



**CAMBRIDGESHIRE
FIRE & RESCUE SERVICE**



Equality and Inclusion Compliance Report

April 2016 – March 2017

**Equality Act 2010 (Specific Duties) Regulations 2011 and 2017
incorporating**

Gender Pay Gap Report 2017

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Glossary

BAME	- Black, Asian and other minority ethnic
BSL	- British sign language
CFRS	- Cambridgeshire Fire and Rescue Service
FF	- firefighter
FRS	- Fire and Rescue Service
HFSC	- home fire safety check
HR	- human resources
ICT	- information and communication technology
LGBT	- lesbian, gay, bisexual and transgender
ONS	- office of national statistics
PPDR	- personal performance and development review
PPE	- personal, protective equipment
WT	- wholetime (firefighter)



*Rainbow ties at Fire Authority Meeting
LGBT History Month February 2017*

Executive Summary

Progress

- Positive action to encourage a more diverse workforce is becoming more embedded in day to day work of operational staff, recruitment and other teams and has resulted in increase in wholetime women operational staff.
- Staff members were enabled to take part in confidential interviews to understand why issues of bullying or harassment are not always dealt with as well as they could be. This has led to greater understanding and acknowledgement of this problem which will help eradicate it.
- The needs of staff with dyslexia are better understood and support for them is developing.
- Uniform including maternity wear for women operational and Control staff is more appropriate for their needs.
- A tool to be used at emergency incidents to support communication with sensory impaired people or those who speak or understand little English was developed and is in use.
- Dementia friends' campaign continues to support the most vulnerable in our communities and to spread awareness of the impact of the condition.
- Continue to work towards improved engagement and growing awareness of our services with BAME communities particularly in Peterborough and Cambridge.

Community service and engagement

- Accidental primary fires resulting in an injury and number of people injured (48) reduced from previous year (60).
- An additional 1,000 Home Fire safety Checks were carried out. Diversity of those receiving them stays much the same as previous year.
- Safe and well visits were introduced in Cambridgeshire with a 96% engagement rate.
- Firebreak diversionary programme for children introduced in Peterborough with support from Essex FRS.
- Social media increasingly used to engage with all our communities.

Staff profile and inclusion

- Gender diversity of workforce increases slightly but BAME and LGBT diversity still low.

- Disability Confident scheme encourages us to offer work experience placement.
- Number of leavers declines as do disciplinary cases. Grievance cases increase slightly. No trends connected to protected characteristics identified.
- Little year on year change to on-call applicant diversity.
- However Have a Go days prove to be effective and women's success through WT selection process and training is proportionate to applicant rate.
- BAME and other under-represented groups continue to have low applicant rates.
- Blue Light network of mental health champions was launched to raise awareness around mental health issues, wellbeing and where people can get help.

Gender Pay Gap

- Overall gender pay gap is 13.9% (median) which is lower than the national average (median) pay gap for all industries.
- The difference between operational staff's terms and conditions and support staff's terms and conditions and low number of operational women staff do not completely explain the gender pay gap and recommendation is made for a further pay audit and review of application of allowances and bonuses.



Introduction

The purpose of this report is to provide members of the general public, service users, employees, Fire Authority, regulators and other interested parties with information relating to how Cambridgeshire Fire and Rescue Service (CFRS) complied with the public sector equality duty for the year 2016/17 as required by the Equality Act 2010.

The general equality duty requires the Authority to:

Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010.	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.
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There are **nine protected characteristics** defined by the Equality Act 2010: age, disability, ethnicity (including race, national origin, nationality and colour), gender, gender reassignment, maternity and pregnancy, marriage or civil partnership, sexual orientation, religion or belief.

Under the specific duties of the public sector equality duty, we are required to prepare and publish at least one equality objective which aims to meet the above general duty and to publish information that shows the diversity of our workforce. Our equality objectives are developed by the Inclusion Steering Group with support from our staff network including Trade Union representatives, agreed by Chief Officers Group and ultimately the Fire Authority. They are set within the context of a three year equality strategy, reviewed and revised annually.

The following progress has been made against our equality objectives for 2016/2017.

Section 1 - Progress on Equality Objectives 2016-17

Workforce Objectives: Inclusive Culture

1. Implement positive action plans to encourage a measurably more diverse workforce.

CFRS positive action strategy and plans aim to focus attention on both long term, sustained work to improve future workforce diversity and short term campaigns linked to specific recruitment. Work carried out in 16/17 included:

- Operational crews were tasked with engaging local communities targeting those groups where our workforce has been historically under-represented. The aim was to build lasting links with them, promote the Fire and Rescue Service as a career option by sharing experiences, dispelling myths as well as delivering safety messages.

Examples of this work include:

- engaging with Polish community in Cathedral Square, Peterborough on Polish Day
 - joining Eid festivities with Muslim community in Peterborough
 - talking to students at College of West Anglia about careers in CFRS
 - article in newsletter of lesbian, gay and bisexual social group about working for CFRS network
 - speaking at Witchford College during inter-faith week on celebrating diversity
 - engaging with young carers at their youth centre
 - visits to local Mosques to improve understanding of Islam and build relationships.
 - Offering business safety seminars to Asian businesses at Mosques.
- In Cambridge, collaboration between police and CFRS led to a series of “Insight to Blue Light” lunchtime events explaining career options, qualifications and skills needed for careers in both Police and CFRS. These were available to any member of the public but particularly advertised through police contacts to under-represented communities. Three events have been held aimed at Chinese, Asian Indian and Pakistan ethnic groups and people of Eastern European nationalities. Future plans aim to include East of England Ambulance Trust in these events.
 - Staff including operational, control and support staff attended 12 career events promoting CFRS as an employer of choice.
 - Prior to a wholtime firefighter recruitment campaign in 2016, two “have a go” sessions were run. These provided an informal and safe introduction to the kind of tasks a firefighter is required to do. One of these was specifically for women. Thirty five people attended in total, 57% of whom were women. Social media and invitations direct to ethnic minority community and faith groups were used to advertise this opportunity.
 - While outcomes from the 2016 recruitment campaign show a lower proportion of women and BAME applicants than in 2015, successful recruits were 10% female and 6.6% BAME (see section 3 – recruitment diversity analysis.)
- 2. Identify issues of bullying, harassment and improve mechanisms for dealing with it and confidence of staff in challenging and responding to it.**
- Higher than expected incidences of experienced or witnessed bullying and harassment emerged from the employee engagement survey carried out in 2015. In response, it was agreed to procure and appoint an independent, external company to carry out qualitative research in complete confidence with members of staff.
 - The staff Equality Network championed this research and encouraged staff affected to take part in it.
 - Following a tendering process, the successful company developed a research tool which would engage with staff members; identify the issues that needed remedying

while maintaining confidentiality and anonymity for participants. The research interviews started in March 2017 and this work will continue into 2017-18.

3. Review dyslexia policy and practice to improve support and prevent inequalities in development and progression of staff with dyslexia.

- A survey to identify support still needed by staff with dyslexia was prepared (delivered later in 2017).
- Process to agree, record and monitor reasonable adjustments for staff with dyslexia was automated.
- Trial for assistive technology on current ICT systems to support staff with dyslexia began.

4. Improve provision of uniform for women staff (with focus on maternity wear and undress uniform).

- A PPE and Uniform Forum was set up to identify any issues affecting specific equality staff groups. The need to improve the amount and availability of undress (formal) uniform for women staff and the appropriateness and timeliness of ordering maternity uniform were issues highlighted.
- Following meetings with suppliers and women staff it was agreed to buy in maternity wear uniform in a range of sizes which would mean there should be no delays in provision. In addressing this, a number of women staff trialled the current maternity wear and a range of improvements to this were identified and put in place.
- The increase in women operational staff had identified a shortage of appropriate female undress uniform. The needs of women staff and appropriateness of suppliers' specification were reviewed and further sets were ordered to accommodate both Control staff and firefighters.

5. Review pay policy and provisions.

- Amendments to pay policy statement (Feb 17) were made requiring Director approval to increase starting salaries above the lower quartile and for justification for this to be recorded. This was in response to a support staff pay analysis in March 15 which showed some pay gaps between average male salaries and average female salaries in a number of bands. One issue identified was a lack of consistency in starting salaries which this change is intended to remedy.
- An equal pay audit was not carried out in the year as statutory gender pay gap reporting will be effective from 2017-18 and is likely to indicate any issues. If required an equal pay audit will follow that work.

6. Review flexible working practices to encourage retention of a more diverse workforce.

- This objective has been re-scheduled for 17/18.

7. Embed “One Team” behaviours into culture of CFRS.

Following the employee engagement survey of 2015, four employee led groups were set up to work on issues to improve staff engagement. One of these focused on improving understanding of the One Team behaviours launched in Jan 2015. The employee engagement group that were focused on “behaviour” were looking at two areas.

- Looking at One Team behaviours and whether there was anything we could do to raise awareness of these
 - A video in which Chief Officers talk about what one team behaviours look like and what they mean is planned.
- Inclusion to Personal Performance and Development Review (PPDR) process
 - The group have reviewed the current PPDR process and have come up with a number of ideas as to how this process could be improved. This was presented to Group Commanders and Heads of Groups to gain their comments and feedback. The next step is for the group to determine how they would like to take this forward ready for the 2018/2019 period.

Community Safety Objectives: Inclusive Service Delivery

8. Improve access to services for those with no or little English.

- A review of the aids used by operational staff at emergencies to communicate with hearing impaired or disabled people and those who do not speak or understand English, led to the development of a new pictorial booklet – the Operational Incident Flash Card. This is based on British Sign Language and includes images of BSL signing as well as pictorial prompts. It covers fire and road traffic collision incidents as well as basic information to reassure people and identify injuries. The card was developed by members of the Equality Network, liaising with other FRSs and is available to crews on all operational appliances.

9. Improve engagement and education of BAME businesses to reduce likelihood of enforcement action.

- A nationally recognised issue¹ identified the need for improved engagement and education in relation to ethnic minority businesses to ensure they were able to comply with fire safety regulations.
- A monitoring system was set up to identify whether people from all relevant communities in the county were able to access business safety seminar opportunities. Data from business safety seminar attendance (predominantly held in Peterborough and Cambridge) showed that 12% of attendees in Peterborough were of minority ethnic origin (compared to 18% in community) but this was much lower in Cambridge at 2% although the minority ethnic population also makes up 18% of the community. Although Peterborough had reasonable attendance from minority ethnic groups, very few identified as Asian/Asian British although there is a sizeable Asian business community in Peterborough. To improve the situation, contact was made with a number of Mosques in the city to offer business seminars at a place and time convenient to their members. While this intervention has got off to a slow start, initial contacts have been made and can be developed for the future.

10. Evaluate impact of dementia friends' campaign and impact on reducing casualties/fatalities.

- CFRS began to roll out dementia friends' information sessions to its entire staff in 2014-15. Since then the seven champions within CFRS have been instrumental in encouraging other organisations and geographical areas to become more dementia friendly.
- As at August 2016, the Service's dementia friends' champions had run over 60 awareness sessions between them, primarily for staff, volunteers and Fire Authority members across the Service, but with people from other partner organisations often attending. This has resulted in the Service having around 550 dementia friends.
- An evaluation was carried out in August 16 to identify the impact this had on staff and service delivery.
- While there were only two examples of an emergency incident where it was thought a person involved may have dementia and the relevant FF was able to respond appropriately, nearly all whole time watches said it had been particularly helpful when carrying out home fire safety checks or safe and well visits with over 90s and that they had found the understanding from Dementia Friends session helpful in interacting with residents. All felt their personal understanding of how dementia can affect people had increased.

¹ Engaging with Businesses for Business Safety Compliance Seminar Report October 2015

11. Improve understanding of apparent low-take up of home fire safety checks with some BAME communities.

- An analysis of the age profile of people who identify as BAME shows that the number over 65 (where HFSCs are focused) is only slightly lower than the population generally. In Cambridge, 9% BAME community are 65 and over compared to 12% of population generally. In Peterborough this figure is 12% compared to 14% in the community generally). In other parts of the county the BAME community of this age is much lower than the population generally.
- Work still needs to be done to ensure there are no barriers to providing HFSCs to BAME residents at risk in our two largest cities and to ensure that information about the services we offer and access to them is available to all. Improved liaison with Community Cohesion team within Peterborough City Council is one way we are aiming to reach these communities in a more sustainable way.

To ensure we consider the impact of our activities on different groups and identify specific needs of different communities, we assess all proposed new activities and decisions for equality impact. This helps us remove any inadvertent discrimination and maximise the potential to advance equality of opportunity. The demography of Cambridgeshire and Peterborough (Census 2011) and a summary of the equality impact assessments carried out in 2016/17 are attached at Appendices 1 and 2 respectively.



Section 2 - Community Service

Reducing community risk

Our vision is to have a safe community where there are no preventable deaths or injuries in fires or other emergencies. Fire incident and risk information is analysed regularly to identify those who are at highest risk of being injured or killed in a fire so the Service can plan and make appropriate interventions.

Human behaviour and safety awareness play a part in fire risk and information about the gender, age, ethnicity, mobility and other relevant circumstances is collected to help us identify those most at risk and take action to keep them safe.

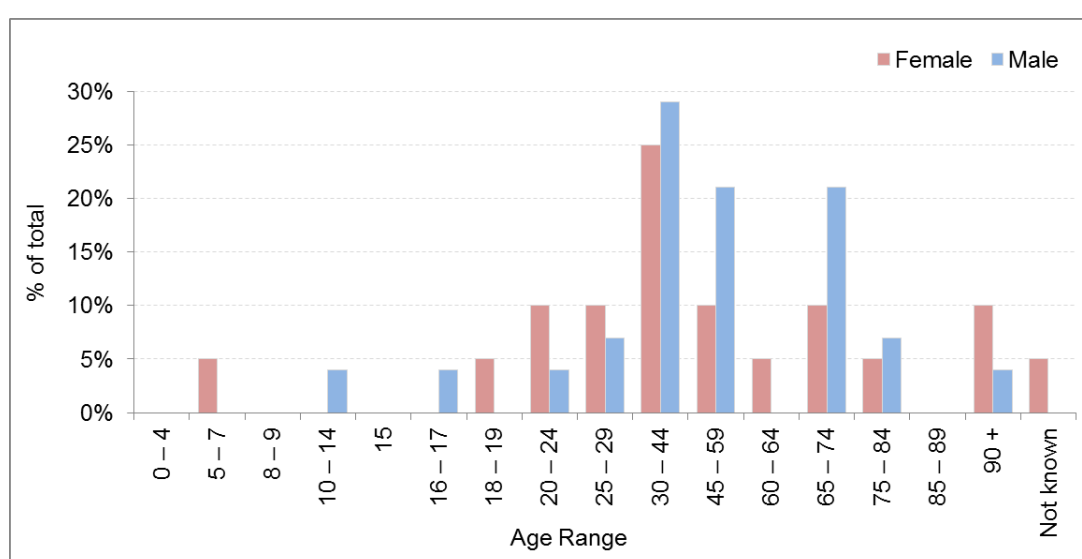
Population census data is also used to help us understand our different communities and to compare how effective we are at delivering prevention services with the population demographic as a whole. This helps us identify any barriers that may exist in providing prevention services to all who need it.

Injuries

The number of accidental primary fires resulting in injury was 39 representing a 15% reduction on the previous year (46). The number of accidental primary fires and number of people injured also reduced in 16/17.

An analysis of those injured in fires shows 74% of all accidental primary fires, which resulted in an injury, occurred in a home. Further analysis and comparison with population data shows that people in age groups 30-44 and 65-74 are disproportionately more likely to be injured in an accidental fire when compared to census data (see Appendix 1) and that men overall are more likely to be injured (28 men compared to 20 women). This variation in gender is a continuing trend from previous year.

Chart 1. Age Range and Gender of those Injured² in Accidental Primary Fires (total casualties 48)



² Injuries includes fatalities

Inclusive services

Free home fire safety checks (HFSCs) are offered to those at most risk and involve a full assessment of the resident's home and fitting of a smoke alarm where necessary. To ensure that our targeting is reaching the right people and that no particular group is less likely to take up the offer we monitor the age, gender, disability, ethnicity, religion or belief of residents.

The Service delivered 4,427 home fire safety checks in 2016/17 and 62% of those residents provided equality data. The tables below show the distribution of these by gender, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough.

Table 1 – HFSC delivery, gender and age

Gender	% HFSCs done	% in Cambs and Peterborough (Census 2011)		Age	% HFSCs done	% in Cambs and Peterborough (Census 2011)
Males	34.8%	49.8%		Under 17	0.01%	21%
Females	65.2%	50.2%		18 - 24	1.3%	10%
				25 – 39	5.5%	21%
				40 - 59	7.4%	27%
				60 - 74	25.5%	14%
				75 and Over	60.1%	7%

The engagement rate with women is greater than with men which may reflect the time of day that HFSCs are mainly offered. Eighty - five percent of home fire safety checks were delivered to people over 60 – an increase on 76% in the previous year and 67% the year before that.

Progress in identifying any barriers for at risk BAME communities being able to access this service are described on p8.

The proportion of home fire safety checks delivered to people of different faith groups remains much the same as last year with people who identify as Christian (75%) still high compared to census data (58%).

Of all HFSCs done, 50% were for those with a disability the majority of these being a mobility disability. Although slightly lower than last year, this still reflects our targeted approach towards vulnerable people who are most at risk.

Table 2 - HFSC delivery, ethnicity and religion faith group

Ethnic Group	% HFSCs done	% in Cambs and Peterborough (Census 2011)	Religion	% HFSCs done	% in Cambs and Peterborough (Census 2011)
White British, English, Scottish Welsh, Northern Irish	93%	81%	Buddhist	0.1%	0.5%
Other White- Irish, Gypsy Traveller, Other	3.4%	9%	Christian	75.1%	58%
Mixed/Multiple Ethnic group	0.3%	2%	Hindu	0.5%	1%
Asian/Asian British	2.5%	6%	Jewish	0.2%	0.2%
Black or Black British	0.7%	1%	Muslim	1.7%	3%
Other Ethnic Group – other	0.2%	1%	Sikh	0%	0.3%
			Any other religion or belief	1.0%	0.4%
			No religion or belief	21%	29%
			Religion not stated	0%	8%

Table 3 – HFSC delivery, disability

Disability	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011) where day to day activities are limited a little	% in Cambs and Peterborough (Census 2011) where day to day activities are limited a lot
No disability	51.6%		
Learning disability	0.7%		
Mental disability	7.2%		
Mobility disability	38.3%		
Physical disability	18.7%		
Sensory disability	1.4%		
Total disability	49.8%	9%	7%

During the course of the year “safe and well” visits were introduced and trialled following close liaison with our partners. These visits offer enhanced safety checks when visiting residents. They include advice and interventions around falls prevention; staying warm; alcohol awareness; crime reduction as well as fire safety checks and installation of smoke alarms when needed. From May 16 – Feb 17, 1,146 safe and well visits were recorded across the five districts of Cambridgeshire representing an engagement rate of 96%. 12% of residents were referred to other agencies.

Community engagement

The following are examples of engagement with different communities through the year:

Children and young people

Throughout the year staff have been involved in delivering safety campaigns to schools as well as hosting multi agency Safety Zones for year 5 and 6 children at fire stations.

A new diversionary programme to inspire young people began in September with 12 students from the Voyager Academy completing. The five-day programme uses fire related drills and culture to develop team working skills and increase self-esteem and confidence for children aged 11- 16. Fire Break was created by Essex Fire and Rescue Service who have worked alongside and trained specially selected Cambridgeshire FRS instructors.

Dementia

We continued to run dementia friends information sessions internally to coincide with national campaigns e.g. dementia awareness week in May 16. The Service supported St Ives Dementia Friendly Community Steering Group delivering information sessions from St Ives Fire Station to a range of businesses and services as well as promoting fire safety at their first Dementia Awareness Day at St Ives Corn Exchange in Jan 17.

Gender and ethnicity

Through our social media channels we prompted people to check their smoke alarms in twelve different languages, celebrating international mother language day and the linguistic skills of our staff!



International women's day was marked with a video on Facebook celebrating the variety of roles women undertake in Cambridgeshire Fire and Rescue service.

Sexual Orientation

In February, to celebrate LGBT History month, staff were invited to wear rainbow lanyards or bootlaces to show support for the LGBT community. Throughout the year we supported Encompass LGBT network by providing meeting space for them at Parkside Community Fire Station.

Complaints

Sixteen complaints were received from the public including five relating to inappropriate behaviour or attitude of staff as follows

- Driving/parking - 5
- Damage to property - 2
- Inappropriate behaviour/attitude of staff – 5
- Charging by the Service – 1
- Website content – 1
- Equipment failure – 2

All were investigated and resolved satisfactorily. None were related to an equality or inclusion issue.

Section 3 - Staff profile

The Service monitors staff protected characteristics at point of recruitment and provides existing staff with the facility to input or update their details in the human resources database on a self-service basis.

As at 31 March 2017 we employed 649 staff. The staff profile by role and protected characteristic is given in Tables 4 – 8 below.

Some protected characteristic information is sensitive personal data and is not reported where there could be a chance of identifying individuals. Therefore information on sexual orientation, disability, ethnicity and religion or belief is not disaggregated by workgroup.

Table 4a – gender by staff group and role

Protected Characteristic		Wholetime		On-Call		Control		Support		Total
		FFs	Managers ¹	FFs	Managers ¹	FFs	Managers ¹	Staff	Managers ²	
Gender	Male	130	107	147	71	3	2	37	19	516
	%	19.5%	16%	22%	10.6%	0.5%	0.3%	8%	2.9%	79.9%
	Female	15	3	10	1	16	18	49	21	133
		2.3%	0.5%	1.5%	0.2%	2.4%	2.7%	7.5%	3.2	20.5%

Table 4b – gender distribution – operational staff only

Protected Characteristic		Wholetime	On-Call	Total
		Firefighters & Managers	Firefighters & Managers	
Gender	Male	237	218	455
	%	93%	95%	94%
	Female	18	11	29
	%	7%	5%	6%

There has been a further slight increase in the number of women operational staff (29 compared to 26 in 2016 and 21 in 2015) although women remain very under-represented in operational roles. The increase is seen in whole-time operational staff but disappointingly there has been little change in number of on-call women FFs or promotions to Crew or Watch Commander. Work began in early 2017 to look at the equality impact of on-call recruit initial training to better understand this. At 6% the proportion of women in operational roles is slightly higher than the national average of 5% (15/16 statistics).

The demographic picture for Control staff shows little change with women in the majority of firefighter and managerial posts.

Across all staff groups, women make up just over 20% of the total workforce and while this is much lower than the demographic (51%) is higher than the national FRS figure of 14.6%.

Our positive action activities seek to bring about a long term and sustainable change to the gender balance in the workforce. However it is acknowledged that this will take time and the succession plan for the next five years gives a real opportunity to impact this as the retirement profile of long serving male officers is high.

Table 5 - age band by staff role

		Wholetime		On-Call		Control		Support		Total
		FFs	Mgrs ⁴	FFs	Mgrs ⁴	FFs	Mgrs ⁴	Staff	Mgrs ⁴	
Age	17-25	12	0	14	0	4	0	8	0	38
		32%	0	37%	0	11%	0	21%	0	6%
	26-35	50	11	65	16	5	8	22	8	185
		27%	6%	35%	9%	3%	4%	12%	4%	29%
	36-45	50	46	42	22	5	6	15	8	194
		26%	24%	22%	11%	3%	3%	8%	4%	30%
	46-55	32	50	29	28	5	3	17	15	179
		18%	28%	16%	16%	3%	2%	9%	8%	28%
	>55	1	3	7	6	0	3	24	9	53
		2%	6%	13%	11%	0	6%	45%	17%	8%

The proportion of staff under 36 has increased slightly (35% compared to 32% previous year) which reflects the recruitment of new wholetime firefighters in the year. Succession planning indicates that we will need to recruit approximately 70 firefighters over the next 5 years which reflects estimated annual retirements and voluntary attrition rate. The age diversity among support staff is greater than it is for operational staff.

Table 6 – ethnicity of workforce

Protected Characteristic	Firefighters/Staff	Managers ³	Total
Staff total	407	242	649
Total sharing	369	234	603
White British/Irish	353	223	576
%	95%	95%	95%
White Other	5	5	10
%	2%	2%	2%
BAME	11	6	17
%	3%	3%	3%

The number of BAME staff has increased by only one on the previous year while those who identify as White other has increased by three. The BAME figure is lower than the national average of 3.2% for fire and rescue services. The figure remains very low compared to the percentage of working age population in the county who identify as BAME (9.8%). The proportion of BAME managers at 3% is slightly higher than previous year.

However efforts to attract BAME staff continue and a number of positive action activities have been undertaken in the year (see p6 “progress against our equality objectives”). One strand of our positive action plan is aimed at building engagement with under-represented

³ Managers refers to Crew Commanders and all roles above.

groups into the day to day work of our operational crews and a Community Engagement and Campaigns officer was recruited in 2016 to support them in this.

Table 7 – disability

Protected Characteristic	Firefighters/Staff	Managers ⁴	Total
Staff total	407	242	649
Total sharing	387	241	628
Disabled	18	21	39
% ⁵	4.6%	8.7%	6%

While the percentage figure is much lower than last year (6% compared to 11.2%) this reflects the fact that many more staff now share information about whether they have a disability or not and so the increase in total sharing this data affects the percentage of those sharing they have a disability. The number of staff with a disability is one less than previous year. The proportion of managers with a disability is higher which indicates having a disability is not affecting ability to progress in CFRS.

In the course of the year, the service became a “Disability Confident Employer” - the Dept. of Work and Pensions new scheme to encourage and keep disabled people in employment. This acknowledges that we:

- Have undertaken and successfully completed the Disability Confident self-assessment.
- Are taking all the core actions to be a Disability Confident employer.
- Are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

As part of this scheme we offered a 3 week work experience placement to a young adult with a disability in our Business Support Group. Through this he was able to identify the type of work and environment that suited him best, applied for and was offered his first permanent employment with another employer. A review of learning from this placement has been undertaken and it is hoped to grow the scheme in future years.

⁴ Percentage is of staff and managers declaring

Table 8 – sexual orientation and religion/belief

Protected Characteristic	Total
Staff total	649
Staff sharing data	570
Heterosexual	501
%	88%
Lesbian, Bisexual	9
	1.6%
Prefer not to say	60
%	10.5 %

National data on sexual orientation varies, with estimates of those who identify as lesbian, gay or bisexual ranging from 2% (ONS) to 10% (Stonewall). No staff members identify as gay on the HR database and the figure of 1.6% for those identifying as lesbian or bisexual is very low.

Protected Characteristic	
Staff total	649
Staff sharing data	556
Christian	266
%	47.8%
Other religions ⁵	20
%	3.5%
No religion	237
%	42.6 %
Prefer not to say	33
%	5.9%

There is little change from last year in religious diversity of staff. The proportion of staff of no religion is higher than the county average of 29% (census 2011), lower than the population of other religions (5%) and lower than the Christian population (58%).

Analysis of leavers

Table 9a – reasons for leaving

Reason	Wholetime Operations	On-Call Operations	Control	Support	Total
Redundancy	0	0	0	1	1
Ill health retirement (not service related)	1	0	0	1	2
Retirement (length of service or age related)	10	1	0	2	13
Voluntary resignation	2	25	5	5	37
End of fixed term contract	0	0	0	2	2
Other	0	3	0	0	3
Total	13	29	5	11	58

The number of staff leaving the Service has fallen by 9 (16%) – the second year in succession where a decline in leavers has been seen. The highest proportion of leavers is

⁵ Buddhist, Hindu, Jewish, Muslim, Sikh and “other” combined

among Control (13%) and on-call staff (13%) with 67% of all resignations from the on-call staff group.

Table 9b – diversity of leavers

Leavers	Gender		Ethnicity	Disabled	Religion or belief	Sexual orientation	Age groups			
	M	F					17-25	26-35	36-45	46 and >
Resigned	29	8	0	1	1	0	1	12	13	11
Other	20	1		2	1	0	0	2	1	18
Total	49	9	0	3	2	0	1	14	14	29

The proportion of people in each equality group leaving the Service is broadly in keeping with their overall proportion. While the proportion of disabled staff leaving (8%) is slightly higher than the overall proportion of disabled staff (6%) the reasons for two of those three leaving was age related or ill health retirement.

Analysis of disciplinary cases and grievances

Discipline (informal and formal) and grievance cases are monitored across the protected characteristics to see if there are any trends that indicate specific groups are more likely to be affected. Disability, ethnicity and sexuality data is personal sensitive data. Therefore, as numbers of those affected in these equality groups are less than ten, numerical data is not given as individuals could be identified. Table 10 shows a broad analysis of informal and formal disciplinary cases for 2016/17 and Table 11 shows grievances.

Table 10 – Discipline

Disciplinary Cases 2016/17		Informal outcome	First Formal warning
Total numbers		30 (including 2 x no justification for formal action)	8
Issues	Availability & attendance	20	2
	Failure to comply with policy	5	
	Dishonesty	1	1
	Inappropriate behaviour	0	1
	Refusal to comply with reasonable instruction	1	
	Capability	1	4
Gender		27 male; 3 female	8 male
Ethnicity		Data set too small to publish	Data set too small to publish
Sexual orientation		Data set too small to publish	Data set too small to publish
Disability		30 not disabled	Data set too small to publish

Overall number of discipline cases is considerably lower than previous year (64 informal and 3 formal) although the number of formal outcomes is higher.

Table 11 – Grievances

Total numbers		12	Outcomes
Issues	Terms and conditions of employment	3	2 informally resolved; 1 formally upheld.
	Unfair treatment	3	2 informally resolved; 1 partially upheld following appeal
	Bullying or harassment	2	2 informally resolved
	Process	1	Informally resolved
	Other	3	1 informally resolved; 2 not upheld.

While the numbers of grievances increased by four over the previous year, the numbers are too low to identify any concerning trends and staff with a minority protected characteristic do not appear to be affected disproportionately. Grievances relating to bullying or harassment continue to feature though in low numbers and addressing this is part of the service's equality plan (see p7).

Recruitment diversity analysis – attraction and success rate of job applicants

The following data provides an overview of applicant and recruit diversity for on-call firefighters, support and Control staff in the year ending June 2017 and compares this to the equivalent period in the previous year.

On call applicants⁶ and recruits

On-Call applicant criteria	2015/16 (156)			2016/17 (211)		
Gender	F	M		F	M	
No. /%	17/11%	139/ 89%		23/11%	188/89%	
	BAME	Wh oth		BAME	Wh oth	Prefer not to say
No. /% ethnic group	13/8%	8/5%		12/6%	10/5%	2
No. /% with disability	5/3%			4/2%	5	prefer not to say
No. /% age 17-25	52/33%			75/36%		
26-35	74/47%			97/46%		
36-45	24/15%			28/13%		
46+	5/3%			10/5%		
No. /% LGB	3/2%			12/6%	16	prefer not to say
	No rel	Chr	Oth rel	No rel	Chr	Other rel
No./% religion, belief	94/60%	51/31%	4/ (3%)	131/ (62%)	65/ (31%)	4/ (2%)

⁶ Applicants include all those who make an initial enquiry.

On-Call recruit criteria	2015/16 (27 total)		2016/17 (28)	
	Female	Male	Female	Male
% by gender	11%	89%	3/11%	25/89%
	BAME	White other	BAME	White other
% ethnic group	4%	4%	0	1/3.5%
% age group				
17-25	22%		6/21%	
26-35	59%		16/57%	
36-45	15%		5/18%	
46+	4%		1/3.5%	
Disability, religion or belief and sexual orientation	Data sets too small to disclose			

The diversity of both on-call applicants and recruits has changed little from previous year despite efforts to find new ways to engage with as wide a range of potential applicants as possible. Efforts to attract a more diverse pool have included:

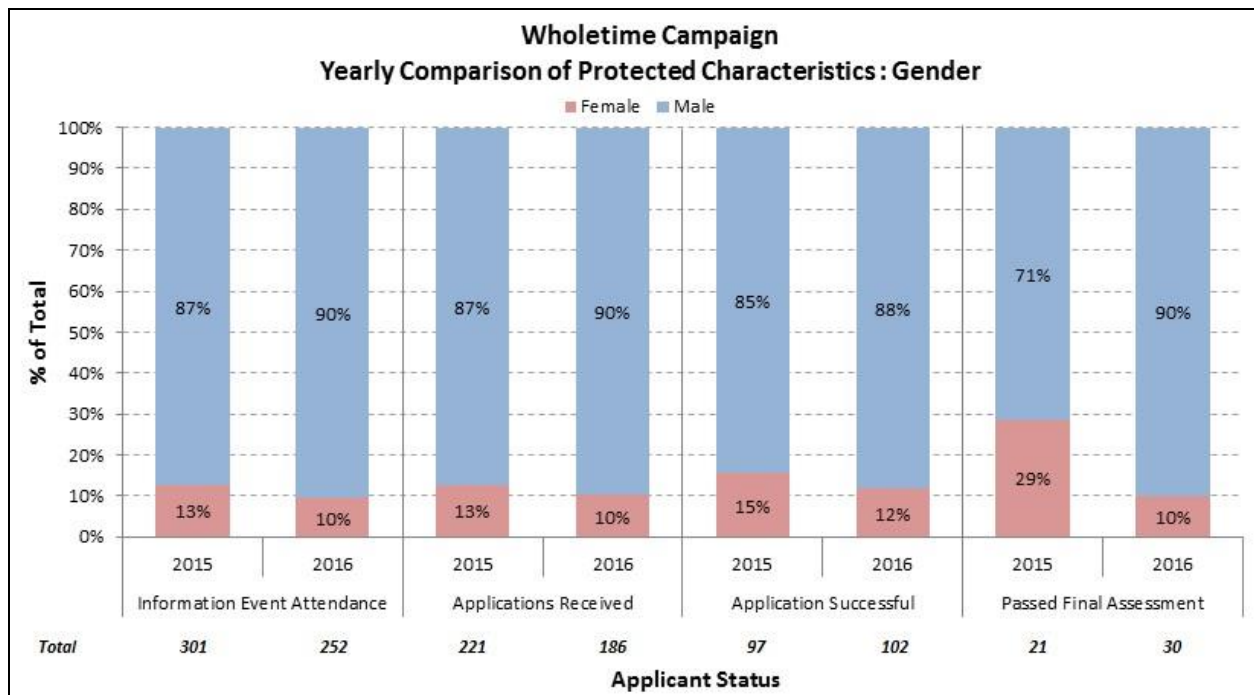
- Website profiles – featuring on-call firefighters of both genders and different backgrounds
- Social media – Facebook page featured a celebration of women on-call firefighters (and other staff) in International Women's day.
- Station based campaigns
- Specialist media - advert promoting on-call firefighting opportunities in LGBT press.

We continue to monitor the reasons why people drop out of or fail the recruitment process – particularly under-represented groups. Of the 12 people from BAME backgrounds who made an initial enquiry in the year, four did not submit an on-line application; three lived or worked outside the 5 minute traveling requirement; two did not respond to correspondence or other contact; one failed one of the practical tests and one did not attend the written test.



Wholetime duty system

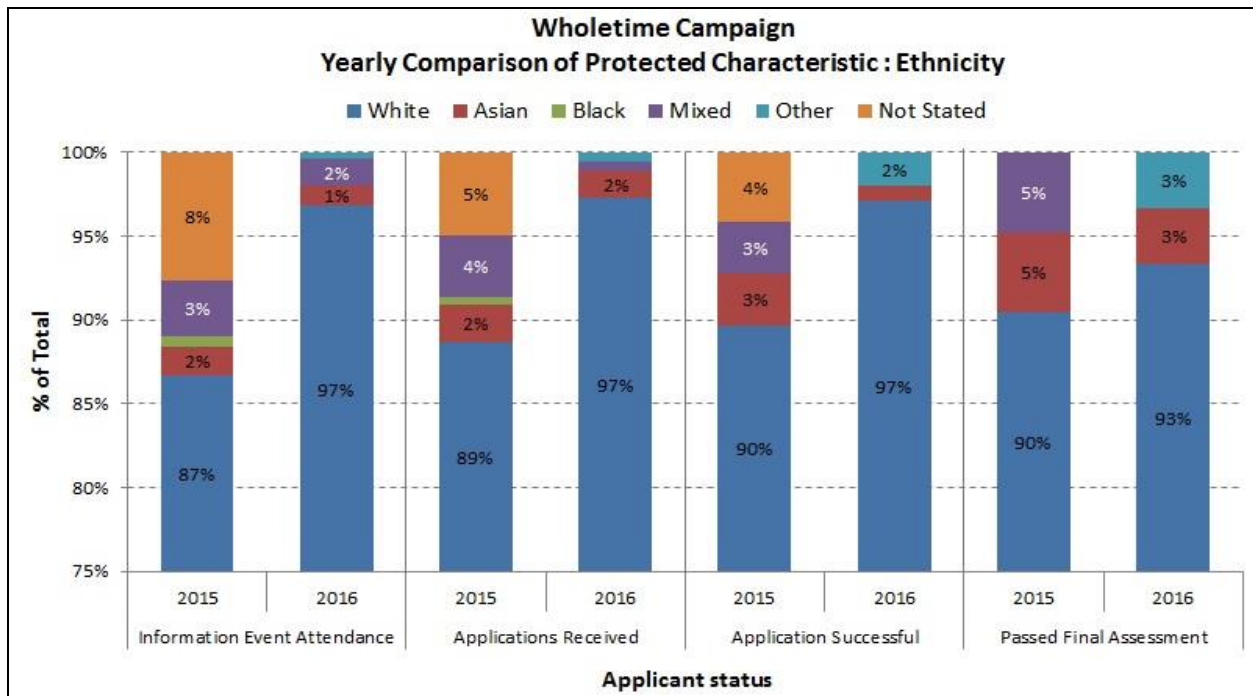
The following tables show the outcomes from the last two years of wholetime recruitment in terms of diversity of applicants and recruits.



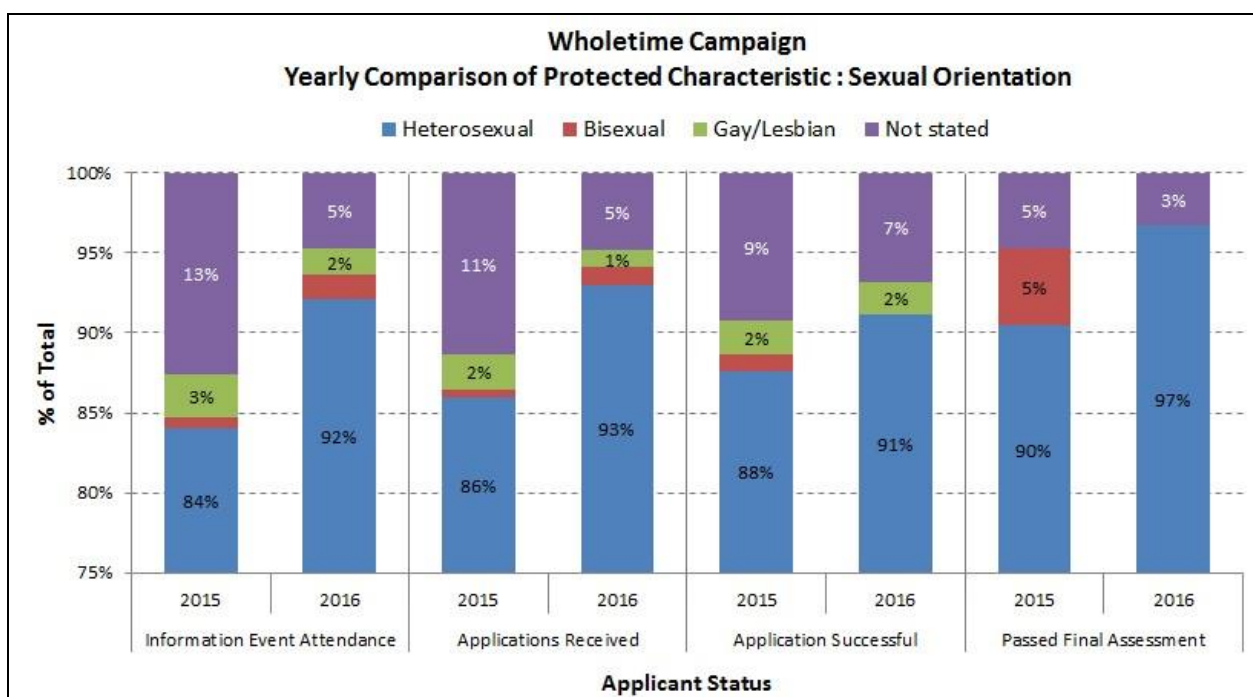
The proportion of women applicants dropped slightly in 2016 as did the overall number of applicants. However the number of women recruits was consistent with the number applying. The recruitment campaign was preceded again by a number of “Have a Go Sessions” with 20 women attending out of 35 total. Five attendees went on to apply.

In three years there have been three selection processes for wholetime firefighters and women’s success rate has been proportionate to the number applying initially.

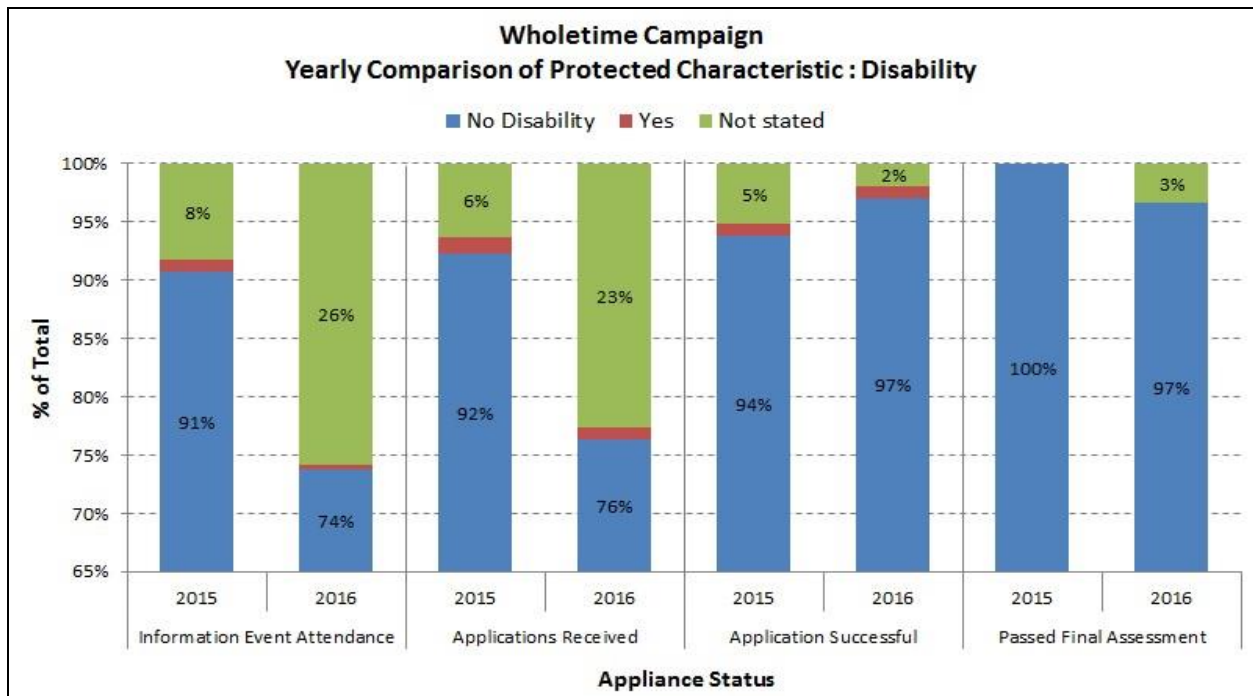




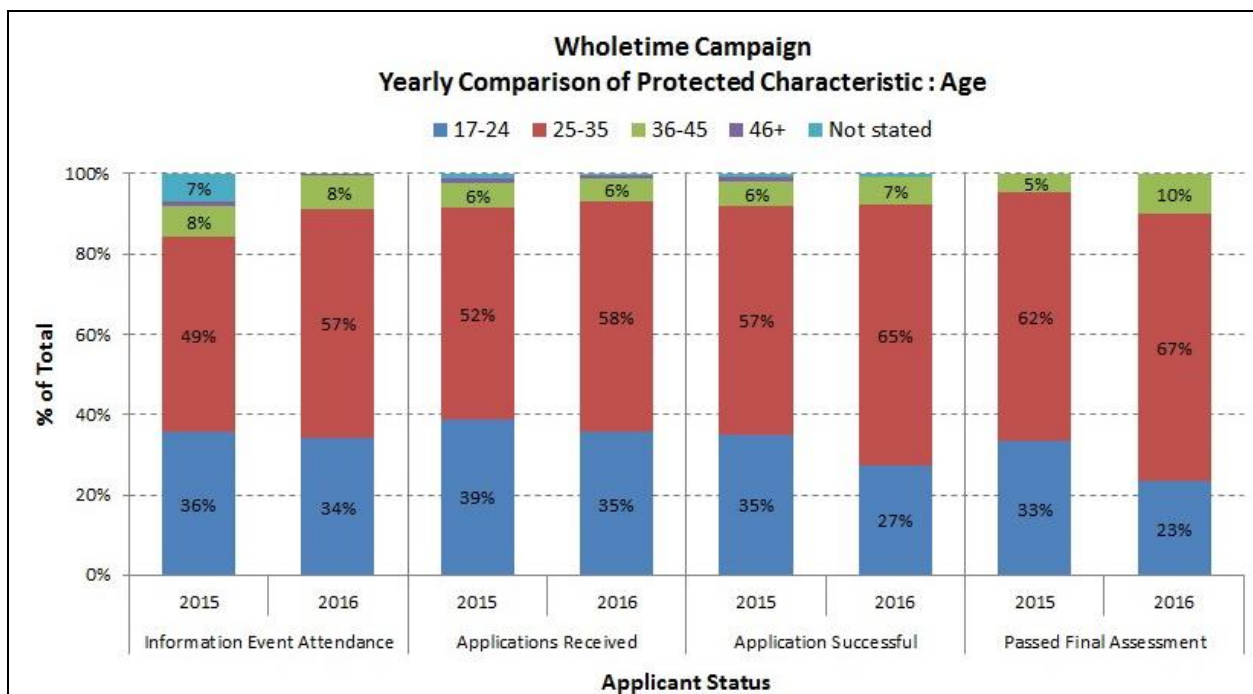
At just over 3% the 2016 BAME applicant figure remains low and is 2% lower than previous year. The recruitment campaign itself and adverts for have a go sessions were promoted through a range of ethnic community and faith groups but it is understood that sustained and engaging relationships need to be built with minority communities for there to be a real change in this situation. Nonetheless, 6% of successful recruits were of BAME background which compares favourably to the 3% applications from this group.



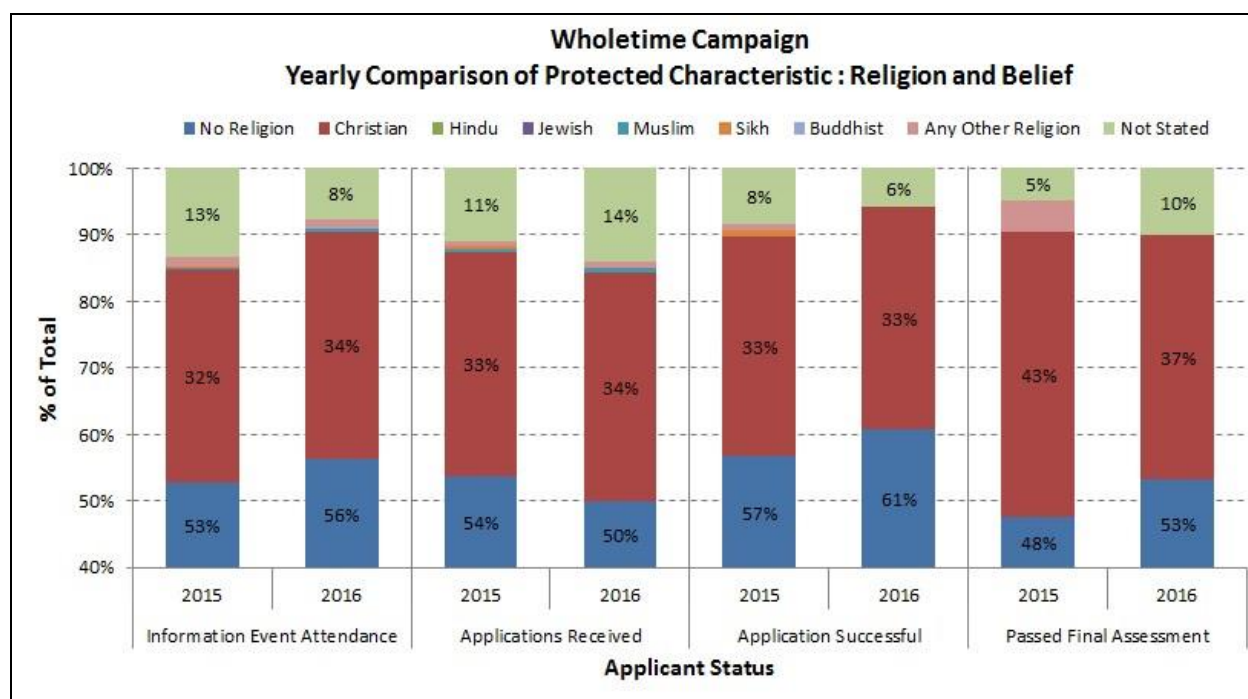
The proportion of LGB applicants was also lower than previous year.



Given the nature of the role, it is not possible to establish a benchmark for the proportion of disabled people who may have the potential to become firefighters. However the tiny proportion (<1%) of applicants who shared that they had a disability means more work clearly needs to be done to ensure these opportunities are fully understood.



2016 saw the number of applicants over 24 grow slightly and this was matched by a higher proportion of successful recruits in the over 24 age bands.



Only 2% of applicants came from a minority faith group and none were successful at the final assessment. Cambridge and Peterborough are particularly diverse in terms of ethnicity and faith/belief and more effort will be made to focus on those geographical areas next year.

Support and Control Recruitment

A total of 15 support and Control vacancies were advertised in the reporting period. The diversity of applicants and successful recruits compared with the previous year is given below.

Table 13a – Support and Control applicants

Support and Control	2015/16 (221 but only 179 applicants shared some equality data)			2016/17 (144 but only 72 shared equality data)		
	Female	Male		Female	Male	
% by gender	56%	44%		60%	40%	
White other	BAME	White other		BAME	White other	
% ethnic group	5%	7%		7%	3%	
% disabled	2%			4%		
%age group 17-24	18%			17%		
25-35	30%			38%		
36-45	18%			24%		
46+	27%			22%		
% LGB	3.6%			10%		
	No rel	Christian	Oth rel	No rel	Christian	Oth rel
% religion or belief	42%	42%	3%	52%	43%	4%

Table 13b – support and Control successful candidates

Of the fourteen successful candidates, eight did not supply equality data; hence any analysis is statistically skewed and would breach confidentiality. This information is therefore not given.

Training and Development

Officer In-Charge training

This training course is the first requirement for a competent firefighter to become an Officer In-Charge, a requirement for potential Crew Commanders, both On-Call and whole time; only gender is analysed due to small data set.

Table 14

Officer In-Charge training	2015/16 (22 total)		2016/17 (21 total)	
	Female	Male	Female	Male
% by gender	14%	86%	10%	90%

While the number of women attending this first level of optional development is slightly lower than previous year, it is proportionate to their number in the workforce generally.

Equality and Inclusion Training

Mandatory training on equality and inclusion is undertaken via the Service's e-learning platform. Modules are available for managers and non-managerial staff and they are required to undertake these annually (with the exception of on-call staff and managers who complete the modules every two years). In addition all new staff are required to attend a Professional Behaviour at Work one- day course (two days for managers) delivered by an external trainer. This course deals with inappropriate behaviour, bullying and harassment and aims to equip staff with knowledge and understanding of the Service's values and culture and the skills to challenge unprofessional, offensive or discriminatory behaviour.

Promoting Inclusion

The following are a selection of activities that took place throughout the year to encourage staff to value diversity and to be themselves.

- A new disabled member of staff reflected positively on her first few months in the Service in Sharp End News observing:

"What first attracted me to CFRS was the two ticks stamp ("positive about disability"). Working for an organisation which can not only see past a disability but is actually positive about it is incredibly attractive and I didn't hesitate in applying for the role.....My access requirements for the interview were accommodated and perhaps more importantly I wasn't made to feel like a nuisance. It was a really positive experience and when I was offered the role I had no hesitation in accepting. During this conversation my manager explained that the team sat upstairs but the service would arrange for an office downstairs, in addition to that I could also work from my local station – perfect!"

- In February 2017 staff had the opportunity to support LGBT History Month by wearing rainbow lanyards, wristbands or bootlaces. Senior managers sported rainbow ties at a Fire Authority meeting that month.
- A Blue Light network of mental health champions was launched as part of Cambridgeshire FRS's pledge to take action to raise awareness and end the stigma and silence associated with mental health illness.
- Staff from a variety of groups across the Service visited mosques in Peterborough to improve understanding of Islamic religious observances; the role of the Mosque and its leaders and to build mutual understanding of how we can support each other.



Section 4 – Gender Pay Gap Report 31st March 2017

1.0 Introduction

In 2017 new regulations were introduced under the Equality Act 2010 requiring employers of more than 250 staff to calculate and publish information about the gender pay gap in their organisation.

The gender pay gap shows the difference between the average earnings of men and women. As a concept it is different from “equal pay” which deals with any pay differences between men and women who carry out the same or similar jobs or jobs of equal value.

In previous years we have reported on equal pay among support staff but have not included Control or operational staff as their pay and allowances are governed by national terms and conditions of employment agreed collectively through the National Joint Council for Local Authority Fire and Rescue Services as laid out in the Scheme of Conditions of Service (or “Grey Book”)

Calculating, analysing and reporting on the gender pay gap can provide a valuable measure of equality in the workplace. It is a long standing phenomenon globally and varies by occupation, age group and working patterns. It can highlight any difference in men’s and women’s participation in work of different types and levels and how effectively talent is being maximised.

The gender pay gap regulations require us to include all employees and to calculate a number of gender pay gap measures with reference to all staff. However where it has been helpful to explain or further explore this pay gap, reference has been made to the pay (and gaps) between different groups of staff.

The Cambridgeshire and Peterborough Pay Policy statement is reviewed and updated annually and published on our website. Its purpose is to provide transparency to the pay policy adopted by Cambridgeshire Fire and Rescue Service. The policy states:

“The most recent pay policy (February 17) reflects the different roles, duties and responsibilities undertaken by service employees. This is reflected in pay differentials between different groups of workers and between workers in the same pay group. The pay bands established are based on nationally applied role maps (operational employees) or grading bands established through a job evaluation process (support employees).”

Pay Policy reflects adherence to the principle of “equal pay for work of equal value”. The Service will report on any gender pay gap annually as required by the Equality Act 2010 commencing April 2018 and is committed to taking relevant action to reduce any gender pay gaps.

In applying its policy, the Authority will work to eliminate any elements which may, directly or indirectly, discriminate unfairly on the grounds of sex, race, colour, nationality, ethnic or national origin, age, marital status, having dependants, sexual orientation, gender reassignment, religion or belief, trade union activity, disability or any other factors. Part-time workers receive the same pay and remuneration as full-time workers undertaking the same job role on a pro-rata basis.”

2.0 Why might a pay gap exist and what is the national gender pay gap?

Factors contributing to the GPG are complex. Social pressures and norms influence gender roles and often shape the types of occupations and career paths which men and women follow, and therefore their level of pay. Women are also more likely than men to work part-time and to take time out from their careers for family reasons which may affect their progression to higher paid posts.

Factors contributing to the gender pay gap may include:

- Occupational segregation. Fewer women go into STEM (science, technology, engineering and maths) professions which tend to be higher paid.

- More women than men work in caring professions (carers; teaching assistants; health care) which are relatively poorly paid.
- Lack of well- paid, part-time or flexible work.
- Lack of senior female role models in some organisations may mean women are less likely to progress to senior levels – even though they may want to.
- Unconscious bias and discrimination – including assumptions about mothers not wanting or aspiring to promotion etc.⁷

The Annual Survey of Household Earnings (ASHE) provides the most recent analysis of **median** gender pay gap. For all occupations and taking full-time and part-time employees together, the median gender pay gap was **18.1%** in 2016.

Labour Force Survey data is also used by EHRC in their gender pay gap report. This indicates the **mean** gender pay gap derived from Labour Force Survey (LFS) was **10%** in 2014 having fallen from 27% in 1993.

3.0 Required calculations

The Gender Pay Gap Information regulations 2017 provide detailed definitions of which employees should be included; ordinary pay; allowances and bonuses; meaning of “hourly” rate of pay; and how to calculate employees’ weekly working hours. Local Government Association guidance has also provided examples of how this might be interpreted in cases where no regular weekly hours are worked (as is the case for on-call firefighters). The nature of on-call firefighters work and the way they are remunerated (annual retainer fee proportionate to the amount of availability they give; hourly rate for responding to incidents; disturbance allowance etc.) means it has been impossible this year to accurately calculate the exact hours of work in the reference period and therefore actual hourly rate of pay. We have used their contractual hours which cover drill (training) nights. We acknowledge that this has the effect of inflating the hourly rate of pay but have treated each on-call employee in the same way. As their actual hours are dictated by emergency incidents we are satisfied that this does not give rise to any gender disparity.

The following calculations are required by the regulations and explained below. They are all expressed in percentages.

3.1 Mean Gender Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 8).

A **mean** average involves adding up all the numbers and dividing the result by how many numbers were listed.

3.2 Median gender pay gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full- pay relevant employees (regulation 9).

⁷Equality and Human Rights Commission research report 109 “The gender pay gap” August 2017

A median average involves listing all numbers in numerical order. The median average is the middle number when there is an odd number of results. If there is an even number of results, the median will be the mean of the two central numbers.

3.3 Mean bonus gender pay gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

3.4 Median bonus gender pay gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 11).

Regulation 10b requires inclusion of “any remuneration thatrelates to profit sharing, **productivity, performance, incentive** or commission”.

Cambridgeshire Fire and Rescue Service have interpreted regulation 10 (b) to apply to:

- **Productivity:**
 - resilience payments paid to operational staff for providing additional operational cover under certain conditions.
- **Performance:**
 - performance related supplements paid to Area Commanders and Group Commanders.
 - honorariums potentially payable to any staff group member as a one-off payment in recognition of particularly good work or effort.
- **Incentive:**
 - Continuous professional development (CPD) payments to operational staff. This is not an automatic payment but dependent on evidence of CPD – hence interpreted as an incentive in accordance with LGA advisory bulletin 644 (January 17).

3.5 Proportion of males and females receiving a bonus payment

The proportions of male and female relevant employees who were paid bonus pay (regulation 12).

3.6 Proportion of males and females in each quartile pay band

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands (regulation 13).

4.0 Cambridgeshire Fire and Rescue Service's Gender Pay Gap

Eighty-one percent of Cambridgeshire Fire and Rescue Service's employees (521) are operational and Control firefighters and officers, including principal fire officers. Their employment is governed by national terms and conditions of employment agreed collectively by the National Joint Council for Local Authority Fire and Rescue Services as laid out in the Scheme of Conditions of Service (“Grey Book”) which lays out duties of different roles (role maps).

The National Joint Council for Principal Fire Officers of Local Authority Fire Brigades 'Constitution and scheme of conditions of service', known as the "Gold Book" directs the terms and conditions of employment for Principal Fire Officers. Both "Grey Book" and "Gold Book" include rates of pay, allowances and bonuses.

The terms and conditions of support staff are governed by the National Joint Council for Local Government Services and all support posts are job evaluated in accordance with the Hay scheme.

4.1 Mean, median, pay and bonuses

Difference in median hourly rate of pay between men and women	13.9%
Difference in mean hourly rate of pay between men and women	18.6%
Difference in median bonus pay	0.00%
Difference in mean bonus pay	0.57%
Proportion of male employees who received bonus pay	61.4%
Proportion of female employees who received bonus pay	26.0%

At 13.9% the median gender pay gap is below the national figure for all occupations and employees (18.1%). The mean pay gap at 18.6% is however relatively high compared to Labour Force Survey data (10% in 2014). While the gap in bonus pay is insignificant, the proportion of men in receipt of bonus pay is considerably higher than the proportion of women.

4.2 Quartile Pay Bands

Proportion of male employees in the lower quartile pay band	67%
Proportion of female employees in the lower quartile pay band	33%
Proportion of male employees in the lower middle quartile pay band	76%
Proportion of female employees in the lower middle quartile pay band	24%
Proportion of male employees in the upper middle quartile pay band	84%
Proportion of female employees in the upper quartile pay band	16%
Proportion of male employees in the upper quartile pay band	92%
Proportion of female employees in the upper quartile pay band	8%

Given the proportion of women across all roles and posts is 21%, the distribution of women across pay bands is uneven with a high proportion in lower quartile and a low proportion in the upper quartile.

5.0 Possible reasons for gender pay gap in Cambridgeshire Fire and Rescue Service

5.1 Workforce Composition

The workforce is predominantly male (79%) and a high proportion of these (89%) are operational staff meaning their terms and conditions are different from support staff – which has a higher proportion of women (56%). The operational workforce (excluding Control) is 94% male. Operational and control staff (both governed by NJC terms and conditions as set out in Grey Book and Gold Book) are 12% female and 88% male.

The lack of gender diversity among operational staff is a national challenge for Fire and Rescue Services and has a historical and societal context. There were no women firefighters until 1978 in the UK (1984 in Cambridgeshire) and the occupation is still perceived by some as a “male” one requiring exceptional physical abilities. Research points to a lack of awareness about the role and skills required of a firefighter which in turn may create barriers for women in considering this as a career.⁸

Cambridgeshire FRS has taken various forms of positive action to attract women to operational roles since the early 2000s and most recently developed a positive action strategy and work plan in 2014 covering long term and short term approaches to improving workforce diversity. Low turnover among whole time career firefighters has meant the pace of improvement has been slow but this is steadily improving and remains a priority for the Service.

Reviewing and improving workplace facilities for women along with addressing their uniform and personal protective equipment needs are some of the steps that have been taken in the past, while improving flexible working practices is currently a feature of our equality work plan.

5.2 Different conditions of service

Operational and control staff (both governed by NJC terms and conditions as set out in Grey Book and Gold Book) are 12% female and 88% male. The nature of operational work (shift based, providing 24/7 cover for operational incidents) means a number of allowances are paid (e.g. for different operational duty systems; for “acting up” or temporary promotion to a different role) to operational staff. There are 16 different allowances paid to staff in total and while five of these apply to support staff posts, the majority are paid to operational staff (including Control) and so influences the gender pay gap.

The proportion of men receiving a bonus is much higher than women which may also contribute to the size of the pay gap and is affected by the occupational segregation as described above. Bonuses include continuous professional development payment (in “Grey” book terms and conditions of Service) and resilience payments which are aimed at delivering operational resilience and again impacts only operational staff.

To understand this better the pay gap for support staff and operational staff has been calculated separately (although not required by gender pay gap regulations).

⁸ London Fire Brigade/Future Thinking Research report Dec 16

Description	All staff	WT operational staff	On-call operational staff	Control staff	Support staff
Difference in median hourly rate of pay between men and women	13.9%	<1%	1.4%	<-1%	8%
Difference in mean hourly rate of pay between men and women	18.6%	10.5%	2.0%	-8%	12%
Difference in median bonus pay	0.00%	0.00%	5.5%	-21%	-20%
Difference in mean bonus pay	0.57%	23%	6.7%	0.00	-24%
Proportion of male employees who received bonus pay	61.4%	78%	60%	40%	7%
Proportion of female employees who received bonus pay	26.0%	38%	40%	63%	3%

These data show the pay gaps for support staff are greater than for operational staff which cannot be explained by the different conditions of service or workforce composition. However with regards to bonuses, there is a pay gap in favour of women in support roles which is the opposite situation to wholtime operational roles where the difference is similar but in favour of men. This can partly be attributed to the high proportion of men working in operational roles but does not explain the differences seen in support posts.

Control room staff are predominantly women (87%) and at management level 90% of managers are women which explains the pay gaps in favour of women.

The pay gaps for on-call staff are generally lower, however there is still a pay gap in bonus payments and the proportion of on-call staff receiving bonuses favours men.

6.0 Recommendations

There is enough of a gender pay gap across all staff groups to warrant further investigation. It is recommended that:

- Existing work, articulated in the equality strategy, to increase number of women in operational firefighting posts and men into Control posts and to improve their retention, continues.
- An equal pay audit of all employees including the allocation of bonuses and allowances be carried out in 2018/19.
- A review of bonus payments and allowances be carried out with the aim of ensuring consistency in application.

Cambridgeshire and Peterborough

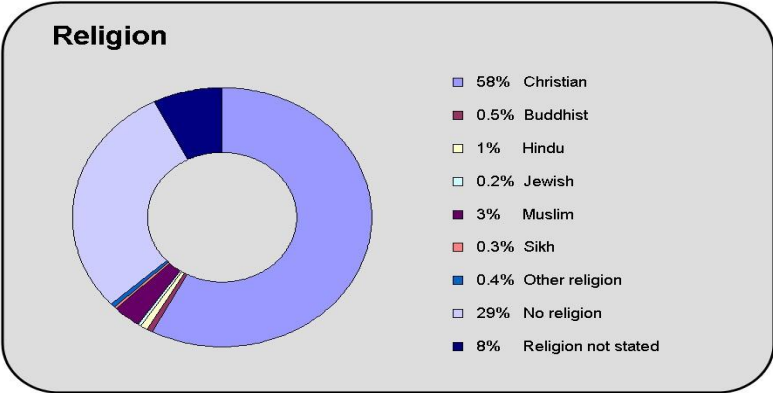
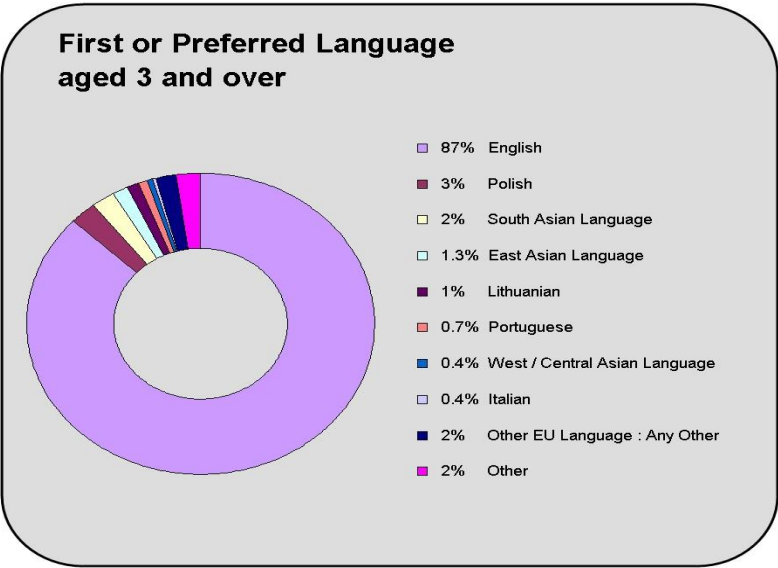
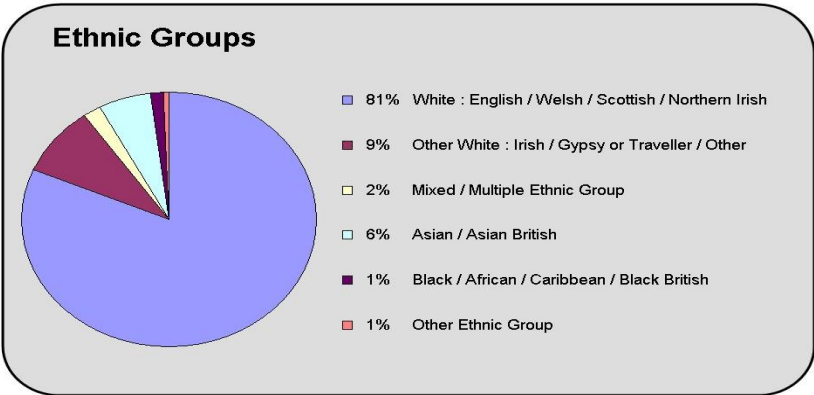
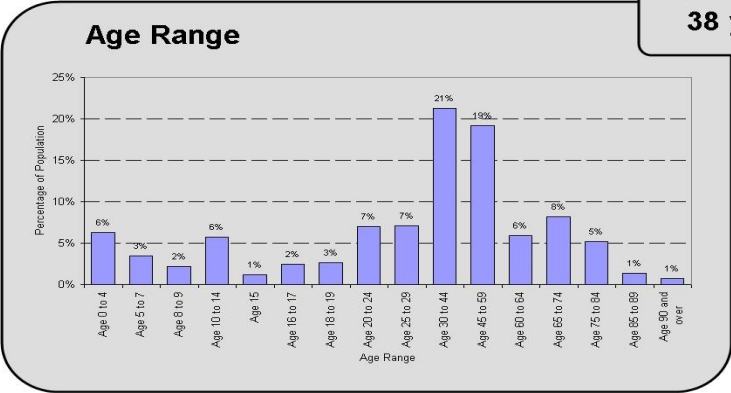
Population : 804,841

Gender
49.8% Male (400,419)
50.2% Female (404,422)

Average Age
39 years

Median Age
38 years

Long Term Health Problem or Disability
Day-to-day activities limited a lot : 7% (54,674)
Day-to-day activities limited a little : 9% (70,944)
Day-to-day activities not limited : 84% (679,223)



Cambridge City District

Population : 123,867

Gender

50.8% Male (62,984)
49.2% Female (60,883)

Average Age
36 years

Median Age
31 years

Long Term Health Problem or Disability

Day-to-day activities limited a lot : 5% (6,798)

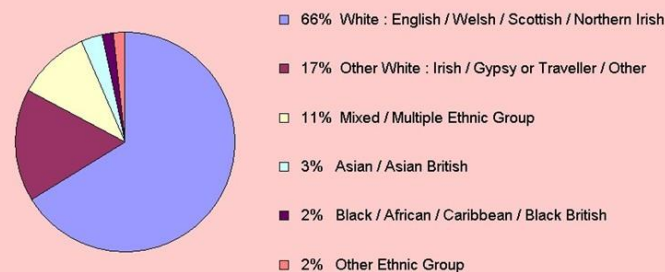
Day-to-day activities limited a little : 7% (9,266)

Day-to-day activities not limited : 87% (107,803)

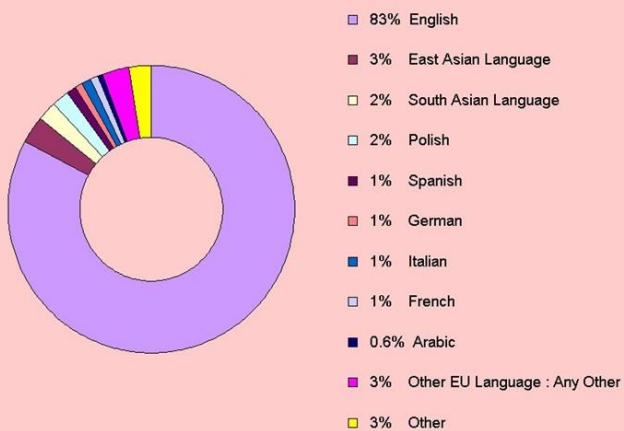
Age Range



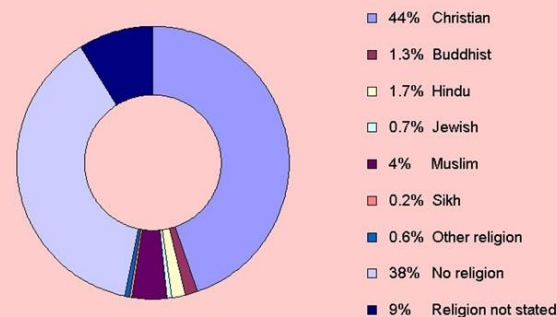
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Peterborough District

Population : 183,631

Gender

49.5% Male (90,859)
50.5% Female (92,772)

Average Age
37 years

Median Age
35 years

Age Range



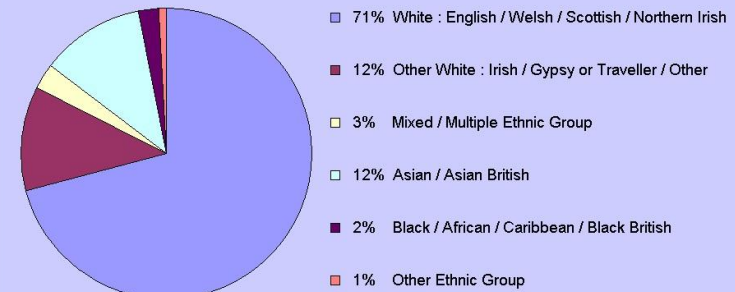
Long Term Health Problem or Disability

Day-to-day activities limited a lot : 8% (14,053)

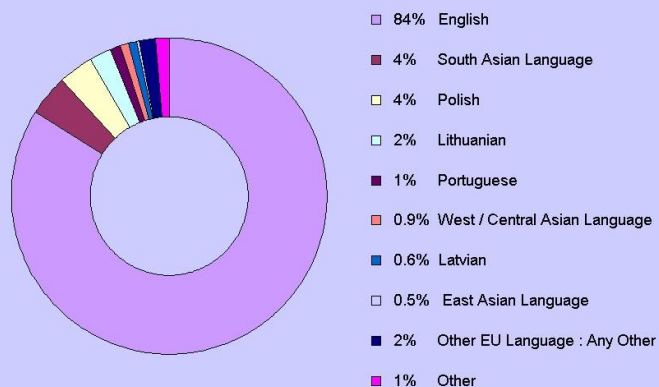
Day-to-day activities limited a little : 9% (16,538)

Day-to-day activities not limited : 83% (153,040)

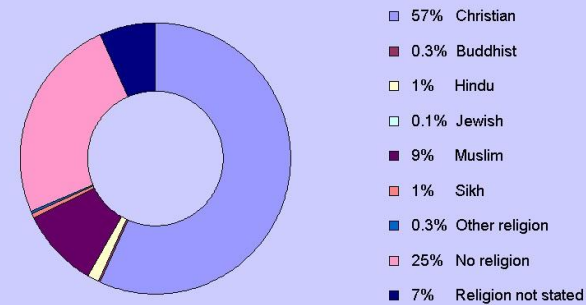
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Equality Impact Assessment Summary 2016/17

Appendix 2

The following projects, policies or decisions were considered for equality and changes made to final outcome as a result.

Project, policy or decision	Function	Impact issues considered	Changes or mitigation
Business safety Seminars	Community Safety (Fire Protection)	Ethnicity (nationality and language)	Proactively promote seminars to minority communities including places of worship. Extend monitoring to cover other protected characteristics.
Transfer process (internal)	Operational Response (wholetime)	All protected characteristics	Consideration of equality issues including personal circumstances to be included in revised policy and relevant transfer application form to be amended to reflect this.
Fire Break youth intervention	Community Safety (Fire Prevention)	All protected characteristics	Ensure equality monitoring of referrals can be done via schools
Operational Assurance strategy	Operational Support Group	Disability (Dyslexia)	Ensure OA documentation follows service dyslexia-friendly branding; is easy to complete and feedback from users is encouraged.
Station Commander A to B promotion processes	Operational Support Group/Human Resources	Maternity/pregnancy, disability, religion, carer responsibilities, gender.	Ensure opportunity for SCB promotion is not dependent on ability to fulfil flexi-duty rota. Ensure information about process is available for staff absent on parental, maternity, paternity leave. Deconflict selection processes with major religious occasions.
CCTV (use of recorded data)	Health and Safety	Right to respect for privacy and family life (human rights act section 8)	Ensure procedures for use of recorded data comply with relevant legislation.
Asset management software	Project Management	Disability	Ensure software is compliant with accessibility standards and that feedback is received from staff dyslexia network.

The following projects, policies or decisions were assessed and found to have only positive or neutral impact on different protected characteristic groups.

Project, policy or decision	Function	Impact issues considered	Conclusion
Fire Setter Intervention Scheme	Community Safety (Fire Prevention)	All protected characteristics apart from pregnancy/maternity	No different impact that had not already been addressed.
Fitness Testing (Chester Treadmill)	Occupational Health	Age, gender	No adverse impact on any group
Co-responding Trial	Operational Support Group	All characteristics	Only positive impact