

Report title

Delivering our Strategy: Proposing a New Inclusion Strategy

Report to	Date
CSD Board	31 March 2020
Commissioner's Board	08 April 2020
Deputy Mayor's Fire and Resilience Board	12 May 2020

Report by	Report number
Director of People Services	LFC-0342y

Protective marking: **OFFICIAL**

Publication status: Published with redactions

Summary

This report proposes a new Inclusion Strategy for the London Fire Brigade (LFB) to be entitled our Togetherness Strategy, replacing the current 'Safer Together' Strategy. The case for a new Strategy was noted by the Commissioner's Board on 26 February 2020 in the report titled '*Delivering our strategy: Inclusion*'. This paper summarises the proposal and accompanying communications plan will be proposed in due course.

Recommended decisions

For the Deputy Mayor:

That the Deputy Mayor's views are sought and that those views are taken into account before the Commissioner takes his decision.

For the London Fire Commissioner:

It is recommended that the London Fire Commissioner approves the Togetherness Strategy.

Background

1. In June 2016, under previous Commissioner Ron Dobson, an LFB Inclusion Strategy ('*Safer Together*') was agreed by the London Fire and Emergency Planning Authority (LFEPA). In the report '*Delivering our strategy: Inclusion*' (26 February 2020) the Commissioner's Board noted the business case for a new Inclusion Strategy, the key points of which are summarised below:
 - Two new Commissioners since the establishment of the 'Safer Together' Strategy;

- The abolition of LFEPA and subsequent introduction of the London Fire Commissioner (LFC);
 - Significant changes and restructuring to the way diversity and inclusion are delivered at LFB;
 - The growth of the Inclusion Team and its move to People Services from Strategy and Risk;
 - The folding of the Inclusion Board as a formal governance process for inclusion;
 - The outcomes from the HMICFRS Inspection in December 2019, with significant findings relating to diversity and inclusion, and an overall rating of 'requires improvement' in the 'People' section; and
 - The launch of the LFB Transformational Plan, of which 'diversity and inclusion' is a specific enabler.
2. The aim of a new Togetherness Strategy is to improve and standardise the brigade's approach to diversity and inclusion, in a way which reflects the aims of the Transformation Plan and which creates meaningful, long lasting cultural change.

Summary of work undertaken so far

3. Since the launch of the LFB Transformation Delivery Plan the Inclusion Team have delivered a comprehensive engagement process across the brigade. The purpose of this was to consult with a representative sample of staff from all areas of the organisation and to enable them to share their ideas and challenges which, along with external engagement and themes, will set the direction of the new Togetherness Strategy
4. A summary of who participated in engagement of this strategy is listed at Appendix 4 but includes:
- 423 staff in total, made up of:
 - i. 239 engaged in face-to-face workshops, micro-sessions or 1-1 engagement (largely for senior leaders)
 - ii. 184 responses to an online survey
 - A split of 48% operational staff, 48% FRS staff and 4% Control staff
5. A specific "scene setting" meeting with the Commissioner and Director of Corporate Services was held on Tuesday 4 February to understand his strategic direction.
6. The Inclusion Team held focus groups with 14 Fire Stations from all Areas and a variety of FRS staff groups including PEG, Legal, Communications, Area Teams and Equality Support Groups.
7. Engagement took place largely between 3 February and 13 March 2020^h. Some engagement sessions were postponed due to the impact of COVID-19, however a wide range of face to face sessions were able to be facilitated, which are summarised in the appendix. This included specific engagement with Trade Unions in a targeted workshop. 58 per cent of staff

11. The following list represents the topics which were raised most frequently during engagement with staff, and which will form key objectives in the new Togetherness Strategy.

- a) Under the '**The best people and the best place to work**' (*'building a culture of belonging'*) pillar the main themes were:
- To refresh our **onboarding, induction and deployment** processes to reflect gold standard inclusive ways of working;
 - To make inclusion a central part of our **behaviours and policies**;
 - To build inclusive communities across the Brigade using our **Equality Support Groups**;
 - To improve the inclusivity of our **physical and digital infrastructure**
- b) Under the '**Seizing the future**' (*'being inspired by difference'*) pillar the main themes were:
- To support and develop **inclusive leaders** at all levels of the organisation
 - To mainstream inclusion through our **training and development** offer for all staff
 - To empower employees to be their whole self at work by being **Role Models**
 - To introduce **community-facing staff training** on inclusion and cultural awareness
 - To celebrate inclusive practice across the Brigade through employee **awards and recognition**
 - To make inclusion **relevant to everyone**
- c) Under the '**Outward facing**' (*'being at the centre of London and our communities'*) pillar the main themes were:
- To put inclusion at the heart of Borough Plans
 - To improve relations between our LFB communities and the diverse communities we serve
 - To use **Youth Engagement** and **Outreach** to create a diverse pipeline of talent to join the organisation in Control, Operations and FRS
- d) Under the '**Delivering excellence**' (*'delivering excellence through inclusion'*) pillar the main themes were:
- To make inclusion a central part of **performance**
 - To improve the **transparency** of inclusion information internally and externally
 - To improve the organisation's ability to understand **the impact of our decisions** on our people and communities
 - To ensure **accountability** for inclusion is widely and deeply embedded
 - To review and refresh **recruitment and promotion** processes

- To be seen as a **beacon of best practice** in inclusion across the Fire and Rescue Sector and wider GLA group of organisations
- To adopt best practice **procurement and supply chain** management practices
- To introduce **Inclusion Incident Leads** at incident grounds who are trained to undertake dynamic inclusion risk assessments and support with community engagement

Proposed approach for new Togetherness Strategy

12. The new Togetherness Strategy will directly address the themes above. It will transform the brigade into a bold, future-proofed organisation which fosters and encourages difference of all kinds set in the context of London. The aim of the Strategy is for LFB to become a leader within the sector for the service we deliver internally and externally, by embedding diversity and inclusion considerations across every area of the organisation.
13. This approach requires a change in approach, and a robust framework which combines accountability, leadership and behavioural change. This report proposes the following:
 - a) A new Togetherness Strategy (summarised on one page, reflective of the Transformation Delivery Plan) (Appendix 1)
 - b) A new Inclusion Action Plan (Appendix 2)
 - c) A comprehensive Equality Impact Assessment of the new Strategy (Appendix 3)
 - d) A new single Inclusion Policy (combining the existing Diversity Policy ([PN346](#)) and Equality at Work Code of Practice ([PN240](#))) to underpin, formally, the changes needed to successfully deliver the Strategy (to be developed and delivered as a priority action in the Togetherness Strategy Action Plan).
14. The documents above, when implemented, will support LFB to futureproof its ways of working to ensure that we are able to respond, protect and serve the community in a way which reflects their needs. The overall Transformation Delivery Plan will be underpinned at every stage by the new Togetherness Strategy.
15. We will introduce comprehensive governance and representation processes to enhance, monitor and hold accountable decision makers where appropriate for the delivery of the new Togetherness Strategy. As part of the governance processes, we will work in partnership with Trade Union representatives, Equality Support Groups and other key stakeholders internally. These discussions are already ongoing.
16. A significant shift proposed within the new Togetherness Strategy is to improve and tighten accountability for inclusion across the organisation. Through the engagement process the theme of 'accountability' was raised repeatedly, and it was clear that the new strategy needs to be accompanied by a robust governance process. This needs to be accompanied by

training for senior leaders who will be relied upon to be visible, explicit and accountable in their support for the strategy's objectives. This is provided for within the Action Plan.

Proposed Summary of Timescales

17. A proposed summary of timescales for delivery is in the below table. We are aware that the implications of the COVID-19 pandemic may have a significant impact on the delivery of the strategy and are flexible as to the proposals below. The Inclusion Team will also be examining the action plan to determine which actions are able to be delivered digitally, or postponed in light of current national circumstances.

Action	Timescale for Delivery
Togetherness Strategy and Action Plan proposal agreed by CSDB	31 March 2020
Togetherness Strategy and Action Plan proposal agreed by CB	08 April 2020
First actions in action plan commence: development of budget plan and governance	April 2020
Consultation on new Strategy and Action plan	April – May 2020
Communications plan agreed	May 2020
Soft launch through education programme for key stakeholders	May – June 2020
Strategy Launched (event, cross-organisational comms)	July 2020

Resource required to deliver the Strategy

18. In the paper '*Delivering our strategy: Inclusion*', the following teams were identified as crucial to the successful implementation and delivery of a new Inclusion Strategy:
- The **Inclusion Team** (four full time members of staff, two FRS F grade, one FRS E grade, one FRS C grade);
 - The wider **Cultural Change Team** (12 staff in total in People Services who deliver projects related to leadership and engagement as well as inclusion);
 - The **Learning Support Team** (one FRS F grade and two FRS E grades);
 - The **Outreach Team** (eight full time members of staff, one F grade, one E grade, 2 C grades and 4 operational staff within the Community Safety Department)

- e) The **Recruitment and Talent Team** (within People Services, overseen by DAC Keeley Foster).

19. Increased co-ordination across the five listed teams will be necessary to ensure activity is aligned. We will address this through our programme management.
20. A vital element of successful delivery of the Strategy is LFB's ability to provide comprehensive, high quality awareness raising and innovative training to build the ability and confidence of staff to meet the strategic aims. The 2019 HMICFRS Inspection Report found that LFB was 'inadequate' against the criteria of 'training', reporting that contracted training isn't enough to meet the Brigade's needs, and that there is no corporate equality, diversity or inclusion training.
21. The Action Plan in Appendix 2 sets out a proposal for training and skills-building in a range of areas including building the capacity of Equality Support Group Committees, upskilling our leaders and managers and training our recruiters in best practice inclusive recruitment. Due to the nature of inclusion training needing competent design and delivery staff who are equipped to accurately pitch the strategic direction of LFB as well as responsibilities of each employee, and who need to be able to answer complex questions about diversity and inclusion initiatives, this report proposes that a different approach to the current position (delivering training through a single contracted training provider) needs to be taken.
22. In the current financial year, costs are anticipated to come from existing budgets, we will review this for future years.

Governance of the new Togetherness Strategy

23. The Legal and Governance Teams are currently reviewing the LFB governance processes in light of the Transformation Delivery Plan and associated proposed changes. The new Togetherness Strategy and programme of work requires a robust approach to delivery and accountability, and through the action plan a set of performance measures will be established, for named accountable people.
24. The Cultural Change Team recognises that any establishment of a new programme or 'Inclusion Board' needs to act as a driver, challenge and champion of the programme of work, and not merely sit as a discussion forum or additional monitoring function.
25. The Togetherness Strategy Action Plan will set as its first objective the development of a robust governance structure. The concept of a separate 'Representative Committee' (consisting of union representatives and Equality Support Groups) has been consulted on with unions with no challenge or comment. It is anticipated that any Inclusion Programme Board will therefore consist of strategically relevant colleagues who have direct accountability for areas of delivery of the new strategy (and not, as the previous Inclusion Board, a wide-ranging mix of senior leaders, unions, support group reps and political colleagues). The Legal and Governance Team will be consulted throughout the development of this plan.

Finance comments

26. This report recommends the Board notes the togetherness Strategy. The report states that a number of teams will be required to deliver the strategy at paragraph 18, these teams are within the core establishment and are fully budgeted in 2020/21.
27. A budget plan for the Strategy is projected to be delivered in April 2020, and any additional financial pressures identified at that time should be included as part of the budget process for future years.

Workforce comments

28. As the report outlines this is relevant to the workforce because the introduction of a new Togetherness Strategy will positively impact on the training, development, promotion and recruitment of staff. Specifically, the report considers improving the support given to Equality Support Groups, in line with the future strategy.
29. This report is part of the Brigade's overall commitment to diversity and inclusion which will be fully consulted on with the Trade Unions and Equality Support Groups. The Trade Unions and Equality Support Groups were fully engaged in the early development of the Togetherness Strategy as set out in this report ('Summary of work undertaken so far').
30. This report seeks to formally include Trade Unions in the governance of the Togetherness Strategy. After this report has been considered by Commissioner's Board, the Togetherness Strategy will be fully consulted on with the Trade Unions and Equality Support Groups. We are planning a specific programme of engagement with employees and Trade Unions as part of the project plan to deliver the Togetherness Strategy over the coming weeks and taking into account the pressures faced by all parties as a result of the COVID-19 situation.

General Counsel's Comments

31. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
32. This report proposes a new inclusion strategy for the LFB that reflects the aims of the Transformation Plan.
33. The proposed strategy will secure the London Fire Commissioner's compliance with relevant statutory obligations under the Equality Act 2010 and other relevant legislation. It also ensures that the London Fire Brigade will exercise its functions efficiently and effectively, as required by the Fire and Rescue Services Act 2004.

Sustainability implications

34. We are in the process of drafting a full SDIA which will be informed by the decision made by Commissioner's Board and bearing in mind the agreed workplan. Owing to the nature of the strategy, a separate SDIA will be carried out on all new activity.

Equalities implications

35. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.

It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.

The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:

- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
- (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

- (a) tackle prejudice, and
- (b) promote understanding.

This report outlines clearly where improvements can be made in the LFB's approach to inclusion through the development of the strategy, and this paper proposes some tangible solutions to improve LFB's operations in this area.

An Equality Impact Assessment was undertaken during the engagement process in March 2020 and is attached as Appendix 3.

Any project which impacts on staff or communities will undergo a thorough Equality Impact Assessment and the monitoring of the new Togetherness Strategy will ensure accountability for our duties under the Equality Act 2010

List of Appendices

Appendix	Title	Protective Marking
1.	Togetherness Strategy 'one page' summary	Not for publication
2.	Togetherness Strategy Action Plan	None
3.	Togetherness Strategy EIA	None
4.	Togetherness Strategy summary of engagement	None

Pillar	Goal		Objective	Impact	Completion	Responsible	Accountable	Scrutiny
1. Building a Culture of Belonging	To refresh our onboarding, induction and deployment processes to reflect gold standard inclusive ways of working	1.1	Undertake Equality Impact Assessment on all onboarding, induction and deployment processes for all employee groups and make recommendations about improvement	Refreshed processes, which take into account a wider range of personal variables will result in happier employees who are more likely to be retained	Nov-20	Inclusion Team, Talent and Recruitment, Training and Development Team	Assistant Director, People Services	GLA DIAS
		1.2	Refresh process for allocating firefighters to stations with inclusion input		Jan-21	EPT, Learning Support, Inclusion Team	Assistant Commissioner Fire Stations	
		1.3	Review learning, disability and neurodiversity support available for employees and make recommendations to policies and processes		Jan-21	EPT, Learning Support, Inclusion Team	Assistant Commissioner Fire Stations	
	To make inclusion a central part of our behaviours and policies	1.4	Introduce a behavioural framework with specific inclusion-related behaviours	Sets clear behavioural standards for all employees. All employees are held responsible and accountable for how inclusively they behave.	Jul-20	Head of Culture	Assistant Director, People Services	HMICFRS
		1.5	Review all people-facing policies and processes to assess where updates need to be made, based on the behavioural framework and inclusion best practice		Feb-21	Head of HR Advice & Employee Relations		GLA DIAS
		1.6	Review outcomes from disciplinary hearings and employment tribunals, identify themes and make recommendations re: management practices to feed into management toolkits, training and leadership development		Feb-21	Head of HR Advice & Employee Relations		Stonewall WEI, BDF DS, ENEI
		1.7	Update recruitment, promotion and appraisal processes to reflect the new behavioural framework		Oct-20	Head of Talent and Recruitment		
	To build inclusive communities across the Brigade using our Equality Support Groups	1.8	To increase the number of ESGs across the Brigade	More employees will feel like they have a social network beyond their team or watch - which increases belonging	Mar-21	Inclusion Team	Assistant Director, People Services	Stonewall WEI, BDF DS, ENEI
		1.9	To introduce an 18 month development plan for each ESG which includes working together across protected characteristics and a focus on intersectionality.	Each ESG will grow and develop into self-sufficient, empowered networks under the umbrella project 'Project Empowerment'	Jul-20	Inclusion Team		
		1.10	All ESGs to hold and evaluate two events per year, working in partnership to deliver best practice intersectional events.	An increase in events increases awareness of issues relating to inclusion	Annually	ESG Committees		
		1.11	All ESG committee members to receive training in relation to their role	Committee members will receive development as part of their role	Nov-20	Inclusion Team		
		1.12	ESG Policy to be signed off and implemented with guidance on constitutions, role descriptions, monitoring and activity	Line managers will know what support to give ESG committee members	Jul-20	Inclusion Team		
		1.13	All ESG networks to be regularly connected and share good practice with their counterparts across other GLA organisations through the 'Stronger Together Network'.	ESG Chair expertise and capacity will be increased and a wider network of peer support for staff established.	Quarterly	Inclusion Team , ESG Committees		
		1.14	To offer two six month secondments to ESG committee members annually within the Inclusion Team to support capacity building for ESGs	Expertise and ability to capacity build within Inclusion Team will be improved	Mar-21	Inclusion Team		

1. Building a Culture of Belonging	To improve the inclusivity of our physical and digital infrastructure	1.15	Review and support implementation of agile working initiative following return to LFB protocols (following COVID-19), to ensure every staff member has the opportunity to work in an agile way.	FRS staff are trusted to deliver based on outcomes and delivery not presenteeism. Agility and flexibility reduces sickness absence across FRS staff group.	Jul-20	Inclusion Team, Property Team	Assistant Director, People Services, Head of Property	BDF DS
		1.16	Opening Up Fire Stations project to be reviewed with input from Inclusion Team	Diverse community groups regularly access and engage with local fire stations through their community activities, meetings and events.	Dec-20	Inclusion Team, Head of Community Safety, Opening Up Fire Stations Working Group	Assistant Commissioner Fire Stations	Grenfell Inq, Stonewall WEI
		1.17	Strategic review of physical HQ, Control and area environments supported by Inclusion Team (Including Union Street Space Sufficiency Review) with recommendations agreed	Physical office environment enables flexibility and has the logistics and technology to enable staff to work in an accessible, agile way, building trust and satisfaction.	Sep-21	Head of Property, Inclusion Team	Assistant Director Technical and Commercial	
		1.18	Strategic review of physical station environments supported by Inclusion Team with recommendations agreed	Stations are accessible and inclusive to all.	Sep-21	Head of Property, Inclusion Team	Assistant Commissioner Fire Stations	

2. Being Inspired by Difference	To support and develop inclusive leaders at all levels of the organisation	2.1	All senior leaders to be trained in inclusive leadership, increasing their knowledge on inclusion and importance of leading inclusively	Leaders have increased confidence and ability to discuss challenging inclusion topics	Jan-21	Leadership Development Team	Assistant Director, People Services	GLA DIAS
		2.2	All senior leaders to make commitment to their teams to inclusion in their relevant areas by signing inclusion pledge	Visible statement allows all parties to hold each other accountable	Oct-20	Engagement Team		Stonewall
		2.3	All senior leaders to have a diversity and inclusion-related objective, which will then be rolled out to middle managers, then all staff.	Improves the accountability of leaders, giving clarity to their individual role in inclusion	Jun-21	Inclusion Team		HMICFRS
		2.4	Top Management Team to be assigned reverse mentor to specifically focus on experiences of underrepresented groups	Improves the awareness of issues facing underrepresented employees	Apr-21	Inclusion Team		GLA DIAS
		2.5	All new leadership development courses to explicitly include D&I	Embedding inclusion in business as usual thinking and activity	Sep-20	Leadership Development Team and Inclusion Team		Stonewall WEI, BDF DS, ENEI
		2.6	A network of inclusion champions (building on Inclusion Allies) will be developed cross-organisationally, working in partnership with the Leadership Development Team	Inclusion will be seen as something for everyone, championed by people from all backgrounds across all areas of the brigade for the most meaningful impact.	Aug-20	Leadership Development Team and Inclusion Team		HMICFRS
		2.7	All trainers delivering leadership courses, and training designers to receive specific input on delivering inclusive training	Ensuring all facilitators are given tools to deliver inclusive training	Sep-20	Training Team		Stonewall WEI, GLA DIAS
2. Being Inspired by Difference	To mainstream inclusion through our training and development offer for all staff	2.8	Review current training processes – Fit to Train (FTT), Core Competencies and relevant training content so that all have explicit reference to how inclusion is achieved.	Inclusion is embedded across all training processes and not seen as an 'extra'	Nov-20	Head of Training Delivery, Inclusion Team	Assistant Director Training and Professional Development	
		2.9	All assessors and recruitment panels to be trained on inclusive recruitment, non-discrimination and assessing inclusive behaviours	Recruiters and assessors understand how their bias affects decision making and take steps to mitigate this	Jul-21	Head of Talent and Recruitment, Inclusion Team	Assistant Director, People Services	HMICFRS
		2.10	All Middle Management staff to have face to face inclusive management training, through external provider and/or internal delivery	Middle management across LFB have increased awareness and confidence to manage their staff to a best practice inclusive standard	Mar-21	Head of Training Delivery, Inclusion Team	Assistant Director Training and Professional Development, Assistant Director People Services	Stonewall WEI, BDF DS, ENEI, HMICFRS
		2.11	Introduce targeted leadership development for underrepresented groups of employees	A pipeline of skilled, underrepresented employees is created for future leadership opportunities	Dec-20	Leadership Development Team	Assistant Director, People Services	Stonewall WEI, BDF DS, ENEI
		2.12	Embed inclusion theories, practices and best practice in leadership development programmes	Aspiring leaders have increased confidence and ability to discuss challenging inclusion topics	Sep-20			

		2.13	Introduce specific training for Control, focusing on inclusive communication, empowerment and delivering inclusive services.	Control staff have increased awareness and confidence on D&I, with a specific focus on inclusive communication and service delivery.	Dec-20	Inclusion Team	Assistant Commissioner, Control	
		2.14	Topic-led D&I training content created for all staff, mixture of online, workshop and interactive delivery through Inclusion Team, external providers and ESGs	D&I awareness and confidence is expected, business as usual and organisationally provided for all employees	Jun-21	Inclusion Team	Assistant Director People Services	HMICFRS, Stonewall WEI, BDF DS, ENEI
		2.15	Staff from ESGs supported and empowered to become role model profiles for internal campaign	We normalise difference and openness across the Brigade	Jun-21	Inclusion Team, Head of Internal Comms	Assistant Director, Communications	Stonewall WEI, BDF DS, ENEI
2. Being Inspired by Difference	To empower employees to be their whole self at work by being Role Models	2.16	Senior leaders role model campaign – speaking explicitly about their identity, successes and challenges		Jun-21	Inclusion Team, Head of Internal Comms		
		2.17	Work with external role models to build credibility, empowerment and support for internal role models		Jun-21	Inclusion Team, Head of Internal Comms		
2. Being Inspired by Difference	To celebrate inclusive practice across the Brigade through employee awards and recognition	2.18	To introduce employee awards for outstanding achievement in inclusion for individuals and teams/watches/stations across the Brigade	Staff see inclusion as relevant to them and are rewarded for their contributions to this area of work	Oct-20	Engagement Team, (Cultural Change)	Assistant Director, People Services	
		2.19	To reward employees who champion inclusion through recognising their contributions explicitly during appraisal process		Feb-21	Engagement Team, (Cultural Change)		Stonewall WEI
		2.20	To highlight and scale inclusive best practice activity across the Brigade through internal comms and external award submissions (ENEI, WFS, AFSA, etc)	Highlighting successful activity from within the Brigade inspires change internally, and promotes our good practice externally	Jul-21	Inclusion Team		
		2.21	To introduce Beacons of Best Practice Programme for Stations who win inclusion awards to encourage them to share learning	Best practice on inclusion is shared across the brigade and made relevant for all staff	Mar-21	Engagement Team, (Cultural Change)	Assistant Commissioner Fire Stations	HMICFRS
		2.22	To introduce specific ESG awards to recognise and celebrate their achievements every year	Underrepresented staff are valued and their contribution recognised by all staff	Jan-21	Engagement Team, (Cultural Change)	Assistant Director, People Services	
		2.23	Targeted cultural awareness and inclusion training for boroughs based on community data – delivered by community partners	Community-facing staff are confident to tackle community-related issues and empowered to have a positive impact across range of diverse communities. LFB recognised as community-led inclusive brand.	Jul-21	Head of Community Safety	Assistant Commissioner Fire Safety	Grenfell Inq. HMICFRS
2. Being Inspired by Difference	To introduce community-facing staff training on inclusion and cultural awareness	2.24	Fire Safety Teams trained on inclusive service delivery and business engagement		May-21	Head of Community Safety		
		2.25	Develop a 'preferred partners' list of community partners across London who can deliver bespoke learning and development interventions based on local community needs		Jul-21	Head of Community Safety, Head of Training Delivery		
		2.26	Create a jargon-free Inclusion Policy to underpin the implementation of the Inclusion Strategy, bringing together and reforming the current Equality at Work Code of Practice and Diversity Policy.		Jul-20	Inclusion Team	Assistant Director, People Services	
		2.27	Standardise and increase the visibility of our Hotwire presence, Hotwire 'Safer Together' calendar and link all events to Workplace, and update and use the Commissioner's Blog to promote cultural change activity.		Jul-20	Inclusion Team, Comms Team		
		2.28	Create an inspiring and wide-ranging communications campaign to ensure every employee understands their role as part of this strategy		Jul-20	Inclusion Team, Internal Communications Team		

	2. Being Inspired by Difference	To make inclusion relevant to everyone	2.29	Build a strong, recognisable brand around our D&I work, linking with the wider work of the Cultural Change Team, including external and internal branding.	This will help us shift the inclusion agenda away from the legal / compliance agenda and into space where it's 'about me'	Jul-20		Assistant Director, Communications	HMICFRS
			2.30	Create an interactive way for staff to engage with the inclusion strategy over its life, considering physical resources and online toolkits, and the creation of an inclusion video featuring our own staff.		Jul-20	Inclusion Team, Internal Communications Team		
			2.30	Directly address the perceived divide between staff groups by raising awareness of different roles across the brigade and what they do, ensuring induction and on-boarding is cross-organisational and promoting transparency into operational/FRS/Control decision-making.		Jan-21	Inclusion Team, Internal Communications Team		
			2.31	Build on the Mess Manager's Cook Book to make it a tool to talk about diversity, inclusion and different cultures across the brigade		Jun-21	LFB Nutritionist	Head of Culture	

PILLAR THREE: BEING AT THE CENTRE OF LONDON AND THE COMMUNITIES WE SERVE	3. Being at the centre of London and the communities we serve	To put inclusion at the centre of Borough Plans	3.1	Every Borough Plan to be standardised and include specific inclusion-related objectives using accurate inclusion data.	All stations work under a standardised framework where inclusion outcomes are achieved and measured regularly	Jun-21	Inclusion Team Strategy and Risk Team	Assistant Commissioner Fire Stations	Grenfell Inq. HMICFRS
			3.2	Inclusion element of Borough Plans to be improved by Inclusion Team in partnership with ESGs and community partners		Jun-21	Inclusion Team	Assistant Director People Services	
			3.3	A funding pot for Boroughs to apply for will be established to help Fire Stations run inclusion community activity in line with Borough Plans		Jun-21	Inclusion Team Central Operations Team	Assistant Commissioner Fire Stations	
			3.4	Monitoring and evaluation of impact of sample of Borough Plans to take place		Sep-21	Inclusion Team	Assistant Commissioner Fire Stations	
	3. Being at the centre of London and the communities we serve	To improve relations between our LFB communities and the diverse communities we serve	3.5	Each borough of London to have a Community Fire Panel – community panel to consult, engage with and provide input to local stations	Community safety and engagement is informed and improved by diverse communities themselves	Jun-21	Head of Community Safety, External Comms Team	Assistant Commissioner Fire Stations, Assistant Director of Communications	Grenfell Inq. HMICFRS, Stonewall WEI, ENEI, GLA DIAS
			3.6	Strategic review of legal cases where data shows overrepresentation of minority communities in business ownership	Data from legal cases used to improve prevention interventions for businesses	Nov-21	Inclusion Team	General Counsel	
			3.7	To improve relations between LFB and local community groups by participating in a range of cultural and religious festivals every year including Pride, Carnival, St Patricks Day, Eid and others.	To put our staff at the centre of local community events and occasions	Annually	ESG Committees, Outreach	Assistant Director, People Services	
			3.8	To use the GLA London online portal to engage in external conversations with communities about the impact of our work.	Consultation reaches as many communities as possible and our decisions are informed by this.	Nov-20	External Comms Team	Assistant Director, Communications	
			3.9	To proactively engage in GLA-wide initiatives as part of our collaboration with other GLA group organisations in the inclusion, community and togetherness space as they arise.	To improve GLA collaboration, reduce cost and improve outcomes for Londoners	Annually	Inclusion Team	Assistant Director, People Services	
	3. Being at the centre of London and the communities we serve	To use Youth Engagement and Outreach to create a diverse pipeline of talent to join the organisation in Control, Operations and FRS	3.10	Introduce a pipeline process for fire cadets to fastrack talent into operational and non-operational roles	A pipeline of skilled, diverse employees is created for FF, FRS and Control roles.	Jul-21	Youth Engagement Teams, Head of Talent and Recruitment	Assistant Director, People Services	Stonewall WEI
			3.11	Upskill all LFB volunteers to ensure they are confident in working with diverse communities and best practice approaches to inclusion	All volunteers uphold LFB inclusive behaviours and act as inclusive brand ambassadors for LFB	Mar-21	Volunteer Manager	Assistant Commissioner Fire Safety	
			3.12	Strategically review outreach activity to ensure aligned with Inclusion Strategy aims and goals	Outreach and Inclusion Teams work together to deliver wide-ranging inclusion outcomes for staff, communities and recruitment candidates	Mar-21	Inclusion Team, Head of Outreach	Assistant Director, People Services	

4. Delivering Excellence Through Inclusion	To make inclusion a central part of performance	4.1	Introduce an inclusion focused accountability measure for every employee, to be measured annually	Inclusion becomes something that everyone contributes to in a tangible way	Jun-21	Head of Talent and Recruitment	Assistant Director, People Services	HMICFRS, Stonewall WEI, BDF DS, ENEI, GLA DIAS
		4.2	Issue guidance to all employees on what good inclusion focused accountability measures look like		Jun-21	Inclusion Team		
		4.3	Issue guidance to managers on how to have constructive conversations with their teams about inclusion and performance.		Sep-20	Inclusion Team		
		4.4	Review TMG inclusion accountability measures and offer constructive feedback		Annually	Inclusion Team		
	To improve the transparency of inclusion information internally and externally	4.5	Develop and publish Inclusion Data Dashboard internally and externally	Transparency improves perceptions of fairness	Quarterly	Inclusion Team People Services Data and BI Teams	Head of Information Management	GLA DIAS
		4.6	Create internally accessible EIA database	Accessibility of EIAs increases transparency and drives good practice	Sep-20	Inclusion Team	Assistant Director, People Services	
		4.7	EIAs for key projects, policies and decisions to be published internally	Drives best practice up across the organisation	Nov-20	Inclusion Team		
		4.8	EIAs for key projects to be published externally	Drives public trust in decision making	Nov-20	Business Intelligence Team		
		4.9	Publish equality demographic data on recruitment and promotion internally and externally		Aug-20	Recruitment and Talent Team, Comms Team		GLA DIAS
	To improve the organisation's ability to understand the impact of our decisions on our people and communities	4.10	EIA process and documentation evaluated and reviewed to be brought in line with external (and NFCC) best practice	Decision makers make transparent, equality-led decisions	Sep-20	Inclusion Team	General Counsel	
		4.11	Senior leads involved in decision making to attend training session on new EIA process		Sep-20	Inclusion Team, Legal Team		
		4.12	Create EIA Policy to support new EIA process	Formalises the EIA process and increases organisational and personal accountability for EIAs.	Sep-20	Inclusion Team		
		4.13	Dip sample of EIAs quality assured externally by a) expert body and b) community group(s)	Drives best practice up across the organisation	Nov-20	Inclusion Team		
	To ensure accountability for inclusion is widely and deeply embedded	4.14	Establish a refreshed Inclusion Board, led by the Commissioner	Accountability for successful delivery of the Inclusion Strategy is widely felt and responsibility for delivery is clearly delegated	Jul-20	Inclusion Team	Assistant Director, People Services	HMICFRS
		4.15	Make ESG and equality-focused Trade Union groups formal committees of the refreshed Inclusion Board		Jul-20	Inclusion Team		

		4.16	Introduce formal programme management for the Inclusion Strategy reporting into the Inclusion Board		Jul-20	Inclusion Team		
4. Delivering Excellence Through Inclusion	To review and refresh recruitment and promotion processes	4.17	Strategic inclusion review of FRS, Ops and Control attraction and promotion processes working with Behavioural Insights Team (BIT)	Opportunities for bias and unfairness are mitigated in all recruitment and promotion processes	Nov-20	Head of Talent and Recruitment, Inclusion Team	Assistant Director, People Services	GLA DIAS, HMICFRS
		4.18	Recommendations re: increasing diversity built into recruitment strategy and policy		Sep-20	Head of Talent and Recruitment, Inclusion Team		
		4.19	All recruitment panels to have independent assessor with specific remit to increase inclusion.		Nov-20	Head of Talent and Recruitment, Inclusion Team		
		4.20	A bank of diversity-focused advertising opportunities created and used by the recruitment team when promoting positions where underrepresentation of groups has been identified, including ENEI, Stonewall, Outreach.	Diverse groups are specifically targeted using positive action and encouraged to apply to LFB, increasing diversity in the workforce.	Sep-20	Head of Talent and Recruitment, Inclusion Team		
4. Delivering Excellence Through Inclusion	To be seen as a beacon of best practice in inclusion across the Fire and Rescue Sector and wider GLA group of organisations	4.21	LFB staff ESG Leads and Committee members will be upskilled to represent, and will attend to represent LFB at national network conferences, events and in media.	LFB is seen as the face of good practice on inclusion nationally, and leads from the front.	Dec-20	Inclusion Team, ESG Committees		
		4.22	Increase score in GLA D&I Action Standard and external validation	Progress on inclusion is tracked using external, tangible benchmarks, LFB is publicly recognised as good practice.	Annually	Inclusion Team	Assistant Director, People Services	GLA DIAS
		4.23	Increase rank in Stonewall Workplace Equality Index		Annually	Inclusion Team		Stonewall WEI
		4.24	Improve progress against the Disability Confident government scheme		Annually	Inclusion Team		
		4.25	Submit first submission to BDF Disability Standard		Annually	Inclusion Team		BDF DS
		4.26	Publish Inclusion Data Dashboard on LFB and GLA Datastore website	Transparency and accountability improves perception with external communities.	Quarterly	HR Data and BI Teams, External Comms Team	Head of Information Management, Assistant Director, Communications	GLA DIAS
		4.27	Publish progress against gender and ethnicity pay gap action plans		Annually	Inclusion Team, HR Data Team	Assistant Director, People Services	GLA DIAS
		4.28	Publish disability pay gap and action plan		Annually	Inclusion Team, HR Data Team		BDF DS
4. Delivering Excellence Through Inclusion	To adopt best practice procurement and supply chain management practices	4.29	Inclusion Team to have regular place on relevant uniform project/governance boards e.g. NUMS Project Board	Inclusion is considered at every stage of uniform procurement and supply chain management.	Jun-20	Inclusion Team, Central Operations Team	Deputy Assistant Commissioner, Central Operations	Stonewall WEI, GLA DIAS, BDF DS, ENEI
		4.30	Strategic review of existing key suppliers from inclusion perspective to find opportunity to improve and hold suppliers account for inclusion	Suppliers understand the importance LFB places on inclusion in procurement and contract management, and adhere to high standards for diversity and inclusion.	Mar-21	Inclusion Team, Head of Procurement	Assistant Director Technical and Commercial	
		4.31	Procurement Team to have specific awareness-raising on inclusion, and are empowered to ensure potential and existing suppliers adhere to good practice inclusive ways of working		Dec-20	Inclusion Team, Head of Procurement		
	To introduce Inclusion	4.32	Working with NFCC and other relevant partners to map out what support Inclusion and Community Leads could provide at incidents		Mar-21	Head of Community Safety		

4. Delivering Excellence Through Inclusion	Incident Leads at incident grounds who are trained to undertake dynamic inclusion risk assessments and support with community engagement	4.33	Map the training and development required for Inclusion and Community Leads	This will improve the knowledge at incident grounds based on a variety of protected and inclusive characteristics, improving the service we deliver	Mar-21	Head of Community Safety, Head of Training Delivery	Assistant Commissioner Fire Stations	Grenfell Inq, Stonewall WEI
		4.34	Design a pilot programme in one Area, working with partners to test the efficacy of the programme.		May-21	Head of Community Safety, Head of Training Delivery		
		4.35	Launch Inclusion and Community Leads		Jul-21	Head of Community Safety		

Standard Equality Impact Assessment Form

Question 1: Which Team, Department, or Project Board is responsible for carrying out the Standard Equality Impact Assessment?

Name	Inclusion Team, Cultural Change, People Services Department
------	---

Question 2: Lead assessor's contact details

Name	Abby Crawford	Mobile No	
Job title	Equality Manager	Extension	X30514
Department	People Services	Email	Abby.crawford@london-fire.gov.uk

Question 3: Title of / policy (please include the policy number) / project / report / proposed change / initiative / decision

New Inclusion Strategy

Question 4: Is the work...

New		A complete redesign	X
A small change or policy review		Other (e.g. reviewed as current)	

Question 5: Briefly outline the aim and the purpose of the work

Aim	To create a new Inclusion Strategy for LFB.
Purpose	The LFB Transformation Plan was launched in February 2020 by Commissioner Andy Roe, and one of the key identified enablers of the plan is 'Diversity and Inclusion'. A new LFB Inclusion Strategy will be drafted to replace the 2016 'Safer Together' Strategy to reflect the aims and vision of the new Transformation Plan, and to create a meaningful and effective plan to ensure the LFB is a truly inclusive place to work for everyone.

Question 6: Has an EIA been conducted previously? (please tick)

Yes		No	x
If yes, attach a copy. If no, state the reason.	New project		

Question 7: Who is it intended to benefit / Who does the change affect?

Staff	X	Wider public	X	Service users	X
-------	----------	--------------	----------	---------------	----------

Other (please state)	
-------------------------	--

Initial Equality Impact Assessment – Screening Stage

Complete the table below to see whether you need to complete a full Equality Impact Assessment.

Question 8: Identifying the impacts	
Consider the relevance of the policy / project / decision on each group below and describe any impacts identified.	
NB: Some characteristics may attract multiple impacts e.g. age: positive impact on older people, adverse impact on younger people.	
Protected Characteristic	Level of Impact (Positive impact, neutral impact, adverse impact)
Age (younger, older or particular age group)	There are potential positive impacts on a range of age groups from this strategy, which will have a comprehensive action plan to begin a programme of work in relation to all protected characteristics. In particular, the focus on menopause (predominantly affecting older women) and increasing diversity in apprentices (who can join at 17.5 years) are areas with potential impact. We will use demographic data to measure impact during the life of the strategy and this includes age data, for example using age breakdowns when evaluating survey data and developing community profiles. Any larger projects resulting as an outcome from this paper will have an impact assessment carried out on the specific proposed outcomes from each activity.
Disability (physical, sensory, mental health, learning disability, long term illness, hidden)	LFB has a disability pay gap in all staff groups and an underrepresentation of disabled staff in its workforce. 5.6 per cent of operational staff have shared that they have a disability, 13.1 per cent of FRS staff and 13.2 per cent of Control staff. There are potential positive impacts on staff and communities with disabilities from this programme of work, due to the inclusion-related nature of the proposals within the strategy. In particular, focus on reducing the disability pay gap across staff groups, working closely with the Business Disability Forum, partnership work with the Learning Support Team, and supporting our staff disability and mental health support group have the specific aim of advancing equality of opportunity for our staff with disabilities. In terms of community impact, there is proposed focus on accessibility of our fire stations, delivering community safety initiatives through the explicit inclusion of D&I in Borough Plans, and using more comprehensive data on our communities, including disabled communities, to not only assess risk but increase general engagement with LFB. We anticipate that this will be achieved through direct engagement with Community Safety and Borough Plans.
Gender reassignment (someone proposing to/undergoing/	This strategy will include metrics of success against new but also existing frameworks, including the Stonewall Workplace

undergone a transition from one gender to another)	Equality Index which measures LFB's progress specifically in the area of transgender inclusion. There are other potential positive impacts arising from these proposals on trans people, including specific initiatives to empower underrepresented staff through staff support groups and leadership development, and training and awareness. Development of a strategic comms plan to sit alongside the strategy will ensure that key dates relating to trans people (trans day of visibility, for example) will be used as an opportunity for LFB to send a strong message to staff and communities about it's commitment to the equality and inclusion of trans people. We recognise that anecdotally, knowledge of issues and challenges relating to trans people is low, and aim to address this through a training needs assessment specifically of our senior leadership team, to ensure they can provide strategic leadership and direction on trans inclusion.
Marriage / Civil Partnership (married as well as same-sex couples)	There are likely to be neutral impacts on this characteristic, although any programme of work arising from these proposals will undergo a complete equality impact assessment to ensure we mitigate any adverse impacts, and enhance any positive ones identified.
Pregnancy and Maternity	There are potential positive impacts on pregnant employees and those returning from maternity from this programme of work. We know there is an underrepresentation of women in operational roles in the brigade and that targeted outreach work in order to attract, recruit and retain women in to firefighter roles will need to have explicit consideration in ensuring positive impacts are enhanced, and adverse impacts mitigated against pregnant employees. Any larger projects resulting as an outcome from the strategy will have an impact assessment carried out on the specific proposed outcomes from each activity.
Race (including nationality, colour, national and/or ethnic origins)	There will be specific focus on this area in the strategy. Although progress has been made in firefighter recruitment and our cadets are diverse in terms of ethnicity, there are existing targets in place which have not yet been met to increase representation of BAME staff and recognition of a lack of representation across the brigade. This is countered by an overrepresentation of BAME staff at lower grades in the FRS staff group, and a significant ethnicity pay gap in most areas. Since Q4 2018-19 there has been no increase in the percentage of BAME operational or Control staff and a small decrease in the percentage of BAME FRS staff. The strategy will directly address this, acknowledging that LFB is in no way representative of the ethnicities within London it serves. In senior management, BAME staff represent just 10.9 per cent of staff, with no BAME representation at all in senior management positions in the Control staff group. 15.41 per cent of our overall workforce is BAME (13 per cent of ops staff, 10 per cent of control and 30 per cent of FRS staff) and we will explicitly include goals to increase representation. BAME groups continue to be overrepresented in disciplinary and grievance hearings, with 26 per cent of operational staff disciplinary hearings being for BAME staff, and 6 out of the 7 FRS hearings being for BAME staff.

	<p>There are plans within the strategy to support and develop BAME staff network representatives and re-establish formal governance. Overall we anticipate a positive impact on the equality of opportunity for our BAME colleagues, and also a positive impacts on non-BAME colleagues who are diverse in ways unrelated to their race – 86 per cent of all staff are white, and there are other positive ways in which this programme will benefit their inclusion.</p> <p>Through leadership development, training and a targeted approach to recruitment, promotion and leadership we anticipate an overall positive impact on staff across all ethnicities, but specifically BAME groups.</p>
Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))	<p>Any programme of work arising from these proposals will undergo a complete equality impact assessment to ensure we mitigate any adverse impacts, and enhance any positive ones identified. There has been specific focus in the past on the ability of operational staff of faith (e.g. sikh men) who are prevented from joining LFB due to facial hair (and the lack of ability to seal breathing apparatus), and topics like this will be revisited during the life and monitoring of the inclusion strategy. We anticipate a review of training provision which has historically also identified a need in this area (for example providing appropriate hijabs for female Muslim firefighters, and empowering our recruiters and assessors to be able to answer questions from candidates about faith-related issues).</p>
Sex (men and women)	<p>The majority of LFB's workforce is male, and there is an overrepresentation of men in our senior and middle leadership tiers. This proposed programme of work will have a direct positive benefit on men and will focus on aspects of their identity which may previously have not benefitted from positive impacts – specifically for operational staff with learning disabilities, mental ill health, LGBT staff and those with parent and caring responsibilities and from a low income background. The focus of the strategy must represent all, and effort will be taken to ensure that it is not received as a strategy only for 'underrepresented groups' or 'protected characteristics'. Engagement with the majority of our workforce (who are male) is therefore crucial.</p> <p>Female representation in the operational workforce has remained stagnant at LFB. Although gender balanced at FRS, and an overrepresentation at Control, the operational workforce remains a concern. There will be a positive impact on women when proposals are implemented, including specific focus on leadership development through working in partnership with the Leadership Development Team, refreshing the actions to progress LFB's work towards specific corporate targets set to increase representation in the operational workforce, and to reduce the existing gender pay gap in FRS and Control.</p>
Sexual Orientation (straight, bi, gay and lesbian people)	<p>This programme of work will include metrics of success against new but also existing frameworks, including the Stonewall Workplace Equality Index which measures LFB's progress specifically in the area of LGBT inclusion. There are other potential positive impacts arising from these proposals on LGB people, including specific initiatives to empower</p>

	underrepresented staff through staff support groups and leadership development, and training and awareness.
Are there any other groups this work may affect? i.e. carers, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, ADHD, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / poverty?	There are anticipated positive impacts for staff and communities with a range of identities, characteristics and experiences, such as targeted work for care leavers, working in partnership with the Learning Support Team to support neurodiverse staff, and ensuring staff and communities on low incomes are not adversely impacted by LFB's work. Each activity forming this programme of work will undergo a specific EIA where there may be an impact on staff or community groups.

Question 9: Has your assessment been able to demonstrate the following?

Positive impact	The general aim of the proposals in the strategy demonstrate potential positive impact.
Neutral impact	
Adverse impact	
Any other comments	Any significant activity forming this programme of work will undergo a specific EIA where there may be an impact on staff or community groups.

Question 10: Meeting the [Public Sector Equality Duty](#) under s149 Equality Act 2010

How have you considered whether this project / policy / decision does the following:

1. Eliminates unlawful discrimination, harassment and victimisation
2. Advances equality of opportunity between different groups, and

3. Fosters good relations between different groups.	
What we must do under law	Provide a description or summary of how this will be achieved
Eliminate discrimination	A number of proposals within the strategy have the specific aim of meeting our duties under the PSED (EA 2010). As specified above, Each activity forming this programme of work will undergo a specific EIA where there may be an impact on staff or community groups.
Advance equality of opportunity	As above
Foster good relations	As above

Question 11: What data has been used to inform the Impact Assessment? (E.g. GLA Datastore, Census Data, Staff Monitoring Data, Staff Survey Data, Local Borough Population Demographics).	
Data Source	How it has been used
People Services Departmental quarterly report 2019-2020	To provide evidence of current representation of staff groups to predict impact.
People Services performance digest	As above
GLA Datastore	To compare representation across staff groups with the communities of London.

Question 13: How have you ensured your policy, project or proposal uses inclusive language that doesn't unintentionally discriminate against certain groups?	
Tools used to assess inclusive language e.g. gender bias screening tools , Stonewall toolkit on inclusive policies, speaking with Inclusion Team, Comms Style Guide , Policy 0370 :	Outcome

[Writing Policies and Procedures.](#)

Question 12: Have you consulted with staff, LFB support groups, trade unions, public / service users, and / or others to help assess for impacts? (please tick)

Yes		No	
If yes, who was involved and how were they involved? If not, why not?			
Who?	Workshops are ongoing specifically to assess the impacts of the redesign of the Inclusion Strategy. Full consultation will take place against this when the document has reached final draft stage, internally and externally.		
How?	Engagement sessions are run by the Inclusion Team.		
If no consultation, why not?			
The strategy will be submitted through a gender bias screening tool and will be designed by the Comms Team.			

Full Equality Impact Assessment Form

If you have identified **any** potential or actual adverse impacts, you must complete a full equality impact assessment form.

A full assessment helps you to decide what steps need to be taken to mitigate or justify the adverse impacts you have identified.



For guidance and support, please contact the Inclusion Team (Second Floor, Union Street, or email safertogether@london-fire.gov.uk) or a relevant Equality Support Group (list available [here](#))

Full EIA Form and Action Plan

Lead person responsible:	
Date the Action Plan will be reviewed:	

Protected Characteristic Group	What impact did you identify (positive, neutral, adverse)?	Do you plan to mitigate or justify this impact?	How will you mitigate or justify the impact? Outline the steps that will be taken	Who will be responsible?	When will this be reviewed?
Age					
Disability					
Gender reassignment					
Marriage / Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual Orientation					
Other group e.g. carers, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, ADHD, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / poverty.					

Document Control

Signed (lead for EIA / action plan)		Date	
Sign off by Inclusion Team		Date	
Stored by			
Links			

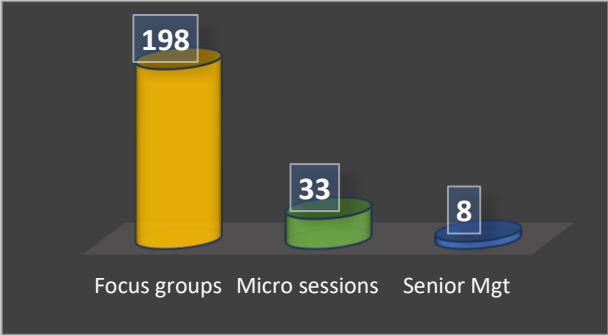
Dates for action plan to be reviewed	Comments

Inclusion Strategy Engagement Dashboard

Total number of
engaged staff

423

Engagement included an online survey, face to face focus groups, senior stakeholders, micro-sessions



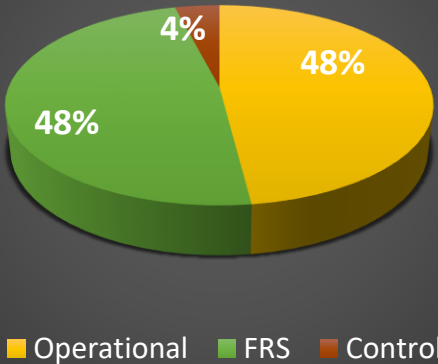
Total
Number
Face to
Face

239

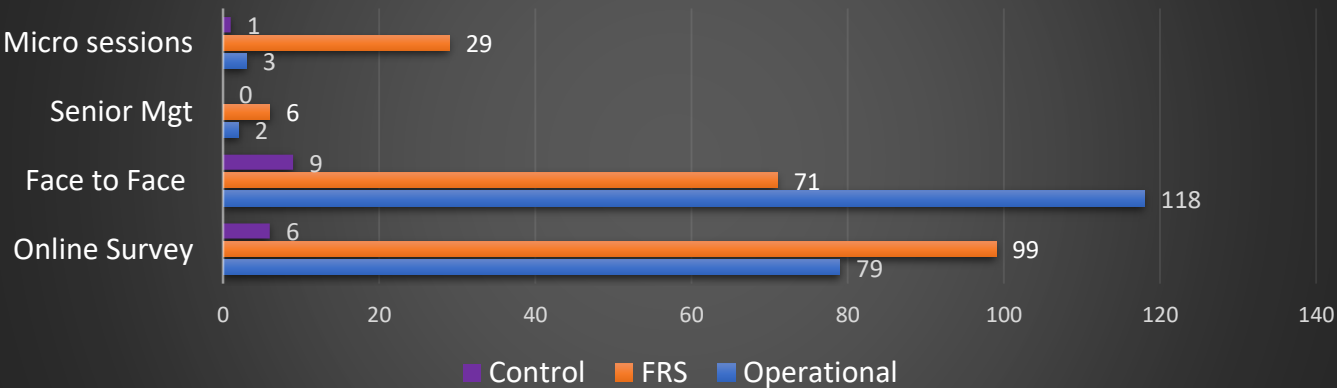
Breakdown of Staff Groups

Staff Group	Online Survey	Face to Face (minus micro)	Senior Mgt	Micro sessions	Total	%
Operational	79	118	2	3	202	48%
FRS	99	71	6	29	205	48%
Control	6	9	0	1	16	4%
Total	184	198	8	33	423	100%

% of Engagement (Staff Groups)



Staff Groups vs Engagement Methods



Inclusion Strategy Engagement Dashboard

A pilot workshop took place on the 3rd February, with a variance of staff groups. Following this pilot, face to face workshops took place for 4 weeks, between the period of the 13th February and 13th March

Being Part of the Change

Who did we engage with at the face to face workshops?

Operational

The Inclusion Team attended 14 fire stations in total (see stations we visited)

FRS

HQ Focus Group x 4, North East Area Team – Stratford, South West Area Team – Hammersmith, South East Area Team – Lewisham, PEG and BDC – Croydon, Legal, Communications, Recruitment Team, Trade Unions and RBs, Equality Support Groups



Control

The Inclusion Team facilitated a workshop at LOC

Postponed due to COVID-19

Lambeth River, North West Area Team, Counselling & Trauma Services, some senior stakeholders, Babcock, Outreach, HR Advisers

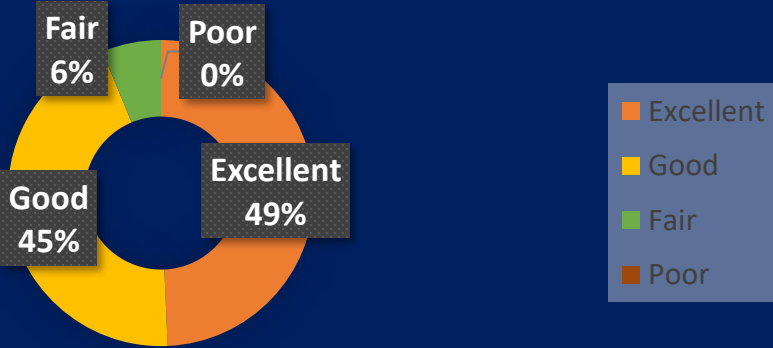
Stations we visited

- Clapham Fire station
- Hornsey Fire Station
- Chingford Fire Station
- Wallington Fire Station
- Chelsea Fire Station
- Sutton Fire Station
- Lewisham Fire Station
- Dagenham Fire Station
- Old Kent Road Fire Station
- Greenwich Fire Station
- Stoke Newington Fire Station
- Hainault Fire Station
- Islington Fire Station

Staff Comments

- Engagement from everyone, felt we could voice our opinion
- Chance to openly discuss inclusion
- Truly believe the Inclusion Team want change
- Very inclusive, felt like we were listened to
- Really thought provoking
- Not long enough for the topic
- Chance to speak openly, will they go anywhere? Time will tell
- Good to discuss thoughts in a secure group
- Refreshing to talk about the culture of LFB

How would you rate the face to face workshop overall?



Inclusion Strategy Engagement Dashboard

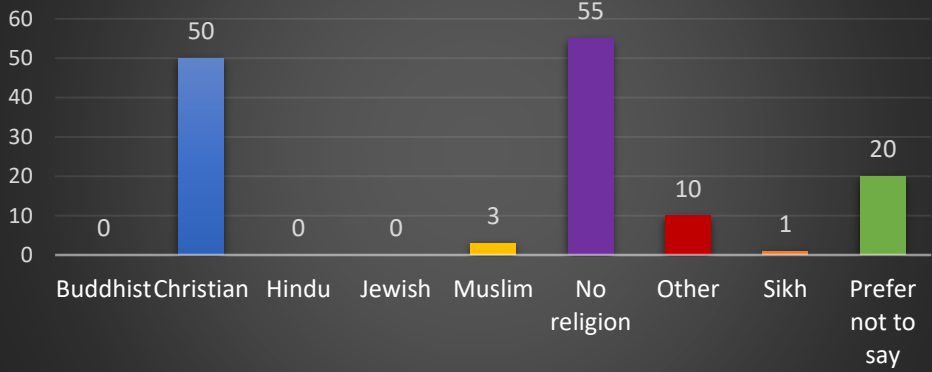
Face to Face Workshops – (Diversity Data)

Total number of
Staff who completed a
monitoring form

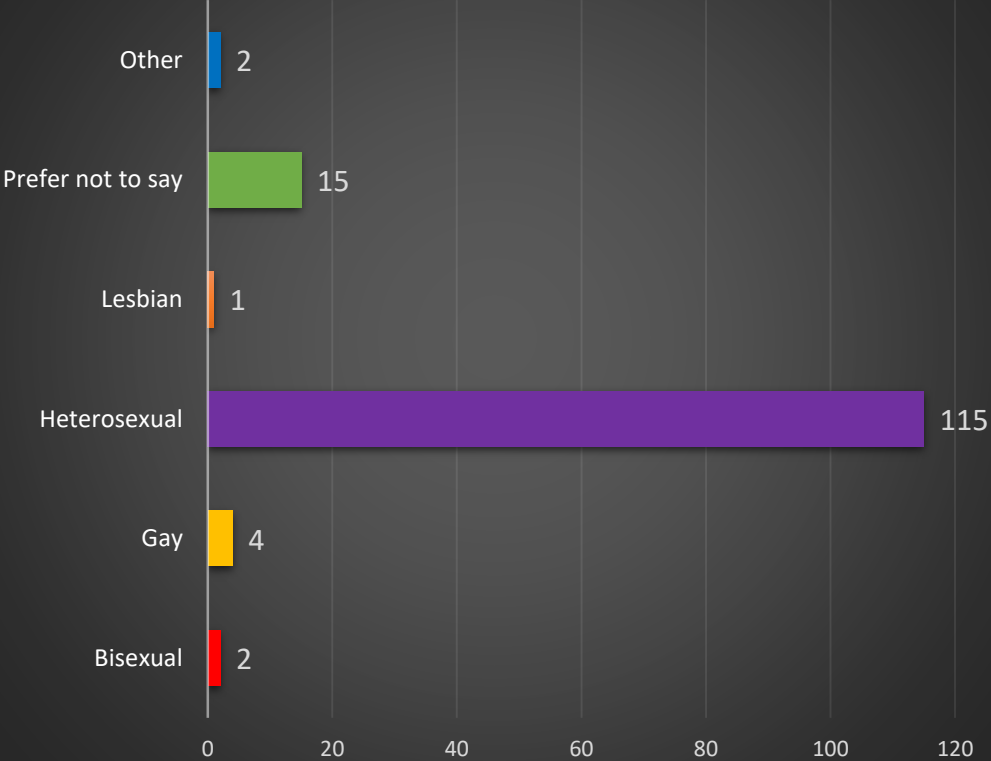
139 (58%)

This is 58% of the total number
of staff who attended a face to
face workshop

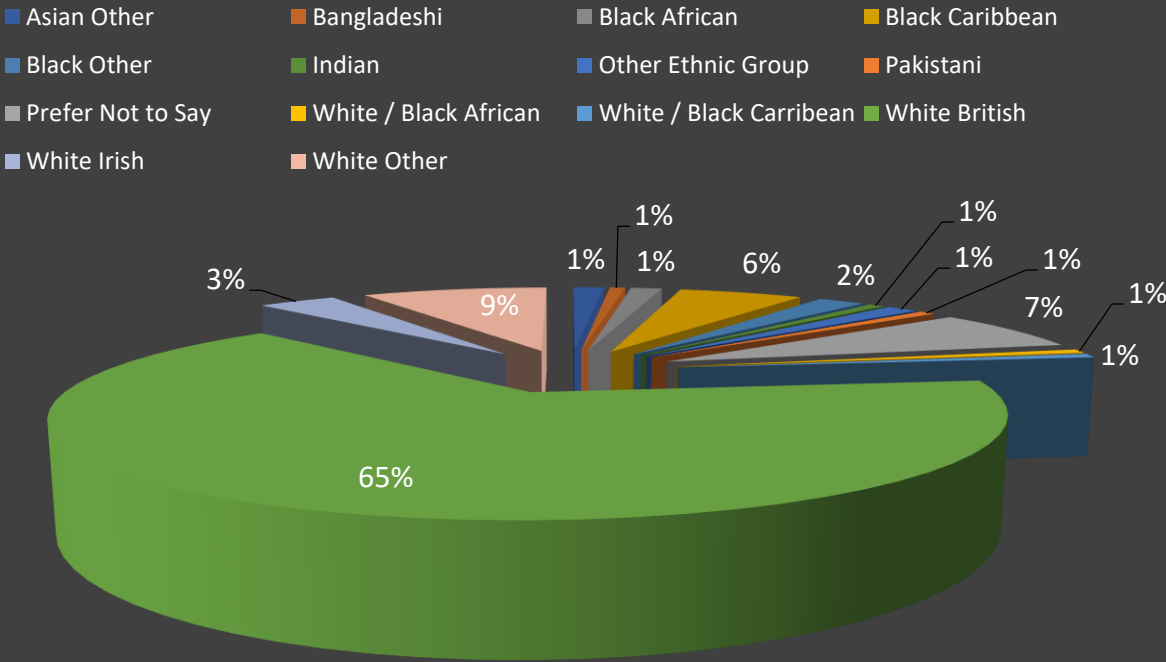
Religion



Sexual Orientation

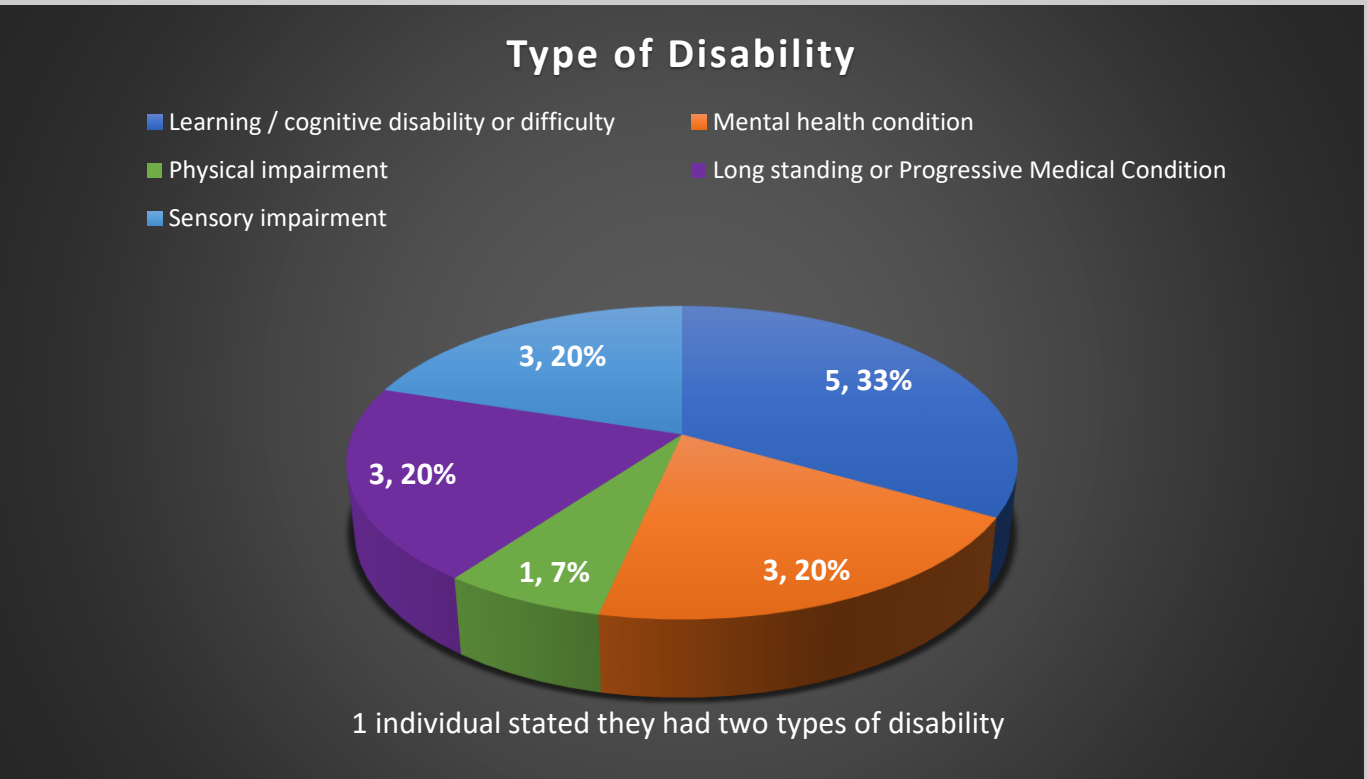
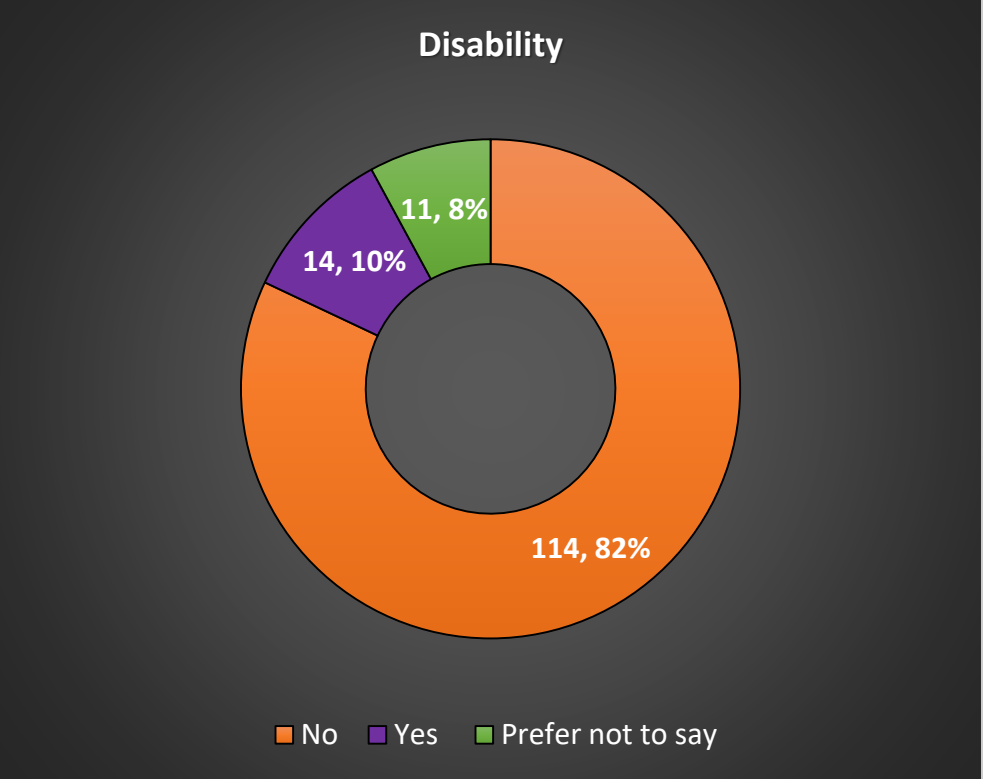
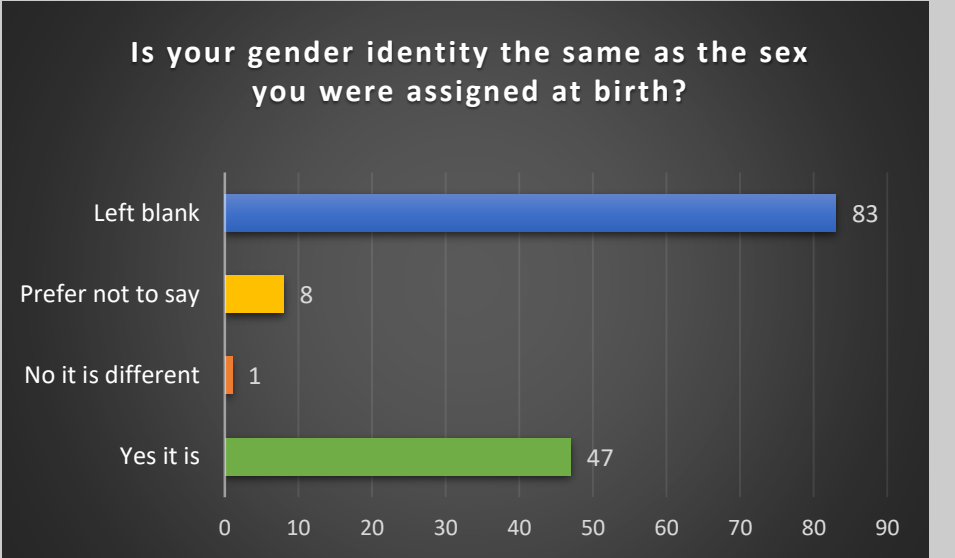
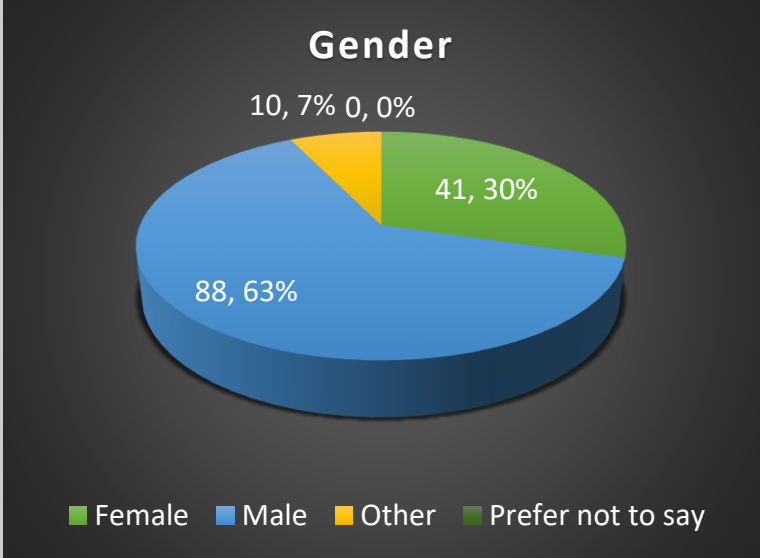


Ethnicity



Inclusion Strategy Engagement Dashboard

Face to Face Workshops –
(Diversity Data - continued)



Inclusion Strategy Engagement Dashboard

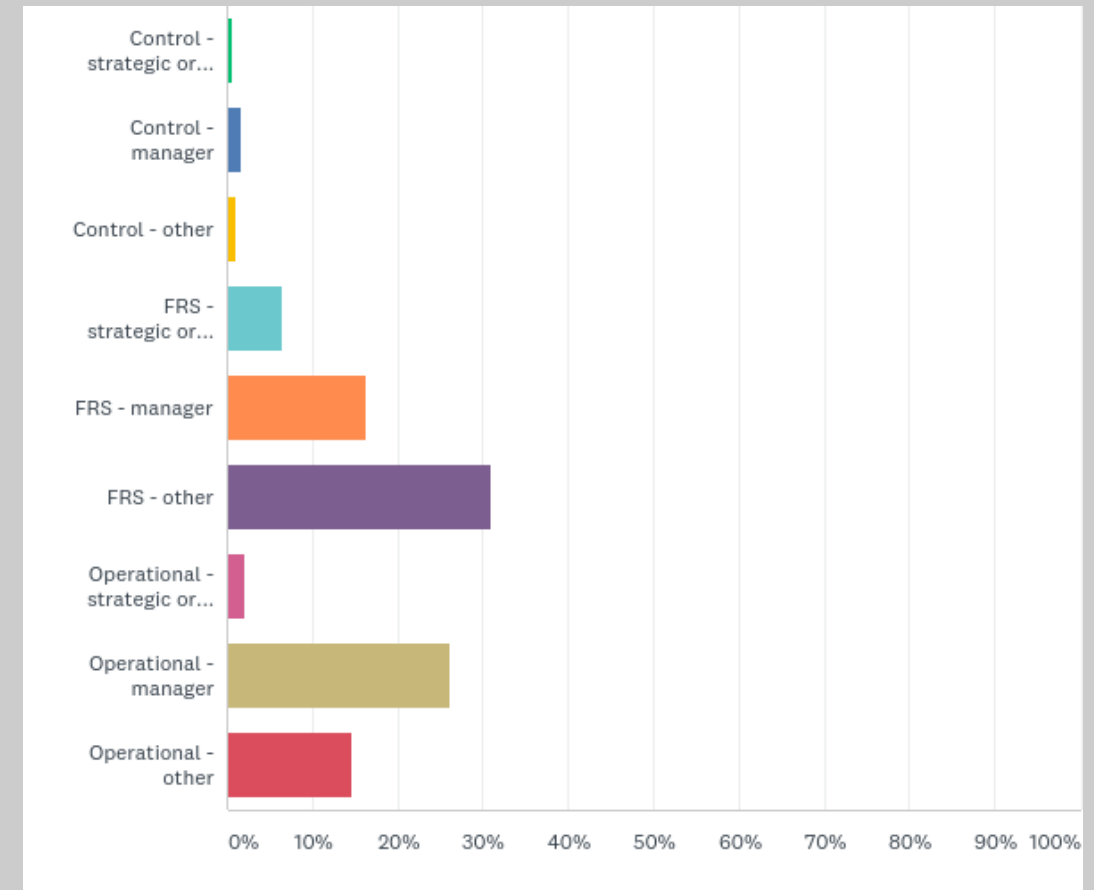
Online Survey – Breakdown of Staff Groups



Engagement via an online Survey Monkey.
10 varying questions

Q1 – Which staff group do you belong to?

ANSWER CHOICES	RESPONSES	
Control - strategic or senior leader	0.54%	1
Control - manager	1.63%	3
Control - other	1.09%	2
FRS - strategic or senior leader	6.52%	12
FRS - manager	16.30%	30
FRS - other	30.98%	57
Operational - strategic or senior leader	2.17%	4
Operational - manager	26.09%	48
Operational - other	14.67%	27
TOTAL		184



Inclusion Strategy Engagement Dashboard

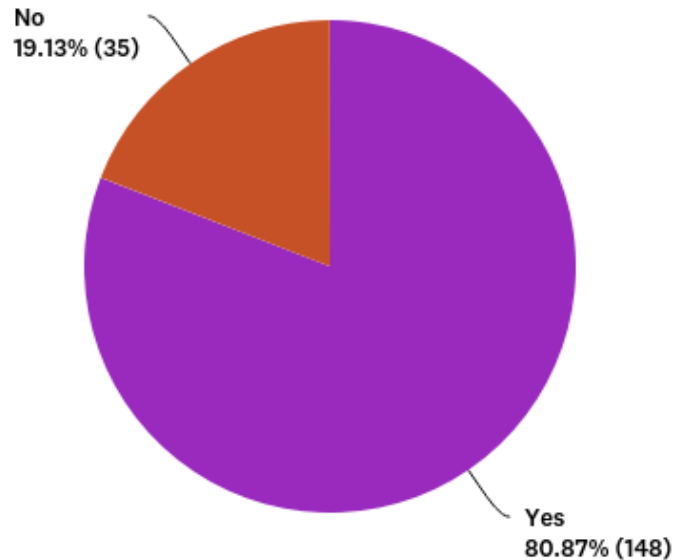
Online Survey – Knowledge of the current
Inclusion Strategy



Engagement via an online Survey Monkey.
10 varying questions

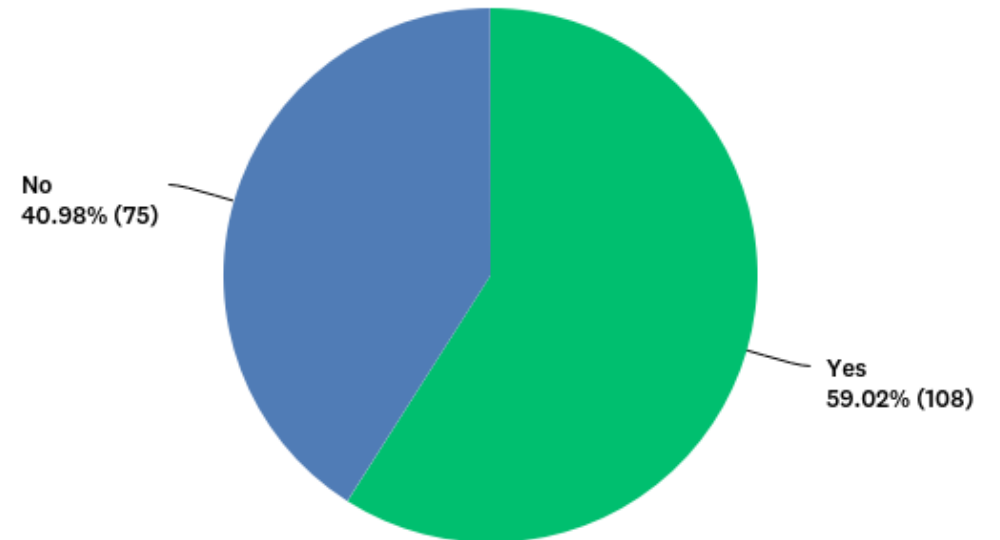
Q3 – Before today had you heard of the ‘Safer Together’
Strategy (LFB’s current Inclusion Strategy)?

183 – responded, 1 - skipped



Q4 – Before today had you read the current ‘Safer Together’
Inclusion Strategy?

183 – responded, 1 - skipped



Inclusion Strategy Engagement Dashboard

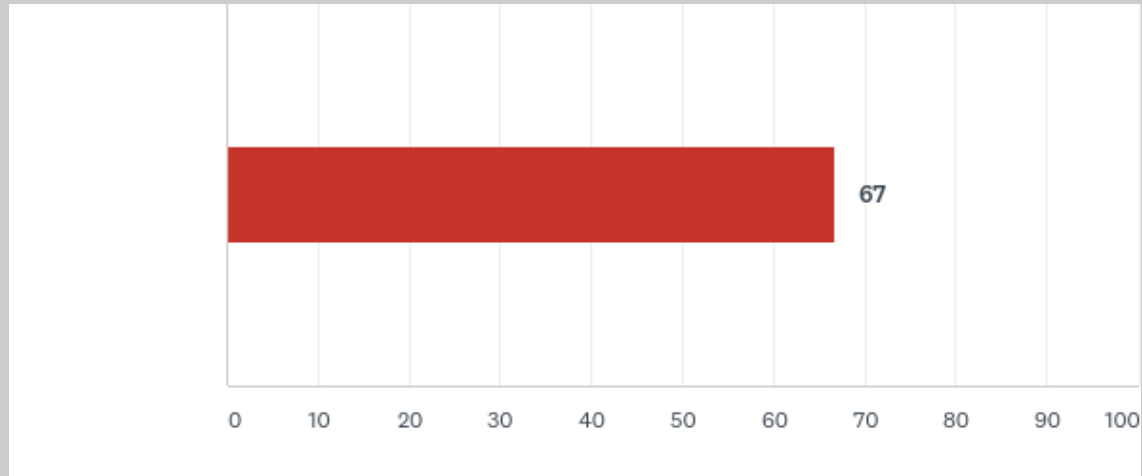
Online Survey – Knowledge and belief on diversity and inclusion



Engagement via an online Survey Monkey.
10 varying questions

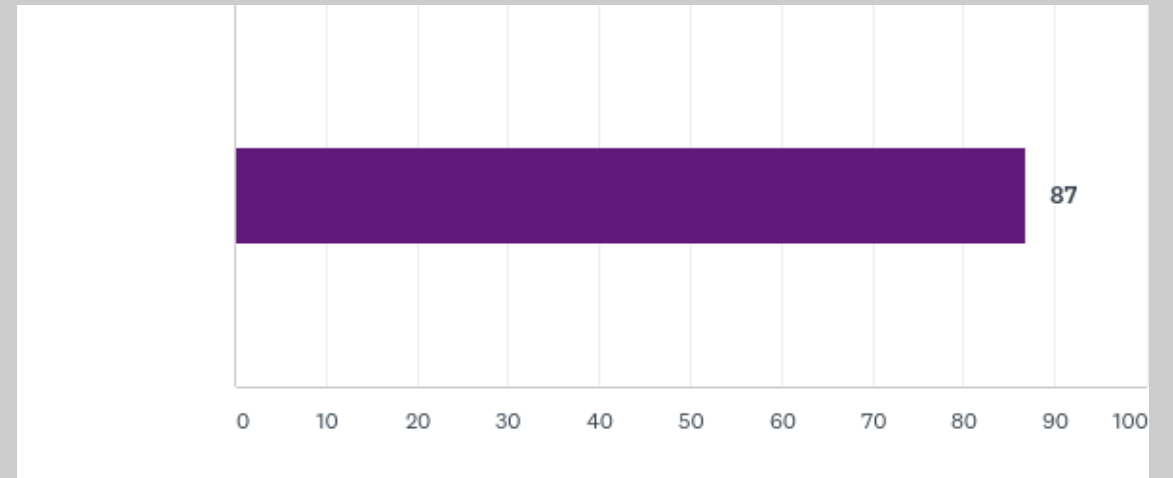
Q5 – How knowledgeable do you feel about what ‘inclusion’ means at LFB?

182 – responded, 2 - skipped



Q6 – How much do you agree with the statement “diversity and inclusion benefits the LFB as an organisation?”

183 – responded, 1 - skipped



Inclusion Strategy Engagement Dashboard

Online Survey – Themes and Issues

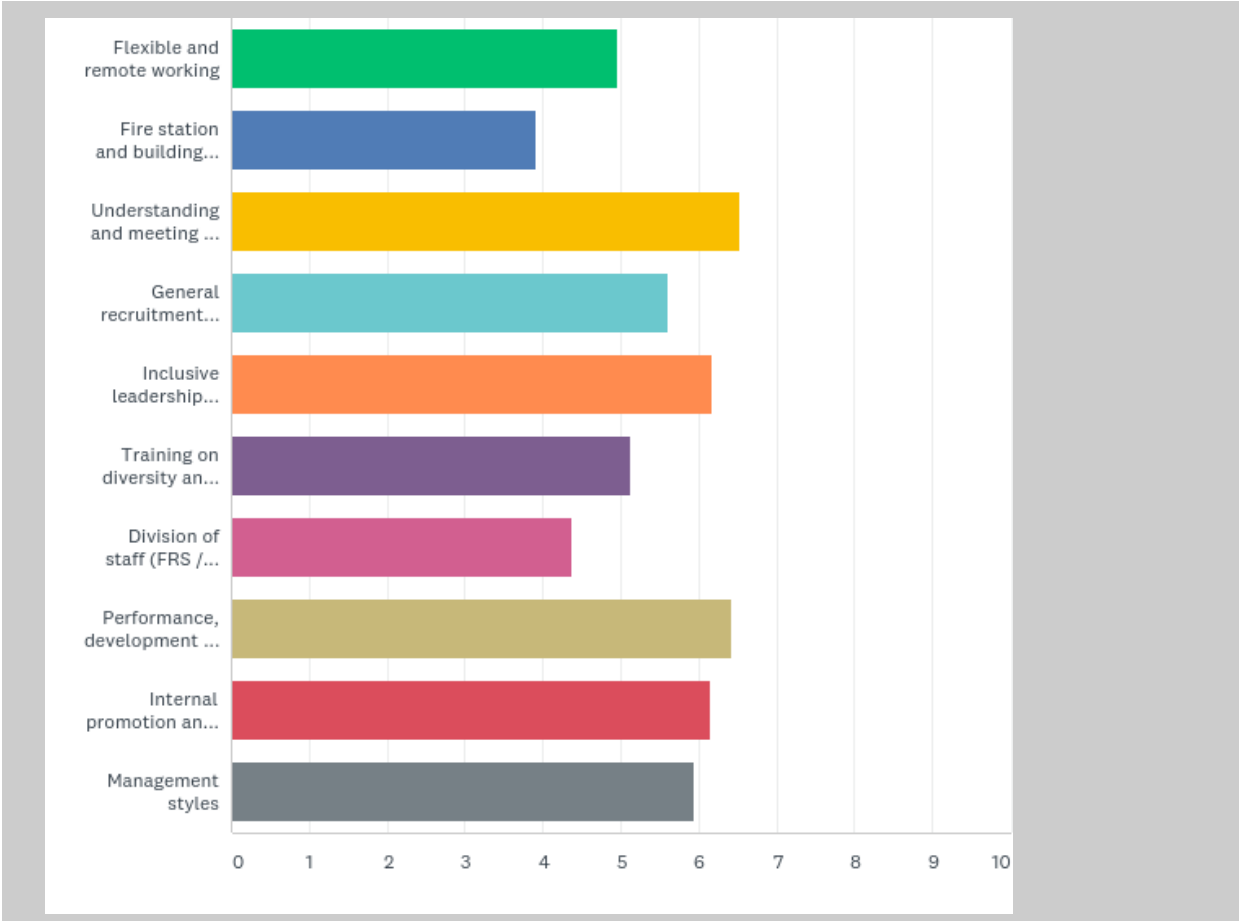
Q7: Rank the themes and issues in order of importance to you. (1 - most important, 10 - least important)

182 – responded, 2 - skipped



Engagement via an online Survey Monkey.
10 varying questions

	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
Flexible and remote working	13.45% 23	4.68% 8	5.26% 9	5.26% 9	14.04% 24	8.19% 14	7.02% 12	16.96% 29	9.94% 17	15.20% 26	171	4.95
Fire station and building accessibility	4.09% 7	6.43% 11	5.26% 9	3.51% 6	7.60% 13	8.77% 15	12.28% 21	9.36% 16	16.96% 29	25.73% 44	171	3.92
Understanding and meeting the needs of diverse London communities	22.62% 38	10.12% 17	10.71% 18	12.50% 21	7.14% 12	8.33% 14	10.71% 18	4.17% 7	8.93% 15	4.76% 8	168	6.53
General recruitment methods and processes	4.09% 7	11.11% 19	12.87% 22	14.04% 24	11.11% 19	11.70% 20	8.19% 14	13.45% 23	7.60% 13	5.85% 10	171	5.61
Inclusive leadership development	11.31% 19	11.31% 19	13.69% 23	13.10% 22	11.90% 20	11.90% 20	7.74% 13	5.95% 10	9.52% 16	3.57% 6	168	6.18
Training on diversity and inclusion topics	4.62% 8	6.94% 12	10.40% 18	9.25% 16	12.72% 22	9.83% 17	15.03% 26	15.61% 27	8.67% 15	6.94% 12	173	5.13
Division of staff (FRS / Control / Operational)	5.23% 9	11.63% 20	4.65% 8	6.40% 11	5.81% 10	9.30% 16	8.72% 15	8.72% 15	17.44% 30	22.09% 38	172	4.38
Performance, development and appraisal	14.45% 25	13.29% 23	13.87% 24	10.98% 19	11.56% 20	6.36% 11	11.56% 20	9.83% 17	5.78% 10	2.31% 4	173	6.43
Internal promotion and recruitment processes	11.18% 19	12.94% 22	12.35% 21	13.53% 23	9.41% 16	11.18% 19	8.24% 14	9.41% 16	8.82% 15	2.94% 5	170	6.16
Management styles	11.11% 20	13.33% 24	11.67% 21	10.56% 19	8.33% 15	13.33% 24	9.44% 17	6.67% 12	6.11% 11	9.44% 17	180	5.94



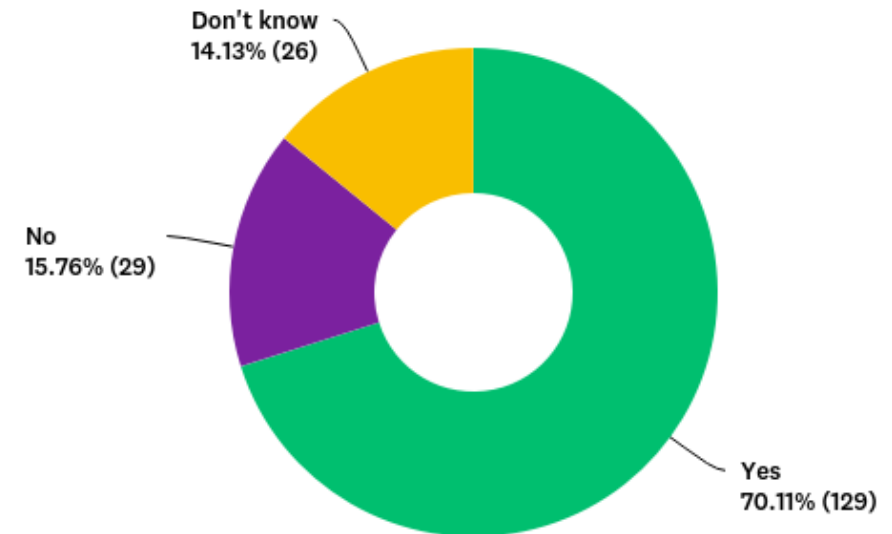
Online Survey – Issues and Theme / Accountability

184

Engagement via an online Survey Monkey.
10 varying questions

[illegible]

184 – responded, 0 - skipped



Ideas for the name of the new Inclusion Strategy

A New Horizon
As One ACT for Change
Cultural Change Program
New Vision for the Future
All Together Now
A Better Brigade
Earning Your Trust
Here, Then and Now
Inclusion Includes You
LFB Inclusion Fusion 2020
One LFB
In It Together
LFB United
Equilibrium
Different People
One London
Forward as One
Better Balance
No Size Fits All
Humankind
We are One
Your Say Matters
Embrace
Building Together
Everybody Matters
Facing up to Change
One World London
We're All Included
Unity
One Team
The Way Forward
Feeling Valued
All For One
Stronger and Safer Together Strategy
Inclusion Empowering Our Workforce
One Voice Towards Inclusion
LFB Together
One London
We are Inclusion
Involvement Strategy
Every Difference Matters
Togetherness Strategy
Inclusion Strategy
Safer Together