

EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	<ul style="list-style-type: none"> • Corporate Communications • Corporate Information Governance • Estates and Facilities • Systems support /Business Intelligence /Applications Development • Planning, performance and inspection • Customer Services (including Canteens) • ICT • Community Engagement - Knowing our Community 	Date Of analysis	January 2023
Title and overview of what is being assessed / considered	Strategy & Performance Functional Plan	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
Author of Equality Impact Analysis	Michelle Kirk Deb Appleton	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race

- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis	
1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis

The following monitoring data has been considered:

- MFRS Knowing our Communities data
- LA demographic data
- Incident data
- HMICFRS actions and feedback
- Positive action and other staff data
- Feedback from training
- Feedback following campaigns

General communications and guidance from the following have been considered:

- Asian Fire Service Association
- Employers Network for Equality and Inclusion
- NFCC

The priorities within the plan for 2023/24 have been determined by a number of influences including:

- The Fire and Rescue Service Act 2004

NFCC Equality of Access documents – We encourage you to click on the following [link](#) to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.

Some aspects of these documents will help you provide information, awareness, and data to support:

- Integrated Risk Management Plans
- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

- The Fire and Rescue National Framework 2018
- The Equality Act 2010
- HMICFRS State of Fire Reports
- The future needs of the Service

In compiling the S&P Functional Plan, we have considered the Merseyside Fire & Rescue Service Equality Diversity & Inclusion (ED&I) Assurance Checklist.

The detailed actions within the plan demonstrate our legal compliance to both the Equality Act and Public Sector Equality Duty.

In addition, deliberation has been given to ensure we minimise any risks to the Service whilst carrying out the actions.

The Strategy & Performance functional plan for 2023/24 will cover the following 11 Actions:

Action 1 - Improve relationships and engagement with diverse communities

- 1.1 Engage and consult - work with partner organisations to access their community engagement resources to proactively engage with diverse groups from communities
- 1.2 Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required
- 1.3 Data –led risk and equality analysis

Action 2. - To make the most effective use of organisational information whilst continuing to improve information security and governance.

a) Continuing to digitally transform the organisation

b) Continuing to ensure compliance with information governance and security legislation and regulations

2a Continuing to digitally transform the organisation

2a.1 To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.

2a.2 Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.

	<p>2a.3 Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p> <p>2b Continuing to ensure compliance with information governance and security legislation and regulations</p> <p>2b.1 Embed the Fire Data Management Standard within the organisation, including:</p> <ul style="list-style-type: none"> • Promote the value of good data quality within the organisation. • Build on the existing information asset register • Implement a data quality framework <p>2b.2 Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the information we process more effectively and minimise risks.</p> <p>2b.3 Continue to develop our Records Management processes to ensure the authenticity and availability of our records thus helping to achieve our mission and assist compliance with government laws and regulation requirements.</p> <p>Action 3.- Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p> <p>3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</p> <ul style="list-style-type: none"> • Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website) • Continue to innovate and maximise resource/reduce expenditure e.g. investing in new video/audio/IT equipment to enable greater quality and output of video for internal and external communications • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Develop training videos to support online training/learning. • Support positive action and Staff Network growth and development • Implement the findings of a digital access audit <p>Action 4.- Work with other Functions to review and refresh the Corporate Risk Register</p> <p>4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;</p> <ul style="list-style-type: none"> • Review current processes
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- Develop departmental risk registers
- Build a corporate risk register

Action 5.- Develop the 2024/27 Community Risk Management Plan (CRMP)

5.1 Develop the CRMP for 2024/27 including:

- Ensuring the process meets the CRMP fire standard
- Risk analysis
- Consideration of focus areas
- Initial engagement with stakeholders
- Creation and approval of the draft CRMP
- Commence formal stakeholder consultation

Action 6. - Coordinate the delivery of the 2023 HMICFRS inspection

6.1 Plan for and coordinate the delivery of the HMICFRS inspection including;

- Gathering information and data
- Self-assessment
- Communications
- Facilitation of the inspection

Action 7.- Implement an ICT Infrastructure that will enable efficiency through current and emerging technology

7.1 Three (3) key activities in the ICT service pipeline this year are:

- CAD-MIS Project Phase Two Three: Utilisation of the Pre-alert function within the Vision 5 CAD
- Lead and contribute to the ICT activities for the new TDA and Operational Fire Station
- The Migration and Upgrade to On-premises SQL 2019

Action 8.- Respond to national ICT initiatives

8.1 The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities.

Action 9 - . Consider ways in which catering services can support diversity and inclusion

		<p>9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce.</p> <p>Action 10 - Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040</p> <p>10.1 Coordinate the development of an approach to achieving Net Zero including;</p> <ul style="list-style-type: none"> Working with other departments to develop a programme and approach to governance. Within that programme, consider the outcomes of external research <p>Action 11.- Deliver against the Estates Asset Management Plan</p> <p>11.1 Deliver the Estates Asset Management plan for 2023/24 including;</p> <ul style="list-style-type: none"> The building of a new TDA and fire station in Aintree. 	
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>The Functional Plan has been developed through engagement with the heads of all the teams in the Function, who in turn, engage with their teams.</p> <p>Internal engagement is undertaken through several meetings including: Culture and Inclusion Board, SLT, S&P (ICT), S&P (Estates), the staff networks and meetings with rep bodies as well as through communications and surveys. This is primarily around new policies, SI's and actions in Functional Plans and also includes an element of reviewing the staff survey results and actions resulting from inspections including HMICFRS.</p> <p>External consultation is undertaken as and when services are changed, removed or introduced, e.g. IRMP and the new TDA Project.</p> <p>The S&P Function is responsible for making sure that consultation/engagement takes place consistently and effectively where required, using a number of methods including deliberative forums, stakeholder groups, public meetings and surveys.</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this</p>	<p>What is the actual or potential impact on age?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around Age equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 3 – Positive</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>

	<p>should be the case please tick the not applicable box.</p> <p>If there is no impact, please state that there is no impact.</p>	<p>Our Communication actions focus on supporting campaigns with specific reference to age and risk relating to fire based on past evidence and data.</p> <p>Action 5 - Positive</p> <p>The development of the CRMP will consider the disproportionate risk that it present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups. We will continue to analyse risk to ensure we are proportionate to all protected characteristic groups.</p> <p>Action 11 – Positive</p> <p>The building of the new TDA and fire station will consider accessibility for all. The new build will have a bespoke youth engagement facility.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on disability?</p> <p>Action 1 – Positive</p> <p>Our community engagement is aimed at understanding the needs of the people living with a disability and tailoring our service accordingly.</p> <p>Action 2 – Positive/Potential</p> <p>There is a potential risk of a negative impact for disability in our work around digital transformation if we do not consider accessibility. We will continue to consider accessibility at the procurement/development stages and make any reasonable adjustments as required.</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>

Action 3 – Positive

The digital accessibility audit will ensure the development of the website, communications resources and ICT applications considers accessibility and needs of diverse users. The development and incorporation of BSL on internal and external communications will have a positive impact on the deaf community.

Action 5 – Positive

The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.

Action 7 – Neutral

We will continue to ensure our systems are accessible to all. We provide support and make reasonable adjustments as required.

Action 9 – Positive

Catering related activities take account of dietary requirements. Work will continue to develop a programme of promotions to support staff networks and assist in improving culture and inclusion.

Action 11 – Positive

Part of the delivery of the Estates Asset Management Plan is that accessibility is considered. Findings from the recent Disability Access Audits have been considered and incorporated in the new TDA project and any refurbishment work.

		<p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on gender reassignment?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	<p>Not applicable</p> <input type="checkbox"/>
		<p>What is the actual or potential impact on marriage and civil partnership?</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p>	<p>Not applicable</p> <input type="checkbox"/>

		<p>All actions – No Impact</p>	
		<p>What is the actual or potential impact on pregnancy and maternity?</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on race?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around race equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 3 – Positive</p> <p>The digital accessibility audit will ensure the development of the website, communications resources and ICT applications considers accessibility</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>and needs of diverse users. The provision of translation software on our website and production of fire safety information in a number of different languages will have a positive impact on people whose first language is not English.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that it present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>Action 9 – Positive</p> <p>Catering related activities take account of dietary requirements. Work will continue to develop a programme of promotions to support staff networks and assist in improving culture and inclusion.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on race?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around race and religion equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on sex (gender)?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around sex (gender) equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on sexual orientation?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective</p>	<p>Not applicable <input type="checkbox"/></p>

		<p>community engagement will have a positive impact on people with this protected characteristic.</p> <p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around sexual orientation equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>Action 11 – Positive</p> <p>The delivery of the Estates Asset Management considers accommodation and facilities that are inclusive and appropriate for all.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> <p>All other actions – No Impact</p>	
		<p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>Action 1 – Positive</p> <p>Engagement and consultation with partner organisations and diverse communities will improve services through better understanding of community needs. Training and appropriate interventions in effective community engagement will have a positive impact on people with this protected characteristic.</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>

		<p>Action 2 – Positive</p> <p>Data led risk and equality analysis. Where required we will provide additional support, assistance, data or consultation around sex (gender) equality in relation to fire and rescue and our employment practices if required.</p> <p>Action 3 – Positive</p> <p>Our Communication Strategy is focused on reducing risks that is often disproportionate for people from socio economically deprived backgrounds.</p> <p>Action 5 – Positive</p> <p>The development of the CRMP will consider the disproportionate risk that is present across all protected characteristics. Stakeholder engagement will assist us in identifying and targeting disadvantaged groups.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> <p>All other actions – No Impact</p>	
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ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?				
Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability -				
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				
How will these actions be monitored and where will the outcomes be reported? (Please describe below)				

Completed by (Please print name /Designation)		Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)		Signature Date	
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Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)



- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

[Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy](#)

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government