



CAMBRIDGESHIRE  
FIRE & RESCUE SERVICE



# **Equality and Inclusion Compliance Report**

**Equality Act 2010 (Specific Duties) Regulations 2011  
April 2015 – March 2016**

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## 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 2015/16 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.

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 also 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, agreed by Directors and ultimately the Fire Authority. They are set within the context of a three year equality strategy and reviewed annually. Our equality objectives for 2015 – 18 are to:

- carry out an employee engagement survey, report findings to staff and develop action plan to address any identified need for change.
- develop and implement a new equality and inclusion strategy with specific, measurable, achievable, realistic, time bound (SMART) action plan.
- analyse lack of diverse representation at all levels of organisation and begin to address.
- develop a positive action strategy and action plan aimed at improving diversity in recruitment, selection, development and progression.
- develop partnerships with additional voluntary sector agencies to share data, identify and target the most vulnerable in our communities.
- improve confidence and trust of staff so more feel able to share protected characteristic data.
- embed “one team” behaviours throughout the Service.

- provide an accessible and cost effective solution to any language barriers in delivering services.

This report will provide evidence of progress against these objectives as well as giving examples of how inclusion and equality are considered and delivered in our day to day work.

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 advancement of equal opportunity. The demography of Cambridgeshire and Peterborough (Census 2011) and a summary of the equality impact assessments carried out in 2015/16 are attached at Appendices 1 and 2 respectively.

## **Section 1 - Progress on Equality Objectives 2014-16**

### **Overall progress 2014-16**

In 2014 we invited a peer assessment team into the organisation to conduct a review of CFRS against the fire and rescue service equality framework. As we were awarded “achieving” standard in July 2009 we invited assessment against the next level of “excellent”. In November 2014 we enjoyed a three day visit by a team of five external assessors from fire and rescue, local government and equality and inclusion specialisations.

The peer team concluded *“Cambridgeshire Fire and Rescue Service has made significant progress since it was last peer reviewed against the Equality Framework in 2009 and with some further work in a number of key areas, the Service should be able to achieve the excellent award.”* An action plan was provided to help us achieve this and a further review of our progress was carried out in November 2015. The Service was delighted to be awarded the “excellent” standard following that review; a full report can be found on our website.

### **Progressing our equality objectives**

#### **Carry out an employee engagement survey, report findings to staff and develop an action plan to address any identified need for change.**

An external company was commissioned to carry out an employee engagement survey and a number of questions around the working environment were asked including perceptions of bullying and harassment.

The survey and analysis was completed in May 2015 with an excellent return rate of 70% achieved (631 questionnaires issued and 444 returned). Findings were shared with managers, staff and trade union representatives. Much of the feedback was positive but it also highlighted some clear areas of lack of engagement that needed to be addressed.

As a result of the findings, a number of engagement workshops were planned through October and November 2015 to provide staff an opportunity to work on solutions to the problem areas which were;

- staff not feeling their opinions were heard
- leadership
- change management
- work life balance
- trust in the senior management team.

An action plan has been developed from these workshops and progress on this continues into 2016/17.

The feedback on levels of bullying or harassment was surprising, given the confidence levels in the management of these were quite high and there were no other indicators that this was an issue. It was agreed that further work would be done to better understand the issues before solutions could be found and this work continues in to 2016/17.

An analysis of responses by demographic group has been carried out as far as possible but small data sets for ethnicity and sexual orientation meant they could not be included. This showed female staff's engagement and satisfaction levels are at least as high as males and disabled staff are at least as engaged and satisfied as non-disabled staff.

#### **Develop a new equality and inclusion strategy with a SMART action plan.**

Feedback from the peer assessment process helped us to develop a fresh three year strategy, along with information about known inequalities within our communities and workforce.

Our 2015-18 strategy and associated action plans were agreed by the Authority in October 2015 and progress against these is reviewed at quarterly Inclusion Steering Group meetings. The need for a fresh and strategic approach to positive action resulted in a separate strategy and action plan being developed to improve the diversity of our workforce.

#### **Analyse lack of diverse representation at all levels of organisation and begin to address.**

Workforce equality analysis and reporting were improved to include six of the nine protected characteristics (age, disability, ethnicity, religion or belief, sex, sexual orientation); analysis of recruitment and selection; analysis of discipline and grievance cases; leavers; returns after maternity leave; training; equal pay gap as well as workforce diversity and this year (2015/16) some promotion and progression data has been included. The aim of this is to help us better understand trends, inconsistencies and disproportion in the diversity of our workforce that can then be addressed as required. Further analysis of workforce diversity and year on year trends is given in Section 3 – Staff Profile

In March 2014 a survey was carried out to understand why wholetime women operational staff seemed reluctant to apply for promotion. While the returns were limited in number, they pointed to concerns about transparency and understanding of the promotion process. There were no major issues that seemed to indicate the experience of women was different from men although the location of some specialist training at Fire Service College was raised as a disincentive. It was clear from the responses that women did not want to be seen as having "different" treatment in their training and development compared to male colleagues.

Partly in response to this, the Service introduced an “Insight” development programme for operational and support staff who aspire to a management role. The first cohort started in May 2015. The aims of the programme over six months are to help staff;

- develop insight into their personal style, strengths and areas that could be hindering effectiveness.
- develop wider relationships both internally and externally.
- gain confidence and competence by developing varying skills.
- gain a broader external perspective and knowledge into the Service.
- create a personal development plan for the future.

As the first of its kind the programme was promoted to staff through a series of road shows. Of the 26 accepted on to the first two programmes, 10 (38%) are women which is higher than the overall proportion of women in the Service (20%).

### **Carry out positive action in connection with wholetime recruitment and develop a positive action strategy and action plan for the long term.**

In preparation for the wholetime recruitment campaign in February 2015, a concerted effort was made to ensure under-represented groups were encouraged to apply. This included running three “have a go” sessions, one aimed at women reporters and one aimed specifically at women, using social media for the first time to target specific groups, profiling staff members from under-represented groups on website, holding information sessions in community centres where there is ethnic and cultural diversity, advertising through Women in the Fire Service and Asian Fire Service Association networks and in lesbian, gay, bisexual and transgender (LGBT) press, posters aimed at specific groups were used in relevant locations (for example gyms, high diversity community areas) and YouTube video.

A total of four women reporters took part in a “have a go” day and there was a range of media coverage as a result. Forty-two people attended the “have a go” sessions, of which 20 were women. The “have a go” advert aimed at women reached 20,770 women in six days and resulted in 368 clicks to our website.

Thirteen per cent of applicants were women (compared to seven per cent in 2014); six per cent identified as being of black or minority ethnic group (compared to four per cent in 2014); five per cent requested reasonable adjustments for disability and three per cent identified as lesbian, gay or bisexual. Full analysis of wholetime attraction and selection is given in Section 3 – Staff Profile.

### **Work more proactively with the voluntary sector to further reach those most at risk.**

**Olive Branch Initiative** - This initiative is aimed at organisations that have direct contact with people who are vulnerable within our communities. This includes voluntary sector organisations, charities supporting vulnerable people and care companies providing supported living. The programme delivers training on hazard identification and how hazards can be different depending on people’s individual circumstances and nature of any vulnerability. The programme then provides a referral route for those trained to identify fire risks directly into the Service. The Service has set itself the target of taking action in 100% of Olive Branch referrals received.

CFRS delivered its first Olive Branch training to Red Cross and Support and Resettlement at Home teams in Peterborough in April/May 2015. Since then CFRS have also begun delivering the programme to other organisations throughout the county such as MIND and Alzheimer's Society. This scheme presents us with opportunities to work differently in the best interests of those that need us most. CFRS staff can also call upon other partner agencies if necessary to maximise the support.

**Mental Health First Aid Training** - CFRS staff have received mental health first aid training working in partnership with MIND. The certified training is part of an initial trial to ascertain what level of mental health training will support CFRS personnel in undertaking their engagement and intervention work in the communities. As an outcome we will look to expand the programme of mental health training for CFRS staff as the Service looks at new ways of working towards a broader "Safe & Well Visit" rather than just focus on fire as a specific hazard.

**Red Cross** - CFRS seconded a member of staff into the Red Cross in May 2015 to assist with a government driven initiative to reduce the burden on local hospital bed spaces. During the secondment the individual trained all Red Cross volunteers in fire risk assessments in the home and set up robust referral pathways between agencies.

**Water Safety** - National recognition confirmed the Service's own data analysis that the number of water related deaths was growing at an alarming rate. CFRS worked in collaboration with a Royal National Lifeboat Institute experienced subject matter expert to build an educational tool for Key Stage 2 students. By working together the most relevant and appropriate life skills are being delivered by front line staff, ensuring that all Cambridgeshire students at this age group are safe near water.

**Age UK** - Age UK, Care network and CFRS have worked together to establish robust referral pathways should the individual sector staff identify individuals in need of support and assistance they themselves are unable to provide. CFRS routinely, with the consent of the resident, instigate this additional support to assist them to stay in their own home longer.

**Dementia Friends** –Staff trained to be dementia friends' champions continued to deliver Dementia Friends awareness sessions to operational and support staff across the county. Some sessions have included members of the public and other organisations e.g. Housing Association. By raising awareness, staff have supported events at dementia cafes organised by Alzheimer's Association in St Ives, Ely and Peterborough. A number of staff have also done voluntary work at the cafes.

**Alcohol Awareness (with Cambridgeshire Drug and Alcohol Action Team and Addaction)** - In Fenland crews participated in a lecture delivered by Cambridgeshire County Council. This was based on alcohol awareness, recognising the signs of excessive alcohol use and where to go to for further assistance. We now plan to work with both teams to build this assessment and referral pathway into the new Safe and Well visit we will be delivering in 2016/17.

### **Build greater confidence and trust so all staff feel able to share protected characteristic data.**

A campaign to identify barriers and communicate the need to have quality diversity data on staff began. By ensuring staff have a good understanding of why we ask for personal data, how it is stored, used and protected as well as the technical knowledge to do it, we can more easily identify where the lack of sharing data is about fear or trust issues and so deal with those separately. The campaign involved;

- identifying with human resources group current levels of data sharing across different groups and roles of staff to see if there were any significant trends.
- communicating the problem, need and importance to managers and staff by email and at relevant meetings.
- briefing and getting buy in from equality network.
- hosting drop in sessions to explain how to update the workforce database and providing reassurance on confidentiality.
- developing a “how to” guide explaining the method of entering data.
- setting up a “review log” for staff to complete to ensure they had at least reviewed their data and been given a chance to complete it.

The outcome was that levels of data sharing across sexual orientation and religion/belief improved from 50% of staff sharing this information to 77%. This continues to be regularly monitored and we now have more comprehensive data on the diversity of our staff so gaps can be identified.

### **Ensure one team approach has been embedded at all levels of the organisation.**

In summer of 2014, work to refresh the former leadership charter began. A series of workshops was held with staff to capture their understanding of the behaviours of successful teams. These were then established as the “one team behaviours.” There were several more drafts and discussions culminating in a briefing at a managers forum in January 2015.

To embed the behaviours managers have been encouraged to use these in 1:1s and at performance and development reviews as well as for praising or giving feedback to staff. Once new branding had been applied, the behaviours were displayed in poster format and sent to every CFRS station and premises. As well as “blogging” on the intranet, an e-learning package was developed featuring a message from the Chief Fire Officer and giving tips on how to use the behaviours. These continue to be embedded and feedback is actively sought.

### **Provide an accessible, cost effective solution to any language barriers in delivering services.**

While there is a procedure in place to access translation or interpreting services when needed, this is used only where the most serious risks exist. An emergency incident phrasebook is also available to crews but feedback indicated that a technological solution would be quicker and more flexible to use. A review of mobile technology which could



include an automatic translation facility is planned for 2016/17. In the meantime, a new paper based communication aid is being developed to aid communication with British Sign Language users, people with hearing or speech impairments as well as those who do not understand or speak English at an emergency incident.



## Section 2 - Community Service

### Reducing community risk

Cambridgeshire Fire and Rescue Service has a vision of “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.

The information monitored is mainly about the nature of the premises, the cause and origin of fire etc however human behaviour and safety awareness also plays a part in fire risk and so 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.

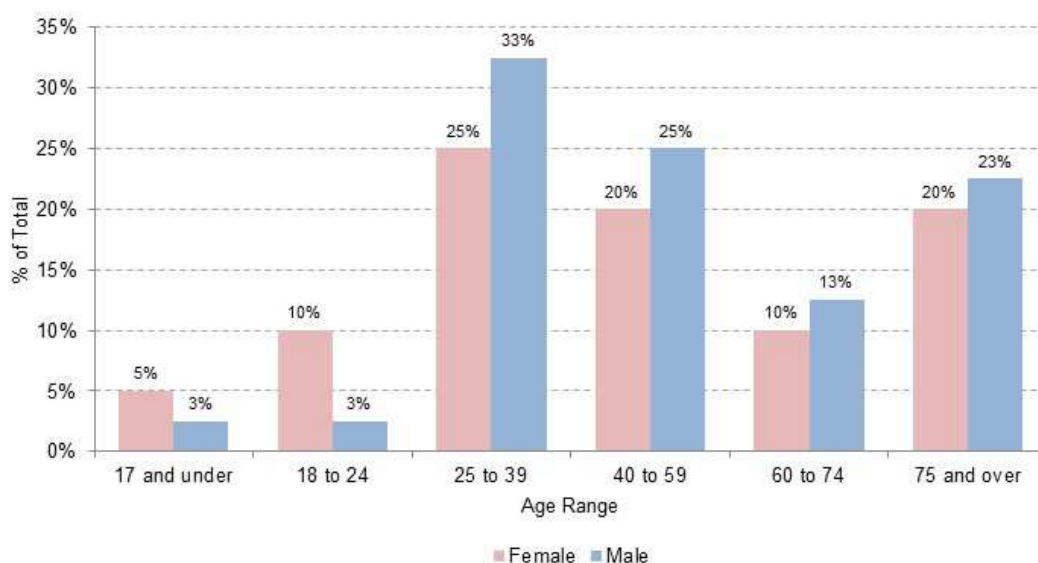
Population census data is also used to help us understand our different communities and to compare how effective we are at delivering prevention services with the population demographic as a whole. This helps us identify any barriers that may exist in providing prevention services to all who need it.

### Age and gender

The number of accidental primary fires shows a steady decline from 2011/12 (671 fires) to 2014/15 (619 fires) followed by an 8.7% increase in 2015/16 to 673. However, the number of accidental primary<sup>1</sup> fires resulting in an injury has remained fairly static and in 2015/16 was slightly higher (46) than the previous year (41). This equates to 60 people injured in a fire, the highest numbers occurring in Fenland (17) and Peterborough (13).

An analysis of those injured in fires shows 62% of all accidental primary fires, which resulted in an injury, occurred in a home. Further analysis and comparison with population data shows that those over age 75 and in the age group 25-39 are disproportionately likely to be injured in an accidental fire when compared to census data. There is variation between the genders with men in these groups more likely to sustain injury.

**Chart 1. Age Range and Gender of those Injured in Accidental Primary Fires**  
(fatal and non-fatal injuries)



<sup>1</sup> Primary fire is one

## Inclusive services

### Equality monitoring and analysis

As most accidental fires occur in the home, free home fire safety checks were 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 3,402 home fire safety checks in 2015/16 and 70% 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.

<b>Gender</b>	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011)	<b>Age</b>	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011)
Males	41.5%	49.8%	Under 17	0.1%	21%
Females	58.5%	50.2%	18 - 24	2%	10%
			25 – 39	10%	21%
			40 - 59	12%	27%
			60 - 74	30%	14%
			75 and Over	46%	7%

<b>Ethnic Group</b>	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011)	<b>Religion</b>	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011)
White British, English, Scottish Welsh, Northern Irish	90%	81%	Buddhist	0.4%	0.5%
Other White-Irish, Gypsy Traveller, Other	5%	9%	Christian	74%	58%
Mixed/Multiple Ethnic group	0.8%	2%	Hindu	0.8%	1%
Asian/Asian British	3%	6%	Jewish	0.2%	0.2%
Black or Black British	0.7%	1%	Muslim	1.6%	3%
Other Ethnic Group – other	0.3%	1%	Sikh	0.2%	0.3%
			Any other religion or belief	1.7%	0.4%
			No religion or belief	21%	29%
			Religion not stated		8%

<b>Disability</b>	<b>% Home fire safety checks done</b>	<b>% in Cambs and Peterborough (Census 2011) where day to day activities are <b>limited a little</b></b>	<b>% in Cambs and Peterborough (Census 2011) where day to day activities are <b>limited a lot</b></b>
No disability	54%		
Learning disability	1%		
Mental disability	6%		
Mobility disability	32%		
Physical disability	17%		
Sensory disability	0%		
<b>Total disability</b>	<b>56%</b>	<b>9%</b>	<b>7%</b>

While there is still a higher engagement rate with women than with men, the gap is smaller compared to previous years (males = 36% previous year). Seventy-six per cent of home fire safety checks were delivered to people over 60 – an increase on 67% in the previous year. This age group is still the biggest “at risk” demographic group so this high proportion is appropriate.

The proportion of home fire safety checks delivered to minority ethnic communities is still lower than the population totals. Most of the ethnic minority communities have a lower age demographic than white British population which may account for this however monitoring continues to ensure engagement with these groups does not fall and opportunities are taken to engage with the many different communities in the county.

The proportion of home fire safety checks delivered to people who identify as Christian is still high compared to census data but is more consistent for other religions with the exception of Muslims; we continue to work to engage with different faith groups.

The proportion of home fire safety checks carried out for those with disabilities is high compared to population generally (16%) and higher than the previous year (total disability 2014/15 = 49%) and reflects the Service’s focus on delivering these to those at most risk.

Information about sexual orientation is not requested as it is sensitive personal data. However national and local research into the needs and views of the LGBT population indicates that older people in this community often feel isolated, lack trust and confidence in many public services based on past experience and believe there is a lack of awareness among public service staff – particularly around transgender issues<sup>2</sup>. In December 2015, “Encompass” – a local LGBT support group delivered an awareness session into the needs and concerns of local LGBT people to operational and community safety staff. We continue to demonstrate support for LGBT communities for example through the national pre-launch of LGBT History Month and the signing of the Equality Pledge in Cambridge, November 2015.

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<sup>2</sup> Cambridge City and South Cambridgeshire Lesbian, gay, bisexual and transgender Q Needs Assessment 2014 – Encompass Network

## Community engagement

Fire crews and staff build up a good knowledge of their communities through everyday engagement with them. While many tools exist to help crews understand different needs, values and cultures and so help them engage with all communities, we recognise that we do not know everything about all our communities and strive to fill the gaps in this understanding. The following are some examples of engagement and positive outcomes for different communities through the year:

### Migrant workers

Operation Pheasant which aimed to tackle the complex issues of migrant exploitation, illegal gang masters and poor conditions in private rented housing in Fenland, particularly in Wisbech, won a partnership award for the Service along with Police and other agencies.

### Children

Annual multi-agency “Safety Zones” took place at Huntingdon, Cambridge, March, Whittlesey and Dogsthorpe fire stations. These events provide interactive workshops for children to raise awareness and educate them on fire safety, road hazards and personal safety.

### Young people

Participants on the Prince’s Trust Team programme, which is based in Wisbech and run jointly by fire and police services, researched, scripted, directed and shot a film on the impact of arson as part of their community work on the 12-week personal development course.

### Disability and mental health

Staff supported Dementia Café events in St Ives, Peterborough and Ely during Dementia Awareness week and throughout the year.



### Gender - young women

A group of girls from Huntingdon Youth Centre took part in the Right Choices project and tackled various tasks working with the Tactical Delivery Group. Firefighter Sonya Hawes said *"This was an opportunity for the group to push their boundaries and face their fears in some cases. The scenarios we set up allowed them to be both casualties from a road traffic collision as well as be the crew carrying out a rescue. Both exercises made the group look honestly and safely at the risks they had been exposing themselves to and consider the consequences not only to themselves but those around them"*.

### Sexual Orientation

The Service signed up to support the Equality Pledge to show its continued commitment to LGBT equality at the launch event for LGBT History Month organised by the University of Cambridge. Staff of the equality network were there to talk about the role of the Service.





## Ethnicity

Our new website launched in March 2016. This includes a Google translate feature which means all content can be accessed in over 100 languages.

## Complaints

The Service received a total of 19 complaints from the public (15 in previous year) all of which were investigated and five were upheld. These covered;

- Driving/parking - 5
- Damage to property - 3
- Customer service – 1
- Inappropriate behaviour – 1
- Use of CFRS premises - 1
- Information sharing - 2
- Fire safety - 5
- Charging by the Service - 1

None were related to equality or inclusion.



## Section 3 - Staff Profile

### Workforce diversity and distribution

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 2016, we employed 664 staff. The staff profile by role and protected characteristic is given in Tables 1 – 6 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 1a – gender by staff group and role**

Protected Characteristic		Wholetime		On-Call		Control		Support		Total
		FFs	Managers <sup>1</sup>	FFs	Managers <sup>1</sup>	FFs	Managers <sup>1</sup>	Staff	Managers <sup>2</sup>	
Gender	Male	123	111	155	75	4	2	41	21	532
	%	18.5%	16.7%	23.3%	11.3%	0.6%	0.3%	6.2%	3.2%	80.1%
	Female	13	2	10	0	17	20	50	19	132
	%	1.6%	0.2%	1.6%	0%	2.5%	3.0%	7.5%	2.9%	19.9%

**Table 1b – gender distribution – operational staff only**

Protected Characteristic		Wholetime	On-Call	Total
		Firefighters & Managers	Firefighters & Managers	
Gender	Male	234	230	464
	%	94%	95.4%	94.7%
	Female	15	11	26
	%	6%	4.6%	5.3%

There has been a welcome increase in the number of female operational staff (26 compared to 21 in previous year) although women remain very under-represented in operational roles. The increase can be attributed to successful positive action to attract women to consider firefighting as a career prior to wholetime recruitment campaigns. Disappointingly no On-Call women are in the role of Crew Commander or above and this deserves more scrutiny. At 5.3% the proportion of women in operational roles is slightly higher than the national average of 4.4% (4.8% wholetime and 4% On-Call).<sup>3</sup>

The demographic picture for Control staff shows little change and is still predominantly female in both Firefighter (Control) and managerial roles. It is intended that future positive action initiatives should proactively promote Control roles to men. There is a better gender balance in support roles with a slightly higher proportion of women and men (40) in managerial roles compared to last year (33).

<sup>3</sup> NJC report of the Inclusive Fire Service Group June 2016



**Table 2 - Age band by staff role**

		Wholetime		On-Call		Control		Support		Total
		FFs	Mgrs <sup>4</sup>	FFs	Mgrs <sup>4</sup>	FFs	Mgrs <sup>4</sup>	Staff	Mgrs <sup>4</sup>	
<b>Age</b>	<b>&lt; 36</b>	<b>49</b>	<b>12</b>	<b>83</b>	<b>13</b>	<b>9</b>	<b>11</b>	<b>31</b>	<b>7</b>	<b>215</b>
	<b>%</b>	6.2%	1.8%	11.6%	1.9%	1.3%	1.6%	4.6%	1%	32%
	<b>36 - 55</b>	<b>87</b>	<b>96</b>	<b>73</b>	<b>56</b>	<b>12</b>	<b>8</b>	<b>37</b>	<b>22</b>	<b>391</b>
	<b>%</b>	12.3%	14.3%	10.2%	8.3%	1.8%	1.2%	5.6%	3.3%	59%
	<b>&gt; 55</b>	<b>0</b>	<b>5</b>	<b>10</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>23</b>	<b>11</b>	<b>58</b>
	<b>%</b>		0.6%	1.5%	0.9%		0.5%	3.5%	1.6%	9%

The age profile of the workforce is an ageing one as is the case nationally. Sixty-eight per cent of our workforce is 36 and over which is slightly lower than the national average of 78%. Succession planning continues to be managed with regular promotion processes and annual recruitment programmes.

**Table 3 – ethnicity of workforce**

Protected Characteristic	Firefighters/Staff	Managers <sup>4</sup>	Total
<b>Staff total</b>	<b>414</b>	<b>250</b>	<b>664</b>
<b>Total declaring</b>	<b>392</b>	<b>244</b>	<b>636</b>
<b>White British/Irish</b>	<b>375</b>	<b>234</b>	<b>609</b>
<b>%</b>	95.6%	95.9	95.7
<b>White other</b>	<b>5</b>	<b>5</b>	<b>10</b>
<b>%</b>	1.3%	2%	1.6%
<b>Minority ethnic group</b>	<b>12</b>	<b>5</b>	<b>17</b>
<b>%</b>	3%	2%	2.7%

The proportion of black, Asian and minority ethnic staff (BAME) (including white other) is 4.3% which is an increase on two previous years (2014/15 = 2.8%; 2013/14 = 3.1%). However the total proportion of BAME staff excluding white other is 2.7% - lower than the national average of 3.2% for fire and rescue services. This is also 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 2% is slightly lower than for firefighters/staff at 3%.

<sup>4</sup> Managers refers to Crew Commanders and all roles above.

Despite efforts to attract BAME workers to our positive action events and recruitment processes, there has been poor take up. In developing our positive action plan for the next three years, we recognised that attracting a more ethnically diverse workforce requires a long term approach, building sound relationships with minority ethnic communities. One strand of our positive action plan is aimed at building engagement with under-represented groups into the day to day work of our operational crews.

**Table 4 – disability of workforce**

<b>Protected Characteristic</b>	<b>Firefighters/Staff</b>	<b>Managers<sup>5</sup></b>	<b>Total</b>
<b>Staff total</b>	<b>414</b>	<b>250</b>	<b>664</b>
<b>Total declaring</b>	<b>228</b>	<b>128</b>	<b>356</b>
<b>Disabled</b>	<b>20</b>	<b>20</b>	<b>40</b>
<b>%<sup>5</sup></b>	8.7%	15.6%	11.2%

At 11.2% this is a considerable increase on the previous year (4.9%). While some of this may be down to a concerted effort to improve the sharing of all protected characteristic data, there is still a high number of staff who have not shared information about disability. While the overall number of disabled staff is low compared to estimates of disabled people in Cambridgeshire of working age, this is not unexpected in a Service where the majority of staff have a physical role. However the proportion of those in management posts is better. In July 2016, the Service was awarded “Positive about Disability” status for the seventh consecutive year. This commits us to;

- interviewing all disabled applicants who meet the minimum criteria for a job vacancy.
- ensuring there is a mechanism to discuss annually with disabled employees what can be done to make sure they can develop and use their abilities.
- making every effort when employees become disabled to make sure they stay in employment.
- taking action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.
- review the five commitments annually.

---

<sup>5</sup> Percentage is of staff and managers declaring

**Table 5 – sexual orientation of workforce**

Protected Characteristic	Total
<b>Staff total</b>	<b>664</b>
<b>Staff sharing information</b>	<b>580</b>
<b>Heterosexual</b>	<b>500</b>
<b>% of those declaring</b>	<b>86.2%</b>
<b>Lesbian, Gay or Bisexual</b>	<b>9</b>
<b>% of those declaring</b>	<b>1.5%</b>
<b>Prefer not to say</b>	<b>71</b>
<b>% staff sharing</b>	<b>12%</b>

National data on sexual orientation varies, with estimates of those who identify as lesbian, gay or bisexual ranging from 2% (ONS) to 10% (Stonewall). The proportion of staff who identify as lesbian, gay or bisexual is therefore low and there is still a high proportion of staff that choose not to share that information although that has reduced significantly from 49% in 2014/15.

**Table 6 – religion or belief of workforce**

Protected Characteristic	Total
<b>Staff total</b>	<b>664</b>
<b>Total declaring</b>	<b>560</b>
<b>Christian</b>	<b>275</b>
<b>%</b>	<b>49%</b>
<b>Other religions <sup>6</sup></b>	<b>8</b>
<b>%</b>	<b>1.4%</b>
<b>No religion</b>	<b>225</b>
<b>%</b>	<b>40.2%</b>
<b>Prefer not to say</b>	<b>38</b>
<b>%</b>	<b>6.8%</b>
<b>Not stated</b>	<b>104</b>
<b>% of total workforce</b>	<b>15.6%</b>

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%).

Towards the end of the year, the need to refresh our positive action approach was recognised and a positive action strategy to address lack of diversity across the Service has since been developed.

<sup>6</sup> Buddhist, Hindu, Jewish, Muslim, Sikh combined

## Analysis of leavers

**Table 7a – reasons for leaving**

Reason	Wholetime Operations	On-Call Operations	Control	Support	Total
Redundancy				1	1
Ill health retirement (not service related)	3				3
Retirement (length of service)	6	4	1	1	12
Voluntary resignation	5	31	4	6	46
End of fixed term contract				1	1
Dismissal		1			1
Other	1	3		1	5
Total	15	39	5	10	69

The number of staff leaving the Service has fallen by almost a third compared to the previous year. The reduction is all within operations with 54 staff leaving compared to 82 in the previous year. The number of staff leaving from Control and support roles is similar to last year.

The proportion of people in each equality group leaving the Service is in keeping with overall numbers and gives no cause for concern from an equality perspective.

**Table 7b – diversity of leavers**

Leavers	Gender		Ethnicity	Disability	Religion or belief	Sexual orientation	Age groups			
	M	F					17-25	26-35	36-45	>45
Resigned	36	10	1	0	0	0	3	17	16	10
Other	19	4	0	0	0	1	0	4	0	19
Total	55	14	1	0	0	1	3	21	16	29

## 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. Table 8 shows an analysis of formal disciplinary cases for 2015/16 and Table 9 shows grievances.

**Table 8 – Discipline (formal)**

<b>Disciplinary Cases 2015/16</b>	<b>First Formal Stage</b>	<b>Second Formal Stage</b>
Total numbers	3	0
Issues	2 – availability 1 – bad behaviour	0
Outcomes	3 x first formal warning	0
Gender	3 male	0
Ethnicity	3 white British	0
Sexual orientation	Not reported	0
Age group	1- 26-35 1 -36-45 1 >45	0
Disability	None	0

In addition to these a further 64 issues were dealt with informally where the outcome was an informal warning. Further analysis of these issues and comparison with the workforce demography shows BAME staff are slightly more likely to be involved in informal discipline (4.4% compared to 2.6% overall staff) and women are less likely to be involved (4.5% compared to 19.9%).

**Table 9 – Grievances**

<b>Grievance cases 2015/16</b>	
Total numbers	8
Issues	Hours/annual leave/expenses/duty system – 4 Health and safety – 1 Transfer request – 1 Poor service practice – 1 Bullying - 1
Outcomes	1 dealt with formally; all others informally resolved.
Gender	All male
Ethnicity	7 white British and 1 not stated
Sexual orientation	Not reported
Age	1 – 26-35 4 – 36-45 1 > 45
Disability	No disabilities stated

## Return to work after maternity leave

Seven employees went on maternity leave during the period in question. Six returned to work, one is currently on maternity leave and there were no non-returners. This represents an 85% maternity return rate over the last two years (April 2014 – March 2016) and continues to be a positive trend.

## Equal pay gap

Reviews of equal pay data (support staff only) were carried out in 2009, 2011 and 2015. A few anomalies were identified in the March 2015 analysis with average male salaries more than average female salaries in a number of bands. Length of service accounted for some but not all of these anomalies. Other issues identified were a lack of consistency in starting salaries and market pressures on ICT salaries.

A recommendation was made for a pay policy review to be carried out in 2016/17 to address these issues and this work continues. An external equal pay audit is also planned for 2016/17. All support posts are subject to job evaluation using the HAY system and evaluations for CFRS are carried out by Cambridgeshire County Council.

A Government proposal to introduce mandatory equal pay reporting for all public sector staff (including operational and Control staff) with effect April 2018 is currently under consultation and is likely to require a fresh approach to equal pay reporting.

## Recruitment analysis – attraction and success rate of job applicants

### On-Call duty system

Tables 10a and 10b below give diversity data for applicants and recruits to the On-Call duty system and a comparison with the previous year.

**Table 10a**

On-Call applicant criteria	2015/16 (156)		2014/15 (158 total)	
	Female	Male	Female	Male
Number / %	17/11%	139/ 89%	22/14%	136/86%
	Black/minority ethnicity	White other	Black/minority ethnicity	White other
Number / % ethnic group	13/8%	8/5%	8/5%	17/11%
Number / % with disability	5/3%		4/3%	
Number / % age group 17-25	52/33%		53/34%	
26-35	74/47%		63/40%	
36-45	24/15%		25/16%	
46+	5/3%		10/6%	

Number /% Lesbian, gay, bisexual	3/2%			6/4%		
	<b>No religion</b>	<b>Christian</b>	<b>Other religion</b>	<b>No religion</b>	<b>Christian</b>	<b>Other religion</b>
Number /% religion or belief	94/60%	51/31%	4/3%	80/55%	59/40%	4/3%

The proportion of women applicants has declined slightly again. However applicants of BAME groups have increased while those from “white other” backgrounds have reduced. We continue to encourage diversity through our On-Call recruitment publications, information evenings and through our website which profiles On-Call staff members. A dedicated Recruitment Officer provides support to On-Call stations and in March 2016 a new ICT process to receive applications and track the recruitment process was introduced which streamlines the recruitment process and reduces the likelihood of unconscious bias. In December 2015, all staff involved in selection processes attended a workshop on standardisation in interviewing and unconscious bias.

**Table 10b**

On-Call recruit criteria	2015/16 (27 total)		2014/15 (24 total)	
	Female	Male	Female	Male
% by gender	11%	89%	13%	87%
	BAME	White other	Black/minority ethnicity	White other
% ethnic group	4%	4%	0	0
% age group 17-25	22%		41%	
26-35	59%		41%	
36-45	15%		18%	
46+	4%		0	
Disability, religion or belief and sexual orientation	Data sets too small to disclose			

For the first time in six years, successful recruits have come from a BAME or “white other” background. We continue to analyse the exit points from the recruitment process by equality group to identify trends however there is no specific area of the process where BAME applicants fail. The biggest exit reason for all candidates is individuals withdrawing themselves because of a change in circumstances or location, not attending a specific part of the assessment process, living too far away from the station or not being able to give the right hours; this is as true for BAME applicants as it is for white British applicants.

### Wholetime duty system

Another recruitment campaign for wholetime firefighters was run in 2015 and a range of positive action activities took place to attract groups currently under-represented in our operational staff (further details on page 6). Applicant and recruit diversity at each stage is analysed and a summary is given below.

**Table 12a**

Wholetime applicant criteria	2015/16 (221)			2014/15 (225)		
	Female	Male		Female	Male	
% gender	13%	87%		7.5%	92.5%	
	BAME	White other		BAME	White other	
% ethnic group	6%	2%		3%	<1%	
% with disability	1%			3%		
% age group 17-24	39%			42%		
25-35	52%			49%		
36-45	6%			8%		
46+	<1%			<1%		
% L,G,B	3%			3%		
	No religion	Christian	Other religion	No religion	Christian	Other religion
Number /% religion or belief	54%	33%	2%	61%	34%	2%

The diversity of applicants with regard to gender and ethnic group was an improvement on previous years although showed a decline for disability. While the figures are still lower than the demographic make up of the county (10% BAME, 9% other white, 50% female) this provides some indication that effort and resource put into sensible and proportionate positive action measures can bring results. Clearly more needs to be done in engaging with people of different religions and ethnic groups to further increase the diversity of applicants. However this is a welcome turning point which we can build on by replicating what was successful.



**Table 12b**

Wholetime recruit criteria	2015/16 (21)		2014/15 (16)	
	Female	Male	Female	Male
% by gender	29%	71%	6.3%	93.7%
	BAME	White other	BAME	White other
% ethnic group	10%	5%	0	0
% age group 17-25	33%		25%	
26-35	62%		69%	
36-45	5%		6%	
46+	0		0	
Disability, religion or belief and sexual orientation	Data sets too small to disclose			

While this data set is too small to report in full it can be noted that women and BAME candidates did proportionately better through the recruitment process compared to the number of applicants. Two of the successful candidates had attended a “have a go” day which aims to provide a realistic and supportive experience of the role of a firefighter. While some sessions are open to all, some are specifically for women and advertising is aimed at under-represented groups. These events form part of our positive action plan which focuses on specific events linked to recruitment processes as well as building longer term relationships with a range of communities which is sustained and built into “business as usual” for all our staff.



## 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**

<b>Support and Control applicant criteria</b>	<b>2015/16</b> (179 applicants shared some equality data)			<b>2014/15</b> (176 applicants total)		
	<b>Female</b>	<b>Male</b>		<b>Female</b>	<b>Male</b>	
% by gender	<b>56%</b>	<b>44%</b>		<b>34%</b>	<b>66%</b>	
<b>White other</b>	<b>BAME</b>	<b>White other</b>		<b>BAME</b>	<b>White other</b>	
% ethnic group	<b>5%</b>	<b>7%</b>		<b>7%</b>	<b>8%</b>	
% disabled	<b>2%</b>			<b>7%</b>		
% age group						
17-24	<b>18%</b>			<b>16%</b>		
25-35	<b>30%</b>			<b>26%</b>		
36-45	<b>18%</b>			<b>19%</b>		
46+	<b>27%</b>			<b>35%</b>		
% LGB	<b>3.6%</b>			<b>3%</b>		
	<b>No religion</b>	<b>Christian</b>	<b>Other religion</b>	<b>No religion</b>	<b>Christian</b>	<b>Other religion</b>
% religion or belief	<b>42%</b>	<b>42%</b>	<b>3%</b>	<b>45%</b>	<b>50%</b>	<b>5%</b>

**Table 13b – support and Control successful candidates**

<b>Support and Control recruit criteria</b>	<b>2015/16</b> (14 selected shared data)		<b>2014/15</b>	
	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>
% by gender	<b>50%</b>	<b>50%</b>	<b>57%</b>	<b>43%</b>
	<b>BAME</b>	<b>White other</b>	<b>BAME</b>	<b>White other</b>
% ethnic group	<b>7%</b>	<b>0</b>	<b>7%</b>	<b>0</b>
% disabled	<b>0</b>		<b>15%</b>	
% age group				
17-25	<b>43%</b>		<b>15%</b>	
26-35	<b>21%</b>		<b>54%</b>	
36-45	<b>21%</b>		<b>8%</b>	
46+	<b>14%</b>		<b>23%</b>	

% gay, lesbian or bisexual	<b>0%</b>			<b>8%</b>		
% religion or belief	<b>No religion</b>	<b>Christian</b>	<b>Other religion</b>	<b>No religion</b>	<b>Christian</b>	<b>Other religion</b>
	<b>58%</b>	<b>33%</b>	<b>8%</b>	<b>54%</b>	<b>46%</b>	<b>0</b>

## 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**

<b>Officer In-Charge training</b>	<b>2015/16 (22 total)</b>		<b>2014/15 (23 total)</b>	
	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>
% by gender	<b>14%</b>	<b>86%</b>	<b>0</b>	<b>100%</b>

This indicates an improvement in the number of women applying for and attending this first level of optional development.

### Development

For operational and combined Control staff development may come in the form of; attending courses to develop skills and knowledge, opportunity to work in a different role or project, opportunity to act up in the role above, having a period of temporary promotion or through a formal assessment process to be considered for the next level of responsibility.

For support staff development may come in the form of; courses (internal or connected to professional improvement), opportunities for secondments or specific projects and through formal assessment processes for different or higher graded jobs.

The following tables give an overview of the diversity of staff applying for and being promoted as well as those who have had acting up or temporary promotion opportunities. The final table shows the diversity of those applying for and gaining access to the "Insight" development programme which aims to develop managers for the future by supporting participants to learn about and develop themselves and equipping them with skills and techniques to do that. This programme is open to all employees across the Service not in substantive managerial posts.

### Station Commander Promotion Assessments

As data sets are quite small, two processes held in June 2015 and March 2016 have been amalgamated and percentages only are given.

**Table 15**

2015/16 processes (applicants 56)				2015/16 shortlisted (21)			2015/16 success (13)		
	Male	Female		Male	Female		Male	Female	
Gender	91%	9%		95.3%	4.7%		100%	0	
Ethnicity	BAME	White other	White British	BAME	White other	White British	BAME	White other	White British
	9%	0	91%	14%	0	86%	8%	0	91%
Disability	Disabled	Not shared	None	Disabled	Not shared	None	Disabled	Not shared	None
	3.8%	54%	96.2%	4.7%	66%	95.3%	0	46%	54%

**On-Call opportunities for acting up and temporary promotion (gender)**

Fourteen staff were temporarily promoted in the year (temporary promotion being promotion for a period of 28 days or more) for a total of 1,484 days; these were all male staff.

Seventeen staff acted up for less than 28 days for a total period of 203 days; one of these was female.

**“Insight” development programme**

As previously stated this programme is a development programme available to all employees not in substantive managerial roles. It is a six month programme that aims to;

- develop insight into their personal style, strengths and areas that could be hindering effectiveness.
- develop wider relationships both internally and externally.
- gain confidence and competence by developing varying skills.
- gain a broader external perspective and knowledge into the Service.
- create a personal development plan for the future.

In the year 2015/16, 29 applications for the programme were made; 16 from women staff and 13 from men. All applications were from people who identified as white British with three not sharing their ethnic identity. Of the 12 selected for the programme, six women and six men, all identified as white British.

# Demography of Cambridgeshire and Peterborough – Census 2011

**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**

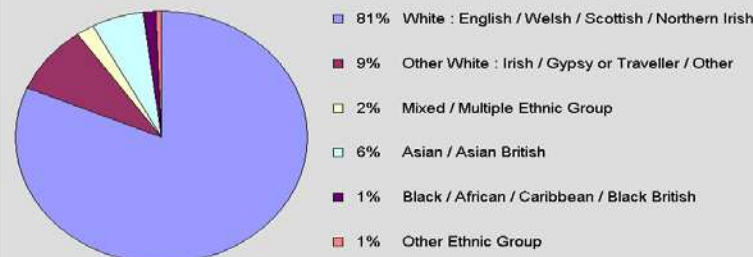
## Age Range



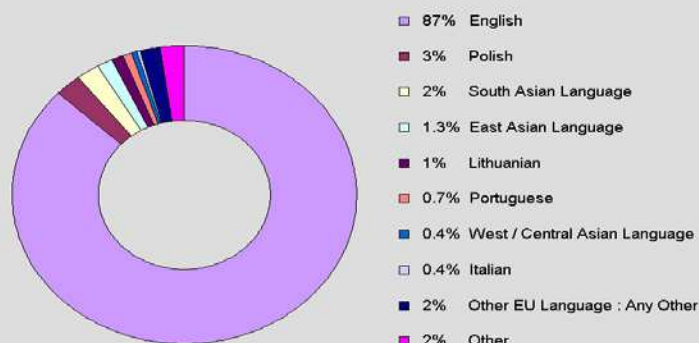
## Long Term Health Problem or Disability

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)

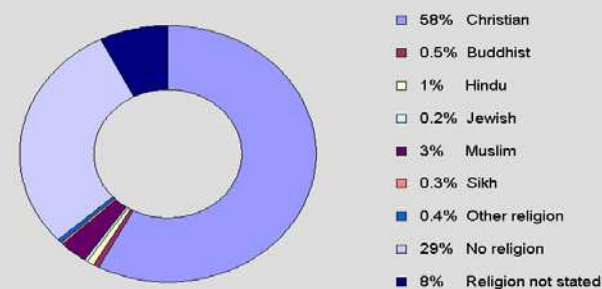
## Ethnic Groups



## First or Preferred Language aged 3 and over



## Religion





# 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**

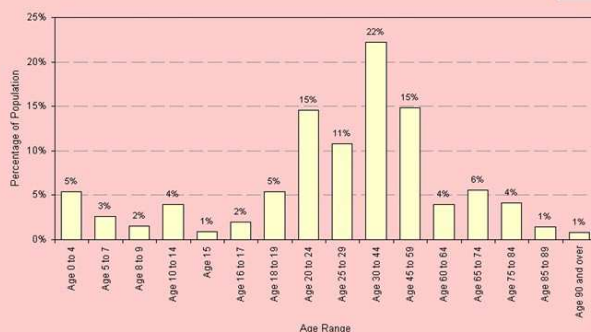
## Long Term Health Problem or Disability

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

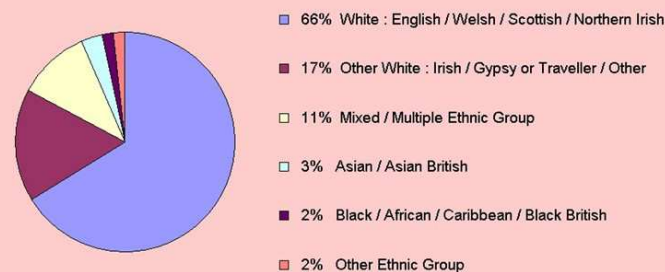
Day-to-day activities limited a little : 7% (9,266)

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

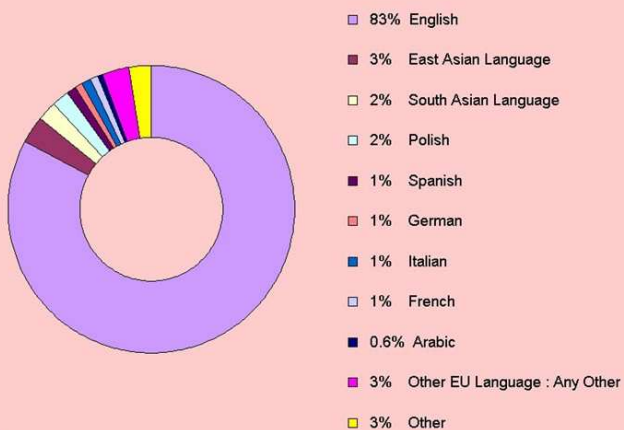
## Age Range



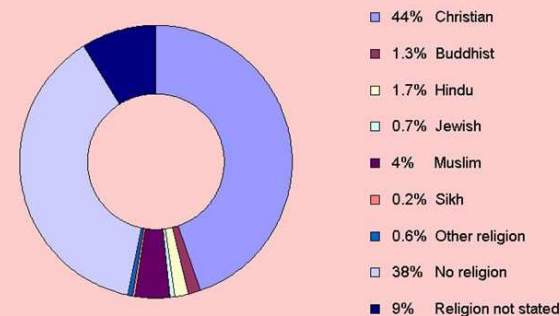
## Ethnic Groups



## 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**

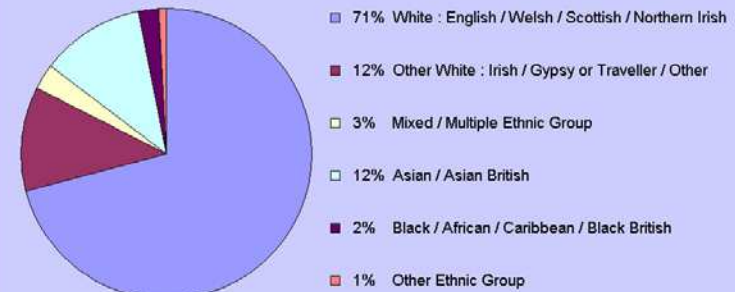
## Age Range



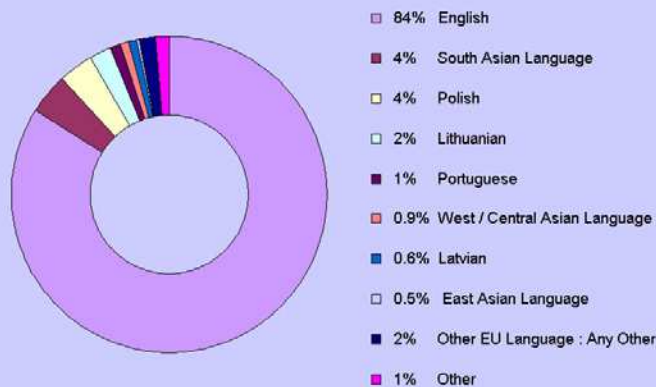
## Long Term Health Problem or Disability

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)

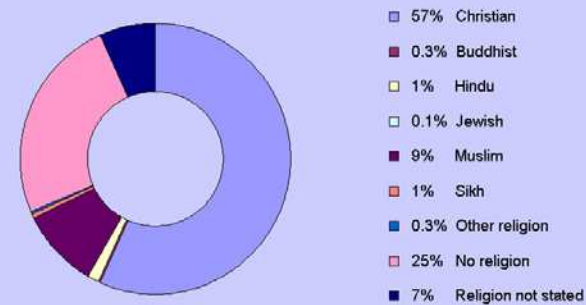
## Ethnic Groups



## First or Preferred Language aged 3 and over



## Religion



## Equality Impact Assessment Summary 2015/16

## 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
New website development	Media and Communications	Accessibility and appeal of information with respect to nationality, ethnicity, disability, gender, age.	Translation facility included allowing all content to be translated into over 100 languages thus improving access. Website is accessible to non-visual browsers for example screen readers, meaning it can be accessed by those with sight impairments. Flexibility in settings means it can be customised to individual needs supporting people with dyslexia. Positive images of male/female staff from a range of ethnic backgrounds are used to reduce stereotypes of firefighting being a white male occupation. Appropriate content is aimed at young people and children as well as giving advice for care of vulnerable and elderly. Further need to include information on religious festivals where fire safety is affected and information in EasyRead format for those with learning disabilities and carers.
Home fire safety check review	Community Fire Safety	Age, disability - positive impact Ethnicity, religion, gender – delivery disproportionately impacts minority ethnic and religious groups.	Home fire safety checks are targeted towards vulnerable and older people. Minority ethnic groups have a lower age demographic than white British which accounts for some disproportion in take up of this service. However it is accepted we need to further engage with targeted groups within a wider range of ethnic and religious communities.
Fire safety enforcement review	Community Fire Safety	Ethnicity and preferred language. Local and national data show there is a need to positively engage with some in the Asian British business community and those where English is not the preferred language to encourage understanding of the Fire Safety Order.	This will be addressed through business seminar promotion and improved engagement with these communities as part of the community fire safety plans.
Yaxley station project	Projects and Programme Board	Gender; disability	Facilities in temporary station and new build included facilities for both genders and accessible toilet and washing facilities.



Station Commander promotion process	Recruitment	Disability, maternity, religion,	Process included reasonable adjustments for those with dyslexia; staff on maternity and long term sick leave were specifically informed about the opportunity and supported to apply; dates and times of process avoided commonly observed prayer and fast times for religious observance. Suitably experienced and trained support managers acted as assessors/interviewers to achieve more diversity on panels.
Transfer process for Firefighters, Crew and Watch Commanders	Operations	Age, disability, maternity or pregnancy, marriage or civil partnership, gender.	Process changed to ensure personal circumstances affected by protected characteristics are understood by decision making body when transfers within the Service are being considered. Form to apply for a voluntary transfer amended to reflect this and to encourage sharing of circumstances with Station Commanders.
“Safe to ride” helmet markings to aid development at incidents.	Training	Disability.	Acknowledged that where there are specific learning difficulties, probationers may need specific support and this needs to be managed discretely.
Combined Fire Control crewing	Control	Age, disability, pregnancy and maternity, gender.	Proposed change to shift pattern was altered to allow longer rest period between days 2 and 3 so reducing disadvantage to pregnant or nursing staff, (86% Control staff are women); those with certain disabilities and some older staff.
ICT strategy	ICT	Age, disability identified as areas where specific ICT projects would need to ensure they were fully inclusive.	No change but individual ICT implementation plans will need to consider equality issues.
Community safety review	Community Fire Safety	Positive impact on age and disability as review indicates older people and those with disabilities will remain our main target groups. May be adverse impact on travelling communities not in mainstream education and single, private faith schools as most youth and child interventions are done through school.	Youth interventions to ensure needs of travelling communities are considered.

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

<b>Project, policy or decision</b>	<b>Function</b>	<b>Impact issues considered</b>	<b>Conclusion</b>
Strategic review of operational training resources	Training	All equality characteristics except pregnancy.	Impact is positive for all as there is less distance to attend training having a positive impact on caring responsibilities.
Review of use of On-Call vehicle types for response.	Operations Support		No impact on any particular groups of staff.
Major incident planning standing operating procedures	Operations Support	Procedure has no impact on specific groups but individual plans of Cambridgeshire and Peterborough Local Resilience forum will need to consider equality issues.	
i-Book project	Training	Disability (dyslexia).	This has had a positive impact on those with dyslexia as it provides training information in video and pictorial form rather than text.