



## *Promoting Gender Equality*

Draft

Shropshire and Wrekin Fire Authority  
Gender Equality Scheme and Action Plan  
April 2007 – 2010

In response to...  
The Equality Act 2006



# Gender Equality Scheme

This document contains information on how Shropshire Fire and Rescue Service is improving by making changes with regard to gender equality. If you would like this document in an alternative language or format such as large print or audio, please contact us on 01743 260200 or email [enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk)

这份资料为您提供关于Shropshire消防和急救服务部门如何通过性别平等改革改进工作方面的信息。如果您希望获得这份资料的中文译本或其他各式（例如大字体版本或录音磁带），请与我们联系。电话：01743 260200或电子邮件：[enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk)

(Chinese)

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(Polish)

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(Punjabi)

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(Urdu)

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(Somali)

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(Welsh)

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## Contents

## Page Number

Foreword by Alan Taylor, Chief Fire Officer, Shropshire Fire and Rescue Service	5
Councillor Nigel Hartin, Chair, Shropshire and Wrekin Fire Authority	5
Statement of intent	6
Vision	6
Mission	6
Motto	6

### Section 1

1.	Introduction	7
1.1	What is a Gender Equality Scheme?	7
1.2	The General Duty	7
1.3	The Specific Duty	8
1.4	Statistics and Targets	8
1.5	How We Are Meeting our Duties	8
1.6	Benefits to the Organisation	9
2.	Organisation Structure and Decision Making Process	10
2.1	Organisation Chart	10
2.2	Committees	10
2.3	Map of Shropshire	11
2.4	Employees within the Service	11
3.	Functions of the Service and Strategic Overview	12
3.1	The Organisation's Directorates	12
3.2	Our Vision for the Future Community Safety Service	13
3.3	Core Values	14
3.4	Strategic Aims	14
3.5	Profile of the County We Serve	15
3.6	Working in partnership	15
4.	Equality and Diversity	16
4.1	Some of Our Achievements to Date	16 - 17

### Section 2

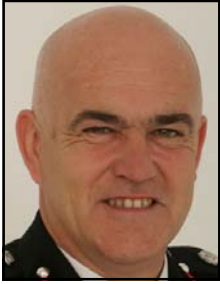
5.	Involving People	18
6.	Impact Assessments	18
7.	Gathering Information	18 - 19
8.	Using Information	19
9.	Reporting	19
10.	Consultation	19 - 20

11.	Arrangements for Monitoring Policies for Adverse Impact	20 - 21
12.	Publishing Information	21
13.	Accessing Information	21
14.	Arrangements for Training Staff	21 - 22
15.	Review of the Scheme	22
16.	Complaints Procedure	22

### **Section 3**

17.	Gender Equality Scheme Action Plan	23 - 29
18.	Appendices	
	Appendix A – Monitoring Form	30 - 31
	Appendix B – Initial Equality Impact Assessment Form	32 - 33
	Appendix C – Full Impact Assessment Form	34 - 35

## Foreword by Alan Taylor, Chief Fire Officer Shropshire Fire and Rescue Service



Shropshire Fire and Rescue Service is committed to achieving equality throughout all areas of the organisation and service delivery. This is the first Gender Scheme that we have produced, and we are committed to improving gender equality.

The Service has a legal duty to promote gender equality under the Equality Act 2006, under both the general and specific duties. The Service has always appreciated the benefits of valuing a diverse workforce and the introduction of this Scheme will only continue to enhance this.

As an organisation we are constantly striving to ensure that we achieve equality of opportunity for all and we will continue to push forward the diversity agenda and change the culture of our Service so that it reflects this commitment.

For many years we have been trying to address gender inequalities, and change the culture of our organisation so that we are approachable to all people, and that they can feel comfortable in the workplace. This Scheme goes one step further and formalises our approach to this ensures that every employee is aware of their responsibilities and that we have a clear and consistent approach to our obligations.

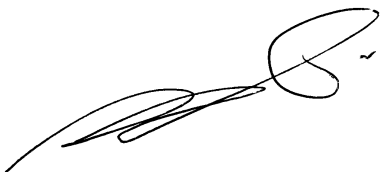


## Councillor Nigel Hartin, Chair Shropshire and Wrekin Fire Authority



This Gender Equality Scheme provides guidance to the Service and to employees on how to promote gender equality internally and externally, to both our service users and employees. By adopting this document throughout the Service and in everything that we do, it will continue the work that we have already done in this area and progress gender equality throughout the organisation.

The Action Plan, set out in this Scheme will enable us to achieve, not only our legal duty, but also to ensure that these actions continue to be part of our everyday activities. As this Action Plan has been created with the help of people, whom it directly affects, the outcomes from this should give us tangible results that will be transparent throughout the organisation.



## Statement of intent

Shropshire and Wrekin Fire Authority is committed to ensuring equality for all who use our services and we will endeavour to do this through implementing our Gender Equality Scheme and Action Plan, along with other documents, which work towards our equality objectives.

In order to do this the Authority will ensure that the organisation understands its responsibilities and that there is clear communication throughout so that our intentions are transparent. We will continue to consult with our communities on this Scheme and any other relevant functions in the future.

We have set clear targets which we will monitor and review on a regular basis. This will ensure that these are still relevant to our overall aims and we will have flexibility in our approach so that these aims can be changed, if necessary. We will amend our equality and diversity aims and objectives to keep pace with the changing environment to sustain our progress.

## Vision

The vision of the Fire Authority is:

**A Safer Shropshire**

## Mission

**Save life, protect property and the environment and reduce the risks from fire**

## Motto

The vision and mission are identifiable through its motto:



## Section 1

### 1. Introduction

All fire services are established under the provisions of the Fire Services Act 2004 and have further statutory responsibilities, as laid down in the Fire Precautions Act 1971 and the Fire Precautions (Workplace) Regulations 1997, as amended.

Shropshire and Wrekin Fire Authority (SWFA), formed as a combined fire authority in 1998 after local government reorganisation, provides a fire and rescue service for the nearly half a million people of Shropshire County Council and the Borough of Telford & Wrekin.

The Authority is a single service local authority and falls into the category of organisations that are bound by the Sex Discrimination Act (SDA) 1975, as amended by the Equality Act 2006, who are required to publish a **Gender Equality Scheme**. Under the provisions of this legislation, we are bound to follow both the 'specific' and 'general' duties.

#### 1.1 What is a Gender Equality Scheme?

A Gender Equality Scheme is a strategic document and action plan, which details how the Service is going to approach its duties under the legislative requirements. It sets timescales for achieving the objectives that are set out in the Action Plan. This Scheme will encourage and push forward gender equality; it will give practical improvements to the organisation, which will ensure we are meeting our duties in this legislation

The aim of this Scheme is to promote equality of opportunity and to eliminate discrimination both as a service provider and as an employer. It will promote positive attitudes and participation for men and women.

#### 1.2 The General Duty

The General Duty (Section 76A of the SDA 1975) states that as an authority, when carrying out our functions, we must have due regard to the need:

- To promote equality of opportunity between men and women
- To eliminate unlawful discrimination and harassment (under the SDA 1975 and Equal Pay Act (EPAA) 1970)

The way this legislation differs from previous legislation is that:

- We must be proactive in eliminative discrimination and harassment
- We must be proactive in promoting equality of opportunity and not just avoiding this.

We are required to have due regard to the need to eliminate unlawful discrimination and harassment in employment and vocational training for people who intend to undergo or have undergone gender re-assignment, within this document the expression 'transsexual person' shall be used.

The above must be applied to all areas of the Service. It ensures that gender equality is central to the way the organisation works, putting it at the centre of decision making processes and policy making and mainstreaming it into everyday processes.

### **1.3 The Specific Duties**

Under The Sex Discrimination Act (Public Authorities) (Statutory Duties) Order 2006, we are obliged to meet the specific duties. Within this part of the legislation we are required to publish a Gender Equality Scheme by 30 April 2007, to implement certain aspects of this and to report on it.

A Gender Equality Scheme shall state, in particular:

- a) How it intends to meet its general and specific duties
- b) How men and women should be involved in the development of the Scheme. To consult stakeholder (employees, service users and others including trade unions)
- c) The Authority's methods for impact assessment of its policies and practices or likely impact.
- d) Steps which the Authority will take towards fulfilling its general duty – setting out its gender equality objectives (the Action Plan)
- e) The way information will be gathered on employment and its functions
- f) The way in which information gathered is to be used, such as reviewing effectiveness of the action plan
- g) Within a period of three years take steps, as set out in the Action Plan (unless it is unreasonable or impracticable to do so)
- h) Publish an annual report containing a summary of the steps taken under the Action Plan, and review the Scheme every 3 years.

### **1.4 Statistics and Targets**

The Service has targets which are set by Local Government in relation to the employment of Women. The Department of Communities and Local Government (DCLG) have set a target to employ 15% of women in operational roles by 2009 (this is currently under review).

Best Value Performance Indicators 2006/07:

- BVPI 2(a) The level of the Equality Standard for Local Government to which we conform
- BVPI 11 (i) The % of top 5% of earners that are women
- BVPI 210 % of Women firefighters

Local Indicators

SFRS has set their own local targets to try and increase the numbers of women in the retained duty system (RDS), a target of 30% women into new RDS appointments has been introduced.

The Equality Standard

We have made a commitment to adopt the Equality Standard for Local Government; this GES will help in achieving these levels. The Standard consists of the following 5 levels for local authorities to achieve:

- Level 1 – Commitment to a Comprehensive Equality Policy
- Level 2 – Assessment and consultation
- Level 3 – Setting Equality objectives and targets
- Level 4 – Information systems and monitoring against equality targets
- Level 5 – Achieving and reviewing outcomes



## **1.5 How We Are Meeting our Duties**

The service has already introduced many good practices to overcome gender inequalities, we have held taster sessions, to encourage under-represented groups to apply for positions within the Service. We have been monitoring our employees and potential employees for many years and will continue to do so. As an organisation we will ensure that this information is utilised effectively to review our policies and identify patterns of concern.

The initiatives that the Service introduces along with a change in culture will help to meet some of the above targets.

The Authority aims to be recognised as an equal opportunities employer and has policies to help achieve its goal. These policies cover all aspects of employment, including advertising vacancies, selection, recruitment and training, positive action, conditions of service and reasons for termination of employment.

To ensure that these policies are operating effectively (and for no other purpose) the Authority maintains records of employees' and applicants' gender. Ongoing monitoring and regular analysis of such records provide the basis for appropriate action to eliminate unlawful direct and indirect discrimination, and to promote equality of opportunity.

The Authority's long-term aim (in line with Government target setting) is to ensure that the composition of the workforce reflects that of the community of Shropshire. Where necessary, steps may be taken to assist under-represented groups to compete for jobs, as permitted by the relevant legislation.

The Authority's equality and diversity policies and the measures to implement them have been devised on the basis of advice from relevant bodies as well as through consultation with the appropriate representative bodies.

## **1.6 Benefits to the Organisation**

Promoting gender equality into the way we work and how the organisation operates will give improvements in the organisation in many different ways. Some of these are:

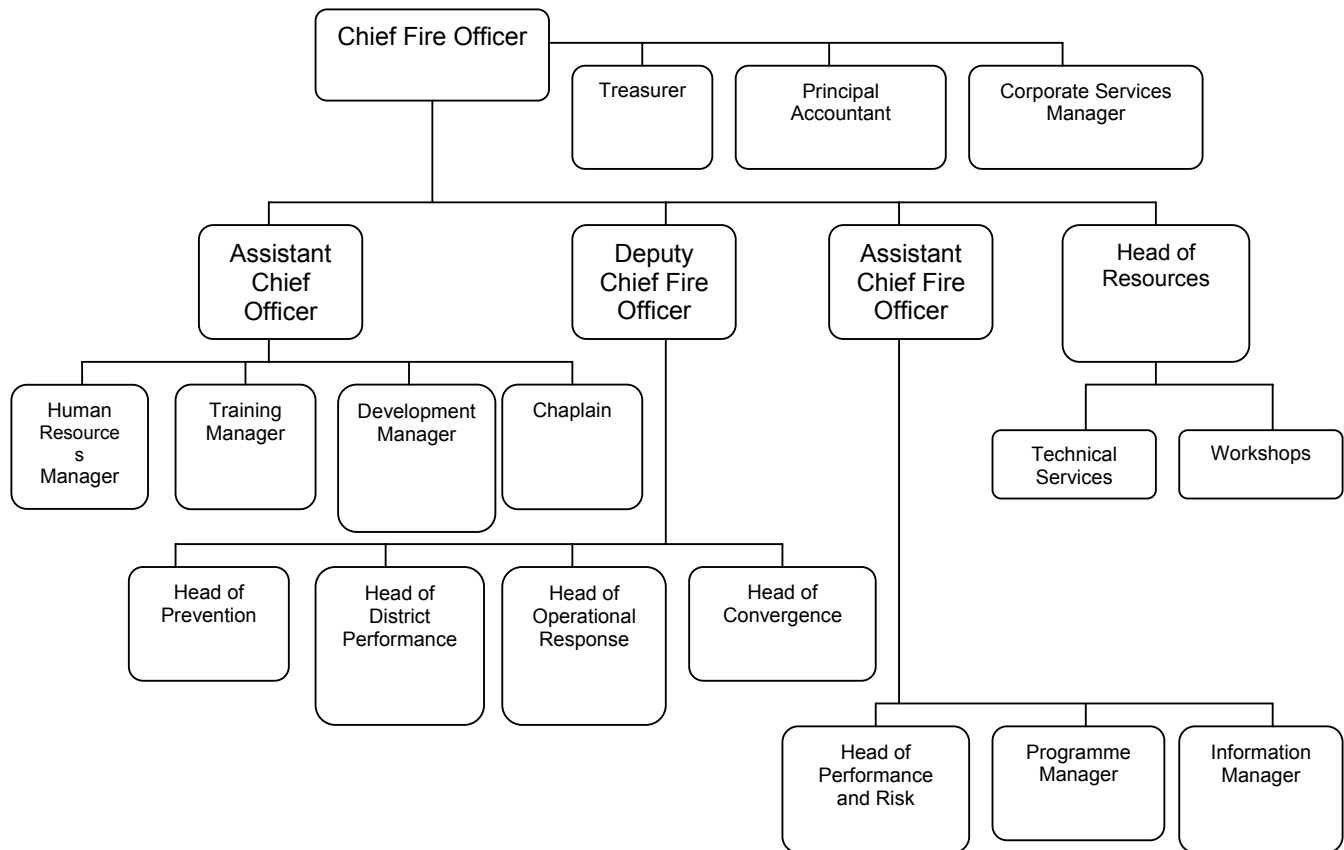
- better targeted policies
- representation of different genders at all levels and departments of the Service
- improvements in perceptions of services and more satisfaction with services
- better involvement and more participation by service users
- better targeted information
- clear understanding of the needs of service users
- better quality services which meet varied needs

It will also bring advantages with regard to employment of people:

- achieve a more representative workforce
- avoid losing or undervaluing staff
- improve staff morale and productivity
- identify and develop good practice
- more effective use of talent in the workforce

## 2. Organisation Structure and Decision Making Process

### 2.1 Organisation Chart



Ultimate responsibility for meeting the duties under the Sex Discrimination Act 1975, as amended by the Equality Act 2006, rests with the Chief Fire Officer, however, all managers and employees are responsible for the day-to-day management of the Scheme.

### 2.2 Committees

The Service is controlled by Shropshire and Wrekin Fire Authority. The Authority comprises Members, who are elected councillors appointed by Shropshire County Council and the Borough of Telford & Wrekin. The Fire Authority holds meetings several times a year, covering a variety of areas handled by individual committees.

The Fire Authority's role is to ensure that the Service provides an effective and cost-efficient service and meets its legal obligations. The Fire Authority receives regular reports and updates on all areas of the Service. Agendas and minutes of meetings are published and placed on our website. The various committees are detailed below.

- Audit and Performance Management Committee
- Health Panel
- Human Resources Committee
- Standards Committee
- Strategy and Resources Committee

The follow meet as and when required:

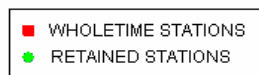
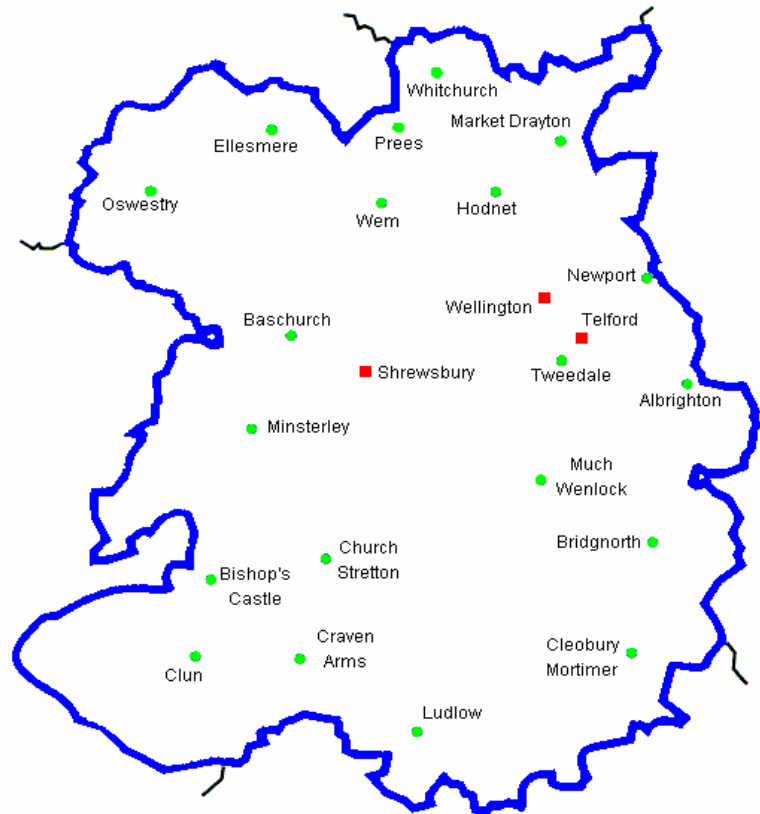
Appeals Committee  
 Disciplinary Appeals Tribunal  
 Urgency Committee

### 2.3 Map of Shropshire showing location of Wholetime and Retained Stations

The Service has three wholetime operational stations, of which one also holds our headquarters and non-uniformed employees, and another our training department.

There are twenty two retained stations throughout the County who are heavily relied upon to provide an emergency response service to our rural areas.

## Shropshire Fire and Rescue Service



### 2.4 Employees within the Service

These numbers are current as at January 2007.

	<b>Number of people</b>	<b>Men</b>	<b>%</b>	<b>Women</b>	<b>%</b>
Fire control	18	7	<b>38.89%</b>	11	<b>61.11%</b>
Non uniformed	63	24	<b>38.09%</b>	39	<b>61.90%</b>
Retained staff	295	292	<b>98.98%</b>	3	<b>1.02%</b>
Wholetime staff	204	196	<b>96.08%</b>	8	<b>3.92%</b>

Total number of employees at SFRS is 580, 89.48% are men and 10.52% are women.

The figure for the top 5% of earners that are women is currently 7.14% (1 in 15).

The current number of women firefighters is 11 with a current target of 14 for 2006/07.

Of the staff that work part-time 69% of these are women.

The Service employs a wide range of people, including Administrative Staff, Control Operators, Community Fire Safety, Finance, Firefighters, Human Resources, IT, Mechanics, Performance Team, Procurement and Training. Operational staff spend approximately 10% of their time on operational duties, such as fighting fires, attending road traffic collisions and flooding / chemical incidents to name just a few. The rest of their time is spent undertaking other duties, such as training and out in the community undertaking inspections, fire safety, and awareness raising.

### 3. Functions of the Service and Strategic Overview

Our Purpose is to:

**Save life, protect property and the environment and reduce the risks from fire**

Or, put more simply, Shropshire Fire and Rescue Service is:

**Putting Shropshire's Safety First**

The Community Safety teams of Shropshire Fire and Rescue Service strive to deliver a number of key outcomes. Many of these are shared with other organisations that work with, and serve, the people of Shropshire. Indeed we can only deliver our Purpose by collaborating with other public and private organisations and with the support of the people we serve.

#### 3.1 The Organisation's Directorates

Shropshire Fire and Rescue Service is managed under five organisational directorates:

Community Safety  
The Executive Department  
Human Resources, Training and Development  
Performance Improvement and Resources



**The Community Safety Teams** are supported in the delivery of the service by all other directorates. This directorate includes all operational fire and rescue teams, community fire safety teams and business fire safety professionals.

**The Executive Team** is lead by the Chief Fire Officer. This team leads the strategic direction of the Service and also supports the governance of the organisation through the elected Members of Shropshire and Wrekin Fire Authority.

**The Human Resources, Training and Development Team** ensures that all colleagues are managed effectively and are competent to carry out their role.

**The Performance Improvement Team** ensures that all functions operate effectively and measures our progress and co-ordinates projects.

**The Resources Team** ensures that all the equipment and buildings needed to operate the Service are maintained and safe.

Direction is also given to the Service through the Department for Communities and Local Government and the Regional Management Board.

### **3.2 Our Vision for the Future Community Safety Service**

- A service widely regarded as a leader in the provision of fire and rescue services, and being seen as providing assured professional emergency response to meet the needs of our communities
- A service seen as excellent for our performance over successive years in reducing deaths and injuries from fire and other emergencies. Risk management will have become embedded as the basis for our decision making about the deployment of resources.
- A service that has been successful in adapting to a changing world and the threats that this brings, whether that is as a consequence of climate change, a terrorist threat or other phenomenon. All major incidents attended will be considered as having been dealt with professionally and effectively and the reputation of Shropshire Fire and Rescue Service enhanced.
- We will be seen to be a learning service, learning new tactics, approaches, using new equipment and facilities to provide the best emergency response service possible. We will also be a service that has a wide range of specialist skills and services provided through local, regional and national collaboration strategies that maximise the availability of a cost effective service.
- We will be a 'mainstream' player in community safety in the widest context through social inclusion, cohesion and sustainability agendas.
- A service that, although collaborating on the wider stage, will be clearly distinguished by our local communities as 'Their Fire and Rescue Service'

We believe that the **key outcomes** to the work we do are:

**A Safe Shropshire** – where all residents and visitors to our County are safe from fire, fire-related anti-social behaviours and other hazards, whilst at home, work, study, during leisure activities, travelling through our County or being cared for by others.

**A Prosperous Shropshire** – where all of our wealth creating organisations are safe from the dangers of fire and other emergencies and where the wealth creators of the future, our children, have an education uninterrupted by fires in schools and colleges.

**An Attractive Shropshire** – where the environment is sustainable, healthy, clean and attractive to both residents and visitors, and where the rich natural and built heritage within the County is protected from fire and other emergencies.

**A Cohesive Shropshire** – where all people work together at a neighbourhood or local level to improve and maintain a tolerant and diverse society, where we all respect the freedom of the individual and accept the responsibility of living in a free society. Where social exclusion is reduced and the most vulnerable people are supported and protected.

### 3.3 Core Values

The Service has always practiced, and been praised for, its open and supportive culture and is eager to adopt the Government's Core Values for the Fire and Rescue Service, seeing it as an opportunity to further improve civility and respect across the Service. These Core Values are:

#### Service to the Community

We value service to the community by....

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

#### People

We value all our employees by practising and promoting ...

- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

#### Diversity

We value diversity in the service and in the community by ...

- Treating everyone fairly and with respect
- Providing varying solution for different needs and expectations
- Promoting equal opportunities in employment and progression within the Service
- Challenging prejudice and discrimination

#### Improvement

We value improvement at all levels of the service by ...

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

### 3.4 Strategic Aims

In order to assist in carrying out its functions efficiently and effectively, the Authority has set 5 Strategic Aims (with 16 Corporate Objectives), as detailed in its annual **Performance Plan**. These Aims are:

1. Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community
2. Protect life, property and the environment from fire and other emergencies
3. Secure the highest level of safety and welfare for all staff and Authority Members by providing effective leadership, training, equipment and systems of work

4. Provide a service that demonstrates quality and best value in service provision
5. Provide a service committed to the highest level of equality and fairness

The Corporate Objectives linked to Strategic Aim number 5 and, therefore, the most relevant to our duties under the Equality Act 2006 are as follows:

- 15 Provide a fair and equitable service to the communities of Shropshire and other stakeholders
- 16 Provide a fair, equitable and dignified place of work for all employees and visitors
- 17 Seek to employ a workforce representative of the community we serve

These Strategic Aims and Corporate objectives underpin Shropshire Fire and Rescue Service's performance and business plans.

### **3.5 Profile of the County We Serve**

Shropshire Fire and Rescue Service covers the whole of Shropshire, which includes the following:

- The Borough of Telford and Wrekin
- Bridgnorth District Council
- North Shropshire District Council
- Oswestry Borough Council
- Shrewsbury & Atcham Borough Council
- Shropshire County Council and
- South Shropshire District Council

**Shropshire** has a total population of **441,498\*** people, with:  
**50.63%** (223,531) **women**  
**49.37%** (217,967) **men**

**Borough of Telford & Wrekin** has a total population of **158,325\*** with:  
**50.82%** (80,466) **women**  
**49.18%** (77,856) **men**

**Shropshire County Council** has a total population of **283,173\*** with:  
**50.52%** (143,065) **women**  
**49.48%** (140,108) **men**

(\*The above statistics are taken from National Statistics, Census Data 2001).

The number of economically active people in Shropshire County is 219,331\*, 55.56% men and 44.44% women. (\*Taken from Neighbourhood Statistics, ONS website, downloaded 15.03.07)

### **3.6 Working in Partnership**

The Service also works closely with partners in service delivery, having close links with the community and local authorities, through Local Area Agreements, for example, and with our Crime and Disorder Reduction Partnerships.

The Service works in Partnership with other local organisations, groups and authorities. One of these projects was 'Diversity Action', a training event on a range of diversity issues, which was given through a theatre production. Managers and other selected employees attended this event, which has run for 3 seasons, with a total of 45 employees attending over this period.

The Service also works on regional projects with other fire services through the Regional Management Board (RMB). One of these projects is specifically tasked with looking at equalities issues. The Region is made up of the following Services:

- Hereford and Worcester Fire and Rescue Service
- Staffordshire Fire and Rescue Service
- Warwickshire Fire and Rescue service
- West Midlands Fire and Rescue Service

This joint approach is one that is developing nationally and is seen as a way forward for achieving projects and results.

## 4. Equality & Diversity

The overriding aim of the Authority is to make Shropshire a safer place to live by minimising the risks and social and economic cost of fire and other related hazards.

We are committed to delivering fire safety and community fire safety services that are sensitive to the needs and aspirations of Shropshire's diverse communities by creating a workforce, which is representative of the community we serve.

Equality and diversity issues are considered at all levels in our decision making processes.

A thematic review of Equality and Fairness in the Fire Service was undertaken by Her Majesty's Fire Inspectorate in 1999. This review looked at policies, practices and performance of fire services on equality and fairness issues. The year 2000 saw the publication of an equalities action plan by the Home Office, entitled ***Towards Diversity***, which dealt with all of the issues raised in the thematic review and contained recommendations for cultural change and the embracing of diversity. Recognising the importance of leadership for the issues contained within the Home Office document, responsibility for all equality matters was subsequently placed in the hands of the Chief Fire Officer.

In December 2001 the Home Office published ***Towards Diversity II***, which provided further recommendations, actions and advice. This document was used to review the Authority's equality action plan - ***Quality Means Equality*** in addition to the ***Equality Standard for Local Government***.

### 4.1 Some of Our Achievements to Date

#### **Networking Women in the Fire Service**

We are a corporate affiliate member of the above group. This organisation provides support and specific training for members of this group and hold annual events for women to network.

**Positive Action events** – A specific taster session was held in June 2006 for women, as one of our under-represented groups in operational roles.



**Buildings improvement programme** - We are currently working through this programme and have been doing so since 2001, whereby an audit was undertaken of all of our buildings which looked at gender issues.

**Diversity training** - We have recently carried out diversity training for all of our retained duty system staff, which included gender related scenarios, this programme is now being given to our wholetime operational staff.

**Equality and Diversity Officer** - In 2004 the Service appointed a full-time Equality and Diversity Officer, whose remit is to look at all areas of equality and diversity within the Service and to monitor and implement the Gender Equality Scheme and Action Plan. Prior to this, from 1999 we had an Equality and Fairness Advisor, who undertook this role. We intend to establish an Equality Audit Group (EAG) to replace the Equality and Fairness Advisory Group. This Group is tasked with looking at all areas of equality and diversity within the Service and consists of representatives from all parts of the organisation ensuring that all under-represented groups are represented.

### **Operational Uniforms**

Bespoke uniforms for female staff have been introduced and appropriate personal protective equipment. A meeting has also been held with various representatives to discuss female uniforms to ensure that it is meeting its requirements.

**Partnership working** - The Service is a member of the Equalities Forum and the Telford Race, Equality and Diversity Partnership, which assists us to become further involved with local communities. In partnership we have also employed an Older People's Officer, who also works with The Red Cross Home from Hospital Service, Occupational Therapists, Community Service (Social Services) and Shropshire Care and Repair. More recently, this role has also started to offer training to care workers, who support older and disabled people in their own homes, on spotting fire hazards and educating them on how we can work together to reduce the risk to their clients.

**Setting of Targets** – Internal targets to recruit more women into the Retained Duty System have been introduced; the target is that 30% of all new recruits are women.

## Section 2

### 5. Involving People

The gender legislation gives the organisation a requirement not only to consult on the finalised scheme but also to involve men and women in the development of the Gender Equality Scheme.

In order to do this all employees were invited to participate through focus groups, and information was placed on our internal newsletter asking them to be involved. Focus groups were also held with our recognised trade unions.

A public focus group was arranged and those who had expressed an interest in attending were invited to this. In addition to this the Equalities Forum and the Telford Race, Equality and Diversity Partnership were sent an invitation to participate in the formulation of this Scheme and Action Plan, and were asked to send this out to all of their members. A general invitation was also placed on our website.

A joint consultation event was held with the Borough of Telford and Wrekin, the Primary Care Trust, and Telford Race, Equality and Diversity Partnership in Telford Shopping Centre where we invited the public to give their views, over 150 questionnaires were completed during this event.

The draft Scheme was sent to other fire and rescue services in our region for comments and was also put on our intranet for consultation.

The views and feedback from all of these groups and individuals have been taken into consideration, wherever possible and adopted into this final GES, these views allow us to create and prioritise our equality initiatives.

### 6. Impact Assessments

Each current and new policy/function will have an Initial Equality Impact Assessment undertaken to identify any areas of concern, which will then be resolved. If necessary, a Full Equality Impact Assessment will be undertaken. Appropriate training has been given to all staff with responsibility for undertaking Equality Impact Assessments. See Appendix B and C for Equality Impact Assessment Forms.

The purpose of undertaking these impact assessments is to ensure that all proposed and current policies do not disadvantage people on any grounds, including because of their gender, and also to identify where these might better promote equality of opportunity.

### 7. Gathering information

It is a requirement of the Equality Act 2006 to gather information in several areas of the organisation. This allows the organisation to make decisions based on the information obtained.

The Service will gather information on:

- Service delivery

- Employment – recruitment, development and retention  
This information can be gathered through monitoring forms, personal development reviews and exit interviews as well as those detailed below.

#### Employees

- Equality Impact Assessments
- Cultural audit for employees
- Monitoring forms
- Personal development reviews
- Exit interview
- Equality Audit Group

#### Service Delivery

- Equality Impact Assessments
- Customer satisfaction surveys
- Complaints
- Partnership groups

It is important to gather both qualitative and quantitative data. This information should help to identify whether the actions we have devised in the Action Plan are delivering greater gender equality.

## 8. Using Information

The information found from using the methods as set out in Section 7 will help to prepare subsequent schemes, and to identify if the actions devised have been effective.

Information gathered through surveys will be analysed and the results of this used to inform future action planning.

## 9. Reporting

We will produce a report on an annual basis containing a summary of:

- The steps the Service has taken to fulfill its legislative requirements (within the Action Plan)
- Results of information gathering, and what this indicates
- What the Service has done with the information gathered, and any actions as a result

## 10. Consultation

The Service is committed to consulting as widely as possible on the Scheme and to using comments arising to make amendments to the Scheme. Consultation is already widely used within the Service.

The way in which the Service will consult with the community and stakeholder groups will be done through several methods and using various groups/organisations both internally and externally.

The information from these groups will be used to inform and improve the Authority's policies and service delivery. We shall use the following groups for consultation:

#### Internal

- All recognised representative bodies
- Human Resources Committee
- Policy Group
- Employees through the internet or 'Pink' newsletter

#### External

- Individual and community groups on our current partnership list
- Fire and rescue services in the West Midlands Region and our family group
- Shropshire County Council
- Borough of Telford & Wrekin
- Race Equality and Diversity Executive – groups from the Borough of Telford & Wrekin area
- Equalities Forum – groups from the Shropshire County Council area

It is important to ensure that each function to be consulted on is reviewed on an individual basis to ensure that the most appropriate type of consultation is used. The methods of consultation used will be the most appropriate for differing circumstances but may include some or all of the following:

- Internet
- Surveys and questionnaires
- Focus groups
- Consultation meetings
- Working groups
- Conferences
- Market research

The Audit Commission's Fire and Rescue National Report (January 2006) Comprehensive Performance Assessment details Shropshire and Wrekin Fire Authority as an example of good practice for **effective community engagement** with our regular use of scrutiny panels, focus groups, public meetings and internet communication to inform improvement priorities.

## 11. Arrangements for Monitoring of Policies for Adverse Impact

Monitoring specific areas and service delivery can give us information as to whether people of different sexes are experiencing the same or different level of service, thereby allowing us to identify areas of improvement and to establish:

- Levels of usage - whether over or under represented
- Levels of satisfaction – ascertain if all backgrounds are satisfied
- Levels of relevance – do policies meet the needs of communities?
- Levels of appropriateness – whether policies are culturally sensitive

Statistical information on employment issues, operational matters, fire prevention and fire safety inspections is gathered regularly.

Responses from the public, and complaints and comments will also be analysed to detect any adverse impact on the promotion of gender equality.

Targets for recruitment and promotion, originally set by the Home Office, will continue to be monitored, as will the actions contained in the Authority's Action Plan, and revised to meet the requirements of Central Government targets.

In addition, the Authority will send 'After the Incident' survey forms to people, who have had need of its services, to enable it to monitor its delivery by identifying trends.

The Authority is also subject to scrutiny by the Audit Commission under the Comprehensive Performance Assessment process. This gives an overall rating and feedback on performance throughout the organisation on equality and diversity issues.

Public opinion and cultural surveys are undertaken through an external organisation. These results are analysed for disparities between service users and appropriate actions will be taken as a result of these.

## **12. Publishing Information**

The Gender Equality Scheme will be published in paper format and be available on request, it will also be placed on our website: [www.shropshirefire.gov.uk](http://www.shropshirefire.gov.uk).

A summary of the Scheme will be published and distributed to every employee and Authority Member. This summary will also be available to the public on request.

The results of the monitoring will be published annually and will be available on the website.

## **13. Accessing Information**

Reports will be available to the public on request and will be available at Brigade HQ and on our website. Any further enquiries for information should be directed to the Equality and Diversity Officer or via the internet.

Internally, the Gender Equality Scheme and any associated reports and Action Plans, will be circulated in paper form and via the intranet to Shropshire Fire and Rescue Service employees.

The Scheme will also be made available on request in alternative formats, such as large print, audio tape and alternative languages.

We are currently in the process of redesigning our website to ensure that it is accessible to as many people as possible.

## **14. Arrangements for Training Staff**

The Authority has already delivered training to personnel on equality and diversity, cultural awareness and harassment and bullying. This training is ongoing and provided to all new employees to the Service during their induction programme.

A new equality handbook is being developed with one of our partnerships; which will help to complement our current policies and procedures. The publishing of this Scheme to Service personnel will help to reinforce the organisation's commitment to this and their knowledge and awareness, both in service delivery and employment environments.

The Authority has also undertaken a partnership approach to training. Diversity Action was a training event through the use of theatre to look at local issues.

Retained duty system personnel have all been given equality and diversity training, which included gender equality.

The training given to staff will be reviewed on a regular basis to ensure its relevance and effectiveness.

The Equality and Diversity Officer is responsible for looking at diversity training and has undergone relevant training in this area. The organisation also uses external organisations who are experienced in delivering equalities training within their programmes, such as within our Leadership and Management Development programmes.

## **15. Review of the Scheme**

The Scheme will be reviewed every 3 years by the Equality and Diversity Officer with appropriate managers responsible for completing actions as stated in the Action Plan.

The Action Plan will be amended annually and made available on request, with summaries sent to appropriate managers/employees.

## **16. Complaints Procedure**

Internal

Employees are able to use the Grievance or Whistle-blowing Brigade Orders, which are available on the internet or from Human Resources.

External

The Service has a corporate complaints procedure, which allows service users to make complaints, comments or compliments on any aspect of the Service. Details of this procedure are set out in our 'A guide to complaints and/or comments' form, which is widely publicised.

A complaint can be made in person by telephone or in writing.

By telephone contact      01743 260285/260232

By post to                      Brigade Complaints Officer  
Shropshire Fire & Rescue Service  
Brigade Headquarters  
Shrewsbury  
SY1 2HJ

## 17. Action Plan

### Section 3

#### Gender Equality Scheme Action Plan 2007-2010

This Action Plan is divided into Directorates.

Reference key

**ACFO** – Assistant Chief Fire Officer, **ACO** – Assistant Chief Officer **ADO's** – Assistant Divisional Officers, **CFO** – Chief Fire Officer, **HOR** – Head of Resources, **DM** – Development Manager, **HRM** – Human Resources Manager, **SWFA** – Shropshire and Wrekin Fire Authority, **EDO** – Equality and Diversity Officer.

Other references **A&O** - Achieved and Ongoing **CFS** – Community Fire Safety **EQIA** – Equality Impact Assessment  
**IRMP** – Integrated Risk management Planning **SFRS** – Shropshire Fire and Rescue Service

#### Community Safety

Number	Action	Outcome	Responsible officer/s	Target date	Completed
2*	Review gender monitoring arrangements in each of the service delivery areas when new procedures are put in place: CFS eg customer satisfaction forms, Operational, Control	Review will ensure that sufficient monitoring is taking place and establish any discrepancies between service users	DCFO & Performance	January 2008	
4	Attend community events with recruitment and CFS literature	Visible presence and engagement with all genders	Head of District Performance/ Head of Prevention	Ongoing	Y
6	Retained stations to undertake positive action to connect with under-represented people with CFS education and recruitment information	Increase numbers of under-represented people applying to the Service	District Officers	A&O Ongoing	Y
9*	Ensure all papers for reports have been assessed using the Equality Impact Assessment procedure	Audit to check that people are filling in the EQIA	Executives & Policy Group	December 2008	
11*	Include gender equality promotion activities in SFRS Organisation Business Plans to integrate gender equality into mainstream activities.	Ensure all aspects of the organisation are aware of our commitment to gender equality	CFO & Policy Group	Annually / as plans devised	A&O
74	Look at reasons why people refuse to have	To ascertain if there are any gender	Head of	September	

	smoke detectors	disparities in take up of this service.	Prevention	2009	
75*	Use results of Cultural Audit to identify further actions.	As per the cultural audit.	ALL	As devised	
76*	All new and replacement posts must consider whether these can be carried out part-time/job share	Increase the numbers of these types of posts and increase the opportunities to work flexibly within SFRS	ALL	September 2007	
77	Incident facilities need to be reviewed and a policy to be written on this	All staff have appropriate facilities when undertaking prolonged jobs when on the fire ground	Head of Operations	December 2007	
78	Policy to be introduced and communicated to staff on the use of lockers and changing areas	Staff aware of how they should be using these areas, and the outcomes of their actions	Head of District Performance	December 2007	
79*	Investigate the introduction of Corporate Wear for all staff	Eliminate barriers and promote a consistent image to the public	ALL	September 2009	

## Executive

Number	Action	Outcome	Responsible officer/s	Target date	Completed
9*	Ensure all papers for reports have been assessed using the Equality Impact Assessment procedure	Audit to check that people are filling in the EQIA	Executives / Policy Group / EDO	December 2008	
11*	Include gender equality promotion activities in SFRS Organisation Business Plans to integrate gender equality into mainstream activities	Ensure all aspects of the organisation are aware of our commitment to gender equality	CFO & Policy Group	Annually / as plans devised	A&O
14*	Ensure that papers for meetings require Members to consider implications for equality and diversity	Mainstreaming E&D issues	EDO / Corporate Services Manager	Ongoing	A&O
15	Use data from the monitoring of take up of service to inform policy review and target setting	Improve policy development	CFO	Annually	A&O
16	Utilise demographic data from the census for Shropshire to inform plans	Accurate information will improve policy development, use of FSEC	CFO	Annually	A&O
17	Promote the Authority's successful gender equality work in the media	Encourage community working	CFO & Policy Group	Ongoing	A&O



18	Promote the Authority's commitment to gender equality in all appropriate internal and external communications	Transparency throughout the organisation, promote inclusiveness	CFO & Policy Group	Ongoing	A&O
19	Ensure that public events organised/attended by the Authority reflect and reinforce its commitment to gender equality. Executive officers to promote this commitment by supporting and attending local events	Promote inclusiveness and community engagement	CFO / DCFO / ACO /ACFO	Ongoing	A&O
20	Maintain currency of knowledge for Champions of Equality and Diversity, the Chair and CFO	Maintain knowledge of equality and diversity	Chair & CFO	2008	
75*	Use results of Cultural Audit to identify further actions.	As per the cultural audit.	ALL	As devised	
76*	All new and replacement posts must consider whether these can be carried out part-time/job share	Increase the numbers of these types of posts and increase the opportunities to work flexibly within SFRS	ALL	September 2007	
79*	Investigate the introduction of Corporate Wear for all staff	Eliminate barriers and promote a consistent image to the public	ALL	September 2009	

### Human Resources, Training and Development

Number	Action	Outcome	Responsible officer/s	Target date	Completed
9*	Ensure all papers for reports have been assessed using the Equality Impact Assessment procedure	Audit to check that people are filling in the EQIA	Executives & Policy Group	December 2008	
11*	Include gender equality promotion activities in SFRS Organisation Business Plans to integrate gender equality into mainstream activities	Ensure all aspects of the organisation are aware of our commitment to gender equality	CFO & Policy Group	Annually / as plans devised	A&O
21	Annually circulate an update on progress to Policy Group, HR Committee and employees on the GES action plan	All staff aware of where we are and actions required to complete	EDO	Annually in December	
22*	Monitor employment target levels/dates for compliance	Establish whether we will meet these and any associated actions to try and meet these	HRM/EDO/ Performance	Annually	A&O
23	Review the current induction literature and training to ensure that information on the Equality Act 2006 and GES are included	Obligated to do this under the legislation, staff will have a better understanding of the organisation and	EDO/HRM	July 2007	

		their expectations			
26	Create an Equality Audit Group	Gain the views of a diverse group of people to contribute to policy development and project work	EDO	June 2007	
31	Attend events to promote the Service to under-represented groups eg jobfinder	Community engagement, positive action, better understanding of communities	HRM/HRO/EDO	A&O	Y
36	Ensure that all staff training includes messages that inform employees on how to ensure that no service user is unlawfully discriminated against on the grounds of their gender	Integrate gender equality throughout organisation and expectations of employees	ACO/DM/EDO	As new training is devised / sourced	A&O
37	Hold equality workshops for Authority Members.	Members must ensure they are up to date with skills	ACO/DM/EDO	Bi-annually 2007	
38	Ensure that job vacancies are advertised as widely as possible, including different media, if appropriate	Showing that SFRS encourages people from under-represented groups to apply for posts	HRM/EDO	Annually	
39	Ensure that training and refresher courses are provided (as appropriate) for personnel involved in the recruitment and selection process (including interviewing and appointing staff) to avoid any gender bias	Recruitment processes will be unbiased, less opportunity for discrimination to take place	DM	Annually	A&O Annual training
40	Ensure that equality issues are incorporated into training for all staff	Mainstream equality issues through all training	ACO/DM/EDO	As devised	A&O
49*	Ensure that all customer surveys include equality and diversity questions and monitoring information and that these results are published.	Enable us to monitor effectively if any groups are receiving a different level of service or how they view the Authority	Performance (lead)/EDO/HRM	March 2008	
57	Gender section page to be included on the website	More transparent organisation and easy access to information	EDO	2007	
76*	All new and replacement posts must consider whether these can be carried out part-time/job share	Increase the numbers of these types of posts and increase the opportunities to work flexibly within SFRS	ALL	September 2007	
79*	Investigate the introduction of Corporate Wear for all staff	Eliminate barriers and promote a consistent image to the public	ALL	September 2009	
80	Review the GES and make alterations for the 2010-13 Scheme	Ensure meeting legal timescales	HRM/EDO/Policy group	December 2009	
81	Issue all staff with a summary of the Gender	Increase staff awareness and	EDO	May 2007	

	Equality Scheme	understanding of what it is for and commitment to gender equality.			
82	Review the flexi-time scheme which is in operation for non-uniformed staff	To see if this can be made more family-friendly	HRM	March 2009	
83	Family friendly policies to be promoted throughout the organisation, eg flexible working, parental leave	To encourage/make all staff aware of these policies, especially to male staff as take up of these is lower.	EDO	August 2007	
84	IT training to be communicated to all staff, especially those in operational posts, information to be placed in the internal newsletter.	All staff are aware of this training and how they can access this.	DM	October 2007	
85	Information to be placed on the internal newsletter to give people information on; sexual orientation and transsexuals	To help people to understand the differences in these and to educate staff in this area	EDO	November 2008	
86	Specific training to be developed on training men and women on interactive skills, respect, this should be implemented where it is required	Eliminate problems in this area, to create a better working environment and understanding	DM	January 2008	
87	Improve communication and involvement of 'taster sessions'.	Create a better understanding internally and externally what these are to do	EDO	As undertaken	
88	Investigate the feasibility of introducing Childcare Vouchers for employees	Can be used as a recruitment tool and as a benefit for employees	EDO	November 2007	
89	Talk to Job Centre Plus/Careers Advisors to ensure that they are promoting operational roles to both genders	Will ensure that both genders are given the same opportunities and encouragement	HRM	May 2009	
90	Gender Equality Training to be incorporated into training for staff	To increase understanding in this area.	DM	2007-2010	A&O
91	Investigate the feasibility or creating/participating in a LGBT group.	To ensure that staff are aware of our commitments to equality in this area and as support for these members of staff	EDO	January 2008	
92	Review the maternity policy	To ensure that staff receive the correct level of support before, during and after their pregnancy.	HRM	February 2008	
75*	Use results of Cultural Audit to identify further actions.	As per the cultural audit.	ALL	As devised	
79*	Investigate the introduction of Corporate Wear for	Eliminate barriers and promote a	ALL	September	

	all staff	consistent image to the public		2009	
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## Performance Improvement

Number	Action	Outcome	Responsible officer/s	Target date	Completed
2*	Review the monitoring arrangements in each of the service delivery areas. CFS eg customer satisfaction forms, Operational, Control	Review will ensure that sufficient monitoring is taking place	ADO's / Performance	March 2008	
9*	Ensure all papers for reports have been assessed using the Equality Impact Assessment procedure	Audit to check that people are filling in the EQIA	Execs & Policy Group	December 2008	
11*	Include gender equality promotion activities in SFRS Organisation Business Plans to integrate race equality into mainstream activities	Ensure all aspects of the organisation are aware of our commitment to race equality	CFO & Policy Group	Annually / as plans devised	A&O
22*	Monitor employment target levels/dates for compliance	Establish whether we are improving in this area	Performance/H RM/EDO	Quarterly and Annually	Y
43	Produce a report on gender statistics every 3 years on Shropshire County for use throughout the organisation	Enable better planning and business plans to be up to date	Statistics Officer	2008	
45	Ensure that consultation protocol is being used in all areas	All staff will use this protocol, allows views to be taken into consideration	Performance Improvement Officer	June 2007	
46	Ensure consultation feedback is used to review policy for policies and planning	Changes will be made in organisation	Performance Improvement Officer & All managers	July 2007	
47	Gender Equality Scheme and Action Plan are promoted throughout the organisation by Policy Group members	All staff aware of this and their responsibilities	CFO & Policy Group	April 2007 and ongoing	
49*	Ensure that all customer surveys include equality and diversity questions and monitoring information and that these results are published.	Enable us to monitor effectively if any groups are receiving a different level of service or how they view the Authority	Performance (lead)/ EDO/HRM	March 2008	
75*	Use results of Cultural Audit to identify further actions.	As per the cultural audit.	ALL	As devised	
76*	All new and replacement posts must consider	Increase the numbers of these types of	ALL	September	

	whether these can be carried out part-time/job share	posts and increase the opportunities to work flexibly within SFRS		2007	
79*	Investigate the introduction of Corporate Wear for all staff	Eliminate barriers and promote a consistent image to the public	ALL	September 2009	

## Resources

Number	Action	Outcome	Responsible officer/s	Target date	Completed
9*	Ensure all papers for reports have been assessed using the Equality Impact Assessment procedure	Audit to check that people are filling in the EQIA	Execs & Policy Group	December 2008	
11*	Include gender equality promotion activities in SFRS Organisation Business Plans to integrate gender equality into mainstream activities	Ensure all aspects of the organisation are aware of our commitment to gender equality	CFO & Policy Group	Annually / as plans devised	A&O
70	Continued implementation of the buildings/assets programme to ensure we are complying with our legislative requirements	Ensure that there are adequate facilities for both genders	HOR	2007-2010	Ongoing
75*	Use results of Cultural Audit to identify further actions.	As per the cultural audit.	ALL	As devised	
79*	Investigate the introduction of Corporate Wear for all staff	Eliminate barriers and promote a consistent image to the public	ALL	2009	
93	Ensure that there is adequate provision for maternity uniforms	Staff receive their appropriate uniform quickly	Equipment Contracts Manager	2007-2010	
94	Only use suppliers that take into consideration gender differences when supplying equipment and PPE	More appropriate uniforms will be available with a better fit, and correct sizing.	HOR	Ongoing	
95	Contractors to improve the cleanliness of toilet and shower facilities	All staff to have improved hygiene in these areas	HOR	Ongoing	
76*	All new and replacement posts must consider whether these can be carried out part-time/job share	Increase the numbers of these types of posts and increase the opportunities to work flexibly within SFRS	ALL	September 2007	

\* Indicates that this is a joint action

# 18. Appendices

## Appendix A



### Shropshire Fire and Rescue Service Monitoring Information

You are required to complete the following detachable form to allow the Fire and Rescue Service to monitor its recruitment/equal opportunities policies. The information you provide will be treated in the strictest confidence and will be used only for monitoring purposes; it will not be used in the selection process. The Fire Service is required to record ethnic origin and the sex of people who apply for appointment.

Post Applied For..... Ref No .....

Full Name ..... Date of Birth .....

Do you consider yourself to be a disabled person? Yes / No\* (\*please delete)

If yes please give details .....

Disabled applicants are invited to contact the Human Resources Office at any point during the recruitment process to discuss steps that could be taken to overcome operational difficulties presented by the job, or if any adjustment or special arrangements are required if selected for interview/test.

**Please delete or x appropriate box as necessary**

I would describe my ethnic/cultural origin as:

**White**

- British
  - English
  - Scottish
  - Welsh
  - Any other, please state

- Irish
- Any other white background, please state

**Mixed**

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other mixed background, please state

**Asian or Asian British**

- Indian
- Pakistani
- Bangladeshi
- Any other Asian background, please state

**Black or Black British**

- Caribbean
- African
- Any other Black background, please state

**Chinese or other Ethnic Group**

- Chinese
- Any other, please state

**Nationality:**.....

**Religion:**

- |  |   |
|--|---|
| <input type="checkbox"/> None  | <input type="checkbox"/> Jewish                                 |
| <input type="checkbox"/> Buddhist  | <input type="checkbox"/> Muslim                                 |
| <input type="checkbox"/> Christian (including Catholic, Church of England, Protestant and all other Christian denominations) | <input type="checkbox"/> Sikh                                   |
| <input type="checkbox"/> Hindu   | <input type="checkbox"/> Any other religion, please state _____ |

We recognise that in a diverse country many people use more than one language in their day to day life; please can you tell us which languages you use on a regular basis.

- 1) ..... 3) .....  
2) .....

**Gender:** Male / Female\*

**Marital Status:** Single / Married / Co-habiting\*

**Do you have any caring responsibilities:**

- Yes, Childcare (children under age 14)  
 Yes, Other  
 No caring responsibilities

**How did you hear about this vacancy:**

- Newspaper, please state \_\_\_\_\_  
 Radio, please state \_\_\_\_\_  
 Careers Fair  
 SFRS Website  
 Careers Advisor  
 From a friend / relative who is a SFRS employee  
 Other (please specify) \_\_\_\_\_

**For current SFRS employees only:**

Compared with your present post, if successful, would you class this as a promotion? YES / NO\*

**Data Protection Act:**

The information or data which you have supplied on this form will be processed and held on computer, and will also be processed and held on your personal records if you are appointed. This data may be processed by Shropshire Fire and Rescue Service for the purposes of equality monitoring, compiling statistics, and for the keeping of other employment records.

By signing and returning this monitoring form you will be giving your explicit consent to processing of data contained or referred to on it, including information which may be considered to be sensitive personal data.

<b>Signed:</b>	<b>Date:</b>
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## Appendix B



<b>Shropshire Fire &amp; Rescue Service    EQIA no</b> <b>Initial    Equality Impact Assessment Form</b>
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Directorate		Department/ Section	
Name of officer		Job title	
Name of Policy/Service to be assessed		Date of assessment	
New or existing policy	N / E		

1. Briefly describe the aims, objectives and purpose of the policy/service			
2. Are there any associated objectives of the policy/service?			
3. Who is intended to benefit from the policy/service and in what way?			
4. What outcomes are wanted from this policy/service?			
5. Who are the main stakeholders in relation to the policy/service?			
6. Who implements the policy/service and who is responsible for this?			
7. Are there any concerns that this policy/service could have a differential impact on the following groups and what existing evidence do you have for this? Yes or No, please detail in boxes below.			
8. Age	Y	N	
9. Disability	Y	N	



10. Gender	Y	N	
11. Race	Y	N	
12. Religion or belief	Y	N	
13. Sexual orientation	Y	N	
14. Dependant/caring responsibilities	Y	N	
15. Could the differential impact identified in 7-14 amount to there being the potential for adverse impact in this policy/service?	Y	N	Please detail
16. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group or another reason?	Y	N	Please explain for each equality heading on a separate piece of paper.
17. Have you consulted those who are likely to be affected by the policy/service?	Y	N	List those groups/individuals who have been consulted.

18. Should the policy proceed to a full impact assessment?	Y	N	Please detail
19. Date by which full impact assessment to be completed			
19. Reason for non completion			

**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.**

Assessing person		Date	
Line Manager		Date	
Please note that this impact assessment will be scrutinised by the E&D Officer			

Appendix C



**Shropshire Fire & Rescue Service**

**EQIA number**

**Full Equality Impact Assessment Form**

Directorate		Department/ Section			
Name of officer		Job title			
Name of Policy/Service to be assessed		Date of assessment		New or existing policy	N / E

1. Review policies & services <b>What is the policy/service being assessed</b>												
2. Examine the evidence <b>In which area does the policy/service differentially / adverse impact</b>	Age	Disability	Gender	Race	Religion / religion	Sexual Orientation	Dependant/ caring					
Where differential/adverse impact has been identified, is this intentional and/or justifiable?  Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please explain	Please explain intentional impact				Please explain justifiable impact with an example							
For which group/s is the impact most relevant?  Please identify specific group/s	Public	Staff/ Members	Community Groups	Partners	Contractors	Consultants						
Has consultation already taken place with this group/s	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

If you have identified unjustified differential/adverse impact on areas of either function, policy or service provision, please read the guideline and complete below. If you have not please go to 7 and sign and date

<p>3. Consultation</p> <p>Who was consulted?</p> <p>What were the key points identified in the consultation</p>			
<p>4. Options</p> <p>List the options considered to modify the policy/service to reduce adverse impact on groups/s.</p>			
<p>5. Decisions</p> <p>What solution/s was chosen to modify the policy/service to remove unintended or unjustified impact on group/s</p>	<p>Please list solutions for unjustified impact</p>	<p>Please list solutions for unjustified impact</p>	
<p>6. Monitor/review</p> <p>How will you monitor the progress on impact of policy / service</p>	<p>Please explain</p>	<p>Date of review</p>	
<p>Name of person completing assessment</p>		<p>Date started</p>	
<p>Job Title</p>		<p>Date completed</p>	
<p>Reminder: If you have identified unintentional differential/adverse impact of either function, policy, or service delivery provision, the impact assessment cannot be signed off until the consultation has taken place with the relevant group/s</p>			

Please note that this impact assessment will be scrutinised by the E&D Officer