



**CAMBRIDGESHIRE
FIRE & RESCUE SERVICE**



Equality and Inclusion Compliance Report

**Equality Act 2010 (Specific Duties) Regulations 2011
April 2020 – March 2021
(including Gender Pay Gap as at 31st March 2021)**

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1. Glossary of Terms

CFRS	- Cambridgeshire Fire and Rescue Service
CYP	- Children & Young People
EQIA	- Equality Impact Assessment
HR	- Human Resources
IRMP	- Integrated Risk Management Plan (strategy)
LGBT+	- Lesbian, Gay, Bisexual and Transgender
L&OD	- Learning & Organisational Development
NFCC	- National Fire Chiefs Council
PDR	- Performance & Development Reviews

2. 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 2020 and March 2021 as required by the Equality Act 2010. The equality duty requires the Authority to:

Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010	Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.	Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
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There are **nine protected characteristics** defined by the Equality Act 2010:

- 1 age
- 2 disability
- 3 race (including ethnicity, national origin, nationality and colour)
- 4 gender reassignment
- 5 marriage or civil partnership
- 6 pregnancy or maternity and pregnancy
- 7 religion or belief
- 8 sex
- 9 sexual orientation.

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 & Inclusion objectives are set within our IRMP (Integrated Risk Management Plan) 2020-2024.

Our objectives for 2020-2024 and progress against them are given below. It should be noted for context that this reporting period (April 2020-March 2021) was during the height of the coronavirus pandemic. This meant that our community activity was reduced as we adapted our activities to the associated lockdowns and restrictions.

3. Progress on Equality Objectives in IRMP 2020-2024

i) People Excellence

- a) Continue work to develop our organisational culture and to enhance staff engagement.

We researched and implemented ways to give leaders the understanding and ability to develop their teams' levels of engagement. Due to the pandemic, the initial focus was on helping managers and leaders in the organisation to understand the impact of lockdowns and how to engage with their teams that are now in a different working environment, ensuring they are motivated, productive and feel involved and informed. We released our 2021 Learning & Organisational Development plan with ongoing virtual delivery of 'Developing Teams' events for all leaders which encompassed engagement and inclusion elements. Leadership development events were created to provide leaders with new skills and knowledge of how to engage and involve their teams during and post lockdowns.

We promoted the use of the Personal and Leadership Development Framework for all to ensure staff are aware of the set behaviours for personal development that should positively impact their experience at work. The framework was designed, rolled-out and used in all promotion processes run during lockdown. The framework has continued to underpin the Insights & Aspire leadership development programmes. There is ongoing work by L&OD to embed the framework into regular performance and development conversations, and succession planning activity.

We continued with the work to review the feedback from the employee engagement survey. The pandemic significantly changed how people work and the interactions staff have with each other and we needed to consider this in our reflections on the responses to our employee engagement survey which ran in late 2019. Therefore, we ran a short engagement and wellbeing survey, including Inclusion questions, in January 2021. The data was made available to us in April 2021 and will be covered in our next report.

We continued to embed the desired culture. Senior leaders continued to promote the vision for the culture we desire at manager seminars, other relevant meetings and through regular communication, being clear in our expectations. The new culture we are seeking to embed drove our decision making during the pandemic, ensuring we put people at the heart of decisions and doing what is right by staff and the people we serve. We held events with the Head of Group and manager communities to discuss and reflect on the importance of collective corporate responsibility in creating and maintaining a 'One Team' culture.

We listened and responded to staff feedback. Face-to-face station visits were paused during the pandemic; however, feedback was an important part of the process for us in managing the pandemic. Feedback was sought and a review of the feedback was made available for all staff to view on the intranet. We conducted virtual reflections exercises, Head of Group and managers meetings.

- b) Develop and improve the ways in which we support the mental health and wellbeing of our staff.

We designed a session for line managers to help them prevent and protect against mental ill health in their team. This was a bespoke programme which was launched on 10 October 2020, to coincide with Mental Health Day. It was rolled out to managers in 2020 and began roll out to all staff in April 2021.

We made efforts to overcome the stigma around mental health. We encouraged the use of internal communications channels to support this and there were more conversations, posts, campaigns and individuals coming forward to share their experiences during the last year than we have previously seen. We co-ordinated campaigns around World Suicide Prevention Day, World Mental Health Day and Stress Awareness Day.

We reviewed the psychosocial risk factors within CFRS and assessed them against the wellbeing interventions. During the pandemic, we had meetings weekly to ensure the wellbeing of our people was at the forefront of what we were doing both during the height of the pandemic and as we moved more towards recovery and consideration of a 'new normal'. This naturally led to us adapting what we offer and creating a strategy that was shared with all staff and received positive feedback.

We improved our wellbeing service. We made new and additional wellbeing resources available to staff during the pandemic and have developed and recruited to a new role for a Mental Health and Wellbeing Advisor to focus on this subject going forward. The new starter joined us in May 2021.

- c) Improve the diversity of our workforce.

We designed and began to implement a Positive Action plan, with the purpose of engaging and building relationships with a wider range of diverse groups within the local community, in order to benefit both recruitment and community safety work. The focus started with support for wholtime recruitment and increasing our reach with new diverse relationships in the community, especially women and ethnic minority groups. During the pandemic the focus shifted to maintaining existing relationships with the community through virtual channels.

Following the impact on colleagues of the death of George Floyd and the Black Lives Matter movement, we held a series of listening sessions with colleagues to better understand the impact and how we can further engage and support our ethnic minority colleagues going forward. We shared the report with all staff in June 2021 and are moving the actions forward with a new Inclusion Ambassador for ethnicity and race.

In April 2021 our Equality, Diversity & Inclusion Manager left us to take up a new role in the private sector. We recruited a successor to this role, with an excellent blend of experience focused on both community and workforce inclusion, who joined us in June 2021.

We continued to complete Equality Impact Assessments (EQIA). Equality Impact Assessments are a way of systematically assessing the effects that a policy, project or decision is likely to have on different people within the service and the community.

The process helps identify potential discrimination by analysing policies, projects, practices, processes, procedures, services, and decisions, to make sure they do not discriminate or disadvantage people and helps towards improving or promoting equality.

Carrying out Equality Impact Assessments helps us meet our legal duties as well as bringing a number of benefits. It helps us ensure that our decisions impact in a fair way, to make decisions based on evidence, to make decision-making more transparent and provides a platform for collaboration with the community and partners.

In this period Equality Impact Assessments were part of our usual ways of working as well as some significant projects, for example:

- In the Fireground Radios project, the EQIA was effectively used to produce the training material and shape the device evaluations in the tender process, especially for firefighters with who wear hearing aids and firefighters with dexterity issues through missing digits.
- In the Huntingdon Relocation project the EQIA was effectively used to plan equality and diversity actions into the inception of the build e.g. disability accessible building with bathroom and changing facilities and disabled parking, prayer and nursing facilities, separate food storage areas for cultural and religious/belief needs.
- In the Training Centre Review project, the EQIA was used to analyse the proposed new working pattern to achieve the benefits of more flexible working and work life balance for colleagues in the training team.

We are seeking to continually improve the quality of our equality impact assessments, by ensuring that all managers are aware of and trained in their responsibilities, and that we can more efficiently and effectively gather internal and external feedback and track actions.

- d) Expand our programme of development activities to prepare staff for future roles and opportunities.

We continued with work to update, expand and improve our range of development portfolios. We introduced more development portfolios for professional support roles, entry level, supervisory and middle manager roles. We completed the Group Commander development portfolio and work will commence to redesign and develop operational and support portfolios next year.

We introduced a formal coaching service. We rolled out Mindset Coaching training and online modules to support the pandemic conditions. We professionally developed several members of staff as coaches, who completed their CMI qualification. L&OD developed a process that provides clear access to this new resource in addition to the Coaching Culture online toolkit. The service is keen to maximise the best use of this pool of coaching resource and a new focused role in this area within the L&OD team was recruited to at the end of the year.

- e) Embed an understanding of the value of quality conversations to enhance personal performance and development.

We gathered feedback on our current PDR process, the result was recommendations to focus on embedding understanding of the responsibilities for PDR conversations and the importance of recording conversations. We ran “Having Development Conversations” training sessions for managers.

- f) Strengthen our understanding of succession planning needs.

We evaluated and refined our succession planning model. We monitored the process and are confident that we have talented staff in the pipeline and that there is no risk to the service. We supported Levels 2, 3 and 5 Leadership Development Apprenticeships. We continued to offer Wholetime Firefighter Apprenticeship programmes and are in the process of evaluating this offer.

- g) Continual review of our recruitment and promotion processes to provide equality of opportunity and remove any unnecessary barriers to people joining or progressing their careers within the Service

We identified and contacted unsuccessful candidates from processes to provide support, understand any barriers and explore opportunities. A survey was designed and will be sent to all unsuccessful candidates following recruitment to highlight any barriers and developments needed. The offer is also made for unsuccessful candidates to speak to a Positive Action Officer. We will report on the evaluation of this data next year.

We reviewed our Wholetime recruitment process. We researched barriers, using previously sought feedback from candidates as well as liaising with other Services. We made some positive changes to our process including candidates being able to wear any clothing for swim tests and increasing the radius of where applicants can live and the point at which they need to have obtained a full driving licence. Changes will be implemented into the new rolling wholetime recruitment process in 2022.

Work experience. This was placed on hold during the pandemic, we hope to be able to re-start this in 2022.

Reviewing our promotion process. We agreed to move towards a new way of assessing people’s readiness for promotion via continual evidence obtained via a development portfolio (removing many of the barriers our staff had told us about) and agreed that this will commence from 2023 in order to enable sufficient lead time for development and appropriate training of portfolio assessors.

ii) Community Safety Excellence

- a) Reduce Community Risk - identify and reach those most at risk of fire.

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.

Robust links have been made with partner agencies and reinforced through collaborative work during the Covid-19 response. A new fire protection evaluation dashboard focuses on identifying trends for us to enhance our support to businesses. We collaborated with partners and agreed to use their extensive network to strengthen our existent referral pathways by promoting our safe and wells and educating their staff.

Key performance figures are shared with the wider organisation so they can confidently explain key trends in the county and take ownership of local and county risk at district level. The broader aim is to incorporate this into large digital displays on prominent places at all stations that clearly provide key data such as fire statistics, safe and well visits, risk information, and specific community risk information about that community. This will be digitally updated monthly and can incorporate seasonal prevention messages.

The risk matrix used to identify those at high risk and exceptionally high risk of fire has been reviewed and is in line with national guidance. The data analyst reviews this during our monthly Community Risk Meetings against the profile of those having fires and fatalities or those being injured in fires. The vast majority of those are line with our risk profiles of those over the age of 65 and or with a registered disability and then risks increasing with other social factors such as smoking, dementia frailty index etc. There was a very minor increase in working age families experiencing accidental dwelling fires. The specific incident was addressed at the time by focused prevention activity in the community where the incident took place.

Impact of Accidental Primary Fires: April 2020 – March 2021

The number of accidental primary fires resulting in a fire casualty increased in 2020/21 with 36 accidental primary fires resulting in 48 fire casualties (including 3 fatalities) compared to 31 accidental primary fires in previous year. Of the 36 accidental primary fires, 69% occurred in a home. 69% of those injured were men and 23% were over 65. 73% of all casualties identified as White British or White Other, 10% as Black or other minority ethnic and 17% ethnicity not known.

- b) Develop our Firebreak programme to support the safety, health and personal development of identified young people (CYP)

Our Community Safety Coordinator has been trained in evaluation and has created a strategy for Firebreak using the 'logic model of change which covers in detail the way we undertake risk profiling to identify where the firebreak package can reduce risk.

The CYP lead for the NFCC visited the Service as part of their research, a report was written and CFRS was identified as best practice for being the only Service using the logic model and theory of change. Our Community Safety Coordinator is now leading a focus group involving other Fire Services from the whole of the UK in conjunction with the NFCC establishing 'best practices' for all the CYP engagements.

Whilst the physical delivery of Firebreak was suspended due to the pandemic we have adapted and created a one-day 'Firebreak One'. It has been designed to offer a cost effective and practical way to deliver some of the key intervention activity a full fire break course would provide. Both Firebreak and Firebreak One are now listed as interventions on the Healthy Schools webpage. We are also working with Cambridge Regional College and Anglia Ruskin University to identify if either Firebreak model would support their students.

Firebreak: <https://healthyschoolscp.org.uk/resilience/firebreak/>

Firebreak One: <https://healthyschoolscp.org.uk/resilience/firebreak-one/>

The Firebreak pump wrapping was designed and fitted, the aim is that it is attractive to children, young people and the community in our engagement activity.

- c) Offer early intervention and positively influence children and younger people.

We worked with partners to compare the objectives of nationally available CYP programmes with local need and the resources required to deliver them, to determine the relative benefit for CFRS. We are well connected on a national level via the NFCC.

We launched Jet the Dragon in January 2021 to fantastic feedback from both the local community as well as national platforms.

The face-to-face Safety Zone product was paused during the pandemic. We adapted a virtual version which is available for schools from the Healthy Schools website.

Additional CYP activities, such as Cadets, will be explored in 2022, with work on hold this year due to the pandemic.

- d) Support businesses to comply with regulation, and ultimately create safer places to live, work and visit.

We carried out analysis to understand who the free fire safety business seminars should be targeting. Face-to-face Business Seminars were paused during the pandemic. We trialled running them on a webinar, with success, at the end of March. We designed a new pre and post evaluation in place for Business Webinars, which will be used in our new Business Engagement process and audits.

- e) Effectively keep the community safe and well.

We worked with Community Engagement Officers and other stakeholders to ensure the Service provides equal access to community safety material. We reviewed the

safe and well literature as part of a wider piece of work for the vulnerable person module (VPM). This will record details of interventions made against individuals including specific literature or tailored materials e.g. interventions made with a hearing-impaired family and the adoption of British Sign Language applications due to COVID face masks obscuring the ability to lip read and causing a barrier for the prevention messages.

The Equality & Inclusion Manager attends the Customer Relationship Management (CRM) meetings so that we can ensure that any trends within districts can be evaluated against the known diversity they hold.

Plans are in place to use the 2021 Census data to review the perceived diversity of our boroughs to the actual statistics and put that data against incidents. This data should be available from March 2022 and will inform what additional resources we may need to provide for access to our fire safety material.

We are also reviewing access to our fire prevention materials for people with hearing impairments. We are linking in with community groups through the known associations to see how best to promote our messages effectively.

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, as well as advice on other well-being and safety issues e.g. falls' prevention; staying well and warm; alcohol use; crime reduction. The Service and its partners delivered 2,140 safe and well visits in the year. The table below shows the distribution of these by sex, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough. This data tells us that most safe and well visits are being delivered to people over 60 and to those who have a disability.

Characteristic		% Population 1	2019-20	2020-21	5-year average
Sex	Male	49.8%	36%	37%	35%
	Female	50.2%	64%	63%	65%
Age groups	Under 24	31%	1.3%	2.2%	1.4%
	25-39	20.9%	5.5%	7.4%	5.6%
	40-59	26.6%	7.5%	9.8%	8.0%
	60-74	14.1%	28.3%	22.7%	27%
	75 +	7.4%	57.4%	52.9%	58%
Ethnic Group	White	90.3%	96.6%	96.2%	96.1%
	Black, Asian, Minority Ethnic	9.7%	3.4%	3.8%	3.9%
Religion	No religion, belief	29.1%	13.6%	15%	16.9%
	Christian	57.9%	83%	82%	79.6%
	Muslim	3.3	1.2%	1.4%	1.6%
	Other religions ²	2.2%	2.1%	2.0%	2.5%
Disability	Day to day activities limited	16%			
	Disability		54.1	58.4%	53.4%

¹ 2011 Census

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

4. Workforce Data

One of the Service's priority areas is to improve diversity of the workforce so that it better reflects the communities we serve and encourages diversity of thought in its culture.

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 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 ethnic minority staff.

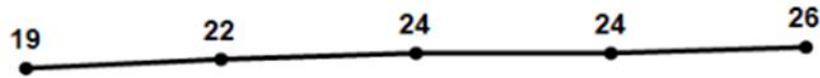
As at 31st March 2021 we employed 641 staff. Staff profile by role, protected characteristic and changes over the last 5 years are given below:

Head Count by Main Job						
Snapshot at Month Ending	Wholetime	OnCall	Ops Total	Control	Support	Total
Mar-17	247	174	421	38	127	586
Mar-18	242	173	415	40	138	593
Mar-19	248	171	419	43	149	611
Mar-20	242	182	424	42	143	609
Mar-21	261	180	441	44	156	641

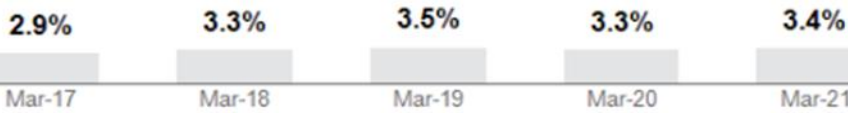
Guidance notes: The number of staff is calculated from the HR database and counts employees with a start date within a 12-month period over five consecutive years and records them in any of the four staff groups based on when the role started.

Black and Minority Ethnic Staff

Total Number



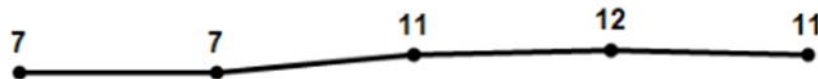
% of Total



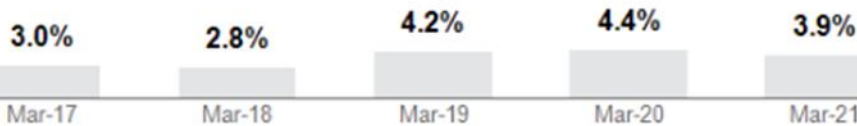
Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	7	2.8%	5	2.2%	12	2.5%	1	2.6%	6	4.1%	7	3.8%	19	2.9%
Mar-18	7	2.9%	5	2.2%	12	2.6%	1	2.4%	9	5.6%	10	4.9%	22	3.3%
Mar-19	6	2.4%	5	2.2%	11	2.3%	0	0.0%	13	7.6%	13	6.1%	24	3.5%
Mar-20	7	2.9%	6	2.4%	13	2.6%	1	2.4%	10	5.3%	11	4.8%	24	3.3%
Mar-21	6	2.3%	8	3.2%	14	2.7%	1	2.3%	11	5.5%	12	4.9%	26	3.4%

Black and Minority Ethnic Managers

Total Number



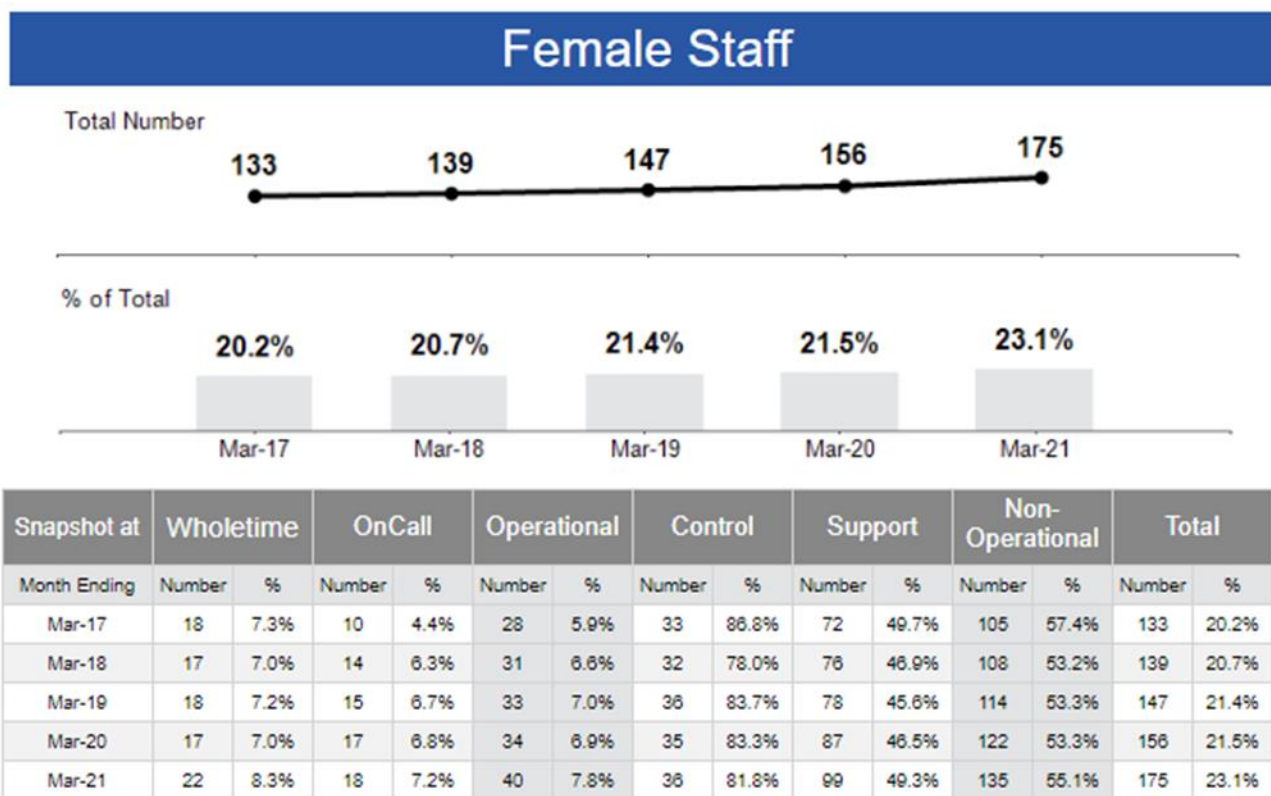
% of Total



Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	4	3.9%	1	1.5%	5	3.0%	0	0.0%	2	4.2%	2	2.9%	7	3.0%
Mar-18	4	3.7%	0	0.0%	4	2.3%	1	4.8%	2	3.8%	3	4.1%	7	2.8%
Mar-19	4	3.7%	1	1.4%	5	2.8%	0	0.0%	6	9.8%	6	7.5%	11	4.2%
Mar-20	4	3.8%	2	2.5%	6	3.2%	0	0.0%	6	9.8%	6	7.2%	12	4.4%
Mar-21	3	2.8%	1	1.2%	4	2.1%	0	0.0%	7	10.8%	7	8.0%	11	3.9%

There has been improvement in the overall number of ethnic minority staff, in On-Call and Professional Support. As around 10% of our population identify as ethnic minorities there

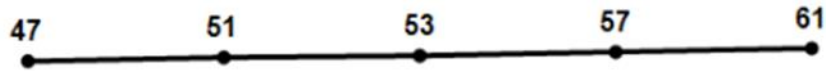
needs to be a sustained effort into improving ethnic diversity of our workforce and this is the focus for our Positive Action Officers. Feedback from ethnic minority community groups tells us that CFRS is still not visible to them and that they have little connection with CFRS or understand what the role of a firefighter is. Our work is therefore aimed at ensuring a higher visibility in these communities. Although community work was paused during the pandemic it is now opening up again and we have plans in place to celebrate Black History Month and involve community groups and colleagues as well as set up a new Community Forum to further this work in 2022 and beyond.



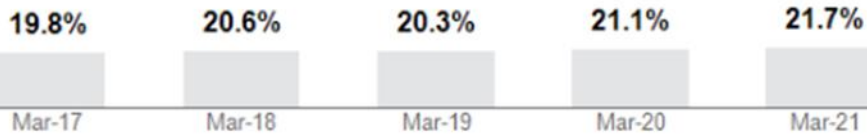
The proportion of female operational staff continues to grow in all areas of the organisation and compares well with the national figure of 7% (2019/20).

Female Managers

Total Number



% of Total



Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	3	2.9%	1	1.5%	4	2.4%	18	90%	25	52.1%	43	63.2%	47	19.8%
Mar-18	3	2.8%	1	1.5%	4	2.3%	19	90%	28	53.8%	47	64.4%	51	20.6%
Mar-19	3	2.8%	2	2.8%	5	2.8%	15	79%	33	54.1%	48	60.0%	53	20.3%
Mar-20	3	2.8%	2	2.5%	5	2.7%	18	82%	34	55.7%	52	62.7%	57	21.1%
Mar-21	6	5.5%	2	2.4%	8	4.1%	18	78%	35	53.8%	53	60.2%	61	21.7%

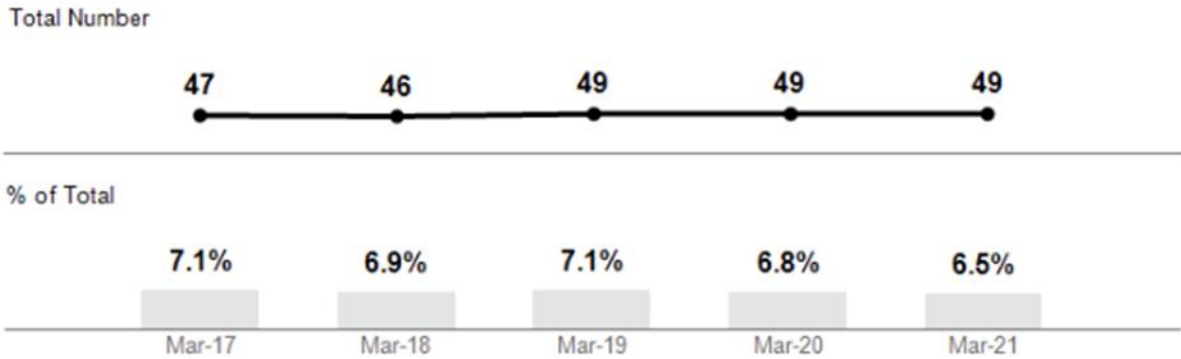
It is positive to see that the number of female managers has grown, including doubling in wholetime since last year. The biggest representation of female managers continues to be among professional support staff and Combined Fire Control.

We continue to work with our Female Operational Group that is chaired by a Firefighter. 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 firefighters is heard and that issues are taken back to the relevant areas. This includes but is not limited to:

- Uniform issues
- Fitness issues (following pregnancy)
- Promotion opportunities
- Sanitary provision
- Fertility treatment support

Through the introduction of the Inclusion Ambassador role and the Inclusion Steering Group, these issues are being taken to senior leaders on a regular basis.

Staff sharing a Disability



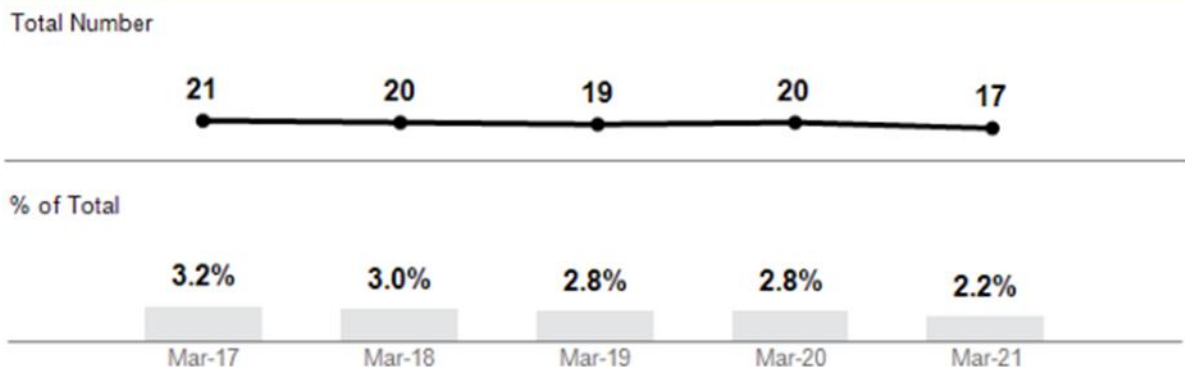
The number of disabled staff employed remains the same, albeit that the percentage has decreased slightly.

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 level 2 accreditation. 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 programme.

Additional training has been provided for managers on understanding disability and managing/supporting 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 a Workplace Adjustment Passport which is designed to encourage a more open conversation between the individual and their line manager.

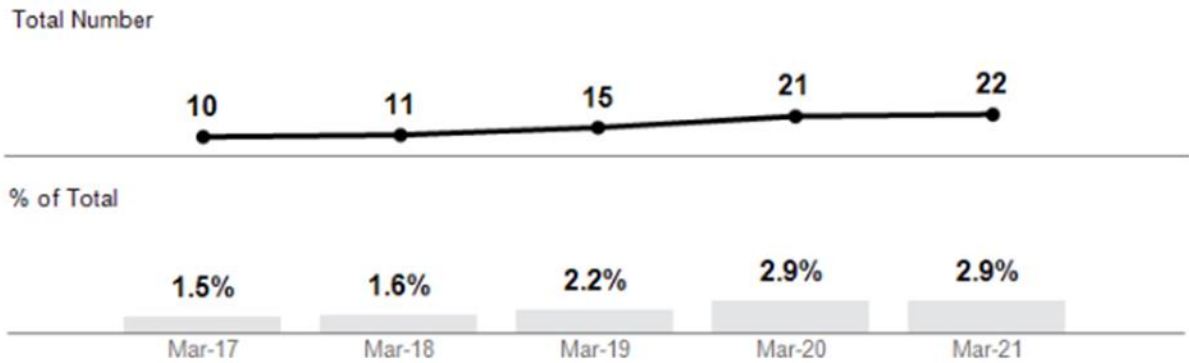
We have a Neurodiversity working group that meets bi-monthly and an Inclusion Ambassador for Neurodiversity that brings the topics they are working on to the Inclusion Steering Group of senior leaders.

Staff declaring an Other Religion or Belief



This decrease in numbers is due to two leavers and one self-declared change on the HR system. Of the 17 people, 76% were Other religion, 12% Muslim, 6% Buddhist and 6% Sikh.

Staff who identify as Lesbian, Gay or Bisexual



The last 5 years have seen a steady increase in staff who identify as lesbian, gay or bisexual. We support LGBT History month in February of each year in conjunction with our blue light colleagues and support local LGBT+ events and networks to show people of all sexual orientations that we are a welcoming and safe employer to work for.

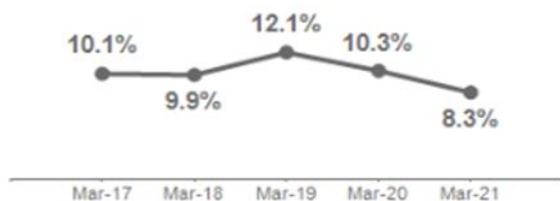
Age Profile



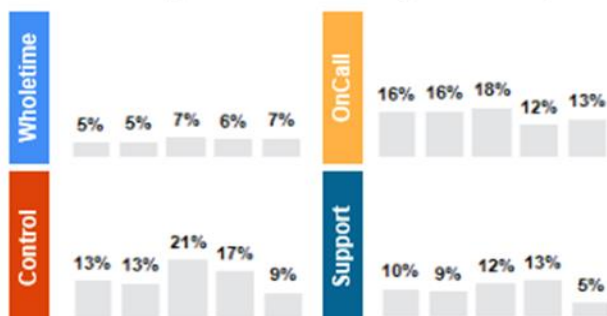
Recruitment, retirements and some staff turnover have all contributed to an increase in the younger age groups.

Staff Turnover

Overall Percentage Staff Turnover



Percentage Staff Turnover by Staff Group



Head Count by Main Job

Snapshot at	Wholetime	OnCall	Control	Support	Total
Mar-17	247	174	38	127	588
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Mar-20	242	182	42	143	609
Mar-21	261	180	44	156	641

based on the number of people by their main staff group -- a person is allocated to one staff group only --

Number of Leavers by Main Job

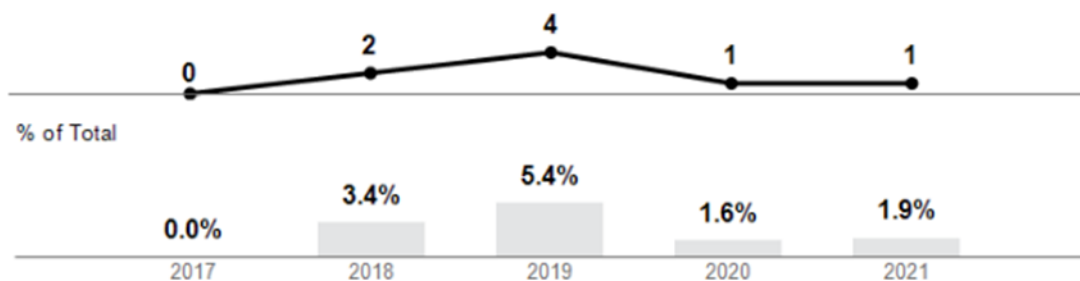
Year Ending	Wholetime	OnCall	Control	Support	Total
Mar-17	13	28	5	13	59
Mar-18	13	28	5	13	59
Mar-19	17	30	9	18	74
Mar-20	15	21	7	19	63
Mar-21	17	24	4	8	53

based on the number of people by their main staff group -- a person is allocated to one staff group only --

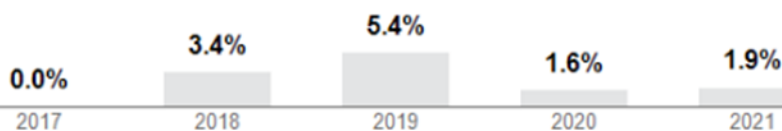
Staff turnover is the number of staff that have left the Service expressed as a percentage of the average annual staff number. In the last year turnover has decreased in Control and Professional Support. Wholetime sits at a steady 6-7% each year. On-call has increased slightly but it still well below where it was 2017-19. Exit data is sought from all leavers via a questionnaire and / or an exit conversation, and this is closely monitored to identify any trends or patterns. This includes close monitoring of the exit data for those with different protected characteristics.

Black and Minority Ethnic Leavers

Total Number



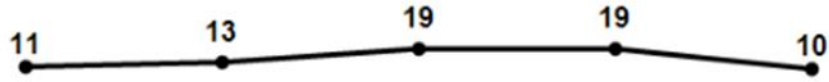
% of Total



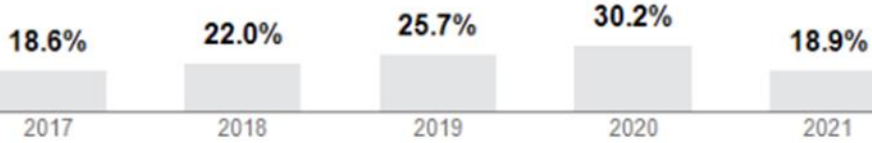
Analysis of the protected characteristics of leavers shows that we have held the decrease in black and minority ethnic staff turnover from last year.

Female Leavers

Total Number



% of Total

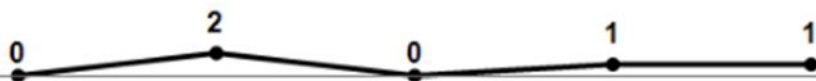


Rolling 12 months Ending	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	0	0.0%	3	10.7%	3	7.3%	4	80.0%	4	30.8%	8	44.4%	11	18.6%
Mar-18	1	7.7%	0	0.0%	1	2.4%	4	80.0%	8	61.5%	12	66.7%	13	22.0%
Mar-19	2	11.8%	0	0.0%	2	4.3%	6	66.7%	11	61.1%	17	63.0%	19	25.7%
Mar-20	1	6.7%	5	23.8%	6	16.7%	6	85.7%	7	36.8%	13	50.0%	19	30.2%
Mar-21	0	0.0%	2	8.3%	2	4.9%	2	50.0%	6	75.0%	8	66.7%	10	18.9%

The number of women leaving has significantly decreased since last year and is now on par with the lowest it has sat at, five years ago.

Leavers who identify as Gay, Lesbian or Bisexual

Total Number

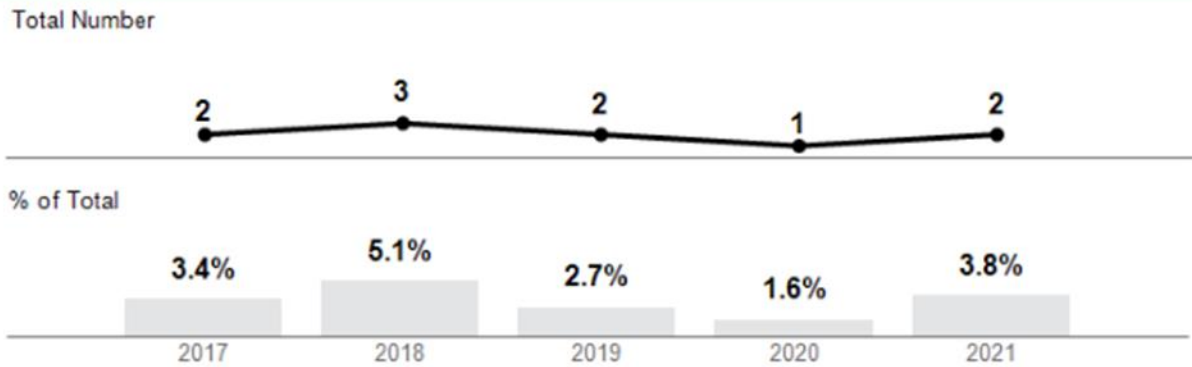


% of Total



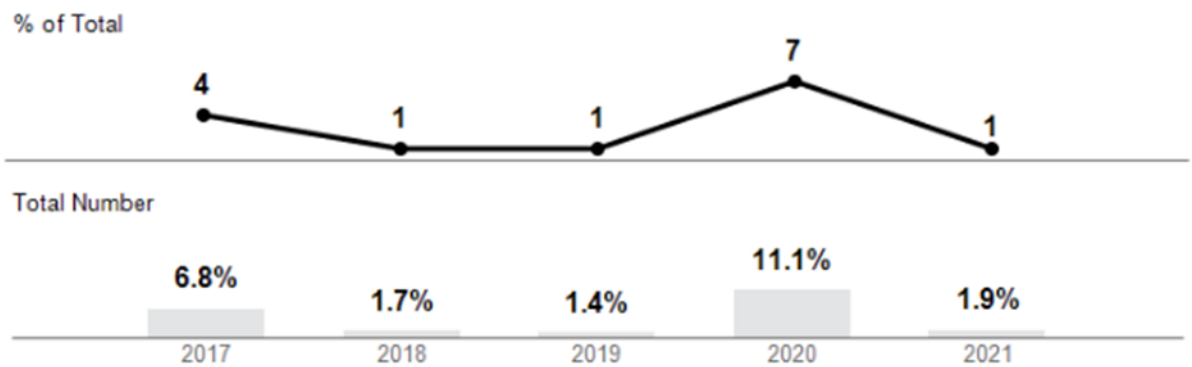
There was only one leaver last year that identified as Gay, Lesbian or Bisexual.

Leavers declaring an Other Religion or Belief



Only two leavers had identified as having an “Other religion or belief”.

Leavers sharing a Disability



Only one leaver had identified as having a disability.

Return to work after maternity leave

We had 11 colleagues on maternity leave during the period. 5 of these colleagues continued to be on maternity leave at the end of the reporting period and 6 had returned to work. None of the colleagues on maternity leave left the service.

Analysis of discipline and capability cases

Disciplinary Cases		Informal Outcome		First Formal Warning		Final Formal Warning		Dismissal	
		19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21
Total Numbers		11	4	3	2	0	0	2	1
Issue	Availability & Attendance	4	1	0	1	0	0	0	0
	Failure to comply with policy	1	0	0	0	0	0	0	0
	Dishonesty	0	0	0	0	0	0	0	1
	Inappropriate Behaviour	0	3	1	0	0	0	0	0
	Driving	0	0	0	0	0	0	0	0
	Capability	5	0	2	1	0	0	0	0
	Probation	1	0	0	0	0	0	2	0

We have analysed the protected characteristics of the staff involved in the disciplinary and grievance cases and are satisfied that there is no disproportionate activity.

Grievance Cases					
		2019/20		2020/21	
Total Numbers		8	Outcomes	12	Outcomes
Issue	Process	6	1 partially upheld 0 not upheld 5 informally resolved	3	0 partially upheld 1 not upheld 2 informally resolved
	Bullying	0	0 partially upheld 0 not upheld 0 informally resolved	1	0 partially upheld 1 not upheld 0 informally resolved
	H&S	0	0 partially upheld 0 not upheld 0 informally resolved	7	2 partially upheld 4 not upheld 1 informally resolved
	Unfair Treatment	2	1 partially upheld 1 not upheld 0 informally resolved	1	1 partially upheld 0 not upheld 0 informally resolved

The increase in H&S grievances was due to concerns around COVID 19.

We have a 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. We will be asking for more RESPECT champions to backfill leavers and refreshing our RESPECT training. We also take part in the national Anti-Bullying week campaign.

5. Recruitment Data

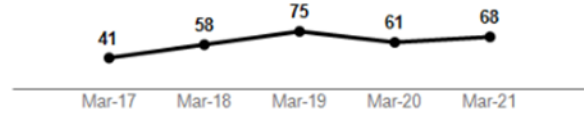
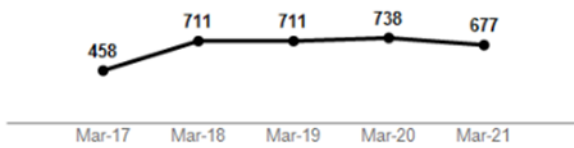
The following tables and graphs show the number of applicants and successful recruits for all staff groups.

Selection Standards

Panels of short listers and assessors must 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.

Total number of Applicants and Recruits

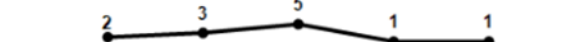
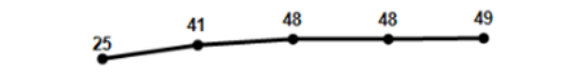


Applicants						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-17	221	96	317	26	115	458
Mar-18	186	223	409	112	190	711
Mar-19	175	289	444	96	171	711
Mar-20	259	185	444	115	179	738
Mar-21	124	209	333	1	343	677

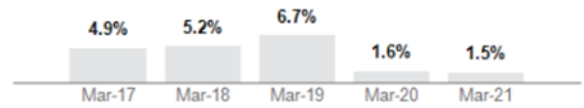
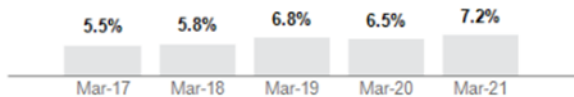
Recruits						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-17	8	24	32	1	8	41
Mar-18	5	26	31	6	21	58
Mar-19	10	32	42	11	22	75
Mar-20	5	34	39	5	17	61
Mar-21	23	19	42	6	20	68

People with a Black and Minority Ethnic Background

Total Number



% of Total



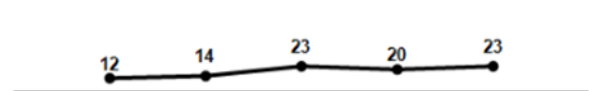
Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-17	14	6.3%	6	6.3%	20	6.3%	1	3.8%	4	3.5%
Mar-18	5	2.7%	13	5.8%	18	4.4%	3	2.7%	20	10.5%
Mar-19	6	3.4%	21	7.8%	27	6.1%	1	1.0%	20	11.7%
Mar-20	6	2.3%	15	8.1%	21	4.7%	15	13.0%	12	6.7%
Mar-21	10	8.1%	12	5.7%	22	6.6%	0	0.0%	27	7.9%

Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-17	0	0.0%	2	8.3%	2	6.3%	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%
Mar-21	0	0.0%	1	5.3%	1	2.4%	0	0.0%	0	0.0%

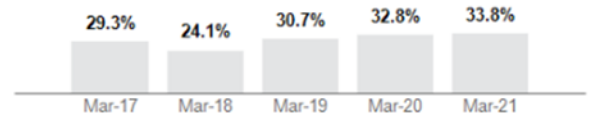
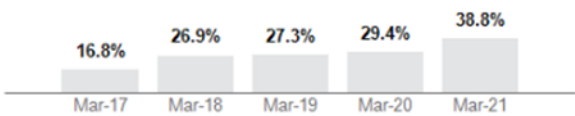
The number of applications from black and monitory ethnic candidates remains steady overall, it is great to see that applicants for wholetime and professional support has significantly increased, however the number of diverse recruits remains disappointingly low. Our review of barriers in recruitment and our positive action work will aim to improve this. We will also continue our inclusion work and are introducing an ethnic working group and a community forum to focus our efforts.

Female Applicants and Recruits

Total Number



% of Total



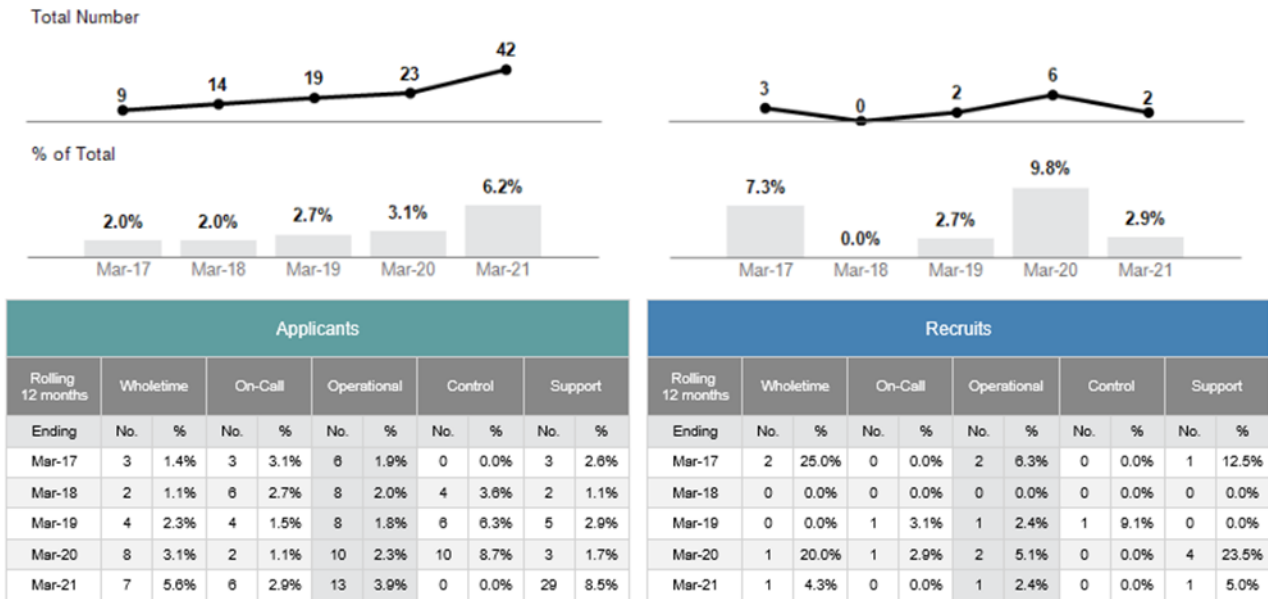
Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
	No.	%	No.	%	No.	%	No.	%	No.	%
Ending										
Mar-17	28	13%	9	9%	37	12%	7	27%	33	29%
Mar-18	19	10%	30	13%	49	12%	45	40%	97	51%
Mar-19	29	17%	36	13%	65	15%	54	56%	75	44%
Mar-20	31	12%	28	15%	59	13%	68	59%	90	50%
Mar-21	22	18%	29	14%	51	15%	1	100%	211	82%

Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
	No.	%	No.	%	No.	%	No.	%	No.	%
Ending										
Mar-17	2	25%	2	8%	4	13%	1	100%	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%
Mar-21	2	9%	2	11%	4	10%	4	67%	15	75%

The number of women applying for posts continues to increase year on year, however the number of successful female applications has not risen proportionately.

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



The number of disabled applicants has significantly increased however the number of recruits has decreased. 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.

We have also created a new Neurodiversity working group and have a new Inclusion Ambassador role to take issues to senior leaders at the Inclusion Steering Group and to champion the value that people with neurodiverse conditions bring to our organisation.

People declaring an Other Religion of Belief



Applications have decreased since last year but remain above 2019, which is encouraging, however the number of recruits has decreased.

People who identify as Lesbian, Gay or Bisexual



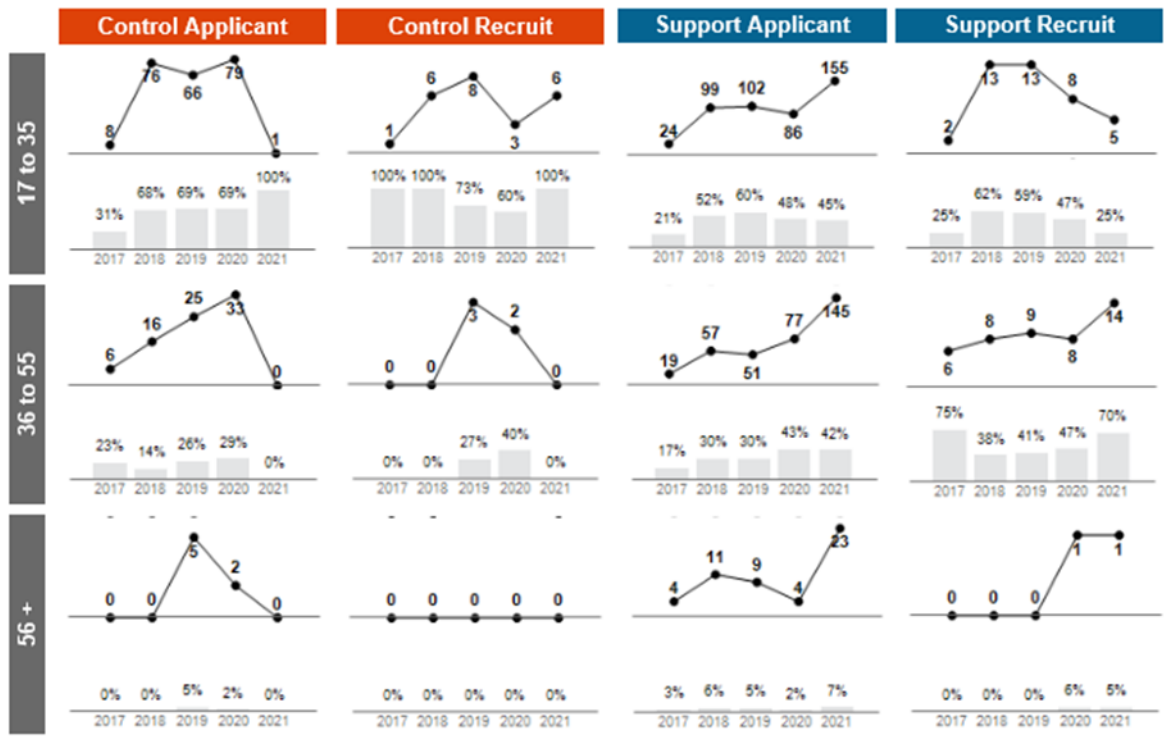
There was an increase in the number of applicants who declared that they identify as Lesbian, Gay or Bisexual, although the number of recruits decreased. Although Pride events were postponed in this year due to the pandemic, we plan to join them next year and we regularly include profiles and adverts in specific LGBT press as well as advertising selected vacancies through local LGBT groups.

Age Profiles



The age profile of wholetime applicants is similar year on year and it is interesting to note that most recruits are still likely to be in the 17-35 age group. The age profile for on-call applicants and recruits changed in the last year with more 17-35-year olds recruited.

Age Profiles



In Control, all recruits were in the 17-35 age bracket and in Support most recruits were in the 36-55 age bracket.

6. 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).

Cambridgeshire Fire and Rescue Service Gender Pay Gap

Difference in mean hourly rate of pay	2017	2018	2019	2020	2021
Mean hourly rate of pay for all male full-pay relevant employees	£18.25	£18.01	£18.11	£18.52	£19.06
Mean hourly rate of pay for all female full-pay relevant employees	£14.86	£15.24	£15.26	£15.76	£16.28
<i>% Difference in mean hourly rate of pay</i>	18.58%	15.38%	15.74%	14.90%	14.59%

Difference in median hourly rate of pay	2017	2018	2019	2020	2021
Median hourly rate of pay for all male full-pay relevant employees	£16.04	£15.75	£15.99	£16.39	£16.75
Median hourly rate of pay for all female full-pay relevant employees	£13.81	£13.97	£14.04	£14.77	£14.82
<i>% Difference in median hourly rate of pay</i>	13.90%	11.30%	12.20%	9.88%	11.54%

Commentary: The mean gender pay gap has seen a decrease since last year and at 14.59% is the lowest gap seen since reporting started in 2017. The mean gender pay gap is calculated by adding up all the hourly rates of pay and dividing that figure by the number of people.

The median is the number that falls in the middle of the range when everyone's hourly rates of pay are lined up from smallest to largest. This gap has increased slightly due to the number of male employees in the lower middle, upper middle and upper quartiles of pay (see table on page 30).

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.

We will continue to seek to improve our gender pay gap and support the actions from our Women's working groups.

Difference in mean bonus pay	2017	2018	2019	2020	2021
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	£65.27
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	£69.71
<i>% Difference in mean bonus pay</i>	<i>0.57%</i>	<i>-3.04%</i>	<i>9.94%</i>	<i>1.49%</i>	<i>-6.80%</i>

Difference in median bonus pay	2017	2018	2019	2020	2021
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	£50.50
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	£51.98
<i>% Difference in median bonus pay</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>-2.93%</i>

Commentary: The gap in mean and median bonus pay this year is now into the negative for the first time since 2018. We recognise is due to a series of honorariums being paid to female staff including more female drivers, more returners from maternity leave and CPD payments. There has also been recruitment of women, promotions for female staff and a general uptake on female staff staying longer with the service.

Proportion of male and female employees who received bonus pay	2017	2018	2019	2020	2021
The number of male relevant employees who were paid bonus pay during the relevant period	317	291	290	303	336
The number of male relevant employees	516	506	525	519	526
<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>	<i>63.88%</i>
The number of female relevant employees who were paid bonus pay during the relevant period	34	25	36	31	56
The number of female relevant employees	131	131	135	140	157
<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>	<i>35.67%</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	2021
The number of male full-pay relevant employees in the lower quartile pay bands	110	106	109	108	113
The number of full-pay relevant employees in that quartile pay band	163	159	162	163	178
<i>Proportion of male employees in the lower quartile pay band</i>	67.48%	66.67%	67.28%	66.26%	63.48%
The number of female full-pay relevant employees in the lower quartile pay bands	53	53	53	55	65
The number of full-pay relevant employees in that quartile pay band	163	159	162	163	178
<i>Proportion of female employees in the lower quartile pay band</i>	32.52%	33.33%	32.72%	33.74%	36.52%
The number of male full-pay relevant employees in the lower middle quartile pay bands	124	117	125	133	129
The number of full-pay relevant employees in that quartile pay band	163	158	166	172	164
<i>Proportion of male employees in the lower middle quartile pay band</i>	76.07%	74.05%	75.30%	77.33%	78.66%
The number of female full-pay relevant employees in the lower middle quartile pay bands	39	41	41	39	35
The number of full-pay relevant employees in that quartile pay band	163	158	166	172	164
<i>Proportion of female employees in the lower middle quartile pay band</i>	23.93%	25.95%	24.70%	22.67%	21.34%
The number of male full-pay relevant employees in the upper middle quartile pay bands	134	145	149	138	143
The number of full-pay relevant employees in that quartile pay band	160	161	168	159	171
<i>Proportion of male employees in the upper middle quartile pay band</i>	83.75%	90.06%	88.69%	86.79%	83.63%
The number of female full-pay relevant employees in the upper middle quartile pay bands	26	16	19	21	28
The number of full-pay relevant employees in that quartile pay band	160	161	168	159	171
<i>Proportion of female employees in the upper middle quartile pay band</i>	16.25%	9.94%	11.31%	13.21%	16.37%
The number of male full-pay relevant employees in the upper quartile pay bands	148	138	142	140	141
The number of full-pay relevant employees in that quartile pay band	161	159	164	165	170
<i>Proportion of male employees in the upper quartile pay band</i>	91.93%	86.79%	86.59%	84.85%	82.94%
The number of female full-pay relevant employees in the upper quartile pay bands	13	21	22	25	29
The number of full-pay relevant employees in that quartile pay band	161	159	164	165	170
<i>Proportion of female employees in the upper quartile pay band</i>	8.07%	13.21%	13.41%	15.15%	17.06%

It is positive to see a continued increase in the proportion of females in the upper middle and upper quartiles of the pay bands. We have now more than doubled the number of females in the upper quartile pay band since reporting started in 2017. Recommendations from the equal pay audit carried out in 2018-19 were implemented and a full equality analysis was 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)

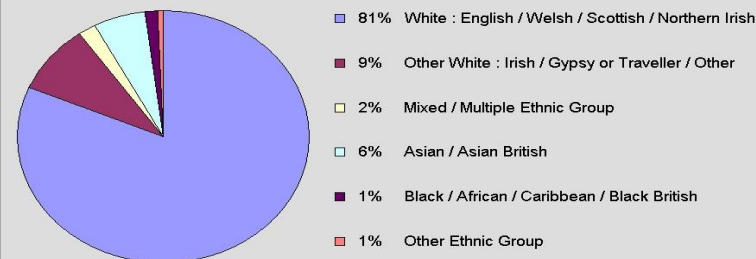
Day-to-day activities limited a little : 9% (70,944)

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

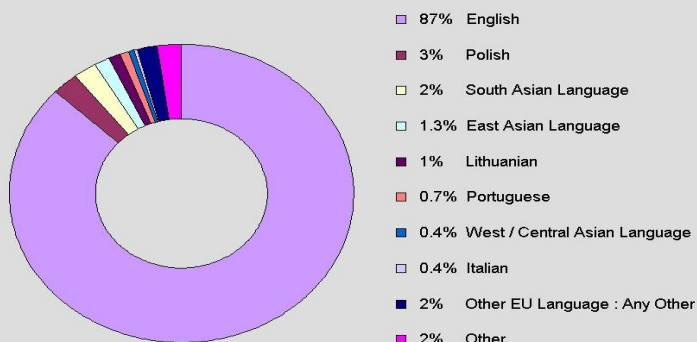
Age Range



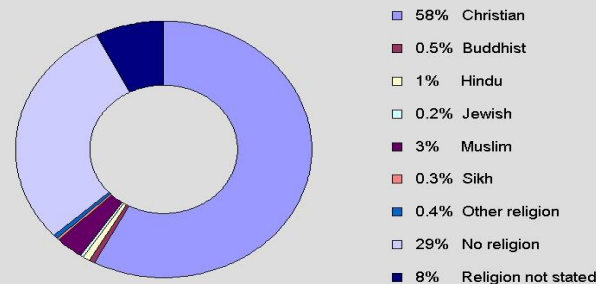
Ethnic Groups



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)

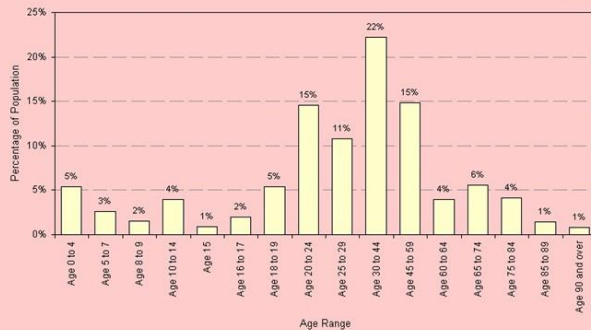
Average Age
36 years

Median Age
31 years

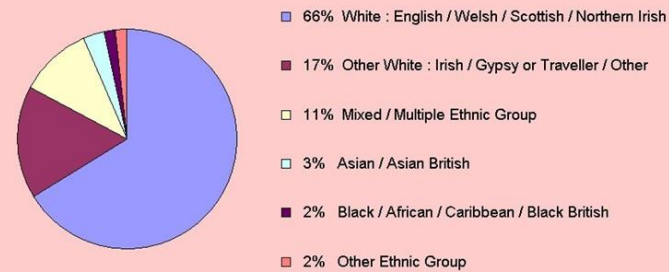
Long Term Health Problem or Disability

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)

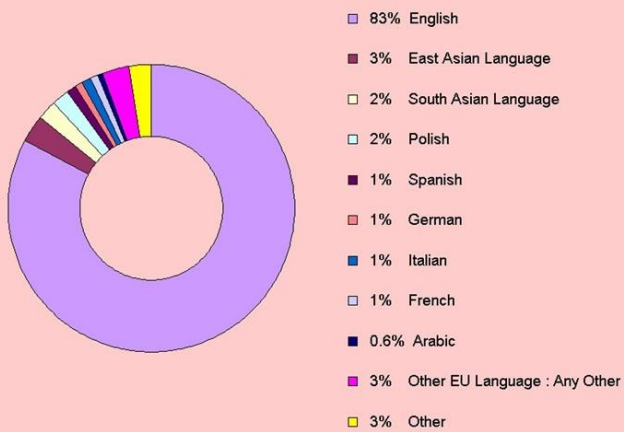
Age Range



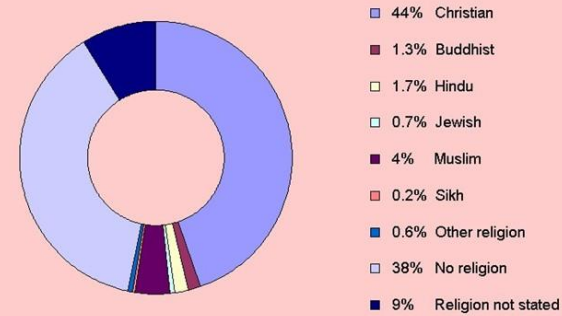
Ethnic Groups



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)

