



CAMBRIDGESHIRE
FIRE & RESCUE SERVICE



Equality and Inclusion Compliance Report

Equality Act 2010 (Specific Duties) Regulations 2011
April 2019 – March 2020
(including Gender Pay Gap as at 31st March 2020)



Glossary of terms

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Glossary

BAME	- Black, Asian and other minority ethnic
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
PPE	- personal, protective equipment
WT	- wholetime (firefighter)
PCs	- protected characteristics (defined by Equality Act 2010). These are 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.

Introduction

This report aims to provide members of the 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 between April 2019 and March 2020 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, agreed by Chief Officers Group and ultimately the Fire Authority. They are set within the context of our corporate plan (Integrated Risk Management Plan) and are reviewed and revised annually. Our objectives for 2018 – 20 and progress against them are given below.

Section 1- Progress against our equality objectives 2019 – 20

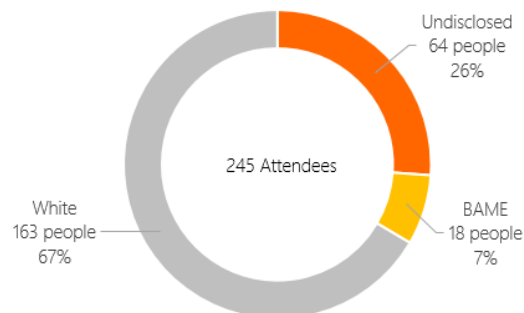
1. Improve attendance of all communities in Cambridgeshire at fire safety business seminars.

“High impact days” aimed at reaching business communities where risk is greatest were introduced in May 2018. These days aim to identify those who are most in need of support to keep their businesses and premises safe. This engagement is followed up with invitations to free seminars which help businesses better understand and conform to fire safety legislation relevant to their trade and the premises in which they operate.

We want to assess whether different ethnic communities have the same knowledge and access to these business seminars, as in the past limited English language has proved to be a barrier. Therefore we monitor the ethnicity and preferred language of attendees to assess whether all parts of business community know about and can access this service. 245 people attended 50 seminars across the county in the last year. 26% percent of those attending did not share their ethnic identity. Of those that did 18, 7% identified as BAME and 163 - 67% White ethnicity. This compares slightly down with the ethnic demographic profile of the county (10% BAME).



Ethnic Identity of Business Seminar Attendees
1st April 2019 to 31st March 2020



2. Ensure Safe and Well Visit data analysed to understand BAME engagement

Operational crews and Community Safety staff offer “safe and well” visits to communities most vulnerable to being injured or killed in a fire. Visits are aimed at older people who have a disability, impaired mobility or who are vulnerable in some other way (e.g. substance misuse, hoarding behaviours; mental ill-health) as our data tells us these people are most at risk. A visit involves assessing risk in the residents’ homes, providing advice to reduce risk and fitting smoke alarms. Clients are identified:

- from data shared by our partners (e.g. NHS trusts, adult social care)
- referred to us from other agencies (e.g. Police, mental health services, charities)
- referred by family, friends or self-referred.

When carrying out safe and well visits, equality data is collected where possible so levels of engagement and advice offered to our diverse communities can be assessed.

In the subject year, 5,250 safe and well visits were carried out of which 74% provided diversity data. Equality data from safe and well visits is analysed regularly to provide information on performance and to identify any reasons for non-engagement affecting different equality groups:

- 36% Male, 64% Female
- 14.3% Under 60, 28.2% Age 61 – 74, 57.2% Over 75
- 3% BAME, 97% White
- 45.9% Non-Disabled, 54.1% Disabled
- 14% Atheist, 86% with a Faith/Belief

In both Peterborough and Cambridge both cities have 18% of the local population that identify as BAME.

3. Improve staff skills in engaging with different communities

In 2018 we introduced a two day community safety module for our new Firefighter recruits, as part of their re-integration training, immediately following the completion of their initial operational training. This continued in 2019-20, with a further 44 new Firefighter recruits completing this training. Training covers all aspects of community safety work including:

- delivering safe and well visits
- vulnerable residents
- dementia awareness
- mental health wellbeing
- safeguarding session
- community diversity and inclusion

This is now embedded as a standard part of induction training for all new FFs and now forms part of the ongoing training for wholetime operational personnel.

4. Improve workforce diversity

Statistical improvement in workforce diversity is reported at section 3. The following highlights our efforts to bring this about.

Completed the first two years of our positive action work plan, resulting in a notable increase in the diversity of registrations for our 2019 Wholetime recruitment campaign and enhanced engagement with our diverse communities. Work this year has also focused on embedding understanding for staff of the value of positive action. We know there is more work to do in this area and our plan for the next two years reflects our successes and learning from the work previously carried out. Activities carried out from 1st April 19 – 31st March 20 include:

- Ely and Cambridge Pride celebrating LGBTQ+ communities
- Eid in the Park (Peterborough) celebrating the end of Ramadan
- Open Cambridge (this is now an annual event we will continue to attend)
- Millfield Festival
- Salaam Radio in the Park
- History of Peterborough event
- Diwali Festival
- Peterborough Environment Community Trust
- Compass Network (Roma Community)
- Various engagement events at Gladstone Centre
- Elderly Workshop
- BBC Radio Cambridgeshire – Ethnic Groups

In addition, the Positive Action and Recruitment teams, working with colleagues across the Service and other stakeholders, have co-ordinated the following activities to help improve attraction and applications from our diverse communities. Some activities include:

- Maintained our level of “taster” sessions have been held at recruiting on-call stations targeting women and men who want to know more about working for CFRS. One of these was for women only.
- We have delivered a series of “have a go” sessions to encourage both women and BAME groups to consider firefighting as a career with specific sessions for individuals from these groups.
- We have held career events at schools and colleges in various locations across the county to promote not just the role of Fire Fighter but to include that of the wide variety of different roles including that of professional support roles CFRS.
- Focus groups with BAME individuals at the Iqbal Centre in Peterborough and the Cambridge Ethnicity Forum to identify the barriers to applying for roles within CFRS.
- We have attended and presented to the Encompass Network (LGBT+) AGM for those individuals who identify as LGB or T to further bridge the gap with the Fire and Rescue service.
- We promoted the role of the service as a career choice in various Diverse media channels. This includes but is not limited to:
 - Radio Salaam
 - Fyne Times
 - Black History Month
 - Queen Bee (local to Peterborough)
 - Peterborough Matters

5. Ensure decision making in selection, training, development and promotion is as equitable as possible.

- Community “connectors” were once again invited to observe assessment day for recruit FFs to provide feedback on transparency and fairness with a view to joining interview and assessing panels in 2019.
- The Service is a signed up signatory to the DWP Disability Confident Scheme where we are now recognised at Level 2 of the scheme with an aim to be Disability Confident Level 3 within the next twelve months
- At the beginning of 2020 the CFO Group promoted the new Personal and Leadership Development Framework based on the four levels of Leadership
 - Leading Yourself
 - Leading Other
 - Leading the Function
 - Leading the Service

6. Retain diversity in workforce

- Continued to embed menopause awareness in the organisation by offering further awareness sessions and appointed an Inclusion ambassador for Menopause matters.
- Regular discussions with Station Commanders, Group Commanders and Area Commanders and Heads of Group to discuss and raise awareness around all things inclusion. This includes events and activities around the diversity calendar to ensure that all areas of the service are involved and included in activities.
- Updated guidance for managers about flexible working and close support to managers responding to flexible working requests to encourage them to be supported wherever possible.
- Coaching and supporting the embedding of Inclusion Ambassadors across the range of legally protected characteristics and also other areas of inclusion that are relevant and important to us, such as menopause and mental health and wellbeing.

7. Reduce concerns about bullying and harassing behaviours through delivery of year 1 RESPECT action plan.

RESPECT branding and key messages developed to raise awareness of need to challenge inappropriate behaviours and how to do so using the acronym - RESPECT

- Raise it at the time
- Explain your feelings
- Support Others
- Play your part
- Empathise with others
- Consider your impact
- Take time to reflect

“The RESPECT programme aims to improve the Service’s culture, so no-one needs to put up with bullying or harassing behaviours and everyone knows how to effectively stop them and bring about change”.

During the last twelve months we have further enhanced the Respect brand and promoted this through various means to ensure that it becomes a recognised brand of Cambridgeshire Fire & Rescue Service. This has included ensuring instant access via the desktop on every computer, pens and post-it notes to ensure a lifeline is available beyond that of the face-to-face sessions that we did previously to recognise the support for all staff experiencing unacceptable behaviours such as bullying and harassment.

To further embed this we ensured that as part of the promotion process we would seek through role play that potential new managers would signpost colleagues to the campaign as part of the scoring criteria. This was further enhanced by the more senior members of the service and that of Station Commanders sharing their own personal experiences of where they may previously experienced bullying in the workplace through the various communication channels across the service.

We have welcomed the opportunity to consider further updated data about perceptions of bullying and harassment following an employee engagement survey undertaken in October 2019, and have worked with colleagues and specialist external advisors to ensure a full understanding of what data is telling us, in order to inform future plans in this area.

8. Take action to understand and reduce gender pay gap.

An external specialist consultant was commissioned to carry out an equal pay audit in 2018-19, and this year we have implemented the recommendations made. The main recommendation was to design and implement a new pay structure for management band professional support staff, and we have worked with an external specialist consultant to design this. The new structure was originally due to implement at the end of this year however was delayed slightly by the start of the Covid-19 pandemic, therefore it will implement in the 2020-21 year.

The 2020 gender pay gap was 0.84% (mean hourly rate of pay) lower than previous year.

9. Ensure staff have skills and knowledge to achieve and value a diverse workforce.

It remains the case that learning opportunities in equality, diversity and inclusion start during induction when staff are required to read all equality policies and complete our "Equality Essentials" e-learning module (with an additional module for all managers called "Managing Diversity". Operational staff also have refresher on equality issues built into their training programme. An audit of managers' knowledge and understanding of equality and inclusion carried out in 2018 showed a good overall level of understanding and confidence in applying policies, and workshops have continued to be delivered throughout 2019-2020 to cover those areas (e.g. disability) where there was less confidence in applying knowledge, policies and procedures.

We have also continued with our programme which started in January 2019 to visit operational Watches in order to explore their understanding of positive action, the need for diversity and to answer any questions.

Our previous Equality Diversity & Inclusion Advisor retired in Autumn 2019 after 15 years' service. This has led to a change in the previous delivery. Although a change in personnel the number of visits to stations up until March 2020 saw an increase in the number of discussions with Watches and Station staff. These conversations have continued and will remain as a fixture.

10. Leaders demonstrate due regard to EDI in decision making.

This is a continuing objective to ensure that all projects, policies and relevant decision making take account of the impact the activity may have on different communities. We aim to continually improve this and in this year seven areas of work were considered for equality impact.

Throughout the 2019/20 we have continued session for:

- Inclusive Leadership, Making Fair and Inclusive Decisions
- Trans Inclusion Workshops
- Menopause Awareness
- E, D & I for beginners
- Professional Behaviours at work.

Due to the retirement of the outgoing Service E, D & I Advisor and the changes of personnel we have been postponed in 2020 due to the COVID-19 pandemic with a view to updating the sessions for 2021 when we will be able to resume.

Section 2 - Community Safety

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 or other emergency incident so the Service can plan and make appropriate interventions. We work with a range of partners to identify and share relevant data so we can target our services appropriately.

Impact of Accidental Primary Fires: April 2019 – March 2020

The number of accidental primary fires resulting in a fire casualty decreased in 2019/20 with 31 accidental primary fires resulting in 39 fire casualties (including 3 fatalities) compared to 49 accidental primary fires in previous year. Of the 31 accidental primary fires, 58% occurred in a home. 67% of those injured were men and 26% were over 65. All casualties identified as white British or White Other.

Inclusive services – safe and well visits

As most accidental fires occur in the home, free safe and well visits are offered to those most at risk and involve a full assessment of the resident’s home and fitting of a smoke alarm where necessary. In 2017 we began working with partner agencies to improve the way we support the most vulnerable in our communities. This expanded our service to offer advice on other well-being and safety issues e.g. falls’ prevention; staying well and warm; alcohol use; crime reduction. The Service delivered 5,250 safe and well visits in the year. The table below shows 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.

Characteristic		% Population ¹	2018-19	2019-20	5 year average
Gender	Male	49.8%	36%	36%	36%
	Female	50.2%	64%	64%	64%
Age groups	Under 24	31%	0.8%	1.3%	1.4%
	25-39	20.9%	3.8%	5.5%	6.1%
	40-59	26.6%	7.6%	7.5%	8.5%
	60-74	14.1%	27.6%	28.3%	27.4%
	75 +	7.4%	60.1%	57.4%	56.6%
Ethnic Group	White	90.3%	96.2	95.9%	95.9%
	BAME	9.7%	3.8%	3.4%	4.1%
Religion	No religion, belief	29.1%	18%	13.6%	18.1%
	Christian	57.9%	78%	83%	77.9%
	Muslim	3.3	2%	1.2%	1.6%
	Other religions ²	2.2%	2.4%	2.1%	2.3%
Disability	Day to day activities limited	16%			
	Disability		51.2%	54.1	51%

This data tells us that the majority of safe and well visits are being delivered to people over 60 and to those who have a disability.

¹ 2011 Census

² Each makes up less than 1% of population and includes Buddhist, Hindu, Jewish and Sikh faiths

Children and Young People

Our services to children and young people include:

- Delivering water and road safety messages in schools and the consequences of arson.
- Multi agency Safety Zones are held at Fire Stations aimed at Year 5 and 6 pupils from local schools
- Firebreak - an intensive 5 day intervention programme that provides a positive alternative learning environment for 10 – 18 year olds.

Section 3 – Workforce

Workforce diversity and distribution

One of the Service's priority areas is to have a workforce that better reflects the community we serve and encourages diversity of thought and perspective.

To measure progress in this area we monitor staff protected characteristics from the start of the recruitment process and provide staff with the facility to input or update their equality details in the HR database on a self-service basis. Our aspiration is to see ongoing improvement in relation to applications from women candidates (for operational jobs) and candidates from diverse backgrounds in general. These are areas where outcomes in Fire and Rescue Service nationally and historically have been poor. Additionally we would like to see more progression to managerial roles for women and BAME staff.

A cross-functional team work to deliver specific positive action measures to improve diversity. In 2019 we seconded a Station Commander to oversee positive action work, with a particular focus on improving links between operational staff and diverse communities and improving understanding among our staff. This secondment continued until August 2019. Our capacity and skills in this area have since been further enhanced by the appointment of a further fixed term Positive Action Officer to focus on building relationships with diverse communities in Cambridge. This has seen welcomed engagement with faith, LGBTQIA+ and ethnic groups in the city and saw CFRS lead the river parade at Cambridge Pride in June 2019.

As at 31st March 2020 we employed 613 staff. Staff profile by role, protected characteristic and changes over the last 5 years are given below:

Total number of People in each Staff Group						
Snapshot at	Wholetime	OnCall	Ops Total	Control	Support	Total
Month Ending	Number	Number	Number	Number	Number	Number
Mar-16	239	240	479	43	129	651
Mar-17	249	229	478	38	145	661
Mar-18	244	225	469	41	161	671
Mar-19	250	225	475	43	170	688
Mar-20	245	252	497	42	185	724

Guidance notes

The total number of people in each staff group is calculated from the number of people with a Wholetime role, an On-Call role, a Control role and a Support role. People are counted once in every staff group that they hold a post.

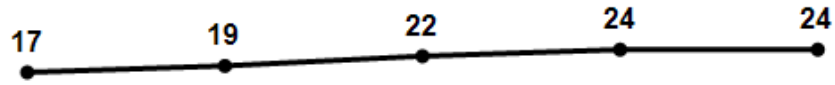
e.g. a person with a Wholetime role and an On-call role is counted twice, once in the Wholetime staff group and once in the On-Call staff group.

e.g. a person with two separate Support roles is counted once in the Support staff group.

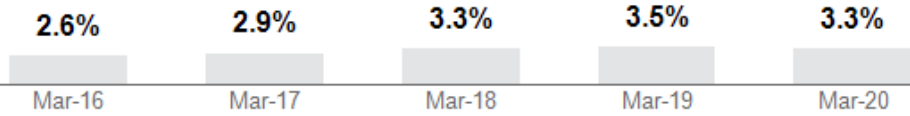
The number of staff is calculated from the HR database and counts employees with a start date within a 12 month period over five consecutive years and records them in any of the four staff groups based on when the role started.

Black and Minority Ethnic Staff

Total Number



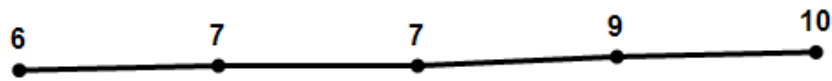
% of Total



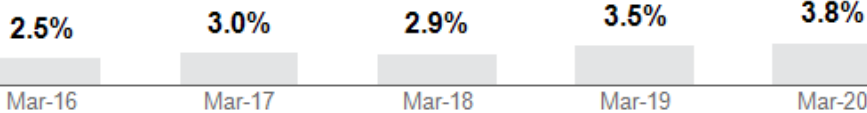
Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-16	7	2.9%	4	1.7%	11	2.3%	1	2.3%	5	3.9%	6	3.5%	17	2.6%
Mar-17	7	2.8%	5	2.2%	12	2.5%	1	2.6%	6	4.1%	7	3.8%	19	2.9%
Mar-18	7	2.9%	5	2.2%	12	2.6%	1	2.4%	9	5.6%	10	5.0%	22	3.3%
Mar-19	6	2.4%	5	2.2%	11	2.3%	0	0.0%	13	7.6%	13	6.1%	24	3.5%
Mar-20	7	2.9%	6	2.4%	13	2.6%	1	2.4%	10	5.4%	11	4.8%	24	3.3%

Black and Minority Ethnic Managers

Total Number



% of Total



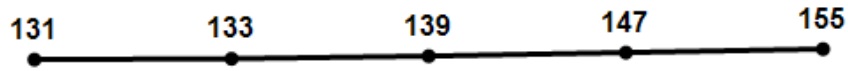
Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-16	4	3.9%	0	0.0%	4	2.3%	0	0.0%	2	4.7%	2	3.1%	6	2.5%
Mar-17	4	3.9%	1	1.5%	5	2.9%	0	0.0%	2	4.4%	2	3.1%	7	3.0%
Mar-18	4	3.7%	0	0.0%	4	2.3%	1	4.8%	2	4.3%	3	4.4%	7	2.9%
Mar-19	4	3.6%	1	1.4%	5	2.7%	0	0.0%	4	7.7%	4	5.6%	9	3.5%
Mar-20	4	3.7%	2	2.4%	6	3.2%	0	0.0%	4	7.8%	4	5.5%	10	3.8%

While there has been improvement in the overall number of BAME staff and managers, this has mainly been among professional support staff. As 10% of our population identify as BME there needs to be a sustained effort into improving ethnic diversity of our workforce and this is the focus for our two Positive Action Officers. Feedback from BAME community groups tells us that CFRS is just not visible to them and that people from BAME communities have little connection with CFRS or understand what the role of a Firefighter is. Our work is therefore aimed at ensuring a higher visibility in these communities. This work has included:

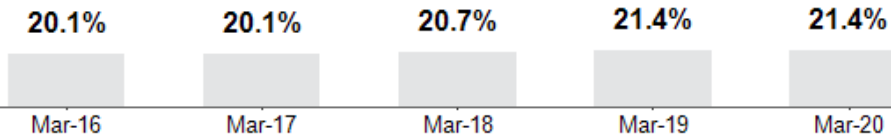
- Regular attendance from Watches at Mosques
- Attendance of CFO at Muslim Council of Peterborough
- Holding local “have go sessions” and promoting these to local communities including female only ‘have a go sessions’.
- Attending the multi-cultural Millfield Festival
- Attending and Leading the Cambridge Pride River Parade
- Attendance at Salam Radio Event Peterborough
- Attendance Black History Month Events
- Regular attendance at Compass Centre (Roman Community)
- Promoted a Local History Event of CFRS
- Diwali Festival
- Attendance at Parker Community Event (Polish and Eastern European Communities)

Female Staff

Total Number



% of Total

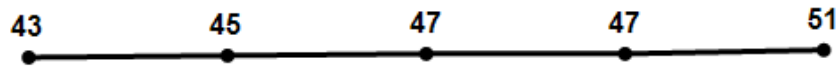


Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-16	15	6.3%	11	4.6%	26	5.4%	37	86.0%	68	52.7%	105	61.0%	131	20.1%
Mar-17	18	7.2%	10	4.4%	28	5.9%	33	86.8%	72	49.7%	105	57.4%	133	20.1%
Mar-18	17	7.0%	14	6.2%	31	6.6%	32	78.0%	76	47.2%	108	53.5%	139	20.7%
Mar-19	18	7.2%	15	6.7%	33	6.9%	36	83.7%	78	45.9%	114	53.5%	147	21.4%
Mar-20	17	6.9%	17	6.7%	34	6.8%	35	83.3%	86	46.5%	121	53.3%	155	21.4%

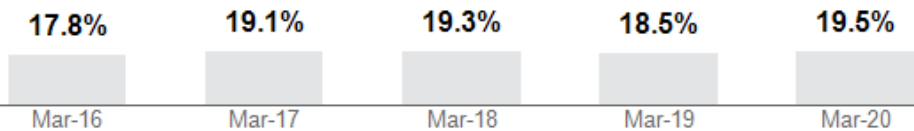
The proportion of female operational staff continues to grow and compares well with the national figure of 6.4% (2018/19).

Female Managers

Total Number



% of Total



Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-16	2	1.9%	0	0.0%	2	1.1%	20	91%	21	48.8%	41	63.1%	43	17.8%
Mar-17	3	2.9%	1	1.5%	4	2.3%	18	90%	23	51.1%	41	63.1%	45	19.1%
Mar-18	3	2.8%	1	1.5%	4	2.3%	19	90%	24	51.1%	43	63.2%	47	19.3%
Mar-19	3	2.7%	2	2.7%	5	2.7%	15	79%	27	51.9%	42	59.2%	47	18.5%
Mar-20	3	2.8%	2	2.4%	5	2.6%	18	82%	28	54.9%	46	63.0%	51	19.5%

The number of female operational managers has grown slightly overall. It is positive to see an increase in the number of female managers in our Combined Fire Control. By far the biggest representation of female managers is among professional support staff and is once again the area where we have seen the largest increase in numbers.

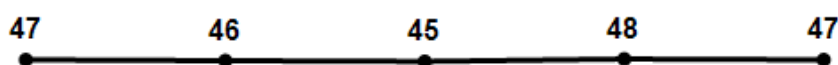
We continue to work with our Female Operational groups that is chaired by Fire Fighter out of Parkside Fire Station and the group meets on a quarterly basis out of various locations to allow for as wide an attendance as possible. This ensures the voice of all our operational female fighters that raises issues that are taken back to the relevant areas. This includes but is not limited to:

- Uniform issues
- Fitness issues (following pregnancy)
- Promotion Opportunities
- Sanitary Provision

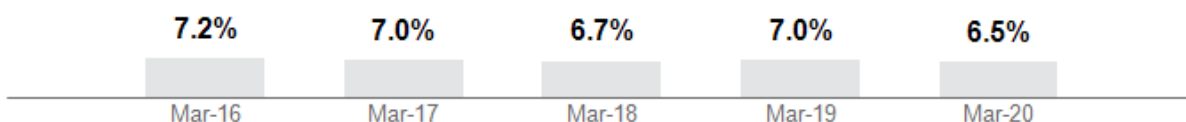
Following the introduction of the Gender Ambassador these issues are being taken to the top table on a regular occurrence.

Staff sharing a Disability

Total Number



% of Total



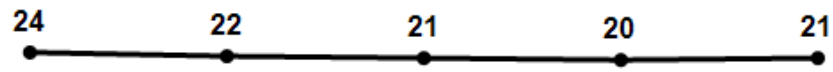
The number of disabled staff employed remains the same, albeit that the percentage has decreased slightly. Only 5.2% of non-operational staff have a disability compared to the estimated 19% of people of working age.

Efforts to improve recruitment are focused on meeting the commitment of the “Disability Confident” scheme. This is a government scheme to encourage and keep disabled people in work and we have an ambition to be level 3 accredited by April 2021. Under this scheme we have previously filled two work experience placements aimed at encouraging people back into work and have offered an internship through the Leonard Cheshire Change 100 scheme.

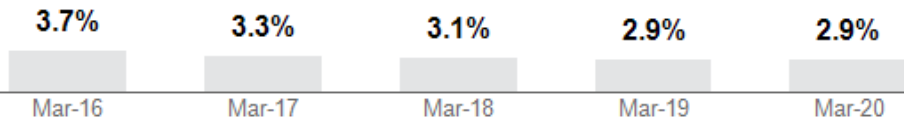
Additional training has been provided for managers on understanding disability and managing reasonable adjustments. Whilst we provide coaching for staff with neuro-diverse conditions in all forms and the relevant adjustments made we recognise that there is still a lot of stigma associated with these conditions. To help facilitate the conversation between the individual and their line manager we have launched a new Workplace Adjustment Passport which is designed to encourage a more open conversation between the individual and their line manager.

Staff declaring an Other Religion or Belief

Total Number

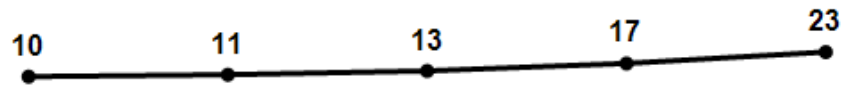


% of Total

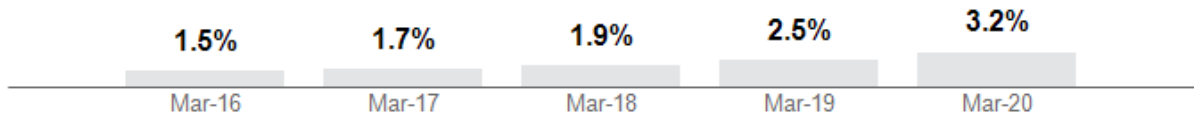


Staff who identify as Lesbian, Gay or Bisexual

Total Number

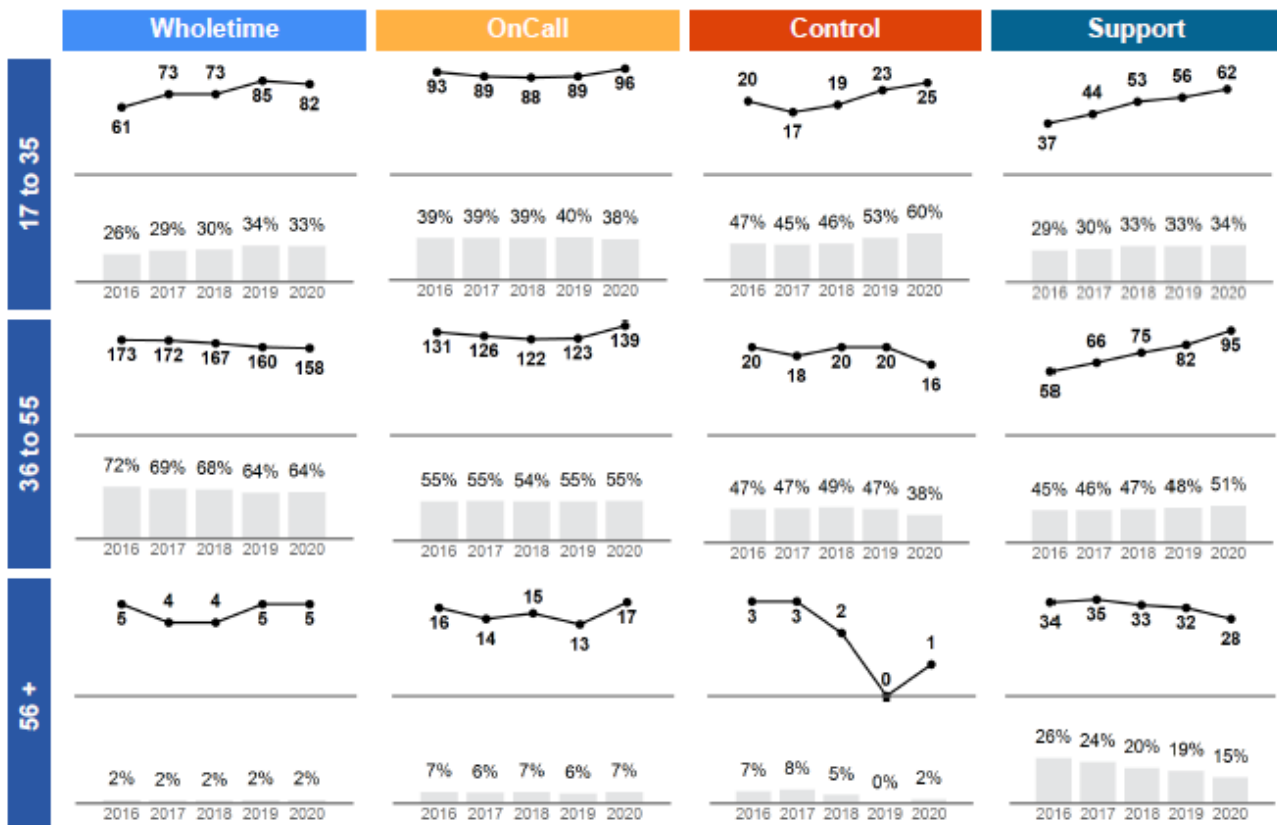


% of Total



The last 5 years have seen a steady increase in staff who identify as lesbian, gay or bisexual. Our continuing membership of Stonewall; support for LGBT History month in February of each year in conjunction with our blue light colleagues and included our wider involvement of the annual Cambridgeshire Police NEXUS LGBT Conference along with our support for local events (Ely and Cambridge Pride) and support for local LGBT networks help to show people of all sexual orientations that we are a welcoming and safe employer to work for.

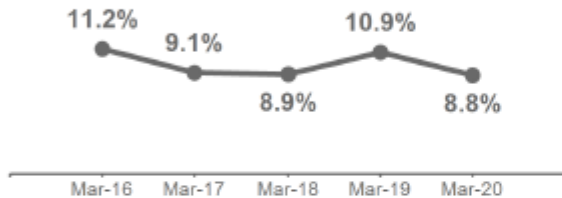
Age Profile



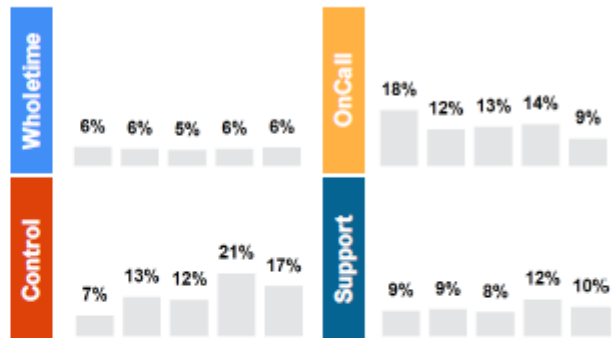
Five recruitment campaigns for wholetime Firefighters over recent 5 years, a number of retirements and turnover in Combined Fire Control have all contributed to an increase in the younger age groups. The only area where this is not the case is with On-call Firefighters which has seen a slight decline in staff member who fall into the younger age bracket.

Staff Turnover

Overall Percentage Staff Turnover



Percentage Staff Turnover by Staff Group



Number of staff

Snapshot at	Wholetime	OnCall	Control	Support	Total
Mar-16	239	240	43	129	651
Mar-17	249	229	38	145	661
Mar-18	244	225	41	161	671
Mar-19	250	225	43	170	688
Mar-20	245	252	42	185	724

based on the total number of unique people in each staff group

Number of Leavers

Year Ending	Wholetime	OnCall	Control	Support	Total
Mar-16	15	44	3	11	73
Mar-17	14	28	5	13	60
Mar-18	13	29	5	13	60
Mar-19	14	31	9	21	75
Mar-20	15	23	7	18	64

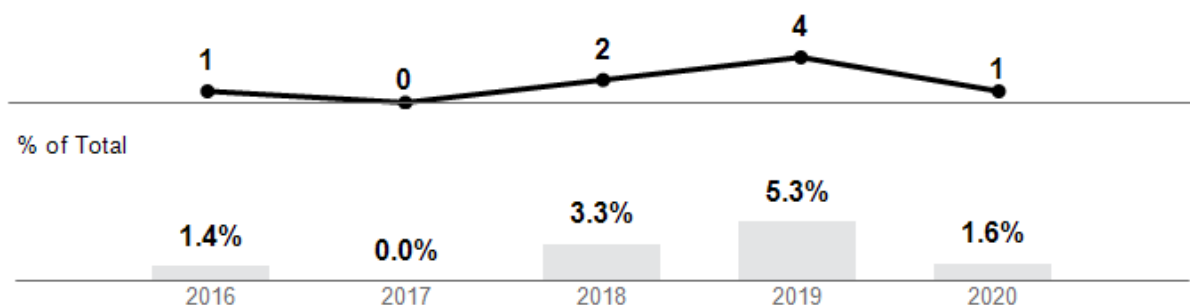
based on the total number of unique people in each staff group

Staff turnover is the number of staff that have left the Service expressed as a percentage of the average annual staff number. In the last year turnover has decreased in all areas of the business with the exception of Wholetime which remains consistent at 6% per annum over the last five years. The highest churn of staff remains within the Control environment although this itself has fallen by 4% in the last twelve months. For context, the national media turnover for 2019 was 9.2% for public sector.

Analysis of the protected characteristics of leavers shows a notable decrease in BAME staff turnover compared to the previous year.

Black and Minority Ethnic Leavers

Total Number

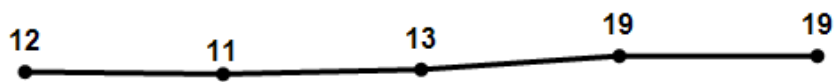


The number of women leaving (19) was disproportionately high at almost 30% of all leavers.

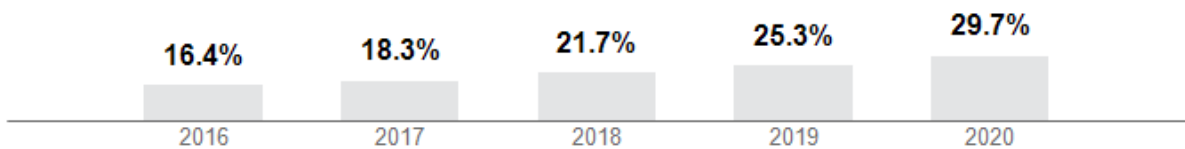
This was mainly from professional support and Combined Fire Control staff who made up 68% (13) of all female leavers. Where the number of leavers from a specific group is disproportionate, exit interviews and reasons for leaving are analysed to identify any trends. No single trend was identified for female or BAME leavers.

Female Leavers

Total Number



% of Total



Rolling 12 months	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-16	1	6.7%	3	6.8%	4	6.8%	2	66.7%	6	54.5%	8	57.1%	12	16.4%
Mar-17	0	0.0%	3	10.7%	3	7.1%	4	80.0%	4	30.8%	8	44.4%	11	18.3%
Mar-18	1	7.7%	0	0.0%	1	2.4%	4	80.0%	8	61.5%	12	66.7%	13	21.7%
Mar-19	2	14.3%	0	0.0%	2	4.4%	6	66.7%	11	52.4%	17	56.7%	19	25.3%
Mar-20	1	6.7%	5	21.7%	6	15.8%	6	85.7%	7	38.9%	13	52.0%	19	29.7%

There were no leavers who identified as LG or B, individuals with a faith or who are female but the number leaving from an ethnic minority was the largest number of three people with one person with a disability. This shows that for some groups we are getting the culture right but in other areas there is still work to be done.

Analysis of discipline and capability cases

Disciplinary Cases		Informal Outcome		First Formal Warning		Final Formal Warning		Dismissal	
Total Numbers		18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20
		26	11	11	3	1	0	0	2
Issue	Availability & Attendance	12	4	2	0	0	0	0	0
	Failure to comply with policy	2	1	1	0	0	0	0	0
	Dishonesty	0	0	1	0	1	0	0	0
	Inappropriate Behaviour	3	0	1	1	0	0	0	0
	Driving	6	0	0	0	0	0	0	0
	Capability	3	5	6	2	0	0	0	0
	Probation	0	1	0	0	0	0	0	2

Total number of discipline and capability cases (16) was significantly lower than previous year (38) with 25% of these connected to availability and attendance. Majority were male staff of white British ethnicity which mirrors the profile of this staff group. While little detail can be given because numbers are so small there are no concerning trends for any specific protected characteristic.

Analysis of grievance cases

Grievance Cases					
		2018/19		2019/20	
Total Numbers		5	Outcomes	8	Outcomes
	Process	4	1 partially upheld 1 not upheld 2 informally resolved.	6	1 partially upheld 0 not upheld 5 informally resolved
	Unfair Treatment	1	Not upheld.	2	1 partially upheld 1 not upheld 0 informally resolved

The number of grievance cases is higher than previous years with no reported cases of bullying, harassment or other inappropriate behaviour. The proportion of each staff group raising grievances (e.g. men, women) is consistent with overall staff numbers.

Our network of RESPECT champions that were established to provide staff with a confidential route to discuss concerns about behaviour and to be signposted to different options for dealing with this. Our training programme on professional behaviour at work which sets the standards are expected to continue throughout the next twelve months.

Return to work after maternity leave

Eight members of staff took maternity leave in this year; five having returned with three still on leave. None have left the Service.

Section 4 - Recruitment analysis

The following tables and graphs show the number of applicants and successful recruits for all staff groups. Detailed analysis of the most recent wholetime FF recruitment process (2019) was reported in previous year’s report.

Selection Standards

Panels of shortlisters and assessors have to undergo assessor training before being allowed to interview or assess. Panels aim to reflect both professional support and operational managers which provides a gender balance – and often an experience balance. Application forms are shortlisted with personal details like name, age, forms of address omitted and are scrutinised by the Recruitment Team. Work is underway to train and invite “community assessors” to join our selection panels.

Total number of Applicants and Recruits



Applicants						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-16	225	128	353	46	175	574
Mar-17	221	96	317	26	115	458
Mar-18	186	223	409	112	190	711
Mar-19	175	269	444	96	171	711
Mar-20	259	185	444	59	179	682

Recruits						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-16	16	39	55	5	15	75
Mar-17	9	24	33	0	8	41
Mar-18	5	26	31	6	21	58
Mar-19	10	32	42	11	22	75
Mar-20	5	34	39	5	17	61

People with a Black and Minority Ethnic Background

Total Number



% of Total



Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-16	8	3.6%	10	7.8%	18	5.1%	0	0.0%	8	4.6%
Mar-17	14	6.3%	6	6.3%	20	6.3%	1	3.8%	4	3.5%
Mar-18	5	2.7%	13	5.8%	18	4.4%	3	2.7%	20	10.5%
Mar-19	6	3.4%	21	7.8%	27	6.1%	1	1.0%	20	11.7%
Mar-20	6	2.3%	15	8.1%	21	4.7%	10	16.9%	12	6.7%

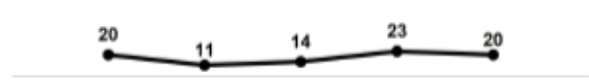
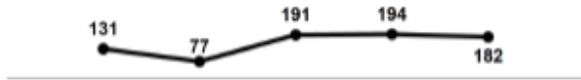
Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-16	1	6.3%	1	2.6%	2	3.6%	0	0.0%	2	13.3%
Mar-17	0	0.0%	2	8.3%	2	6.1%	0	0.0%	0	0.0%
Mar-18	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	14.3%
Mar-19	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	22.7%
Mar-20	0	0.0%	1	2.9%	1	2.6%	0	0.0%	0	0.0%

Guidance notes Please interpret the percentages using the following example:
 Wholetime BME Applicants / All Wholetime Applicants OR Wholetime BME Recruits / All Wholetime Recruits.

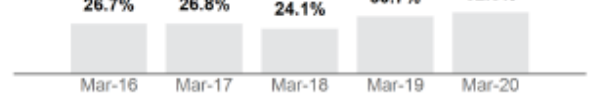
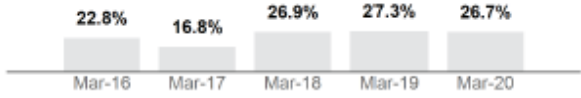
The number of applications from BAME candidates has decreased slightly after improvements in this are the previous last few years (with the notable exception of Control) however the number of recruits is disappointingly low. Our positive action work to raise the profile of CFRS as an employment choice with all communities will continue to effort to address this imbalance.

Female Applicants and Recruits

Total Number



% of Total



Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
	No.	%	No.	%	No.	%	No.	%	No.	%
Ending										
Mar-16	17	8%	13	10%	30	8%	17	37%	84	48%
Mar-17	28	13%	9	9%	37	12%	7	27%	33	29%
Mar-18	19	10%	30	13%	49	12%	45	40%	97	51%
Mar-19	29	17%	36	13%	65	15%	54	56%	75	44%
Mar-20	31	12%	28	15%	59	13%	33	56%	90	50%

Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
	No.	%	No.	%	No.	%	No.	%	No.	%
Ending										
Mar-16	4	25%	4	10%	8	15%	5	100%	7	47%
Mar-17	2	22%	2	8%	4	12%	0	0%	7	88%
Mar-18	0	0%	3	12%	3	10%	1	17%	10	48%
Mar-19	2	20%	2	6%	4	10%	10	91%	9	41%
Mar-20	0	0%	6	18%	6	15%	5	100%	9	53%

Guidance notes Please interpret the percentages using the following example:
 Wholetime Female Applicants / All Wholetime Applicants OR Wholetime Female Recruits / All Wholetime Recruits.

The number of women applying for posts although significantly high has decreased slightly year on year. While the proportion of women successful recruits has also increased this is not proportionate to those applying in all areas – although it is positive to see that 18% of on-call recruits were female. It is not necessarily positive to see that 100% of recruits to Combined Fire Control were female, as men are under-represented in this area of the Service.

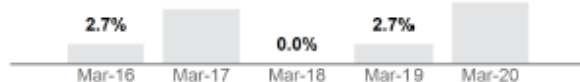
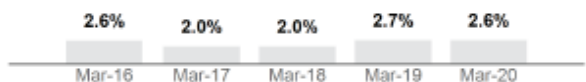
We continue to review the equality impact of recruitment, selection and initial training processes to ensure there is no disadvantage to women or other groups who share a protected characteristic.

People sharing a Disability

Total Number



% of Total



Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
	No.	%	No.	%	No.	%	No.	%	No.	%
Ending										
Mar-16	7	3.1%	5	3.9%	12	3.4%	0	0.0%	3	1.7%
Mar-17	3	1.4%	3	3.1%	6	1.9%	0	0.0%	3	2.6%
Mar-18	2	1.1%	6	2.7%	8	2.0%	4	3.6%	2	1.1%
Mar-19	4	2.3%	4	1.5%	8	1.8%	6	6.3%	5	2.9%
Mar-20	8	3.1%	2	1.1%	10	2.3%	5	8.5%	3	1.7%

Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
	No.	%	No.	%	No.	%	No.	%	No.	%
Ending										
Mar-16	1	6.3%	0	0.0%	1	1.8%	1	20.0%	0	0.0%
Mar-17	2	22.2%	0	0.0%	2	6.1%	0	0.0%	1	12.5%
Mar-18	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Mar-19	0	0.0%	1	3.1%	1	2.4%	1	9.1%	0	0.0%
Mar-20	1	20.0%	1	2.9%	2	5.1%	0	0.0%	3	17.6%

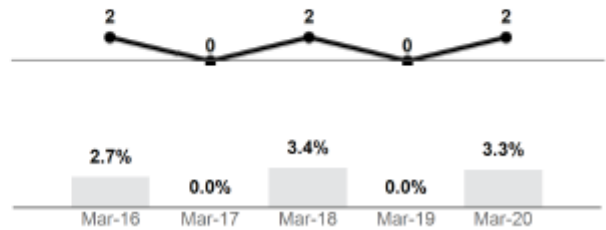
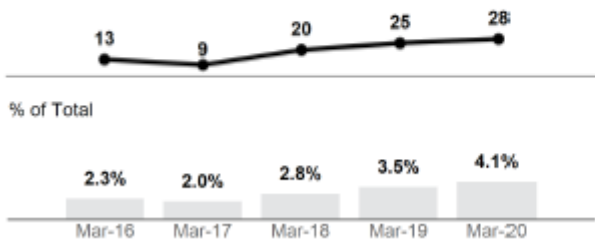
The number of disabled applicants still remain quite low and it is expected that this might be down to a number of reasons and specifically around neuro-diverse conditions where people might not understand that this is a recognised disability.

However the number of recruits declaring a disability has risen quite significantly although improvements are still needed to ensure that disabled staff are proportionately represented in all areas of the Service.

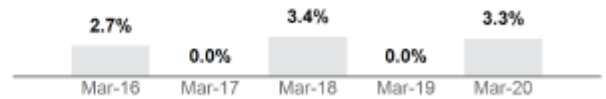
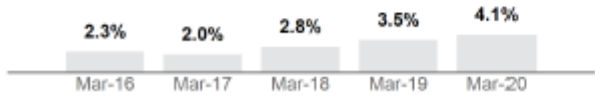
Commitment to improving in this area is shown through our Disability Confident Scheme as well as support for new recruits with dyslexia and more education being made available to existing staff attaining a diagnosis has significantly risen.

People declaring an Other Religion of Belief

Total Number



% of Total



Again applicants of minority religion are increasing slightly, and it is positive this year to see an increase in the proportion of new recruits declaring an-other religion or belief.

People who identify as Lesbian, Gay or Bisexual

Total Number

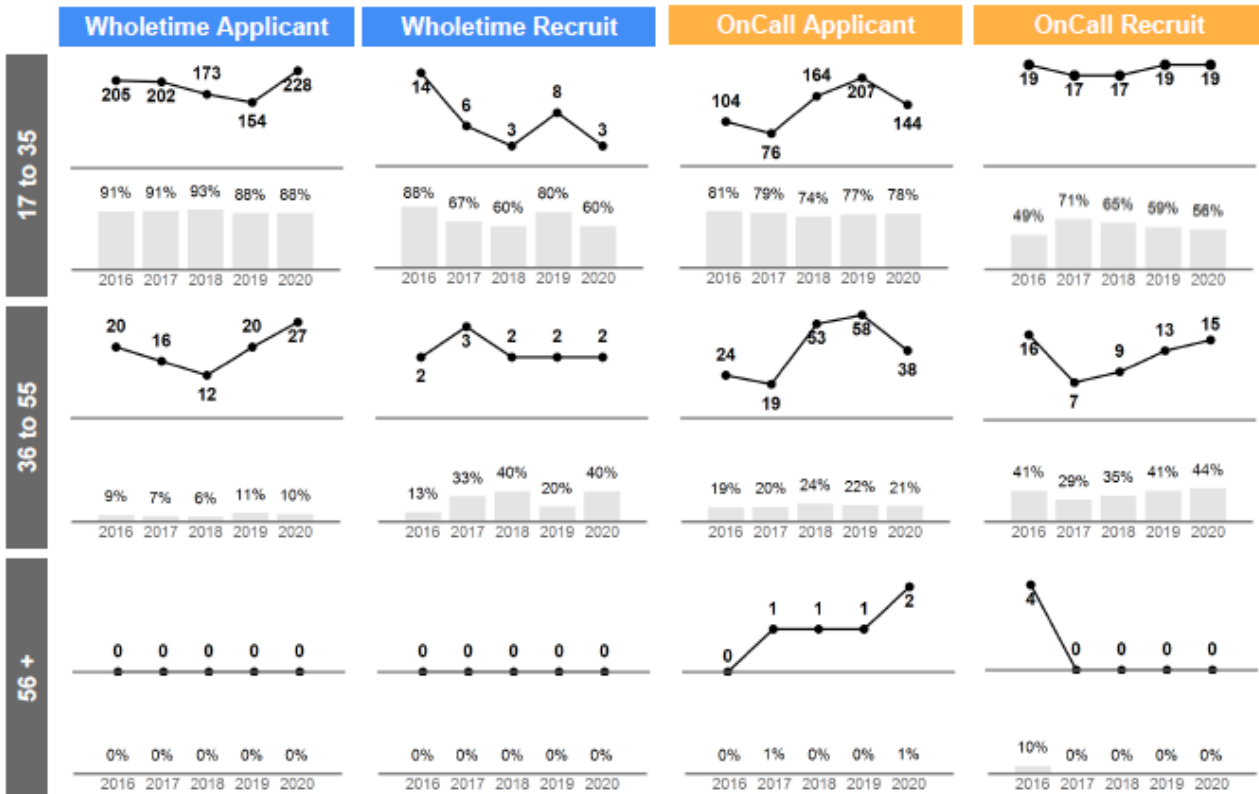


% of Total



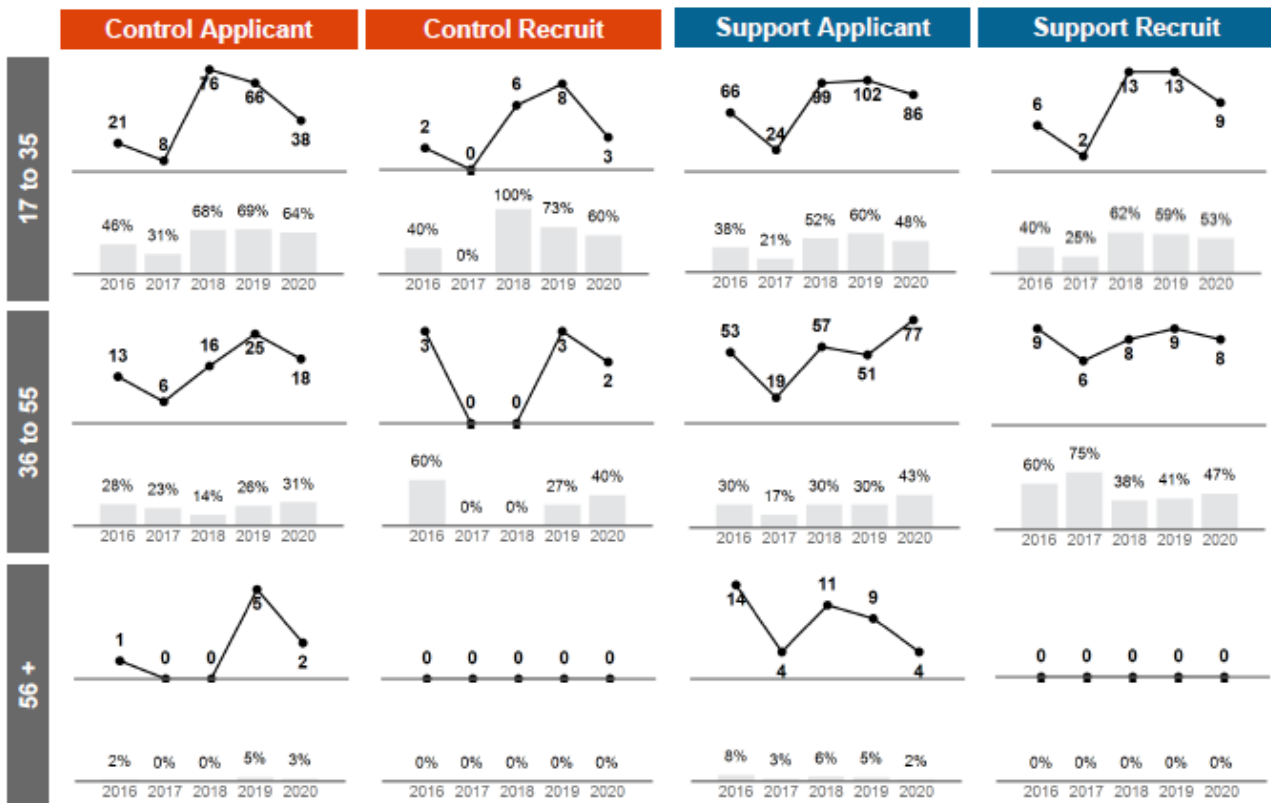
Last year saw a small decline in the proportion of applicants who declared that they identify as Lesbian, gay or Bisexual, although the number making it through saw a welcome significant increase. The service led the river parade at the first Cambridge Pride in June 2019 with other emergency services. We regularly include profiles and adverts in specific LGBT press as well as advertising selected vacancies through membership of Stonewall and local LGBT groups.

Age Profiles



The age profile of wholetime applicants is similar year on year and it is interesting to note that the proportion of wholetime recruits in the 36-55 age group is notably increased year on year, although the majority of recruits are still likely to be in the 17-35 age group. The age profile for on-call applicants and recruits remains similar year on year, with recruit numbers in the 36-55 age range being proportionately higher than applicants.

Age Profiles



There has been a notable decrease in the proportion of Control recruits falling into the younger age bracket and a notable increase in those falling into the 36-55 bracket. For professional support staff there is better correlation between numbers applying and being recruited in the two younger age groups but there is less likelihood of recruitment for those 56 and over.

Section 5 - Gender Pay Gap

Employers of more than 250 staff are required to calculate and publish information about the gender pay gap in their organisation (Equality Act 2010).

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.

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

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.

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).

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.

Mean bonus gender pay gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 10b). For Cambridgeshire Fire and Rescue Service, “bonus” as defined in regulation 10b includes payment related to *“productivity, performance or incentive”*.

- **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).

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).

Proportion of males and females receiving a bonus payment

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

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).

Charts updated

Cambridgeshire Fire and Rescue Service GPG

Difference in mean hourly rate of pay	2017	2018	2019	2020
Mean hourly rate of pay for all male full-pay relevant employees	£18.25	£18.01	£18.11	£18.52
Mean hourly rate of pay for all female full-pay relevant employees	£14.86	£15.24	£15.26	£15.76
<i>% Difference in mean hourly rate of pay</i>	18.58%	15.38%	15.74%	14.90%

Difference in median hourly rate of pay	2017	2018	2019	2020
Median hourly rate of pay for all male full-pay relevant employees	£16.04	£15.75	£15.99	£16.39
Median hourly rate of pay for all female full-pay relevant employees	£13.81	£13.97	£14.04	£14.77
<i>% Difference in median hourly rate of pay</i>	13.90%	11.30%	12.20%	9.88%

Commentary: Both mean and median pay gaps have seen a decrease since last year and are in fact the lowest gap seen since reporting started in 2017. We recognise that there is a good news to celebrate that there has been more promotions offered and received within our female staff and there has also been a general uptake from female operational staff to stay with the service considerably longer and return to the service following maternity leave.

Difference in mean bonus pay	2017	2018	2019	2020
Mean bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£54.19	£56.52	£55.62	£59.89
Mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£53.88	£58.24	£50.09	£59.00
<i>% Difference in mean bonus pay</i>	<i>0.57%</i>	<i>-3.04%</i>	<i>9.94%</i>	<i>1.49%</i>

Commentary: The gap in mean bonus pay this year is much more equal, this is the smallest that this gap has been since reporting started in 2017 which is very positive news. This we recognise is due to a series of honorariums being paid to female staff including four more female drivers, three more returners from maternity leave and therefore CPD payments that were not recorded the year before are being paid. There has also been several promotions to female staff and a general uptake on female staff staying longer with the service.

Difference in median bonus pay	2017	2018	2019	2020
Median bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50	£49.50
Median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50	£49.50
<i>% Difference in median bonus pay</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>

Proportion of male and female employees who received bonus pay	2017	2018	2019	2020
The number of male relevant employees who were paid bonus pay during the relevant period	317	291	290	303
The number of male relevant employees	516	506	525	519
<i>The proportion of male employees who received bonus pay</i>	<i>61.43%</i>	<i>57.51%</i>	<i>55.24%</i>	<i>58.38%</i>
The number of female relevant employees who were paid bonus pay during the relevant period	34	25	36	31
The number of female relevant employees	131	131	135	140
<i>The proportion of female employees who received bonus pay</i>	<i>25.95%</i>	<i>19.08%</i>	<i>26.67%</i>	<i>22.14%</i>

Commentary: The proportions of men and women who received bonus pay reflects the makeup of operational men and women in the Service.

Proportion of male and female employees according to quartile pay bands	2017	2018	2019	2020
The number of male full-pay relevant employees in the lower quartile pay bands	110	106	109	108
The number of full-pay relevant employees in that quartile pay band	163	159	162	163
<i>Proportion of male employees in the lower quartile pay band</i>	67.48%	66.67%	67.28%	66.26%
The number of female full-pay relevant employees in the lower quartile pay bands	53	53	53	55
The number of full-pay relevant employees in that quartile pay band	163	159	162	163
<i>Proportion of female employees in the lower quartile pay band</i>	32.52%	33.33%	32.72%	33.74%
The number of male full-pay relevant employees in the lower middle quartile pay bands	124	117	125	133
The number of full-pay relevant employees in that quartile pay band	163	158	166	172
<i>Proportion of male employees in the lower middle quartile pay band</i>	76.07%	74.05%	75.30%	77.33%
The number of female full-pay relevant employees in the lower middle quartile pay bands	39	41	41	39
The number of full-pay relevant employees in that quartile pay band	163	158	166	172
<i>Proportion of female employees in the lower middle quartile pay band</i>	23.93%	25.95%	24.70%	22.67%
The number of male full-pay relevant employees in the upper middle quartile pay bands	134	145	149	138
The number of full-pay relevant employees in that quartile pay band	160	161	168	159
<i>Proportion of male employees in the upper middle quartile pay band</i>	83.75%	90.06%	88.69%	86.79%
The number of female full-pay relevant employees in the upper middle quartile pay bands	26	16	19	21
The number of full-pay relevant employees in that quartile pay band	160	161	168	159
<i>Proportion of female employees in the upper middle quartile pay band</i>	16.25%	9.94%	11.31%	13.21%
The number of male full-pay relevant employees in the upper quartile pay bands	148	138	142	140
The number of full-pay relevant employees in that quartile pay band	161	159	164	165
<i>Proportion of male employees in the upper quartile pay band</i>	91.93%	86.79%	86.59%	84.85%
The number of female full-pay relevant employees in the upper quartile pay bands	13	21	22	25
The number of full-pay relevant employees in that quartile pay band	161	159	164	165
<i>Proportion of female employees in the upper quartile pay band</i>	8.07%	13.21%	13.41%	15.15%

It is positive to see an increase in the proportion of females in the upper middle and upper quartiles of the pay band. Recommendations from the equal pay audit carried out in 2018-19 are being implemented this year and full equality analysis is being undertaken as part of the work to design a new management band pay scale.

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

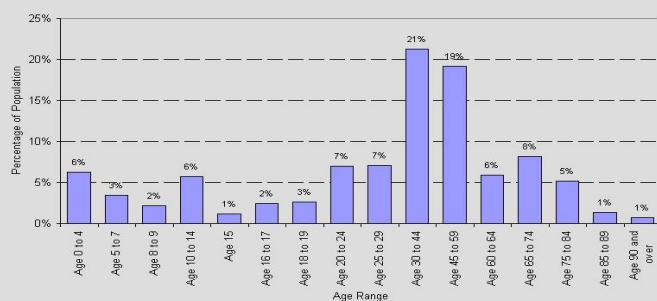
Long Term Health Problem or Disability

Day-to-day activities limited a lot : 7% (54,674)

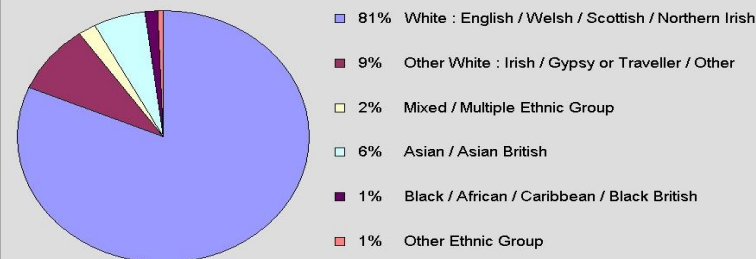
Day-to-day activities limited a little : 9% (70,944)

Day-to-day activities not limited : 84% (679,223)

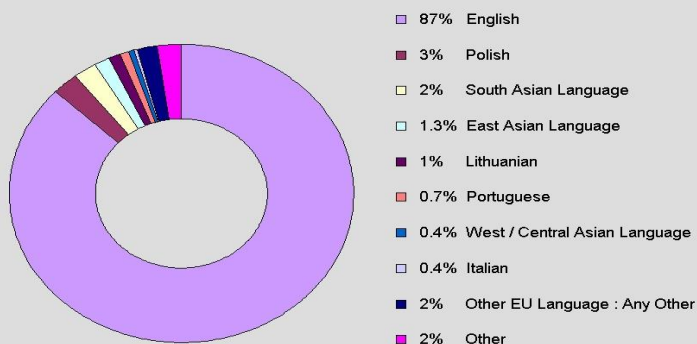
Age Range



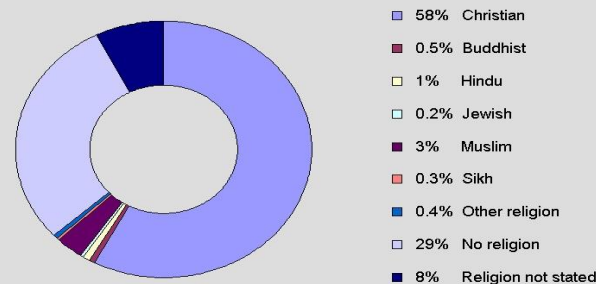
Ethnic Groups



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)

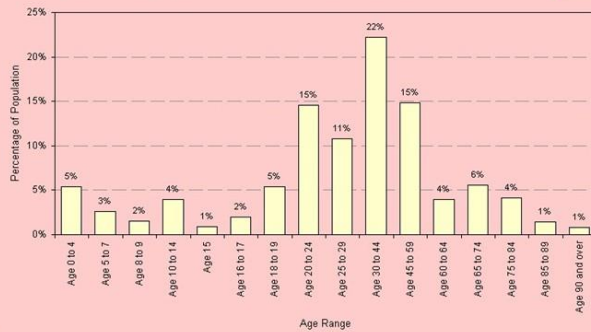
Average Age
36 years

Median Age
31 years

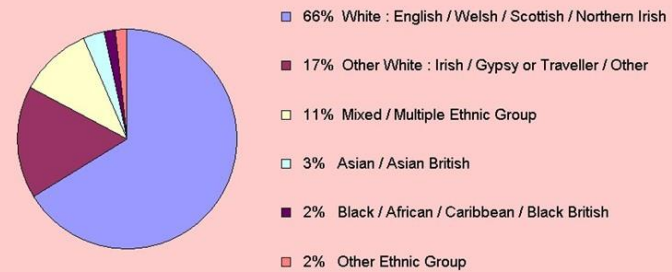
Long Term Health Problem or Disability

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)

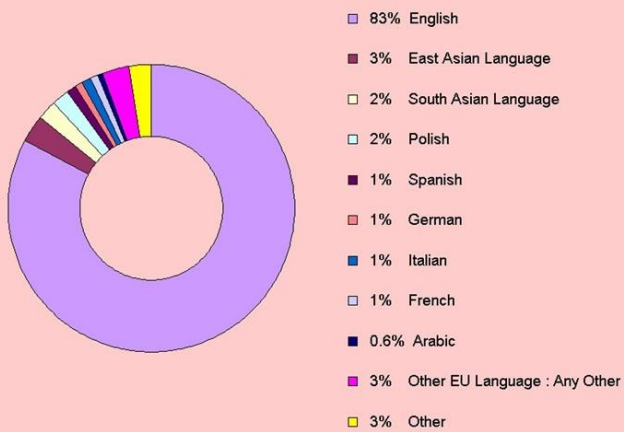
Age Range



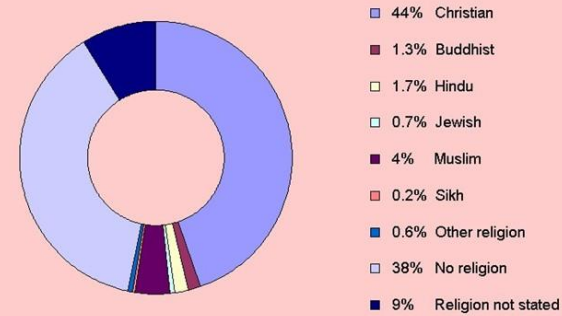
Ethnic Groups



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

Long Term Health Problem or Disability

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

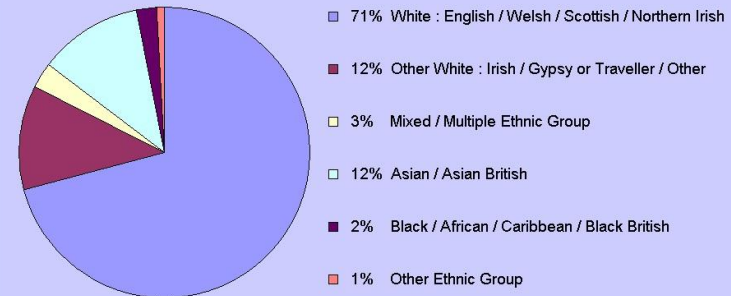
Day-to-day activities limited a little : 9% (16,538)

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

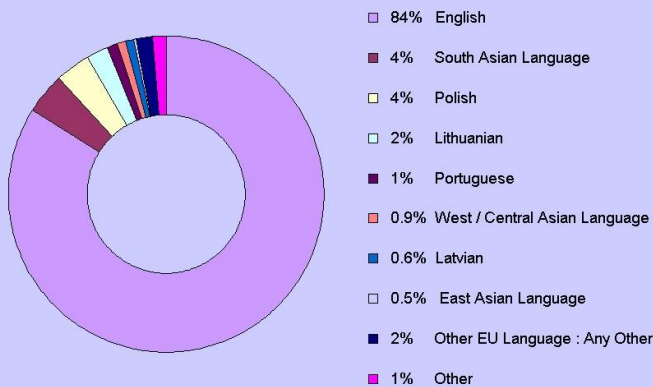
Age Range



Ethnic Groups



First or Preferred Language aged 3 and over



Religion

