

# Progress on Implementation of the Single Equality Scheme Action Plan

## Report of the Chief Fire Officer

For further information about this report please contact John Redmond, Chief Fire Officer, on 01743 260201 or Jonathan Hyams, Equality and Diversity Officer, on 01743 260236.

### 1 Purpose of Report

This report updates Members on:

- Implementation of changes in the structure of the Single Equality Scheme Action Plan 2015; and
- Progress on the main actions identified in the Plan from March 2012 to March 2014.

### 2 Recommendations

The Committee is asked to note the content of this report.

### 3 Background

This report outlines the progress made in implementing the new Single Equality Scheme Action Plan format to reflect the need for greater clarity and simplicity and the changing focus of equality and diversity priorities and work. The report also provides details of major actions within the Action Plan.

### 4 Changes in the Structure of the Single Equality Scheme Action Plan

At its meeting on 17 October 2013 the Committee noted changes in the format of the Action Plan to simplify ease of understanding of the key issues and monitoring progress on equality and diversity actions. The opportunity has been taken to review action priorities and remove duplicated and outdated actions.

The new format groups actions into key themes, and enables simplified tracking of progress. It also enables analysis of actions by service delivery and/or employment outcomes.

The revised-format Action Plan for the final quarter of 2013/14 is attached for Members' information.

## 5 Progress on the Main Equality and Diversity Actions

Under the previous Action Plan format:

- 11 actions had been completed, were in progress or were recurring
- 3 had yet to be started
- 4 had been deleted

There are 52 actions in the new Action Plan as at the end of February 2013, analysed under five headings. Progress is as follows:

In progress/ ongoing	Not yet started	Complete	Not E & D/ dropped
Section 1 - Policy			
4	1	0	3
Section 2 - Recruitment, selection, training & development			
4	2	2	2
Section 3 - Communication, external events, networks and partnerships			
12	5	1	1
Section 4 - Monitoring, evaluation, accountability & reporting			
8	4	2	1
Section 5 - Research and consultation			
1	1	0	0

## 5 Examples of Equality and Diversity Work

Examples of Equality and Diversity work have included:

**Gypsy and Traveller Cultural Awareness training** for Retained Duty System employees has been completed. This was a challenging piece of work, which raised core equality and diversity issues both for participants and for the Service itself. Members were invited to take part in the training, and three took up this invitation. Feedback has been very positive.

**Women's Taster Days** have been held at Oswestry and Craven Arms Fire Stations to encourage women to apply for employment as Retained Firefighters with the Service. There is an optional second half-day session at the Training Centre, giving the opportunity for participants to gain more in-depth knowledge and experience of the fitness requirements and selection process. Both sessions have been highly successful, and have raised the media profile of equality and diversity within the Service. This work is part of the Service's positive action programme, which aims to encourage under-represented sections of the community to apply for employment with the Service, and is specifically sanctioned under the Equality Act 2010.

**Diversity information** required by the Equality Act 2010 was published on the website in March 2014.

**The programme of reasonable adjustments** to the working conditions of employees with specific disability needs has continued and expanded over the year. The major part of this work is currently with dyslexic operational employees, covering personal tuition, specialist equipment and peer support, depending on individual needs. The costs are in part offset by Access to Work, and the programme is proving highly successful in enabling employees to carry out their roles with increased confidence and effectiveness. It is also generating increased communication and understanding about disability in operational posts. The work is the joint responsibility of the Equality and Diversity Officer and the Head of People Development, Safety and Risk to discuss and agree cases.

**New 'refresher' equality and diversity training** has been developed and is being carried out with wholetime firefighters, with plans in place to extend delivery to non-uniformed and Control staff. As with the Gypsy and Traveller Cultural Awareness training, this work has raised a number of learning points for employees and for the Service.

**Over the year a closer working relationship has been developed between Equality and Diversity and Prevention Departments**, following a decision by the Equality and Diversity Steering Group to give more focus to external-facing equality and diversity work in response to the changing needs of service users. This work has enabled both departments to share experiences and to develop new ways of working, examples of which is the development of multi-language introductory leaflets by Business Fire Safety, and the potential for revised ways to approach people in marginalised communities for both community fire safety and equality and diversity. This approach includes membership of the Equality and Diversity Steering Group for the Group Manager Prevention and the Fire Crime Officer.

Among the wide range of ongoing actions are:

**Attendance at and ongoing support for local cultural diversity and inclusion events**, including:

- Shrewsbury Action Against Racism's Cultural Diversity Day on 6 July 2013
- Holocaust Memorial Day display at Headquarters on 27 January 2014, and posters and information sent to all watches and stations
- Frequent articles and notices in 'The Pink' and on Yammer, providing employees with information about equality-related issues and events
- Community Fire Safety attended The Mosque, Regent Street, Wellington from 1 to 31 August 2012
- Community Fire Safety attended The Guru Nanak Sikh Gurdwara in Hadley on 18 November 2012
- Community Fire Safety attended the Chinese New Year on 10 February 2013

**Working with statutory and voluntary sector partners** to conclude the joint lesbian, gay and bisexual survey project, data analysis and writing the research reports

**Support for setting up Fairness Respect Equality Shropshire (FRESH) Ltd,**  
a local community co-operative taking on and developing the functions of the  
erstwhile Shropshire Council funded Equalities Forum

**Support for and close work with Shrewsbury Action Against Racism,  
Rainbow Film Festival and Shropshire Disability Network**

## **6 Financial Implications**

All financial implications have been considered as part of the Business Planning process. Any new actions will be considered at the time and either absorbed in to current workloads or included within next year's Business Plans.

## **7 Legal Comment**

This is a summary of the action taken and does not require legal comment.

## **8 Initial Impact Assessment**

This report is purely an update on historical information. An Initial Impact Assessment is not, therefore, required.

## **9 Equality Impact Assessment**

This report is an update on historical information and so the recommendations within the report have no impact on people. An Equality Impact Assessment is not, therefore, required.

## **10 Appendix**

Single Equality Scheme Action Plan January to March 2014

## **11 Background Papers**

- HR Committee Report 10, 17 October 2013
- HR Committee Report 13, 19 April 2012.
- HR Committee Report 14, 7 April 2011.
- Report on Introduction of Shropshire and Wrekin Fire Authority Single Equality Scheme, 14 January 2010
- Single Equality Scheme
- Single Equality Scheme Action Plan
- Fire Service Equality Framework

## Single Equality Scheme Action Plan: January to March 2014

### Section 1 – Policy

Characteristic	Age	A	Disability	D	Sex	S	Race	R	Religion and belief	RB	Sexual orientation	SO	Transgender	T
FSEF Category	Leadership & inclusion	LI	Accountability	A	Service & community	SC	Employment & training	ET	Evaluation & good practice	EGP				
Type of action	Policy	P	Projects	Pr	Routine	R	Training	T						

Characteristic	FSEF Category	FS Strategy (Y/N)	Type of action	Issue	Action	Outcome (employment)	Outcome (service delivery)	Responsible Officer/Dept.	Target date	Progress since last quarter	Action during next quarter
All	A ET EGP	N	P	<b>Review all HR BOs for Equality Act conformity</b>	Analyse content Re-write relevant sections	Ensure BOs reflect current legislative background		EDO / HRO	Dec 13	Work started on E&D Policy BO – little progress made on others	Request change of date to June 2014
D	LI A ET EGP	N	P	<b>Disability BO</b>	Set out disability policy framework for SFRS	Disability policy framework based on social model, positive action and reasonable adjustments. Incorporates current Dyslexia BO;		EDO	Dec 13	Work started. Absence of ED O has delayed progress	Request change of date to June 2014
All	LI A ET EGP	Y	P	<b>Equality Monitoring BO</b>	Set out Brigade policy on monitoring. Link with other monitoring requirements and processes.	Provide a policy framework to ensure adequate data on equality characteristics of SFRS workforce	Provide a policy framework to ensure adequate data on equality characteristics of SFRS service users	EDO	Dec 13	In progress – work done needs reviewing. Absence of ED O has delayed progress.	Request change of date to June 2014

Characteristic	FSEF Category	FS Strategy (Y/N)	Type of action	Issue	Action	Outcome (employment)	Outcome (service delivery)	Responsible Officer/Dept.	Target date	Progress since last quarter	Action during next quarter
SO	All		P	<b>Transgender guidance</b>	Set out Brigade policy and support framework on transitioning	Provide a framework for support to any employee going through gender reassignment		ED O	Dec 2013	Not yet started. Absence of ED O has delayed progress	Request change of date to June 2014
All	LI ET EGP	Y	PR R	<b>Review flexi-time scheme</b>	E & D role to EQIA HR proposals	No primary E&D outcomes		HR	12/213	E & D role to EQIA HR proposals	
All		N	P	<b>Succession / Replacement Plan review</b>	E & D role to EQIA HR proposals	No primary E&D outcomes		HR		E & D role to EQIA HR proposals	
All	A EGP		P	<b>20/20 Vision EQIA</b>	Analyse potential E & D impact of 20/20 Vision options	To ensure fair and equitable treatment of employees within 20/20 framework	To ensure continuity of fair and equitable service delivery	ED O	12/13	E&D impact analysis of station closures complete. Other proposals outstanding.	Review current options
All	ET		P	<b>IPDR review</b>	E & D role to EQIA HR proposals	No primary E&D outcomes		HR	03/14	E & D role to EQIA HR proposals	

## Section 2 - Recruitment, selection, training and development

Characteristic	Age	A	Disability	D	Sex	S	Race	R	Religion and belief	RB	Sexual orientation	SO	Transgender	T
FSEF Category	Leadership & inclusion	LI	Accountability	A	Service & community	SC	Employment & training	ET	Evaluation & good practice	EGP				
Type of action	Policy	P	Projects	Pr	Routine	R	Training	T						

Characteristic	FSEF Category	FS Strategy (Y/N)	Type of action	Issue	Action	Outcome (employment)	Outcome (service delivery)	Responsible Officer/Dept.	Target date	Progress since last quarter	Action during next quarter
S R	All		P	<b>Positive action</b>	To carry out positive action taster days when recruiting for new firefighters	Counter social prejudices about firefighting for under-represented groups To encourage interest in joining SFRS from women and BME people	More representative workforce delivering services	E&D, CFS, T&D	On-going	Women's taster day held Oct 13 at Oswestry station	Holding Women's taster day for the South at Craven Arms March 2014
				<b>Data cleanse</b>	E & D role to EQIA HR proposals	No primary E&D outcomes		HR		E & D role to EQIA HR proposals	
All	A EGP ET		T	<b>E &amp; D Refresher training</b>	Run Equality and Diversity Training for all staff • 2010 – non uniformed and uniformed at Telford and HQ • 2011 - 12 Operational employees	<ul style="list-style-type: none"> <li>To increase awareness of the importance to the Brigade of equality and diversity</li> <li>To ensure that all employees understand their responsibilities for good E &amp; D practice in their work</li> </ul>	More sensitive and aware service delivery	EDO	Jan 14	Current W/T refresher' training developed and in progress	<ul style="list-style-type: none"> <li>Training for WT watches carried out Nov/ Dec 13.</li> <li>3 watches outstanding – to be completed (04/14)</li> <li>Training for non-uniformed and control staff TBA</li> </ul>

All	A, EGP		T	<b>EQIA training – SEE EQIA; section 4</b>	Provide training to relevant employees on revised EQIA process following its introduction	<ul style="list-style-type: none"> <li>To ensure smooth implementation of new process</li> <li>To ensure adequate assessment of potential equality impacts</li> </ul>	Prevention of adverse E & D impacts on service users and others with whom we have contact	EDO	11/13	Dependant on introduction of new EQIA process.	?04/14
All	ET		T	<b>E &amp; D E-learning programmes</b>	Initially, research possibilities for e-learning process for LGB issues: dependant on resources, level of potential user e-learning 'literacy', time available, 'potential e-learning 'overload'	Assess feasibility of introducing E&D e-learning	Establish basic information about feasibility	EDO	04/14	SMT decision to defer	TBA
R RB	SC ET	N	T	<b>Gypsy and Traveller RDS cultural awareness training</b>	Complete Gypsy and Traveller RDS training	More participative, relevant, accessible and memorable E & D training on controversial issue	Improved employee awareness of different cultures among our service users	EDO	12/13	Gypsy & Traveller RDS training complete (11/13)	Complete
D	ET		T	<b>Dyslexia awareness training</b>	Arrange and run repeat dyslexia awareness day	Improved awareness and initial recognition of dyslexia in employees		EDO	11/13	Training session not possible for all operational managers	Dyslexia Leaflet for all employees in progress
A D	ET		T	<b>Deafness awareness training</b>	Explore need. If established set up and run training	Improved awareness and initial hearing impairments in employees		EDO / H&S	12/13	Need evidenced. Insufficient training capacity	Briefing sheet to be developed
All	ET		P	<b>Members' E &amp; D awareness (Members' seminar day workshop)</b>	Plan and facilitate E & D Workshop as part of Members' Seminar Day	Improved policy-level awareness of relevance and importance of E & D	Improved policy-level awareness of relevance and importance of E & D	EDO	?	Date to be finalised	TBA



## Section 3 - Communication, external events, networks and partnerships

Characteristic	Age	A	Disability	D		Sex	S	Race	R	Religion and belief	RB	Sexual orientation	SO	Transgender	T
FSEF Category	Leadership & inclusion	LI	Accountability	A		Service & community	SC	Employment & training	ET	Evaluation & good practice	EGP				
Type of action	Policy	P	Projects	Pr		Routine	R	Training	T						

Characteristic	FSEF Category	FS Strategy (Y/N)	Type of action	Issue	Action	Outcome (employment)	Outcome (service delivery)	Responsible Officer/Dept.	Target date	Progress since last quarter	Action during next quarter
All	SC		Pr LI	<b>Build a closer working relationship with Fire Safety</b>	Work together to achieve a service that provides to a diverse range of people	Closer working relationships on shared issue-based work	Better-targeted and responsive FS and E&D services	EDO / CFS		Meetings held with all teams within Fire Safety contacted other FRS to obtain their policies on translating BFS documents	Produce SFRS documents
All	SC		Pr R	<b>Signage</b>			Communication to signpost the service to all users				
All	SC		Pr	<b>Leaflets, posters, etc.</b>	Use leaflets and posters to publicise all positive action & community events	<ul style="list-style-type: none"> <li>Staff awareness of positive action &amp; community events</li> <li>Social networking of events</li> </ul>	<ul style="list-style-type: none"> <li>Public awareness of positive action &amp; community events</li> <li>Enhanced attendance at positive action &amp; community events</li> </ul>	EDO	On-going	Posters and leaflets designed and widely distributed for Oswestry women's taster day Posters designed and internally distributed for Holocaust Memorial Day	Posters and leaflets to be distributed for Craven Arms women's taster day
All	All	Y	Pr	<b>Images and stereotypes</b>	Use role models in publicity and training materials to challenge stereotypical images	To promote the service to a diverse range of people	To promote the service to a diverse range of people	EDO / all depts.	On-going	Woman firefighter gave talk at Oswestry women's taster day	Woman firefighter(s) to give talk at C.A. women's taster day

All	LI SC ET	Y	P Pr	<b>Executives' visits to staff to include raising awareness of Equality &amp; Diversity</b>	All Executive visits	Increased staff awareness and prioritising of equality and diversity issues within their work		Executives	On-going	Current focus on 20/20	Reintroduction asap
All		Y	P	<b>Plain Language</b>	Encourage the use of plain English, shorter documents and easy read documents throughout	Better communications with employees and service users	Better communications with employees and service users	All departments	On-going		
All	SC		Pr	<b>Participation in local community, cultural, diversity and inclusion events</b>	<ul style="list-style-type: none"> <li>• Support for organising groups</li> <li>• Finance and resources</li> <li>• Attendance</li> <li>• Materials, displays</li> <li>• Staffing</li> </ul>		<ul style="list-style-type: none"> <li>• Promoting the Service to local communities</li> <li>• Publicising SFRS E&amp;D work and profile</li> <li>• Raising the profile of wider E&amp;D issues</li> </ul>	E&D, CFS, All	On-going		Participation in Cultural Diversity Day event 5 July 2014 with Outreach Vehicle. Advertise in Pink and on Yammer and website.
All	LI SC ET		Pr	<b>SAAR</b>	Attendance at group meetings		Demonstration of support and participation in local anti-racist work and group	EDO	On-going		
All	LI SC ET		Pr, T	<b>FRESh</b>	<ul style="list-style-type: none"> <li>• Attendance at FRESh Equality Forum meetings</li> <li>• Providing meeting rooms</li> <li>• Participation in FRESh Members' meetings</li> </ul>		Support for and participation in local equalities networking and good practice	EDO / GM prevention	On-going	<ul style="list-style-type: none"> <li>• Supported planning and management meetings</li> <li>• Attended Forum on 6 March</li> <li>• Attended launch meeting on 21 March</li> </ul>	Attend Forum on 7 June 2014
All	LI SC ET		Pr	<b>FRESh Funding sub group</b>	Participate in FRESh Small Grants allocation		Support for allocation of E & D resources to local organisations	EDO	On-going		Ongoing
All	LI SC ET		Pr	<b>RAFT</b>	Maintain liaison with RAFT and its work		Support for and participation in local equalities networking and good practice	EDO	On-going	Liaison over LGBT research project	

SO	LI SC ET		Pr	<b>Rainbow Film Festival</b>	Provide support / funding for the film festival twice a year		Support for and participation in local LGB community work	EDO	On-going	Participation in Rainbow Film Festival Mar 14	
SO	LI SC ET	N	Pr	<b>Shropshire LGBT Group re-formation</b>	Be a participant in development of a new Shropshire LGB Network or group to replace old Shropshire Council network	To provide support and contacts for SFRS LGBT employees		EDO	06/14	work with Health, LA & others to set up and support new network or group	Work with SC & PCT
SO	LI SC ET		PP rT	<b>Stonewall</b>	<ul style="list-style-type: none"> <li>Review membership for 2014/15</li> <li>Review participation in Workplace Equality Index</li> </ul>	<ul style="list-style-type: none"> <li>To provide support and information for SFRS employees</li> <li>To demonstrate support for LGBT staff</li> </ul>	To make a public statement of SFRS support for LGBT staff and service users	EDO		Membership renewal decision March 2014	WEI review by June 2014
S	LI SC ET		P Pr T	<b>Gender Matters</b>	<ul style="list-style-type: none"> <li>Review staff transgender training</li> <li>Liaise with GM for support when needed.</li> </ul>	To provide support and information for SFRS transgender employees		EDO	03/14		Review training for staff on transgender – end June 2014
D	LI SC ET		P Pr T	<b>Shropshire Disability Network</b>	Consider SDN membership		To make a public statement of SFRS support for disabled staff and service users	EDO			Recommendation to ESG by June 2014
All	LI SC ET		P Pr T	<b>Shropshire Hate Crime Working Group</b>	<ul style="list-style-type: none"> <li>SFRS attendance at quarterly meetings</li> <li>Consider SFRS Reporting Centre status</li> </ul>		<ul style="list-style-type: none"> <li>Support for partnership work on Hate Crime</li> <li>Provision of wider E&amp;D services to the public</li> </ul>	EDO & CFS		Hate Crime Reporting Centre discussion at March ESG	Ongoing
S	LI SC ET		P Pr T	<b>NWFS</b>	Support female staff.	<ul style="list-style-type: none"> <li>Promote Women's days</li> <li>Provide gender-specific information to staff</li> </ul>		EDO		Ongoing	Ongoing
RB	LI SC ET		P Pr T	<b>Shrewsbury Interfaith Forum</b>	Support and attend cultural fun day.		Support and participation in local interfaith community event	EDO			2103 event cancelled - to be rearranged contact Interfaith Forum for date

All	LI SC ET		P Pr T	<b>Shropshire Equality Officers' Group</b>	Review feasibility of E&D officers group in Shropshire to support each other and E&D partnership work			EDO		Two meetings failed to take place	Re-visit idea by June 2014
-----	----------------	--	--------------	--	---	--	--	-----	--	--------------------------------------	-------------------------------

## Section 4 - Monitoring, evaluation, accountability & reporting

Characteristic	Age	A	Disability	D	Sex	S	Race	R	Religion and belief	RB	Sexual orientation	SO	Transgender	T
FSEF Category	Leadership & inclusion	LI	Accountability	A	Service & community	SC	Employment & training	ET	Evaluation & good practice	EGP				
Type of action	Policy	P	Projects	Pr	Routine	R	Training	T						

Characteristic	FSEF Category	FS Strategy (Y/N)	Type of action	Issue	Action	Outcome (employment)	Outcome (service delivery)	Responsible Officer/Dept.	Target date	Progress since last quarter	Action during next quarter
All	A, EGP		P	<b>Review EQIA process</b>	Produce framework to give adequate priority to E&D within the SFRS Impact Assessment process.	<ul style="list-style-type: none"> <li>Easier and less off putting process.</li> <li>Better and more comprehensive analysis of potential E &amp; D impacts</li> </ul>	<ul style="list-style-type: none"> <li>Better and wider analysis of potential E &amp; D impacts</li> <li>Fewer negative E &amp; D impacts in services</li> </ul>	EDO	12/13	Report prepared for 6/4/14 ESG meeting	Implement ESG recommendations
All		Y	R	<b>Equality Impact Assessment Action Plan</b>	Ensure all completed EQIAs logged and checked.		All people are receiving an equitable service and there is no adverse impact	EDO		Shropshire Equality Officers' group not met.	<ul style="list-style-type: none"> <li>Review and chase progress of EQIA completion and archive – June 2014</li> <li>Integrate with new IIA process – June 2014</li> </ul>
A RB SO T	A SC EGP	Y	P	<b>EQIA of Service Annual Report</b>	Carry out assessment	The plan has no negative impact on employees	The plan has no negative impact on service users or others with whom the Service has contact	EDO/P	09/13	<ul style="list-style-type: none"> <li>Report not submitted to E&amp;D</li> <li>Absence of EDO has delayed completion</li> </ul>	Contain and assess report – June 2014

All	LI, A SC, EGP	Y	P	<b>EQIA of the Public Value regime</b>	Carry out assessment		The plan has no negative impact on service users or others with whom the Service has contact	EDO/P		EDO has reviewed 20/20 options	Balance of ongoing 20/20 options to be assessed - ongoing
SO	LI A SC EGP		P	<b>Stonewall Workplace Equality Index</b>	Analyse and agree actions from index submission results	Improved support for LGBT employees	Improved support for LGBT service users and communities	EDO	Annually Oct	Stonewall response submission analysed	Analyse and agree actions – June 2014
All	LI SC ET	N	Pr	<b>Review of accessibility at TC</b>	Access audit to be carried out	Ensure access for all	Ensure access for all	HOR	2014	To be done in line with refurbishment	
All	ET	Y	P Pr	<b>Equal Pay review</b>	Undertake an equal pay review in accordance with Equality Act and EHRC code of practice	To ensure that pay is equitable		HRM/ACO		Awaiting ACO decision – to be discussed at ESG	
All	All	Y	PPr	<b>Peer E &amp; D auditing</b>	Undertake peer review of compliance with Fire Service Equality Framework every 3 years	Measure of progress towards 'excellent' FSEF level	Measure of progress towards 'excellent' FSEF level	EDO		Audit completed 2012	Review need for further audits
All	A EGP	Y	R	<b>Workforce monitoring statistics</b>	Produce an annual report on equality monitoring statistics	Analysis of SFRS workforce equality profile		EDO	01/14	Report prepared for 03/14 ESG and HR Committee	
All		Y	Pr	<b>Analysis of current employment diversity data.</b>	Up-to-date diversity data on our employees and ensure compliance with the National E&D Strategy		Ensure compliance with the National E&D Strategy	EDO	01/14	2013 data published	2014 data – 01/14
All	All		All	<b>ESG remit</b>	<ul style="list-style-type: none"> <li>Ensure that that employees feel valued and are treated appropriately</li> <li>Ensure that services meet the needs of Shropshire's diverse communities.</li> </ul>	SFRS employees feel valued and accepted as diverse individuals.	SFRS's diverse service users feel valued and accepted as individuals and communities.	E&D SG		Ongoing	Ongoing

					<ul style="list-style-type: none"> <li>• Maintain organisational focus and ensure strategic priorities for Equality and Diversity.</li> <li>• Provide leadership, strategic direction, development and resources for effective E&amp;D.</li> </ul>							
All		Y	R	<b>HR Committee</b>	Provide the Human Resources Committee with an annual update on implementation of the action plan	HR Committee endorse overall progress of the Single Equality Scheme and Corporate Equality Action Plan		EDO				Report to HR Committee 03/14
				<b>CFA</b>	Provide CFA with information as necessary	CFA endorse overall progress of the Single Equality Scheme and Corporate Equality Action Plan						
				<b>SMT</b>	Report to SMT as necessary	SMT aware of and give decisions on relevant E&D issues						

## Section 5 - Research and consultation

Characteristic	Age	A	Disability	D	Sex	S	Race	R	Religion and belief	RB	Sexual orientation	SO	Transgender	T
<b>FSEF Category</b>	<b>Leadership &amp; inclusion</b>	<b>LI</b>	<b>Accountability</b>	<b>A</b>	<b>Service &amp; community</b>	<b>SC</b>	<b>Employment &amp; training</b>	<b>ET</b>	<b>Evaluation &amp; good practice</b>	<b>EGP</b>				
<b>Type of action</b>	<b>Policy</b>	<b>P</b>	<b>Projects</b>	<b>Pr</b>	<b>Routine</b>	<b>R</b>	<b>Training</b>	<b>T</b>						

Characteristic	FSEF Category	FS Strategy (Y/N)	Type of action	Issue	Action	Outcome (employment)	Outcome (service delivery)	Responsible Officer/Dept.	Target date	Progress since last quarter	Action during next quarter
G R SO	LI A SC ET	N	R Pr	<b>S, T&amp;W LGB Research project</b>	Report findings to SFRS from survey results		All people are receiving an equitable service and there is no adverse impact	EDO & E&D SG	03/14	Actions agreed with SMT	Implementation and monitoring of actions
All	A SC ET	Y	Pr R	<b>SFRS Cultural Audit (or substitute sampling)</b>	5 year since last cultural audit. ACO to consider smaller-scale project to profile a specific topic or section of SFRS employees	Information about attitudes and issues about SFRS among employees		HR			Await update from ACO McKenzie.