road User workshops as they are highlighted as the fastest growing KSI group.</p> <p>LFRS offers Biker Down courses to all motorcyclists free of charge who are over represented in KSI figures.</p>
4	<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>31.3.2020</p>	<p>The LFRS Strategic Assessment of Risk identifies the demographic composition of Lancashire including vulnerabilities across various groups within the community. The risks identified guide prevention activity towards those most in need of our prevention services and result in the</p>

					delivery of an annual campaign calendar across BAME groups e.g. Ramadan safety, loose clothing, driving safety etc.as core deliverables.
5	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	<p>A Ramadan Safety Campaign was run in May 2019 which included LFRS representation at several mosque events at E70, C50 and E71 during Ramadan.</p> <p>LFRS has been a supporting member of AFSA for a number of years and supported the development of case studies highlighting the connection between a role in the Fire Service and individuals experiences in religion and belief.</p> <p>Representatives from the Service attended the Blackpool Purim Celebrations, one of the most festive holidays in Judaism.</p> <p>Representatives from the Service are also currently working with Deafway to address the areas highlighted in their Equal Lives Equal Rights Report which identified how Services can engage more effectively with the deaf community. A Task and Finish Group has been set up to progress actions to support this. We also include our text number for deaf people to access on new resources and promotions.</p> <p>Local campaigns are aimed at vulnerabilities and cultural risks for example Ramadan and loose clothing campaigns.</p>

					The Fire Kills leaflets are available in a number of languages and formats including easy read versions, fire safety for parents and child carers and Fire Safety for people with sight, hearing or mobility difficulties.
6	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	Due to a change in roles at LANCON and NWS the bespoke event did not progress, on this basis LFRS focused upon Watch/Team visits and Routine Bulletin communications to all members of staff.
7	Attend any 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	31.3.2019	Attendance at both Tyne and Wear FRS and Cheshire FRS events with feedback and ideas considered by the Employee Voice Group, these included widening the internal representation, informal events and mentors for new staff members beyond recruitment
8	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	31.3.2019	All Pride events scheduled and embedded within District Plans with meetings scheduled with SDM and local LGBT voice group member. All events concluded by end of August 2019. The delivery of a lessons learnt/debrief has been postponed to 2020/2021 in light of Covid-19.
9	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	31.3.2019	HOFES evaluation of developing wrapped appliances at manufacturer on going. Positive feedback received from the Employee Voice Group on the wrapped vehicle. Wrapped vehicle

					will be used to support prevention and recruitment activity.
10	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	31.3.2019	The Race and Religion Employee Voice Group worked with Local Authorities to obtain data to map emergent communities (including asylum seekers and refugee families) to improve the targeting of prevention activity and seeking to engage where networks exist, this has now been obtained and will be used to inform LFRS SAOR and in turn the LFRS integrated risk management plan. The Race and Religion Group completed a network mapping exercise to identify opportunities to improve engagement across diverse communities and the findings shared with CPM's on Area.
11	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	The review of the Accessibility Regulations is ongoing.



## 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		Measure of Success	Owner	Target Date	
13	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	31.8.2019	The Workforce Plan has been completed, the preliminary data indicates that the number of women we employ is increasing, the number of BAME staff we employ is increasing and the number of staff who declare they have a disability is also increasing.
14	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	Further to a cost benefits of participating in the Index, a decision made by the Employee Voice Group and the ACFO that LFRS will not submit an entry in 2019/20 and consideration will be given to next year when a more streamlined process from Stonewall is expected.
15	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	The Group Manager has completed consultation with the FBU in relation to a trial of flexible annual leave allocation in Western Area involving both 2/2/4 stations at; <ul style="list-style-type: none"> <li>• W37 South Shore (1 pump)</li> <li>• W30 Blackpool (2 pump)</li> </ul>

16	<p>Engage and communicate with staff through:</p> <p>Regular engagement with FBU and Unison</p> <p>Support external diversity and inclusion networks which promote Equality, Diversity and Inclusion and share Information.</p> <p>Support the development of internal networks</p>	A workforce which feels inclusive and is more engaged	<p>Chief Fire Officer</p> <p>EDI Steering Group</p> <p>EDI leads</p>	31.3.2020	<p>The Chief Fire Officer attended Women in the Fire Service Conference to share some of the good practice taking place within LFRS. The Equality Steering Group agreed to support appropriate representation from LFRS attend the AFSA Spring Conference 13 and 14 June 2019. The CFO spoken at diversity events celebrating good practice. CFO attended HeFor She Conference 11 November at Humberside. ACFO met with newly appointed FBU LGBT rep and this colleague has now joined the employee voice group.</p>
17	Job Evaluate posts as per the National Evaluation Scheme.	Meet legislative requirements	Head of Human Resources	31.3.2020	Job Evaluation of posts continuing as vacancies arise or changes to posts exist.
18	Respond to the outcomes of the Gender Pay Gap Reporting requirements 2018	A more diverse workforce representative of Lancashire	Head of Human Resources	31.3.2020	Gender Pay Gap reporting was removed as a requirement due to Covid-19.
19	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	These have been reviewed. However, recruitment has to be considered in the context of Covid-19 appropriate safety measure.
20	Increase the number of apprentices	A more diverse workforce representative of Lancashire	Head of Human Resources	31.3.2020	<p>TrailBlazer been established for Fire Safety, but no training providers have been identified.</p> <p>We continue to explore opportunities to identify training providers capable of delivering the Community Fire Safety Apprenticeship. Funding rules confirm the circumstances in which funding from the Apprenticeship Levy can be</p>

					<p>pulled down.</p> <p>Further to completion of their initial recruits course 18 apprentice firefighters are now completing their apprenticeship on Station.</p> <p>Within Support Services: 1 x Procurement Apprentice, 1 x Accounts Assistant Apprentice, 2 x Human Resources Apprentices, 1 x Project Management Apprentice, 1 x Fleet and Engineering Apprentice and 2 x Business Administration Apprentices based in Response and Emergency Planning. In addition: 2 x Members of staff is undertaking Senior Leaders Degree Apprenticeship, 1 x Member of staff is undertaking Departmental/Supervisor Apprenticeship, 1 x Member of staff undertaking Business Administration.</p>
21	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	Face to face consultation was being explored but could not be pursued as a consequence of Covid-19.
21	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	SMT and leadership development day delivered 20 November. Leadership Programme for 2020 was agreed for Crew Managers and above in a leadership role, one day of delivery, delivered over 24 month period. With a view to launching the Leadership Development Framework November 2019.

					Leadership Development Programme had to be postponed due to Covid-19. 360 development tool developed with a view to being launched delayed due to Covid-19, will be launched Autumn 2020
22	Review progression of underrepresented groups	Improve progression of Minority Groups through LFRS	Head of Human Resources	31.3.2020	Review 2020
23	Complete a Scoping of the Blue-Light Framework	A resilient workforce able to respond to change	Head of SHE	31.3.2020	Head of Safety, Health, and the Environment completed scoping the Services position in relation to the Blue Light Wellbeing Framework.
24	Evaluate the potential benefits of EDI Volunteers as a part of the Lancashire Volunteer Partnership Volunteer offer.	A more diverse workforce and diverse communities focused on LFRS aim of making Lancashire Safer	ACFO	31.3.2020	Feedback will be captured as part of the 6 month review to PPRTG. A volunteer has helped shape the LGBT work plan and has attended a number of events providing insight from a Transgender perspective.
25	Increase the numbers of LGBT staff who are open in the workplace.	A more diverse workforce	ACFO	31.3.2020	The monitoring arrangements within the HR system have been reviewed and the arrangements for individuals to update their own record in relation to sexual orientation has gone live. Monitoring arrangements in relation to transgender will require updating of Miplace which is currently being reviewed. Promotion of the opportunity to update your own record will be publicised which should provide for more accurate reporting.
26	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	An engaged workforce who feel valued and who can positively contribute to making LFRS a better place to work.	ACFO	31.3.2020	The meeting attendees has grown in terms of numbers and diversity in that a wider LGBT cohort and also a small number of self-identified champions.

	rep.				
27	<p>Support relevant campaigns promoting awareness of issues impacting on minority ethnic communities:</p> <p>Dyslexia Awareness Week 7/10/2019</p> <p>Support Autism Awareness Week 1-7/4/2019</p> <p>He For She Campaign</p> <p>Menopause Awareness Month Sept 2019</p> <p>International Womens Day 8 March 2020</p>	A workforce who is engaged and feels valued and contributes to effective decision making	All EDI leads	31.3.2020	<p>The Service supported Autism Awareness Campaign 1-7 April 2019 to increase the understanding of autism and how it impacts the lives of people through the promotion of information through the internal website.</p> <p>The Service supported Dyslexia Awareness Week 7-13 October promoting the support available for members of staff who have Dyslexia</p> <p>Promoted Menopause Awareness via the Routine Bulletin and information updated on the Intranet of the Health and Wellbeing page.</p> <p>Supported National Coming Out Day via a coffee morning at SHQ plus a visit to firefighter apprentices at STC</p>
28	Support underrepresented groups fulfil their potential:	A diverse workforce at all levels of the organisations	Head of HR and Head of TOR	19-21 June 2019	<p>Support staff to attend Women in the Fire Service.</p> <p>Support staff to attend the Afsa Conference</p> <p>A number of HR policies been updated or developed these will be rolled out promoting Equality, Diversity and Inclusion explaining why this is important to the Service: Bullying and Harassment, Transition at Work, HIV, Maternity and Child Care and Shared Parental Leave.</p>
29	<p>Support the development of internal networks</p> <p>Use the employee voice groups as a mechanism of</p>	A workforce who is engaged and feels valued and contributes to effective decision making	EV Leads	31.3.2020	The EDI Steering Group agreed to explore how a section of the existing Wholetime Firefighters induction could be expanded to include all new starters and be more flexible in terms

	consultation				of including EDI and employee voice groups. Employee voice groups consulted on a range of EDI policy developments Employee voice groups consulted on the new Performance Management arrangements.
30	Review Special Leave arrangements	A workforce who is engaged and feels valued	Head of HR	31.3.2020	A draft for revising the special leave arrangements was agreed at the EDI Steering Group in June 2020.
31	Update the Wholetime induction with a specific link to the employee voice groups inviting Green Book employees and Oncall.	A workforce who is engaged and feels valued	Head of TOR	31.3.2020	TOR to include this in the induction arrangements for 2020. Staff Insight day delivered in January 2020 and the findings from that day to be used to inform the content of the Wholetime Induction
32	Develop opportunities to improve fitness for support staff	A resilient workforce able to respond to a changing environment	Head of TOR	31.3.2020	Gym Inductions available for Green Book staff The availability of gym facilities promoted through the Routine Bulletin Health and Wellbeing Toolbox Talks promotes fitness across LFRS. Dietician identified as an option for some staff further to OHU referral.
33	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	January 20 2019 Brew Monday, promoted the Wellbeing Calendar. February 6 Time to Talk Day promoted Well Being Calendar.
34	Service Fitness Advisor providing fitness guidance	A resilient workforce able to respond to a changing environment	Head of TOR	31.3.2020	Fitness guidance now approved and published.
35	Involve representatives from underrepresented groups in relation to any proposed changes to property: C50 proposed build date 2020/21 E70 no plans yet available	A workforce who is engaged and feels valued	Head of TOR/Head of SD	31.3.2020	The wider redevelopment of C50 has been put on hold until a decision is made regarding wider changes to the Services property portfolio.  Plans for W37 finalised and work scheduled

	W37 no plans yet available W30 plans being drawn up to convert Watch Dormitory STC Facilities				Various planning options drawn up for W30 and under consideration.
36	Explore flexible working opportunities within 224 stations	A workforce who is engaged and feels valued	Head of TOR	31.3.2020	Flexible Annual Leave arrangements will be trialled at W30 Blackpool and W37 South Shore from January 2021. This is an ASP item. Consideration will then be given to a wider rollout to other 2,2,4 stations.
37	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	Specialist training undertaken by a number of PTIs to facilitate this.



## Appendix E - Equality, Diversity and Inclusion Action Plan 2020 – 2021

### 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
1	Present the EDI Annual Report to the Fire Authority.	Members are aware of their commitments and accountabilities under the Public Sector Equality Duty Members aware of progress to date.	Chief Fire Officer	01.09.2020
2	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	31.03.2021
3	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	31.03.2021



4	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	31.03.2021
5	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	31.03.2021
7	Attend any FRS hosted conferences and events to identify learning best practice.	Engaged communities who are confident in LFRS aim of keeping them safer	All Heads of Department	31.03.2021
8	Attend Pride events in 2020/2021 promoting LFRS Prevention and Protection work streams and also LFRS as an employer.	Engaged communities who are confident in LFRS aim of keeping them safer	Head of Service Delivery	31.03.2021
10	Ensure the LFRS 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	31.03.2021
11	Identify opportunities to improve engagement with diverse community groups across Lancashire	Engaged communities who are confident in LFRS aim of keeping them safer	Head of Media and Corporate Communications	31.03.2021

## 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
12	Recruit, promote and retain a workforce which is diverse which meets the needs of the community we service	Identify any key trends in relation to the workforce	Head of Human Resources	31.03.2021
13	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 Delivery	31.03.2021
14	Review opportunities for making existing working arrangements to be more flexible to meet the needs of families	A workforce which feels inclusive and is more engaged	Head of TOR	31.03.2021
15	Engage and communicate with staff through:  Regular engagement with FBU and Unison  Supporting external diversity and inclusion networks which promote Equality, Diversity and Inclusion and share Information.  Supporting existing internal networks	A workforce which feels inclusive and is more engaged	Chief Fire Officer  EDI Steering Group  EDI leads	31.03.2021
16	Job Evaluate Green Book posts as per the National Evaluation Scheme.	Ensure equality of pay and grading as per legislative requirements	Head of Human Resources	31.03.2021

17	Respond to the outcomes of the Gender Pay Gap Reporting requirements	A more diverse workforce representative of Lancashire	Head of Human Resources	31.03.2021
18	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	31.03.2021
19	Increase the numbers of LGBT staff who are open in the workplace.	A more diverse workforce	All Heads of Department	31.03.2021
20	Support relevant campaigns promoting awareness of issues impacting on minority ethnic communities:	A workforce who is engaged and feels valued and contributes to effective decision making	All EDI leads	31.03.2021
21	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	31.03.2021
22	Involve representatives from underrepresented groups in relation to any proposed changes to property:	A workforce who is engaged and feels valued	Head of TOR/Head of SD	31.03.2021
23	Explore flexible working opportunities within 224 stations	A workforce who is engaged and feels valued	Head of Service Delivery	31.03.2021
24	Respond to any equality issues arising from the staff survey 2020	A workforce who is engaged and feels valued	Chief Fire Officer	31.03.2021
25	Scope any new development needs relating to inclusion	A workforce who is engaged and feels valued	Head of Human Resources	31.03.2021
26	Respond to any emerging equality issues emerging from the Covid-19 pandemic	A workforce who is engaged and feels valued Engaged communities who are confident in LFRS aim of keeping them safer	Chief Fire Officer	31.03.2021