

Fire and Rescue Service Equality Framework 2009 – Analysis of gaps in meeting standards

Report of the Chief Fire Officer

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

1 Purpose of Report

This report informs the Committee of the gaps in Shropshire Fire and Rescue Service (SFRS) equality and diversity policies and practice when compared with the standards required under the different levels of the Fire and Rescue Service Equality Framework 2009.

2 Recommendations

The Committee is asked to note the contents of the report

3 Background

In December last year the Fire and Rescue Service Equality Framework 2009 replaced the earlier Local Government Equality Standard and Framework. This new Framework provides a detailed set of equality and diversity standards against which Fire and Rescue Services are measured. Unlike the previous Local Government Standard it is outcome-based rather than process-driven.

Each Fire and Rescue Service's progress will be assessed within the next three years against three new performance levels: 'developing', 'achieving' and 'excellent'. The previous Standard contained five levels, of which SFRS had reached Level 4. There is no directly comparable level in the new Framework, so we are in a temporary category of 'moving towards excellent'. All Fire and Rescue Services will be audited by the end of 2012 on their progress against the new Framework, and will be expected to demonstrate progress in achieving the appropriate next level.

Should they decide not to go for the next level, they will nevertheless be expected to demonstrate equality and diversity progress. Otherwise they will be reassessed at the level below their current ranking.

Upon the launch of the new Standard the Equality and Diversity Steering Group decided that SFRS should undertake an analysis of the evidence of our equality and diversity policies and practice against the standards required under the different performance levels of the new Framework. This is to identify any omissions or oversights, and to provide a reliable evidence base on which to decide future equality and diversity work.

The Gap Analysis shows that while SFRS is broadly on course to meet the requirements of the 'excellent' standard, we will need to cite more evidence in some areas to demonstrate equality and diversity outcomes, including:

- Outcomes from our equality and diversity work with partners
- The personal leadership and impact of Authority Members on equality and diversity outcomes in local communities
- Evidence of SFRS reputation within the community and among key partners
- The contribution made by SFRS procurement practice towards equality and diversity outcomes
- Evidence that representative bodies are actively encouraged to fulfil a positive role

The next stage of the process is to produce a detailed set of actions needed to take SFRS to the 'excellent' level within the Framework. This will then be used to prepare a work plan to take us forward to 'excellent'. The current consensus is that because of major organisational pressures during the next three years we should not opt for audit or attempt to achieve formal recognition of 'excellent' status before the latter part of 2012.

4 Financial Implications

There are no direct financial implications from this report

5 Legal Comment

There are no legal implications arising directly from this report.

6 Equality Impact Assessment

This is a report on an analysis of SFRS Equality and Diversity performance, which has no direct implications for equality and diversity practice.

7 Appendices

Gap Analysis for Shropshire FRS against the Fire Service Equality Framework

8 Background Papers

Fire and Rescue Service Equality Framework 2009
(<http://www.idea.gov.uk/idk/aio/15482231>)

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Business Continuity Planning		Legal	*
Capacity		Member Involvement	
Civil Contingencies Act		National Framework	
Comprehensive Area Assessment		Operational Assurance	
Efficiency Savings		Retained	
Environmental		Risk and Insurance	
Financial	*	Staff	
Fire Control/Fire Link		Strategic Planning	*
Information Communications and Technology		West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	
Integrated Risk Management Planning			



Directorate	Human Resources, Training & Development	Department/Section	Human Resources, Equality & Diversity
Name of officers completing (minimum of 2)	Jonathan Hyams Lisa Vickers	Job title	E & D officer HR Manager
Name of Policy/Service/Activity to be assessed	Fire and Rescue Service Equality Framework 2009 – analysis of gaps in meeting standards	Date of assessment	6 th May 2010
New or existing policy	N / E		

1) Briefly describe the aims, objectives and purpose of the policy/service/activity (referred to as policy in document) and also consider the following:

- What are the key performance indicators?
- Who is intended to benefit or be affected by it? (is this positive or negative)
- What outcomes do you want to achieve from this policy?

This report informs HR Committee of the gaps in SFRS equality and diversity policies and practice when compared with the standards required under the three different levels of the Fire and Rescue Service Equality Framework 2009.

It identifies areas where further evidence is required and/or where practice changes are needed to meet different criteria. In addition to providing an analysis of action needed to meet Framework requirements, they will also improve the Service's performance across all seven equality and diversity strands.

2) Who implements this policy?
SFRS: E & D department

3) How does your current policy meet the needs around age, disability, race, religion/belief, gender, sexual orientation and caring responsibilities?

Supports all of them by analysing shortfalls in current practice against the new Framework standards

Are there any obvious barriers to accessing the service? E.g. physical or other.

N/a

2a) Where do you think improvements could be made?

Identified in report

2b) Have issues of equality been identified in this area of service delivery by SFRS?

Yes as identified in report. Mainly but not exclusively in meeting 'excellent' criteria



<p>3) Have we had any specific feedback or complaints on this area?</p> <p>Is there evidence that this has come from any of these specific groups: race, gender, disability, religion/belief, age, sexual orientation, caring responsibilities?</p>		
<p>3a) Do we have any feedback from managers or frontline staff on this policy?</p>	<p>Most departments have contributed to different aspects of this analysis</p>	
<p>3b) Is there any feedback from voluntary/community organisations?</p>	<p>N/a</p>	
<p>3c) Is there any research / models of practice that may inform SFRS view?</p>		
<p>4) Detail the Actions / Improvement areas you have identified, or the need for further research. (These must be put onto the Action and Improvements Form FB 367 for consideration by Steering Group)</p> <p>If you have found considerable actions or research this will require you to proceed to a full assessment.</p>		
<p>5) Should the policy now proceed to a full impact assessment?</p>	<p>Y <input checked="" type="radio"/> N</p>	<p>Please detail</p>

I am satisfied that this policy has been successfully impact assessed.

I understand the Impact Assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.

Line Manager	Lisa Vickers	Date	6 th May 2010
<p>Please note that this impact assessment will be scrutinised by the Equality and Diversity Officer.</p>			



Gap Analysis for Shropshire FRS against the Fire Service Equality Framework as at 5th May 2010

Leadership and promoting inclusion

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
<p>1.1. The chief fire officer and members commit publicly to the service’s core values, to developing an organisation which is fair to everyone and which values and supports equality and diversity.</p>	<ul style="list-style-type: none"> ○ CFO chairs the Equality and Diversity Steering Group which meets every 6 weeks. ○ Members are signed up to Equality & Diversity Charter for Fire & Rescue Authority Members. ○ CFO and Chair of Authority have joint introductions to Single Equality Scheme 	<p>2.1. Clear organisation and partnership equality and diversity priorities have been set and are owned and understood by all key stakeholders, including the voluntary and community sector.</p>	<ul style="list-style-type: none"> ○ Comprehensive consultation in partnership between SFRS, Shropshire Council and Shropshire PCT over content and key elements of all three Single Equality Schemes ○ CEAP and Single Equality Action Plan set clear organisation and partnership equality and diversity priorities ○ SFRS is a founder and active member of Shropshire Equality & Diversity Forum and Telford Race, Equality & Diversity Partnership, which include substantial representation from the voluntary and community sector. 	<p>3.1. The service can demonstrate success in meeting a range of equality and diversity objectives including partnership priorities. Objectives are reviewed on a regular basis.</p>	<ul style="list-style-type: none"> ○ Partnership Policy http://www.shropshirefire.gov.uk/webimages/brigadeorders/administration/pdf-26.pdf ○ Committee reports ○ Equality and Diversity Steering Group Minutes ○ Service Performance Group Minutes / reports ○ IRMP Consultation ○ Public satisfaction surveys ○ After the fire survey ○ Cultural Audit ○ Participation in Cultural Diversity Day ○ Partnership priorities to secure safety for vulnerable groups are our key objective. ○ Objectives reviewed through normal service channels 	<p>Need more focus on <u>OUTCOMES</u></p>

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
<p>1.2. The chief fire officer, senior managers and members undertake appropriate training and development in order to perform their roles effectively in promoting equality, diversity and fairness and providing leadership to others.</p>	<ul style="list-style-type: none"> ○ Senior Management Equality & Diversity leadership training course, 2009 – 2010 which includes some Members. ○ Based on local target setting, achievement, review and needs analysis. ○ All Directorate plans commit to work with the Equality Standard 	<p>2.2. Members and senior service leaders demonstrate personal leadership and understand the relevance of equality and diversity to their local communities</p>	<ul style="list-style-type: none"> ○ EQIA Process ○ E&D steering group ○ Directorate BP ○ Individual station plans E & D targets ○ E&D Champion role. ○ CFO was previously Equality Officer. ○ CFO attendance at local mosques ○ CFO attends local BME events. ○ Members' support on strategies for work with vulnerable people, and the huge increase in work with these groups - particularly in rural areas - and a reduction in fire deaths and injuries. 	<p>3.2. Senior service leaders and members demonstrate their commitment to equality and diversity through personal impact and by making resources available to deliver improvements.</p>	<ul style="list-style-type: none"> ○ Executive team visits include discussion on equality & diversity. ○ Core values clearly stated on our corporate plan. ○ Funding for E&D activities secured. 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.3. The service's internal and external communication strategies are designed to promote good relations across all local communities.	<ul style="list-style-type: none"> o Community strategy o Joint equality statements o Partnership statements o Directorate Plans, EQIA plan o LSP documents o SFRS Engagement Strategy 	2.3. The service communicates effectively regarding its equality and diversity priorities, how it is responding to local communities' needs and promoting good relations.	<ul style="list-style-type: none"> o Community Safety Core Strategy o IRMP o Consultation o Integrated Risk Management - Managing the Service o Membership of 'Joined up' regional equalities group o E & D Forum o TREDP o Regional FRS E & D group 	3.3. The service has gained a reputation within the community and among key partners for championing and achieving equality outcomes and promoting good relations.	<ul style="list-style-type: none"> o Telford and Wrekin Senior Citizens panel o Corporate Plan consultation o Scrutiny by LSP (quarterly) <p>Support and membership of:</p> <ul style="list-style-type: none"> o Shropshire LGB Network o SAAR o Cultural Diversity Day o 'Pride' participants o Hate Crime partnership o Rainbow Film Festival sponsors o Operational attendance at community events 	
1.4. Equality and diversity matters are fully considered during the procurement of goods and services.	<ul style="list-style-type: none"> o SFRS ethical procurement policy 	2.4. The service ensures that the procurement process is regularly monitored and reviewed.	<ul style="list-style-type: none"> o Ethical purchasing policy, monitoring contracts o EQIA on procurement process 	3.4. The service can demonstrate that procurement is contributing to its equality and diversity objectives.	Evidence needed	
1.5. The service has developed an equality action plan which is reviewed annually.	<ul style="list-style-type: none"> o Single Equality Action Plan in place and reviewed annually. o Summary documents available for staff. 	2.5. The service's equality action plan is being implemented and regularly monitored by the senior leadership, and delivering some outcomes.	<ul style="list-style-type: none"> o E & D Steering Group oversee implementation o Service Performance Group and committees monitor Action Plan quarterly. 	3.5 The service can demonstrate significant progress against its equality action plan	<ul style="list-style-type: none"> o New Single Equality Action Plan to supersede Corporate Equality Action Plan is complete. o Progress demonstrated in SEAP 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.6. The service fully consults with representative bodies with regard to all equality, diversity and fairness issues, in order to develop a partnership approach.	<ul style="list-style-type: none"> Unions invited to attend Equality and Diversity Steering Group meetings when appropriate. Unions consulted over policy and practice developments in SFRS 	2.6. Representative bodies are enabled to delivery on equality and diversity objectives.	<ul style="list-style-type: none"> Union engagement in implementation of Stress Audit action plan; Action on employment and core values 	3.6. Representative bodies are actively encouraged to fulfil a positive role in delivering a wide range of equality and diversity improvements.	Evidence needed	

Accountability

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.7. The service is compliant with the statutory duties and equality schemes are in place.	<ul style="list-style-type: none"> Single Equality Scheme 	2.7. Action is being taken to implement the commitments within the statutory equality duties, which are regularly monitored by senior leadership.	<ul style="list-style-type: none"> Single Equality Action Plan in place and monitored in E & D Steering Group, A & PM Committee and HR Committee for progress against statutory duties 	3.7. The service can demonstrate improvements and outcomes as result of its statutory duties.	<ul style="list-style-type: none"> Single Equality Scheme Action Plan progress Taster days and impact on women's operational recruitment; Holocaust Memorial Day poster (duty to promote good race relations) 	
1.8. The service has systems in place to effectively identify, prevent and deal with bullying and harassment.	<ul style="list-style-type: none"> New Harassment and Bullying policy 	2.8. Bullying and harassment information is regularly monitored and analysed.	<ul style="list-style-type: none"> Stress Audit records Analysis of discipline, grievance and mediation cases. 	3.8. Appropriate action is taken to address the issues that have been identified in relation to bullying and harassment.	<ul style="list-style-type: none"> Harassment and bullying have been included as a priority for regular CFO visits to stations and departments Mediation Brigade Order just been put in place. Discipline and grievance procedures deal with harassment and bullying New H & B policy 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.9. The service can demonstrate robust performance management arrangements are in place to deliver equality outcomes.	<ul style="list-style-type: none"> ○ Equality and diversity is integral to the business planning process ○ SEAP targets are reviewed quarterly ○ EQIA's are subject to scrutiny via committees. 	2.9. The service reports annually to members and the CLG on equality and diversity progress.	<ul style="list-style-type: none"> ○ The Service annual report to CLG on equality & diversity progress. ○ Regular equality and diversity reports to Committees and the Authority ○ Annual equality & Diversity report to members 	3.9. The service uses regular reporting to review performance across a wide range of equality and diversity matters, creating a cycle of continuous improvement.	<ul style="list-style-type: none"> ○ Regular performance reports to Equality & Diversity Steering Group, A&P MC, HRC, Service Performance Group, including, Single Equality Action Plan progress, EQIA actions and outcomes, community engagement and equality and diversity events 	
1.10. Managers across the service, as part of the process of carrying out assessments of equality, are aware of their role in relation to any fire and rescue service function.	<ul style="list-style-type: none"> ○ EQIA 3 year action plan ○ EQIA training ○ EQIA Policy 	2.10. Appropriate action has been taken to enable managers to understand the process of assessment of equality impacts.	<ul style="list-style-type: none"> ○ EQIA training ○ EQIAs discussed and monitored at Steering Group, Service Performance Group and Chief Officers Group. 	3.10. Evidence can be provided by managers showing outcomes from the assessments of equality impacts.	<ul style="list-style-type: none"> ○ EQIA database with initial, full Assessments, and actions and outcomes documents where appropriate. 	

Effective service delivery and community engagement

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.11. The service's plans, strategies, policies and procedures are assessed for equality impact as part of a prioritised programme	<ul style="list-style-type: none"> ○ Completed EQIA's and relevant actions ○ Monitoring EQIA plan ○ Service performance Group reports ○ Introduction of Public Value process which identifies key times when EQIAs must be carried out. 	2.11. Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified.	<ul style="list-style-type: none"> ○ Equality impact assessment process agreed and reviewed by Service Performance Group ○ Process incorporated into management reporting process ○ CFA reports ○ EQIA training completed for managers ○ Completed EQIA database 	3.11. The service's plans, strategies, policies and procedures take full account of the needs of local communities. All aspects of the planning process have been effectively assessed for impacts on equality strands.	<ul style="list-style-type: none"> ○ CEAP ○ Quarterly Performance Monitoring report ○ Equality Monitoring BO ○ Recruitment Targets ○ Positive action Resourcelink reports on all 7 strands ○ Cultural Audit results ○ Stonewall 'top 100' assessment ○ Community Safety Core Strategy 	
1.12. The service ensures that local communities are consulted and/or engaged appropriately on service planning and delivery.	<ul style="list-style-type: none"> ○ IRMP ○ Single Equality Scheme consultation 	2.12. A set of equality outcomes, objectives and goals has been produced to meet the needs of identified target groups.	<ul style="list-style-type: none"> ○ Single Equality Action Plan ○ PART Team ○ Road Safety – Motorbikes ○ Hate Crime prevention targets 	3.12. The service has achieved positive progress across the equality outcomes /objectives it set.	<ul style="list-style-type: none"> ○ Full EQIA action and outcomes progress ○ Results since employing bilingual outreachadvocate / vulnerable persons officers ○ Single Equality Scheme action plan results ○ Joint LGB consultation with Shropshire LGB Network, Shropshire Council, Shropshire PCT, West Mercia Police and Victim Support 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.13. The service is committed to developing an integrated risk management plan (IRMP) that takes full account of the needs of the community.	<ul style="list-style-type: none"> ○ IRMP Consultation ○ Introduction of the Public Value process 	2.13. Adequate arrangements are in place to review implementation of the integrated risk management plan.	<ul style="list-style-type: none"> ○ EQIAs carried out on every IRMP ○ Introduction of the Public Value process ○ Reports on implementation of IRPM and Public Value to Management Groups, Committees and Authority 	3.13. The service has a sophisticated and segmented understanding of its local communities which informs and influences its integrated risk management plan.	<ul style="list-style-type: none"> ○ Framework Gap Analysis ○ Introduction of the Public Value process ○ Membership of Shropshire E & D Forum ○ Membership of TREDP 	
1.14. Structures are in place to ensure equality outcomes are integrated into the service's objectives and targets.	<ul style="list-style-type: none"> ○ Commitment in corporate plan to completing operational EQIA's ○ Corporate plan ○ EQIA training for managers ○ EQIA Plan 	2.14. The service can demonstrate that significant improvements and equality outcomes are being delivered and are regularly monitored, reviewed and updated.	<ul style="list-style-type: none"> ○ SEAP ○ Home Fire Safety Check Form ○ Equality Monitoring in recruitment ○ Business Planning Process 	3.14. There are significant and sustainable year-on-year equality improvements.	(Need to map progress over time on implementation of Action Plans)	
1.15. Appropriate measures are put in place to ensure the needs of vulnerable and marginalised groups are identified through the planning process.	<ul style="list-style-type: none"> ○ IPDR include E&D objectives ○ Vulnerable persons' officers ○ Bilingual officer 	2.15. The needs of vulnerable and marginalised groups have been identified and addressed.	<ul style="list-style-type: none"> ○ Bilingual Outreach Advocate ○ Vulnerable Persons Officers ○ Action Plan for the Youth and Vulnerable persons Team ○ Joint LGB consultation 	3.15. There is an improvement in outcomes for communities, including those who are vulnerable and marginalised.	<ul style="list-style-type: none"> ○ IRMP results - reallocation of resources from urban to rural communities ○ Joint LGB consultation 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.16. The service consistently communicates progress on service delivery to all local communities, including targeted communication.	<ul style="list-style-type: none"> ○ IRMP consultation ○ Fire Safety work ○ TREDP ○ Shropshire E & D Forum 	2.16. The service monitors and takes action on community perceptions and satisfaction identified through surveys, complaints, procedures and other means.	<ul style="list-style-type: none"> ○ SFRS Website ○ Incident forms debrief – QSM role ○ After the fire survey reports ○ Principal Officer deals with all complaints. 	3.16. The service has achieved measurable improvements arising from community engagement.	<ul style="list-style-type: none"> ○ Bilingual Outreach Advocate ○ Vulnerable Persons Officers <p>Examples needed of improvements from this work</p>	
1.17. The service is aware of and consults with equality stakeholders and representatives of vulnerable and marginalised groups to ensure their views are taken account of.	<ul style="list-style-type: none"> ○ IPDR includes E&D objectives ○ Vulnerable persons officers 	2.17. Consultation influences and informs equality priorities and feedback is given to those consulted.	<ul style="list-style-type: none"> ○ Selection of participants IRMP Consultation based on demographic data ○ Consultation strategy ○ Cultural audit ○ IRMP in partnership with BTW and SCC ○ Single Equality Scheme Consultation 	3.17. Effective forums are in place to enable all equality stakeholders, including representatives of vulnerable and marginalised groups, to challenge, scrutinise and evaluate priorities for improving service delivery.	<p>SFRS consultation group Participation in:</p> <ul style="list-style-type: none"> ○ Single Equality Scheme consultation ○ Shrewsbury Action Against Racism ○ Shropshire LGB Network ○ Telford Race, Equality & Diversity Partnership ○ Shropshire E & D Forum ○ Gender Advisory Bureau ○ Partners Against Hate Crime 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.18. Partners share information regarding local community needs.	<ul style="list-style-type: none"> ○ Shropshire E & D Forum ○ TREDP ○ Local Liaison Panels – elected Members’ engagement with constituents, their local Group Manager and frequent local meetings with Executive Brigade Management. ○ Local joint Partnership meetings 	2.18. The service, and its partners, work together using equality mapping to address local community needs.	<ul style="list-style-type: none"> ○ Equality and Diversity Steering Group Minutes ○ Performance Group Minutes / reports ○ IRMP Consultation ○ After the fire surveys ○ FS partnerships used for collecting and sharing information ○ LGB consultation project <p>Need to establish shared access to Shropshire Council equality mapping data</p>	3.18. The service, and its partners, review priorities regularly in the light of changing community needs and interests.	<ul style="list-style-type: none"> ○ Minutes from Regional Fire Service Equality Group ○ Analysis from Regional Good Practice E&D group, ○ Minutes from TREDP, Shropshire E & D Forum, PAHCT, other partnership groups 	

Employment and Training

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.19. The service's workforce strategy incorporates key equality issues as identified within the national 'Fire and rescue service: Equality and diversity strategy 2008 - 2018'	<ul style="list-style-type: none"> o Recruitment procedures follow good practice guidance o E&D policies in place o EQIAs on recruitment procedures, interviewer training o Adverts with E Opps statement, o Equality monitoring form o Sample job description 	2.19. The equality aspects of the service's workforce strategy are implemented and monitored	<ul style="list-style-type: none"> o HR Departmental Plan o IPDR / CPD o Equality Monitoring BO o Quarterly Performance monitoring report o Resourcelink reports on all E & D strands o Cultural Audit results o Recruitment and Selection training includes eliminating discriminatory practices 	3.19. A range of innovative processes are in place which deliver equality outcomes for the whole workforce	<ul style="list-style-type: none"> o Positive action events o Stonewall membership o RSO leavers reports o External mediation service o Transgender Awareness training <p>Need more examples of outcomes</p>	
1.20. The service understands its local labour market, the barriers equality groups face and the impact this has on achieving a diverse workforce.	<ul style="list-style-type: none"> o Statistics obtained of local workforce using census data and neighbourhood statistics o CLG reporting stats to undertake analysis o 2005 local analysis of barriers for BME people in area 	2.20. Employment objectives have been set based on minimum recruitment targets and the assessment of the local labour market and barriers.	<ul style="list-style-type: none"> o Recruitment targets referenced to LFS: 18% Women and 7 BME employees by 2011 	3.20. The service can demonstrate significant progress towards achieving its minimum recruitment targets, resulting in greater equality in its workforce profile	<ul style="list-style-type: none"> o 2009 w/t recruitment campaign has exceeded the target for women firefighters. 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.22. The service has assessed all aspects of the working environment.	<ul style="list-style-type: none"> ○ EQIAs ○ H & S risk analyses ○ Cultural Audit ○ Representative Bodies meetings 	2.22. The service can demonstrate a range of improvements to the working environments.	<ul style="list-style-type: none"> ○ HR Departmental Plan ○ IPDR / CPD ○ Equality Monitoring BO ○ Quarterly Performance Monitoring report ○ Resourcelink reports on all strands ○ Cultural Audit results ○ Exit Interview process ○ RSO leavers reports ○ Equality and Diversity Steering Group minutes ○ Directorate Plans ○ Performance Plan 	3.22. The service has achieved significant improvements across a wide range of the elements of the working environment	<ul style="list-style-type: none"> ○ SEAP ○ Quarterly Performance Monitoring report ○ Resourcelink reports on all strands ○ Cultural Audit results ○ Stonewall 'top 100' 	<p>Need to focus on outcomes</p> <p>Need to distinguish between cultural/ emotional accessibility (e.g. staff attitudes, support/ cultural awareness) and physical accessibility (e.g. wheelchair access, changing facilities, rest rooms, shift patterns, etc)</p>
1.23. The service ensures that all employment procedures comply with equality legislation and employment codes of practice.	<ul style="list-style-type: none"> ○ Single Equality Scheme ○ Equality Brigade Orders ○ HR Brigade Orders 	2.23. The service regularly monitors, analyses and publishes employment data to fulfil its statutory duties.	<ul style="list-style-type: none"> ○ SEAP ○ Quarterly Performance Monitoring report ○ Equality Monitoring BO ○ Resourcelink reports on all strands ○ Cultural Audit results ○ BVPIs 	3.23. The service acts promptly upon adverse trends identified from the monitoring and analysis of employment data.	<ul style="list-style-type: none"> ○ Review of Harassment and Bullying policy from Stress Audit ○ Review of Positive Action programme following low BME recruitment. <p>Need more examples</p>	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.24. The service reviews and carries out assessments of equality impact on its employment policies, practices and procedures.	<ul style="list-style-type: none"> ○ Equality impact assessment policy and process implemented and monitored ○ Analysis of EQIA outcomes 	2.24. All employment procedures have been assessed for equality impact. Action has been taken to address impact and promote equality outcomes.	<ul style="list-style-type: none"> ○ All employment procedures have had EQIAs. ○ Recruitment and selection outcomes are monitored, and outcomes used to inform positive action strategy and campaigns 	3.24. The implementation of equality objectives is helping to maximise the potential of all employees.	<ul style="list-style-type: none"> ○ Need outcomes, for example anonymised IPDR examples? 	
1.25. The service has undertaken an equal pay audit as required by the Equal Pay Act 1970 (Amended).	<ul style="list-style-type: none"> ○ National Agreement on Pay 	2.25. The service has an action plan in place on equal pay and consulted with recognised trade unions.	<ul style="list-style-type: none"> ○ Equal Pay Statement ○ Job Evaluation Policy 	3.25. Action has been taken to ensure equal pay is fully implemented.	<ul style="list-style-type: none"> ○ We operate a job evaluation system for staff conditioned to the 'Green Book' ○ We are awaiting the outcome the CFOA HR working group on equal pay issues within the FRS. 	
1.26. The service has completed individual training needs assessment of the development required by employees to deliver equality outcomes.	<ul style="list-style-type: none"> ○ IPDR includes E&D At each review E & D objective set ○ At each review analysis of E&D training and development needs. 	3.37. The service provides all employees with training and development on equality, diversity and fairness issues.	<ul style="list-style-type: none"> ○ Training and Development Departmental Plans ○ IPDR process ○ Equality training – all strands ○ Equality Impact Assessment Training ○ Interview training ○ Completed impact assessments identify training needs 	3.26 The service can demonstrate it has knowledgeable and well-trained employees who are better equipped to meet the diverse needs of local communities.	<ul style="list-style-type: none"> ○ Induction Training ○ Cultural Awareness, ○ Harassment & Bullying ○ Training ○ Cultural Awareness Booklet ○ Harassment & Bullying Booklet ○ Mediation Training ○ Transgender training ○ Feedback from local groups on SFRS E & D practice 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.27. The service communicates clearly and consistently with employees to raise awareness and understanding of local community issues and the actions needed to address them.	<ul style="list-style-type: none"> o Regular articles in the Pink newsletter o Hate Crime briefings o CFO briefings and newsletters 	2.27. The service provides all employees with appropriate training and development to build skills and confidence in delivering a service which is effective in meeting the needs of all local communities and is in accordance with legal requirements.	<ul style="list-style-type: none"> o IPDR Process o Equality Schemes o E & D and cultural awareness training o Management Development Programmes 	3.27. Employees behave appropriately and respectfully to members of the public and colleagues. The service's employees are informed, aware, engaging, open and approachable.	<ul style="list-style-type: none"> o Feedback from service users and local communities o Engagement in community events 	
1.28. The service has appropriate policies and procedures in place to manage grievances and unacceptable behaviours.	<ul style="list-style-type: none"> o Grievance and Disciplinary Brigade Order o Mediation Brigade Order 	2.28. The service provides training for all managers on handling grievances and disciplinary cases, tackling bullying, harassment, unfair discrimination and unacceptable behaviours.	<ul style="list-style-type: none"> o Cultural Awareness, o Harassment & Bullying o Training on strands of diversity o Cultural Awareness Booklet o Harassment & Bullying Booklet o Interview Skills o Dignity at Work Course (Bullying and Harassment) o Mediation Training 	3.28. Service managers and, where necessary, members understand the importance of equality when managing discipline in the workplace.	<ul style="list-style-type: none"> o E&D Strategic Managers Course o Disciplinary procedure o Discipline Investigation Skills Training Course is taking place to further strengthen knowledge in June, July, Aug 10 for Station, Group, Area and HR managers 	

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.29. Annual individual performance reviews, based on the relevant role for all employees (up to and including chief fire officer), include equality and diversity objectives.	<ul style="list-style-type: none"> o IPDR includes E&D objective set at each review. 	2.29. All employees are delivering improvements on equality and diversity objectives based on individual annual performance reviews.	<ul style="list-style-type: none"> o IPDR Process o Single Equality Scheme o Management Development Programmes 	3.29. There is strong evidence of outcomes arising from individual personal development.	Need examples of work, such as anonymised IPDR examples, specific pieces of work	
1.30. The service communicates regularly with employees to raise awareness and understanding of workplace equality and diversity issues and the actions needed to address them.	<ul style="list-style-type: none"> o Regular articles in the Pink newsletter o Hate Crime briefings o CFO briefings and newsletters 	2.30. Employees are engaged positively in service transformation and in developing new roles and ways of working.	<ul style="list-style-type: none"> o Staff consultation on new Brigade Orders o Membership of working groups <p>Need feedback of suggestions, examples from supervision and IPDRs</p>	3.30. The service has high satisfaction and perception indicators across all employee groups.	<ul style="list-style-type: none"> o Stress Audit & Cultural Audit outcomes 	

Evaluation and sharing good practice

Element Developing	Evidence	Element Achieving	Evidence	Element Excellent	Evidence	Comments
1.31. The service has secure provisions for the collection and storage of personal information. It encourages and supports employees to disclose personal equality data.	<ul style="list-style-type: none"> o New HR systems with review of data collection. o Monitoring across all areas of recruitment, selection, promotion, discipline, grievance, and complaints o Annual data cleanse exercise 	2.31. The service collects and submits a wide range of equalities information to CLG in accordance with the national 'Fire and Rescue Service: Equality and diversity Strategy 2008 - 2018'.	The Service reports annually to CLG their progress on equality and diversity, in response to the CLG questionnaire	3.31. The service analyses its equalities information and uses it to contribute towards a cycle of continuous improvement.	<ul style="list-style-type: none"> o E&D Steering Group o Cultural Audit o Stress Audit o SEAP o Committee reports o CFS visits o After the fire surveys 	

<p>1.32. The service is aware of good practice and is learning from others.</p>	<p>Stonewall, ACAS, GAB, AFSA, TREDP, S & D Forum, Regional Equalities Group, local equalities partnership work</p>	<p>2.32. The service is informed by good practice and has made changes to its practices as a result of learning from others.</p>	<ul style="list-style-type: none"> ○ Development of LGB consultation exercise ○ Review of EQIA process ○ Participation in Stonewall 'top 100' process ○ Engagement with Hate Crime reporting process 	<p>3.32. The service creates and develops good practice. Other organisations look to it for information and advice.</p>	<ul style="list-style-type: none"> ○ Process for reviewing employment and our core values ○ Development of LGB consultation exercise ○ Review of EQIA process ○ Participation in Stonewall 'top 100' process <p>Engagement with Hate Crime reporting process</p>	
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