



INCLUSION LEAD - BACKGROUND INFORMATION

Avon Fire & Rescue Service (AF&RS) serves the Unitary Authority areas of Bristol, Bath & North East Somerset, North Somerset and South Gloucestershire. It has 21 operational fire stations, together with offices, covering all areas, with its Head Quarters based in Portishead, near Bristol. AF&RS Control Centre, where emergency calls are handled, is situated in Lansdown, near Bath.

With an annual budget of around £50 million, AF&RS delivers a wide range of fire, rescue and community safety services across a geographic area of approximately 514 square miles with a residential population of more than one million people.

AF&RS employs over 800 staff made up of: Service Delivery including whole-time and on-call Firefighters, and staff in its Control Centre, Service Delivery Support, and Corporate Services.

This post is within the People Services Team, within the Service Delivery Support Directorate, and reports to the Head of People Services.

The Inclusion Lead is responsible for creating, driving, and embedding an inclusive culture across Avon Fire & Rescue Service. The role ensures equality, diversity, and inclusion (EDI) principles are reflected in policies, practices, workforce development, service delivery, and community engagement. The postholder will lead strategic initiatives that support a safe, respectful, fair, and high-performing organisation, ensuring compliance with legal duties and promoting equitable outcomes for staff and communities.

With effect from July 2023, UK legislation was amended to enable Fire & Rescue Services to undertake standard Disclosure and Barring Service (DBS) checks for all employees. All AF&RS posts therefore require a standard DBS check, with a few defined roles requiring an enhanced DBS check. This post is subject to a standard DBS check. These DBS checks will be renewed throughout employment.

Safeguarding is the duty of every member of staff at AF&RS: as a public authority we have a responsibility to ensure that the adults and children we interact with are kept safe from harm.



Job Description, Core Values and Person Specification

Job Title	Inclusion Lead
Post Number	3404
Grade	HAY 3
Duration of Post	Permanent
Hours	37 per week
Directorate	Service Delivery Support
Unit or Team	Inclusion Team, People Services
Reports to (give job title)	Head of People Services
Line management or supervisory responsibilities	Yes
If yes, for which team/s or post/s	Inclusion Officers
Responsibility for managing a budget	Yes
If yes, approximately how much (to nearest £10,000)	£15,000
Date job was evaluated	22.04.26

Purpose of Job:

The overarching purpose of this role is to lead and co-ordinate the Inclusion and Culture Change action plan (under the People, Culture and Leadership Strategy) across the Service. This involves providing strategic direction, training and support to assist in achieving our inclusion, culture and diversity aims, statutory responsibilities and sector-specific initiatives.

Structure Chart:



Responsibilities and Duties:

1.	Work with the Head of People Services, peers, partners and stakeholders to develop and deliver the People, Culture and Leadership (PCL) Strategy and supporting work programme using an insight-focussed approach to improvement, ensuring a clear link to the Community Risk Management Plan (CRMP).
2.	Lead and manage the Inclusion Team members to deliver professional, effective and timely advice and support whilst driving forward continuous improvement in this area. This includes

	the development and implementation of the Service's Equality, Diversity and Inclusion (EDI) policy, team delivery plans and performance measures to support the PCL Strategy.
3.	Act as subject matter expert on inclusion, cultural improvement, and workforce equity. Advise senior leadership and contribute to organisational planning, ensuring inclusion considerations are integrated into all major programmes.
4.	Ensure compliance with the Equality Act 2010, Public Sector Equality Duty (PSED), and other relevant legislation and standards (e.g. NFCC Core Code of Ethics, HMICFRS inspection requirements).
5.	Review and update EDI-related policies, procedures, and risk assessments.
6.	Undertake Touchpoint (pulse) surveys, supported by the Employee Experience Advisor and colleagues, and proactively seek engagement data, exit feedback and operational insights to identify trends and make evidence-based recommendations.
7.	Maintain effective oversight of People Impact Assessments (PIAs) as part of the wider impact assessment process and support colleagues across the Service to apply these effectively.
8.	Support attraction, recruitment, onboarding, promotion and retention initiatives to help build a diverse workforce at all levels.
9.	Develop and deliver training, workshops, and awareness sessions on relevant topics as determined by legislation, best practice, data analysis, staff insights and continuous improvement.
10.	Work collaboratively with colleagues in People Services to embed inclusive practices across operational and non-operational functions.
11.	Provide guidance on resolving inclusion-related workplace issues and contribute to grievance/disciplinary processes where relevant, including providing advice and support to the Professional Standards Board.
12.	Monitor and analyse workforce and community demographic data to identify inequalities, trends, and improvement opportunities.
13.	Produce EDI reports for senior leaders, governance boards, and external regulators.
14.	Oversee the collection and use of diversity data in a secure, ethical, and meaningful way, building trust and understanding of the use of data to encourage engagement from staff.
15.	Act as primary liaison with staff networks, external partners, and community organisations, ensuring diverse voices inform decisions.
16.	Initiate, support and foster positive relationships with local communities, particularly under-represented or vulnerable groups.
17.	Represent the Service at local and national EDI forums, including NFCC networks and regional partnerships.
18.	Champion initiatives relating to wellbeing, dignity at work, and prevention of inappropriate behaviour. Help embed a culture of respect, fairness, psychological safety, and ethical behaviour.
19.	Support change programmes to ensure they are inclusive and accessible.
20.	Carry out any additional responsibilities as reasonable and appropriate, as agreed with line manager.
Special Notes or Conditions:	
1.	AF&RS requires all staff and leaders to promote equality and diversity by: <ul style="list-style-type: none"> ensuring that, both in your dealings with other employees and with members of the public, you comply with all aspects of the Service's Equality Policy and legislation that outlaws discrimination; treating members of the public and other AF&RS staff with respect, dignity and in line with the expectations determined by our Service values at all times; and taking action when witnessing an act that could be considered discrimination or harassment, challenging it and/or raising with managers.
2.	This role is based at Service Headquarters. Although you are based at a specific location, for efficiency or other business reasons we may require you to travel to and/or work from any

	base within AF&RS service area or work from home, for which we will pay allowances where appropriate.
3.	If based at Police and Fire Headquarters, this is a secure site and therefore appointment to this post may be subject to passing the required vetting process.
4.	Many posts in AF&RS are hybrid-working with the facility to work from home and from an AF&RS work-base. Your manager will confirm if this applies to this post.
5.	Your job may involve working out of normal office hours, for which mutually agreed compensatory time-off will be given.
6.	Your job may involve you dealing with highly confidential and sensitive information. It is essential that you ensure this information is held and processed securely and that you act with tact and discretion at all times and comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. Confidentiality must be maintained, even after leaving this post or AF&RS employment.
7.	You should maintain an awareness of environmental regulations in relation to the remit of your role. All employees have a responsibility to carry out their duties in an environmentally-conscious way and to actively support AF&RS's Environmental Strategy, Policy and objectives.
8.	You must ensure you maintain an awareness of Health and Safety Regulations relevant to the duties and tasks you carry out and report any situations or incidents which could be considered hazardous. You have a responsibility for your own safety and must not endanger that of colleagues/visitors in the workplace or the public.
9.	There may be times when you are required to wear specific clothing suitable to the type of work you are undertaking. This may include AF&RS branded corporate clothing (for example when representing AF&RS externally), or protective clothing for the work being carried out, as deemed appropriate by your line manager.
10.	All AF&RS posts require a standard DBS check, with a few defined roles requiring an enhanced DBS check. This post is subject to a standard DBS check. These DBS checks will be renewed throughout employment.
11.	Safeguarding is the duty of every member of staff at AF&RS: as a public authority we have a responsibility to ensure that the adults and children we interact with are kept safe from harm.

Avon Fire & Rescue Service NFCC Core Code of Ethics

AF&RS expects all employees to accept and work to the National Fire Chiefs Council (NFCC) Core Code of Ethics:

- **Putting our communities first** – we put the interest of the public, the community and service users first;
- **Integrity** – we act with integrity including being open, honest and consistent in everything we do;
- **Dignity and respect** - we treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias;
- **Leadership** – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards;
- **Equality, diversity and inclusion (EDI)** – we continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality foster good relations and celebrate difference.

Signed confirmation that this Job Description accurately reflects the requirements of the job:

Job Holder's Manager		Date	
Signed agreement to carry out the responsibilities of this Job Description, and of acceptance of AF&RS Core Values and NFCC Code of Ethics:			
Job Holder		Date	

See following page for Person Specification

Person Specification

Job Title	Inclusion Lead			
Post Number	3404			
Grade	HAY 3			
Qualifications, knowledge, experience, skills and personal attributes required for the job:				
	E=Essential D=Desirable	Measured by: A = Application T = Test I = Interview		
		A	T	I
Qualifications/Knowledge				
Level 7 qualification or equivalent occupational qualification in a relevant subject such as Human Resources, Organisational Development, Organisational Change Management, Culture Change, or Equality & Diversity. Or, significant managerial experience within an EDI role and willing to obtain a qualification	E	X		X
Strong knowledge of equality legislation, PSED, and best practice in inclusion and workforce culture.	E	X		X
Understanding of HMICFRS expectations and NFCC guidance and frameworks.	D	X		X
Experience				
Experience leading EDI initiatives in a complex organisation (public sector experience desirable).	E	X		X
Proven ability to influence senior leaders and drive cultural change.	E	X		X
Experience of undertaking Touchpoint (pulse) surveys, reviewing engagement data, exit feedback and operational insights to produce reports.	E	X		X
Able to identify trends and make evidence-based recommendations, translating insights into practical actions to support delivery of strategic objectives.	E	X		X
Experience of designing and delivering training or organisational development programmes.	E	X		X
Experience of working within diverse communities or organisations and with specialist organisations to support culture change and enhanced organisational understanding of inclusive practices.	D	X		X
Significant experience of writing and presenting reports and delivering information to large groups, dealing with scrutiny and questions from a range of stakeholders.	D	X		X
Skills				
Project or change management experience	E	X		X

Able to engage with people, discuss difficult issues and explore understanding with a view to educating and influencing positive behavior change.	E	X		X
Excellent communication, facilitation, and relationship-building skills.	E	X		X
Able to drive with a full current valid driving licence, or ability to arrange suitable alternative transport to travel to various work locations.	E	X		
Personal Attributes				
Willingness to accept and work to our Core Values during the course of employment.	E	X		X
Adaptable with a flexible approach to work, to meet business needs.	E	X		X
Able to work effectively both individually and as part of a team.	E	X		X
Professional in conduct.	E	X		X
Strong stakeholder ethic with customer orientated approach.	E	X		X
Committed to undertake relevant training and continuous professional development opportunities.	E	X		X