



# Equality, Diversity, and Inclusion Annual Report 2021-2022

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# **Lancashire Fire and Rescue Service (LFRS) Annual Equality Diversity and Inclusion Report 2021-2022**

## **1. Background**

The Lancashire Combined Fire Authority (CFA) is responsible for leading and supporting Lancashire Fire and Rescue Service. The Service employs in the region of 1200 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.

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

This Annual Equality, Diversity and Inclusion Report documents our performance in relation to;

- (i) Meeting our legal duties over the year 2020 – 2021.
- (ii) The workforce profile as at 31 March 2021.
- (iii) Our plans in relation to equality and diversity for the period 1 April 2021 – 31 March 2022.
- (iv) Key equality data/information,

By making 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.

## **2. Introduction, aims, values and ethics.**

As a public body we are required to publish equality information which demonstrates our compliance with the Equality Duty. This report contains information about:-

### **Aims**

Making Lancashire safer is our commitment to making sure that everything we do improves the safety of our diverse communities. We do this by using 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;
- 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.

## **Values**

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. 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.

## **Ethics**

We abide by the Core Code of Ethics developed by the National Fire Chief’s Council and the Local Government Association which sets out a clear set of principles in terms of the professional standards of practice and behaviour. The Seven Principles of Public Life form the foundation of the Core Code. These principles outline the ethical standards of those working in the public sector are expected to adhere. The code identifies five primary ethical principles which reflect best practice principles and has been designed to underpin the way we serve our communities, carry out our role, and work together.

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity including being open, honest and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the LFRS and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

We require all our employees and everyone in LFRS to behave in accordance with the Service values and to follow the Core Code, including those working with or on behalf of the Service.

### **3. Meeting Our legal Duties and Equality, Diversity and Inclusion Objectives**

The annual priorities of the Service are detailed in our Annual Service Plan 2020-2022 which will be delivered over a two year period in light of our response to the pandemic, and The

Service's Integrated Risk Management Plan 2022 - 2027 explains the 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.

### **(i) 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:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advancing equality of opportunity between people who share a protected characteristic and those who do not.
- Fostering 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.

### **(ii) The 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".

### **(iii) Equality Objectives**

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

#### **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 it's equality objectives for the previous year and new actions for the succeeding years within the annual Equality, Diversity and Inclusion Report.

### **(iv) 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 below 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.

### **(v) Equality Impact Assessment (EIA) - Equality Analysis**

The completion of equality impact assessments is no longer a legal requirement; however the equality analysis within an EIA it is an effective tool in demonstrating how the Service is meeting its legal requirements under the public sector equality duty, identifying the impact of policies and decisions on staff and communities ensuring that the impact is fully understood and any negative impact is mitigated. Equality Impact Assessments are completed for Projects, Executive Board and Senior Management Team Reports where there is an impact on people, or the community. During 2020, the Service refreshed the Service Order detailing its approach to equality impact assessment and provided additional training for those in a leadership role and for those who are required to write policies and undertake policy reviews.

## **(vi) Commissioning and Procuring Services**

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.

### **4. Communities**

The 2011 Census usual resident population figure for Lancashire -14 area was 1,460,900<sup>1</sup>. This represented a population growth rate of 3.3% since the last census in 2001. In Blackpool the 2011 Census usual resident population was 142,100, a decrease of around 200 people on year 2001. However in Blackburn with Darwen there had been an increase of over 10,000 people.

The largest single year age group was aged over 46 years<sup>2</sup>. The other large single year age group were those aged 64 and 65 years and those aged 63 and 64 years.

The largest ethnic group was white (90%). The black and minority ethnic group formed 10% of the population.

Pendle and Preston had 20% of people who were Black or Minority Ethnic. In Burnley and Hyndburn the rate was 12%. In Blackburn with Darwen the proportion of the population who are BME, at 31% was by far the highest in the Lancashire-14 area. In Blackpool the BME population was low at just under 5,000, accounting for just over 3% of the population. Asian and Asian British was the largest minority group in Lancashire-14. It should be noted that this group now includes Chinese people.

On the day of the census, March 2011, a total of over 978,000 people classified themselves in the Lancashire-14 area as Christian. A further 279,600 stated no religion, 96,600 indicated that their religion was muslim, 71,300 did not give a response, whilst the other religious groups in Lancashire-14 together accounted for 17,400. Blackburn with Darwen (27.0%) and Pendle (17.4%) had the high number of people who stated they were Muslim. 78.1% of people in the Ribble Valley stated they were Christian. Among other religions, Preston (2.4%) has well above the National average of Hindus, and the largest percentage of Sikhs (0.7%) in Lancashire-14.

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. 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.

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<sup>1</sup> Census 2011 – Lancashire.gov.uk

<sup>2</sup> More than 20,000

## **5. Workforce Profile**

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 demographic of staff and this information is attached at Appendix A. This is further supported by an analysis of recruitment shown at Appendix B.

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. 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. Summary of Equality, Diversity and Inclusion Activity (Action Plans 2021-2022)**

The detail of our progress in relation to equality, diversity and inclusion is summarised in our completed action plan attached at Appendix D. The new Action Plan is attached at Appendix E.

## **7. Other areas of focus relating to equality, diversity and inclusion**

### **7.1 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 continuing to work towards compliance with the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 and achieving Web Content Accessibility Guidelines (WCAG) 2.1 level AA standard. The website is currently partially compliant and we are working towards full compliance over the next 12 months. An accessibility statement has been published on our website.

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 Pride Month, I'm not a Muslim but I will fast for one day 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.

## **7.2 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 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.

(ii) The Service has adopted the Code of Ethics for Fire and Rescue Services developed by the NFCC and the Local Government Association. Accordingly our Equality, Diversity and Inclusion ELearning module which is compulsory for all those joining the Service and the refresher will be updated in 2021. In addition, as our workforce becomes more diverse we recognise the need to professionalise our workforce in relation to the importance of making everyone feel valued and the potential consequences for getting it wrong. During 2021-2022, we will be delivering local workshops aimed at raising awareness amongst staff.

(iii) In developing a modern workforce which is flexible, inclusive, highly skilled, resilient and diverse, we recognise that those in a leadership role need to demonstrate the behaviours which encourage their staff to flourish and achieve their potential. The Service launched its leadership framework in 2019, but the development sessions were postponed due to Covid-19. These will be relaunched during 2021.

### **7.3 Recruitment and Selection**

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 becoming an employer provider and recruited its first cohort of 18 apprentices who commenced their apprenticeship in September 2019, Of these apprentices, 2 have already completed their End Point Assessment and 15 will be completing it in October/November 2021. One apprentice left the Service in 2020 for an opportunity to work abroad.

During 2020, the Service experienced real challenges in delivering positive action through the Covid-19 pandemic. Community engagement events had to be postponed in light of the need to keep safe. The recruitment campaign had to be delivered digitally and whilst the results in terms of attracting women were positive, the campaign was less successful in terms of recruiting candidates from B.M.E. communities. The campaign resulted in: 648 valid applications. Of these, 12% were female, 87% were male, 5% were BME, less than 5% disclosed a disability and 10% were from an LGB or T background.

22 candidates attended the May 2021 Recruits' Course Of these: 23% were female; 77% were male; 5% were BME; less than 5% disclosed a disability and 18% were from an LGB or T background..

15 candidates will commence a September 2021 Recruits' Course; of these; 20% are female; 80%are male; 0 have declared a disability and 6% are from a LGB or T background.

Recruitment to the role of wholetime firefighter is competitive and the Service continues to recruit using a fair, open and transparent recruitment process, appointing those candidates who score the highest.

During 2021, there is an opportunity to commence reengagement with communities on a face to face basis with a view to promoting the Service as an employer of choice and the role of a firefighter as an occupation open to people of all abilities, races, faiths, genders and backgrounds.

### **7.4 Workforce Strategies and Policies**

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 (see 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 F. 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 2021, the maternity, paternity and adoption provisions have been improved to support current staff in the workplace and to promote the Service as an employer of choice. Due to the pandemic the Service has had to work flexibly and will be looking during 2021, how it can develop new ways of hybrid working creating flexibility for staff. In light of the new Code of Ethics a number of the Service existing policies, including the Staff Code of Conduct will be reviewed to embed the code into existing employment practices.

## **7.5 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 and members of the Executive Team.

The Staff Survey has become an effective way of receiving feedback from staff and further to that feedback, Heads of Department use the information received to inform the development of local policies and communication. Employee voice groups are a useful mechanism for consulting with staff and receiving feedback from staff of under-represented groups. In light of the pandemic an increased use of Zoom and Microsoft Teams has also enabled a greater reach and ability to communicate with wider groups of people. The new Engine House is successful and the “Shout Up” section allows for staff to discuss and share their views on a range of topics.

The Service continues to collaborate and work with partners particularly those in the Lancashire resilience Forum which includes the Authorities of Lancashire and Lancashire Constabulary. The Service has a Consultation Strategy which sets out how the Service consults.

## **7.6 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. Within the performance appraisal is the opportunity to have a creer conversation, a useful tool to inform workforce planning. During 2021, we will be developing our supervisory managers to use this more effectively to identify training needs, communicate promotion pathways, identify talent and nurture potential.

## **7.7. 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

with a view to sense checking if there are issues of concern within the workplace place and the benefits of establishing a mechanism of formally reporting informal issues raised. The review concluded that it would be onerous and would damage the principle of dealing with issues informally. In addition further to a recent review of the Capability Procedure, Trade Union representatives advised addressing issues informally and not recording them was of benefit in terms of engaging members of staff and effecting change. Currently it is proposed that the existing arrangements for recording grievances/issues of concern will remain the same subject to further feedback from members of staff.

## **8. Gender Pay Gap**

Due to the Covid-19 Pandemic the government removed the requirements relating to Gender Pay Gap reporting for 2020.

## Appendix A Workforce Equality Profile as at 31 March 2021

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.

### Workforce Demographics LFRS

Total No.of staff	White British	BME	Male	Female	Disability	Ave Age	Sexual Orientation
1293	1248	45	1067	226	26	41	30
%	96.5	3.5	82.5	17.5	2		2.4

Staff Category	Number of staff	FTE in contracted hours worked
Wholetime <sup>3</sup> (including trainee FFs)	629	629
RDS	437	269
Control	1	1
Service Delivery (CFS)	52	49.5
Support Staff	174	156.6
<b>TOTAL</b>	1293	1105.1

### Prevention and Protection

#### (i) Community Fire Safety Green Book roles

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
52	47	5	25	27	1	45
%	90.4	9.6	48.1	51.9	1.9	

#### (ii) Fire Safety Practitioners Grey Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
27	26	1	24	3	0	48
%	96.3	3.7	88.9	11.1	0	

#### (iii) Princes Trust Programme Support Green Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
18	18	0	2	16	0	40
%	100	0	11.1	88.9	0	

<sup>3</sup> This figure includes all Wholetime Grey Book staff firefighters and above. The operational firefighter strength figure is based on this figure.

**Response Grey Book Operational staff including resilience and specialist capability**

**(i) Wholetime (including: 224, Flexible Day Crewing and DCP duty roles and Trainee Firefighters)**

Total No.of staff Headcount	Role	White British	BME	Male	Female	Disability	Ave Age
556	All	538	18	511	45	15	43
20	Strategic <sup>4</sup>	20	0	18	2	0	47
76	First Line Supervisors <sup>5</sup>	75	1	73	3	1	47

**(ii) On-Call**

Total No.of On-call staff	Role	White British	BME	Male	Female	Disability	Ave Age
301	FF	291	10	278	23	4	34
108	CM	106	2	10	8	2	42
28	WM	26	2	28	0	0	45

**Female Firefighter operational workforce<sup>6</sup>**

Crewing System	Rank	Number
224	FF	30
	CM	3
	WM	0
DC	FF	3
	CM	0
	WM	0
DCP	FF	2
	CM	1
	WM	0
Day Duty	CM	5
	WM	2
FDO	SM	3
	GM	2
Oncall	FF	23
	CM	8
	WM	0
Trainee Firefighters	FF	1
TOTAL		83

<sup>4</sup> CFO, DCFO, ACFO, Area and Group Managers

<sup>5</sup> Station and Operational Watch Managers

<sup>6</sup> Day Duty included, not included in the operational response section

## **Business Support Staff Green Book**

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
156	150	6	57	99	3	46
%	96.2	3.8	36.5	63.5	1.9	

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

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
47	46	1	42	5	1	43
%	97.9	2.1	89.4	10.6	2.1	

## **Turnover**

Staff Category	Male	Female	Total	Ethnic Minority	Disabled	% of females	% of bme
Wholetime	34	3	37	0	0	8.1%	0
RDS	38	1	39	0	1	0	2.5%
Control	0	0	0				
Service Delivery (CFS)	3	0	3	0	0	0	0
Support Staff	10	6	16	1	0	37.5%	6.2%
<b>TOTAL</b>	<b>85</b>	<b>10</b>	<b>95</b>	<b>1</b>	<b>1</b>		

## **Age Profile**

Staff Category	Age	Age	Age	Age	Age	Age	Age
	Under 34	35-39	40-44	45-49	50-55	56-60	61+
Wholetime	106	126	71	140	169	16	1
RDS	184	100	53	36	36	23	5
Control	0	0	0	1	0	0	0
Service Delivery (CFS)	7	11	8	7	7	11	1
Support Staff	34	22	18	22	26	37	15
<b>TOTAL</b>	<b>331</b>	<b>259</b>	<b>150</b>	<b>206</b>	<b>238</b>	<b>87</b>	<b>22</b>

## APPENDIX B

### Recruitment Profile

#### Applications during the period 1.4.2020 – 31.3.2021

Total Applications	Male	Female	BME	% of females	% of BME	LGB & T	% LGB & T	Disabled	% Disabled
1840	1441	386	136	20.9	7.3	131	7.1	86	4.6
Shortlisted									
768	611	152	52	22	5.3	69	7.8	42	3.5
Successful									
71	53	18	<10	15	<10	<10	<10	<10	<10

The number of total applications has risen since 2019-2020 by just over 60% which may be a reflection on the increased number of unemployed due to the Coronavirus pandemic. The percentage of male applicants in relation to female applicants is also slightly higher this year than in 2019/20, with males making up 78% of all applications compared to 73% in 2019/20. It is pleasing to see a rise in the number of applications from minority groups. BME applicants increased by 40 in this period, those from LGB&T applicants by 47 and those from disabled applicants by 38 from 2019/20; this shows that LFRS are making progress in becoming an employer of choice for these groups.

With regards to shortlisting, the percentage of all minority groups being shortlisted increased. BME applicants made up 6.7% of those shortlisted as opposed to 5.2% in 2019/20, which represented 38% of all BME applicants. Female applicants made up 20% of all those shortlisted, with just over 39% of female applicants successful at shortlisting. LGB&T applicants made up 9 % of those shortlisted – in increase from 7% last year and over half of applicants from that group were successful in being shortlisted. Those applicants declaring a disability made up 5.5 % of shortlisted applicants in 2020/21 as opposed to 3.5% in 2019/20. Just under half of all disabled applicants were successful in their application.

The Service made 71 appointments in 2020/21 compared with 193 in 2019/20. Of our new employees, 74% of these were male and 25% were female. Those employed from BME groups made up 6% of the total number of new starters with 8.4% coming from LGB&T groups and 4.2% having declared themselves as having a disability.

#### **Grey Book Promotions per rank during the period 1.4.2020 – 31.3.2021**

Senior Manager<sup>7</sup>: 13 applications, all candidates which met the essential criteria were White male.

Middle Manager<sup>8</sup>: 32 applications, of the successful candidates 50% were female. All candidates were White.

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<sup>7</sup> Brigade and Area Manager

<sup>8</sup> Group and Station Manager



Promotion boards for Crew Manager, of the successful candidates: 14% were female and 86% were male.

Promotion boards for Watch Manager, of the successful candidates: 11% were female and 89% were male.

Middle Manager Development Programme, of those identified for the programme, 33% were female and 67% were male. None of the successful candidates were from a BME group. Less than 10 declared a disability.

## Appendix C

### **C.i Disciplinary Cases for the period 1.4.2020 – 31.3.2021**

There were 12 disciplinary cases during the period 1 April 2020 to 31 March 2021

<b>Male</b>	<b>Female</b>	<b>BME</b>	<b>Disability</b>	<b>Appeals</b>	<b>Decision Upheld</b>
10	2	<10	0	1	0

There were 12 disciplinary cases during the period 1 April 2020 to 31 March 2021 which is a decrease of 17 compared to the previous year.

### **C.ii Matters of Grievance for the period 1.4.2020 – 31.3.2021**

There were 11 grievance cases during the period 1 April 2020 to 31 March 2021

<b>Male</b>	<b>Female</b>	<b>BME</b>	<b>Disability</b>	<b>Appeals</b>	<b>Decision Upheld</b>
11	0	<10	<10	1	1

1 was upheld, there was one appeal and the original determination of this grievance (not upheld) remained in place. 9 of the cases were not upheld, 1 was dealt with informally.

There were 11 grievance cases during the period 1 April 2020 to 31 March 2021 which is an increase of 5 compared to the previous year.

### **C.iii Harassment and Bullying Cases 1.4.2020 – 31.3.2021**

There were 4 cases identified as a potential harassment and bullying cases during the period 1 April 2020 to 31 March 2021, which is the same number as the previous year.

Of the cases submitted, following investigation 3 were not validated and one was. This resulted in a disciplinary case where the individual accused was dismissed.

## Appendix D Completed Equality, Diversity and Inclusion Action Plan 2020 – 2021

### 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 to 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	Report presented September 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 Development	31.03.2021	Accidental Dwelling Fires 2020/2021: 870 2019/2020: 811  Accidental Dwelling Fire Casualties 2020/2021: 46 2019/2020: 56
3	Work with at risk groups and local partners to contribute to the reduction and severity of	Reduce road traffic accidents	Head of Prevention and Protection	31.03.2021	Initial figures indicate that between 1 April 2020 and 31 March

	road collisions in Lancashire. Young People are particularly at high risk of being killed or seriously injured.				<p>2021, LFRS attended 497 Road Traffic Collisions. Across Lancashire we had 27 fatalities.</p> <p>Although this is a numerical reduction on the previous year there have been periods throughout this reporting period where we saw a 60-70% reduction in traffic.</p> <p>LFRS continued to deliver Wasted Lives via MS Teams to Princes Trust Groups (16-25yr olds) and Police Cadets. Road Sense which targets 10 and 11year olds before they become independent travellers and transition to high school was also delivered virtually to 5,682 students.</p>
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	Revised SAOP methodology now being progressed. Risk Categories to be identified and EIA to be completed at the various stages of

					progression of the IRMP
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	<p>Community Service Advisors engaged the BAME community in Preston and East Lancashire by utilising Pendle Community Radio during July 2020 to deliver key messages around Eid focusing on cooking safely, road and home safety messages.</p> <p>Advisors also engaged with the communities to discuss fire safety with the mosques and the need for updated fire risk assessments and the fire drills where students have been absent</p> <p>Community Safety Advisors participated in national discussions in August 2020, in relation to the reopening of Madrasah</p> <p>The Corporate Communications Team utilised contacts in</p>

					<p>Blackburn with Darwen and Asian Image to communicate key messages.</p> <p>Paid social media marketing was used to target key messages to underrepresented groups within the workforce</p> <p>Digital outdoor signage was utilised in Blackburn and Accrington to communicate Bonfire Night messages.</p> <p>E-Marketing was utilised to target people of 65 years re keeping safe and well over winter and electrical safety.</p> <p>Locality Station Twitter accounts have been utilised to communicate information on the vaccination programme in East Lancashire</p>
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	Attendance at conferences impacted by Covid-19

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	Attendance at Pride impacted by Covid-19
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	<p>The website is partially compliant and has published an accessibility statement (legal requirement) setting out what else we need to do and how we will do it.</p> <p>Implementation of the European Electronic Communications Code (EECC) - This New legislation that expands emergency communication methods beyond phone calls to include digital (SMS, social media etc) to improve accessibility. This impacts NWFC and LFRS. Control rooms will need to be able to handle people reporting emergencies using digital methods. The original deadline for implementation was 21 December 2020 but this has been delayed by Ofcom and the government for at least</p>

					12 months due to Covid-19. Further Fire Sector clarity/guidance is required, REP to discuss via LRF general purposes group. Accessibility options to be determined subject to resources.
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	<p>Face to face engagement has been hampered by Covid-19. However, a key contact has been established at St Anne's synagogue and also contacts with Lancashire Hindu community via BBC Radio Lancashire were identified for engagement purposes.</p> <p>ACFO Ben Norman took part in Lancashire's Council of Mosques Facebook Live event on 12 February 2021 in relation to promotion of the vaccination programme.</p> <p>The Service engaged with SAAFA (the Armed Forces Charity) in relation to supporting</p>



					veterans and the possible impacts of Bonfire Night and Fireworks on people with PTSD.
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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		Measure of Success	Owner	Target Date	Progress to 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	Due to Covid-19 it was not possible to undertake a face to face recruitment campaign was therefore it was delivered via targeted social media. The Service targeted and reached 43,694 women between the ages of 18-40 who said that they like sport or fitness. We also posted a further 10 social media posts on Twitter, Facebook and Instagram, these were not targeted and they reached 75,826 people. In addition, a database of contacts from under-

					<p>represented groups that we had previously collated for recruitment were also signposted to our vacancies. The campaign resulted in applications as follows:</p> <p>87%Men 12%Women 5%BAME 4%Disabled 11%LGBT</p> <p>Carers week and work life balance webinars were made available this year.</p> <p>Engine House Health and Wellbeing pages were updated to provide support to staff who are LGBT and members of staff going through the menopause.</p> <p>Firefighters Charity delivered workshops on supporting members of staff through the menopause.</p> <p>The disability and LGBT logo are now promoted on the LFRS website demonstrating</p>
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					the Service commitment to recruit the best people from a diverse range of backgrounds.
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	This was deferred to 2021/2022, due to Covid-19
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	See action 23
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	Some of the Employee Voice Groups have continued to meet.  The Race and Religion Voice Group has provided an opportunity to maintain contact and take a sounding on policy changes i.e. LFRS approach to vaccinations & LFT & also any impact of the “The Black Lives Matter” movement. The group has created an opportunity to provide support to BAME members of staff. Also a

					<p>mechanism of feedback to the Head of Corporate Communications.</p> <p>The LGBT Voice Group has continued to meet via Teams and have engaged with LanCon and Stonewall for support and ideas.</p> <p>LGBT epaulettes are now available through Stores.</p>
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	Job Evaluation of posts has continued throughout the pandemic as required.
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	Reporting requirements were dropped for 2020 due to Covid-19.
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	In October 2020, 360 degree feedback was rolled out to the Executive and Service Leadership Team via the utilization of an online tool. All 18 participants in this project received 360-feedback reports. In November 2020, the 360 was rolled out to all Station and Group Managers and 30 people received their reports in this project. In

				<p>December 2020, 360 was rolled out to a number of Watch Managers (40) as the next phase. However, this has now been postponed to allow further engagement with Watch Managers and will be rolled out further to completion of the Leadership Development events being planned for June 2021.</p> <p>As of 1 April 2021, 47 people have accessed external coaching – comprising green and grey book members of staff, though predominantly grey book, the reasons range from developing in role, time management and developing leadership style.</p> <p>Those in a supervisory role undertake the ILM 3. 16 supervisory managers have commenced the ILM 3 and 14 have successfully completed the ILM 3. Middle</p>
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					managers undertake the ILM 5, 4 are continuing with their programme and 7 will be commencing. 3 Senior Managers are undertaking their level 7 qualification.
19	Increase the numbers of LGBT staff who are open in the workplace.	A more diverse workforce	All Heads of Department	31.03.2021	<p>Discussion has taken place at the LGBT Voice Group and progress has been made in terms of developing blogs and the use of LGBT staff champions to share their stories of working within LFRS.</p> <p>In 2019 22 employees declared they were LGBT, this increased in 2020 to 29 and in 2021 to 30.</p>
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	<p>Black History month was highlighted internally and created an opportunity to delve deeper into Black Lives Matter and a range of resources were shared on the Engine House aimed at information and education.</p> <p>Diwali and Hanukah safety advice was created and shared</p>

					online and via the Race and Religion group. Materials were also shared with LFRS partners for use, given the heightened risk of fire due to the pandemic and cancellation of events.
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	A representative from the LGBT Group attended the induction for wholetime firefighters. TOR currently reviewing how all minority groups can be represented at the induction.
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	Stakeholder engagement on Capital Projects will continue to understand what our client requirements are for developing design briefs - eg SHQ relocation - staff consultation will take place which will capture EDI requirements. An equality impact assessment will be completed.
23	Explore flexible working opportunities within 224 stations	A workforce who is engaged and feels valued	Head of Service Delivery	31.03.2021	Currently Service Delivery has engaged with members of staff via the Engine House in relation to developing a group of staff to discuss

					the potential for a 224-flexible trial. Further to consultation a flexible leave arrangement is being piloted at Blackpool and South Shore, evaluation is ongoing.
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	The Staff Survey was conducted October to December 2020 and the results are currently being analysed to inform the next steps, or any issues which need addressing in relation to EDI.
25	Scope any new development needs relating to inclusion	A workforce who is engaged and feels valued	Head of Human Resources	31.03.2021	Scoping not completed planned for 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	Equality Impact Assessment was developed assessing the impact on under representative groups. Line Managers advised on how to support any employees identified at greater risk.  Collaboration and workshops with the Firefighters charity delivered covering building resilience through communication, improving sleep,



					<p>managing stress, promoting relaxation.</p> <p>Covid-19 related materials aimed at providing support to BAME families circulated including general information, supporting families and friends, grief, mental health, changing routines and habits.</p>
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## Appendix E - Equality, Diversity and Inclusion Action Plan 2021 – 2022

### 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	30.09.2021
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	Head of Service Development (Lead for LGBTQ)	31.03.2022
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 Prevention and Protection	31.03.2022

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 (Lead for LGBTQ)	31.03.2022
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	31.03.2022
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	31.03.2022
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 Development (Lead for LGBTQ)	31.03.2022
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	31.03.2022
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	31.03.2022
12	Review the Equality Impact Assessment process to include other groups who may not be protected under the Equality Act, but may be marginalised in society	Embed the equality impact assessment process leading to better policy development and the needs of staff and the community are full considered	Head of Human Resources (Lead for Disability)	31.05.2021

13	Deliver Equality Impact Assessment training	Embed the equality impact assessment process leading to better policy development and the needs of staff and the community are full considered	Head of Human Resources (Lead for Disability)	30.06.2021
14	Develop an EDI Section on the intranet and develop further the EDI Sections on the intranet including educational material	Embed the value of equality, diversity and inclusion within LFRS Educate the workforce in relation to EDI issues	Head of Human Resources (Lead for Disability)	30.06.2021

## 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
15	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 (Lead for Disability)	31.03.2022
16	Review and update the EDI Learnpro Module ensuring it covers all equality strands, educates and clearly communicates the standards expected	All employees feel valued All employees understand the standards to be expected	Head of Human Resources (Lead for Disability)	31.08.2021
17	Update the Harassment and Bullying Policy ensuring it clearly identifies different types of discrimination affecting the LGBTQ community	Develop confidence in LGBTQ members of staff that they are protected from discrimination	Head of Human Resources (Lead for Disability)	31.08.2021
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 Development (Lead for LGBTQ)	31.03.2022

14	Analyse Social media and review the existing policy/arrangements from an EDI perspective.	An inclusive service where everyone feels valued	Head of Media and Corporate Communications	31.3.2022
15	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 (Lead for women and families)	31.03.2022
16	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	31.03.2022
17	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 (Lead for Disability)	31.03.2022
18	Respond to the outcomes of the Gender Pay Gap Reporting requirements	A more diverse workforce representative of Lancashire	Head of Human Resources (Lead for Disability)	31.03.2022
19	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 (Lead for Disability)	31.03.2022
20	Increase the numbers of LGBT staff who are open in the workplace.	A more diverse workforce	All Heads of Department	31.03.2022

21	Scope the data monitoring needs in relation to neurodiversity.	A more diverse workforce	Head of Human Resources (Lead for Disability)	31.08.2021
22	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	31.03.2022
23	Develop educational material building on existing good practise	Develop knowledge within the workforce on how to best meet the needs of underrepresented groups in the workforce and the community.	Head of Human Resources (Lead for Disability)	31.07.2021
24	Involve representatives from EDI groups in relation to any proposed changes to property or equipment and ensure an EIA is completed	A workforce who is engaged and feels valued	Head of Property and Director Service Delivery (Lead for Race and Religion)  Head of Fleet and Engineering	31.03.2022
25	Review the current pay arrangements association with maternity, adoption and paternity	Aid the recruitment and retention of employees Supports employees feeling valued	Head of Human Resources (Lead for Disability)	31.07.2021
26	Respond to any equality issues arising from the staff survey 2020:  26.1 Develop education material on the different equality stands ensuring staff are informed in: Terms of terminology and language and positive action and positive discrimination 26.2 Expectations on the standards of behaviour expected within LFRS and the legislative requirements.	A workforce who is engaged and feels valued	Chief Fire Officer	31.03.2022
27	Scope any new development needs relating to equality, diversity and inclusion of the Code of Conduct and the Code of Ethics	A workforce who is engaged and feels valued	Head of Human Resources (Lead for Disability)	31.03.2022

28	Review the consultation arrangements of those with a disability and those who are neurodiverse	A workforce who is engaged and feels valued	Head of Human Resources (Lead for Disability)	31.07.2021
29	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	31.03.2022