

**North East Fire and Rescue Services - Self Assessment and Action required
Equality & Diversity Strategy 2008 – 2018
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REGIONAL RESPONSE TO THE STRATEGY

The strategy identifies where responsibility rests for delivering change and the key actions required from all sections of the service, from individual employees to Authority members and national bodies, in order to make change happen. These actions are identified under five priority headings:

- Leadership and promoting inclusion
- Accountability
- Effective service delivery and community engagement
- Employment and Training
- Evaluation and sharing good practice

The North East Fire and Rescue Services have carried out a self assessment using the traffic light system to establish what progress has been made under each of the priority headings. The traffic light scoring system has been used to identify, what Regional action needs to be taken and for each FRS to produce an action plan arising out of the self assessment.

	Achieved
	In progress
	To be implemented

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The Strategy demonstrates action in the five priority areas, linked to the Core Values and to the Equality Framework for Local Government (EFLG):

Priority 1: Leadership and promoting inclusion

Positive leadership at all levels is essential to drive change, maintain commitment and ensure accountability. The role of Fire and Rescue Authority members and senior Fire and Rescue Service managers in promoting and championing equality and diversity is crucial to delivery. Members of Fire and Rescue Authorities and senior managers need to demonstrate their commitment to equality and diversity both through the impact of their personal behaviour and by making resources available to deliver the necessary changes. They must ensure all staff are clear about their role in making the Service a fair and inclusive organisation. Partnership between employers, representative bodies, staff associations, government and other agencies will be essential to provide effective support in achieving the required improvement in performance on equality and diversity.

Priority 2: Accountability

Driving change and developing confidence among employees and the public requires the accountability of everyone in the organisation. We will ensure that all Members of Fire and Rescue Authorities and all employees are held accountable for delivering this Strategy.

Priority 3: Effective service delivery and community engagement

Effective planning and engagement are key to improving the quality and effectiveness of service delivery to all communities. We will aim to tailor our services to meet the needs of the people we serve through sustained dialogue with them. We will rigorously assess and review our policies, plans, processes and procedures through the effective use of the Equality Impact Assessment process.

Priority 4: Employment and training

To recognise, understand and respond to the needs of all communities we must recruit, develop and retain a workforce which better reflects the diversity of the local community and respects difference. To demonstrate that we value and support our diverse workforce we will ensure open, transparent and fair selection and progression processes. We will provide sustained awareness of the need for equality, diversity and fairness, and robust action to eradicate bullying, harassment, unfair discrimination and unacceptable behaviours within our workforce. We will ensure that issues affecting culture, working practices, facilities, equipment, clothing etc are addressed so that all staff can work in a safe and supportive environment, in order to promote equality, diversity and fairness and maximise employee retention.

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Priority 5: Evaluation and sharing good practice

Monitoring, evaluation and recognition of good practice are essential to ensure continuous improvement and make best use of resources, we will collect and analyse the evidence of improved performance and good practice, share it with others, celebrate successes and address failure.

Employment targets

Previous targets for women in operational roles and minority ethnic employees have aimed to measure change in the overall composition of the workforce, which remains our goal. But to focus effort on factors which can be significantly changed in the short term we have adopted targets on recruitment, retention and progression to be met by 2013. We will consider new targets for the second half of the Strategy's life depending on progress.

The targets to be met by each Fire and Rescue Authority are:

- a) By 2013, a minimum of 15 per cent of new entrants to the operational sector to be women.
- b) By 2013, recruitment of minority ethnic staff across the whole organisation to be at the same percentage as the minority ethnic representation in the local working population.
- c) Fire and Rescue Authorities with very low minority ethnic working age populations and low recruitment requirements may set a target in terms of individuals recruited over the five year period rather than a percentage of total recruitment.
- d) By 2013 parity in rates of retention and progression between minority ethnic and white employees, and between men and women.

In addition, Fire and Rescue Authorities may set their own target or targets to measure the proportion of all applications received which come from under-represented groups (attraction targets).

Each Fire and Rescue Authority will be responsible for setting its own minority ethnic recruitment targets based either on the provisions at b) or c). Guidance on setting targets will be provided.

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By adopting these targets we aim in the long term to change the composition of the Fire and Rescue Service workforce so that it includes the same percentage of minority ethnic employees as in the working age population (currently 12%) and 15 per cent of women in operational roles (as an achievable basis for further action).

Stretched targets

The North East Fire and Rescue Services have been working towards the targets on the previous page however, they have taken the option of adopting stretched targets to achieve greater diversity in our workforces:

- a) NFRS - 18% women. The BME population is so small so they are looking at numbers rather than percentages.
- b) DDFRS - 18% women, BME Community 6.2%
- c) CFRS - 18% women and 10.1% BME Community
- d) TWFRS - 18% women and 9.2% BME Community.

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PRIORITY 1: Leadership and Promoting Inclusion

Outcomes will include:

- The culture of the FRS is open and inclusive, evidenced, for e.g., by the results of employee and community surveys, data on recruitment, progression and retention and qualitative information on FRS policies, practices and procedures
- Everyone, from Members of FRAs and CFOs to the most junior of staff, will be committed to equality, diversity & fairness and understand what is required of them, demonstrated, for e.g. through the outcomes of personal performance and identified through performance appraisal.
- Equality & diversity considerations are routinely taken into account as part of the decision making process at all levels.
- All our communities will have confidence in the leadership of the FRS and its commitment to equality, diversity and fairness, indicated for e.g... through a reduction in complaints, outcomes of community surveys and parity in performance on fire safety provision/community engagement across all sections of the community.
- All employees will have confidence in the leadership of senior managers and their commitment to equality, diversity and fairness, evidenced, for e.g... through the outcomes of staff surveys.

FRS Responsibilities

1.1 - Develop an equality & diversity action plan for implementation of the Strategy, which ensures that equality & diversity are embedded in all parts of the organisation, is compatible with current equalities legislation, covers all strands of diversity and all Fire and Rescue Authority (FRA) business (including employment practice, procurement and service delivery) and is reviewed at least annually.

NFRS	CFB	DDFRS	TWFRS	IDENTIFIED REGIONAL ACTION
Current Position Planning meeting held on 16 th October to discuss E&D priorities and progress within NFRS. Awaiting outcome of Regional action plan to enable full development of suitable plan for NFRS.	Current Position We have a brigade action plan which covers the ES4LG, Equality Duties, Community Cohesion and targets. We are going to revise this to reflect the new National Strategy. The plan is monitored via our internal equality group. This is in place. Any necessary changes will be made as part of a continuous improvement programme.	Current Position Established Corporate E and D Action Plan in place and is reviewed annually. Separate Action Plan following Level 3 assessment. E and D Training Plan already in place. Regional approach been taken with the Task and Finish Group established via the P.M.G.	Current Position Corporate Equality Plan in place. E&D progress reported as a part of the Strategic Plans. Plan following ESLG level 3 in place. Regional E&D progress is monitored.	<i>Develop and implement regional action plan.</i>

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Action Required	Action Required	Action Required	Action Required	
Regional Action Plan Determination of priorities from NCC in line with Level 3 action plan.	Revise as appropriate to ensure it reflects national strategy, equality duties and equality framework. This is in place. Any necessary changes will be made as part of a continuous improvement programme.	To make sure the existing Task and Finish Groups are co-ordinated and do not duplicate work.	Annual review of the Corporate Equality Plan. Link between ESLG plan and proposed Equality Framework to be undertaken.	
1.2 - Report to Members of the FRA on progress on equality & diversity at least annually				
Current Position	Current Position	Current Position	Current Position	Identified regional action
With LGR awaiting formalisation of processes. Method of reporting being considered.	Currently report every 6 months to scrutiny committee. Specific E&D actions or objectives are also reported to SMT via reports on progress.	Corporate E and D Action Plan is reviewed annually and a report given to C.F.A. The H.R. Committee of the C.F.A. meets on a quarterly basis to receive updates as required.	Regular briefings are held with the members of the Authority.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	
Formal process to be confirmed and agreed with Spokesperson for Community Services	Report to be aligned to revised action plan.	A more formal process of reporting to C.F.A. on a quarterly basis will be introduced once the Action Plan for the National Strategy is developed. The report should cover the employment targets as listed on page 2 of this document and should also cover the actions taken with a view to achieving those targets and also will relate to performance against stretch targets.	DCO to review and evaluate accordingly.	

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1.3 - Review progress against statutory equality schemes as required by legislation.				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Annual reviews carried out in conjunction with NCC. NFRS contribute to NCC statutory schemes.	Action points relating to progress is included in the action plan. Progress is regularly monitored and reviewed through our Equality and Diversity Action Group (EDAG).	Progress against each of the six strands is currently carried out which is also reported to C.F.A.	All Statutory Schemes in place and reviewed appropriately. Looking towards the Equality Bill: A review of the SES has been scheduled. Regional work has commenced on the overarching policy statement.	
Action Required	Action Required	Action Required	Action Required	
Ensure annual reviews continued after implementation of new Council through LGR.	Ensure progress reported on an annual basis	We are currently working to achieve Level 4.	Completion of the Regional overarching policy statement by Dec.08.	
1.4 - Ensure all employees are aware of and understand the requirements of the FRS Core Values				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Initially published and on display at all locations. Now included as part of appraisal documentation. Now included as part of CPD process.	CFB have local values which are continuously reinforced through several mediums e.g., training, PDR system, Reward and Recognition Policy and Procedure, Disciplinary Policy and Procedure, intranet, posters, meetings, all key reports and documents. This is part of the new organisational vision reinforcing our values.	The Core Values are explicitly stated in the Corporate Plan. All employees have received a copy of the Employees Handbook which specifically details the Core Values. Core Values are included in induction programmes. The Core Values are enshrined within the People Development Strategy, the H.R. and Corporate Health Strategies.	The Core Values are communicated to employees on a regular basis and by a variety of methods.	<i>To ensure core values are encompassed into all regional and internal FRS documentation</i>
Action Required	Action Required	Action Required	Action Required	
Further awareness for ALL staff. Further input into recruitment and development process.	Ensure this good practice continues.	Consideration required as to how we can determine employees appreciation of the Core Values. Review to be undertaken on the communication of the Core	Continued communication.	

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		Values. Consideration to be given to the Core Values forming major discussion point at next round of Managers Seminars. Core Values to be prominently displayed. A controlled process to be put in place on every Service premise to refresh recognition on a frequent basis. Discussion with Knowledge I.T. about how we can electronically sign post Core Values. Consideration given to adding message on employees pay slips.		
1.5 - Ensure Members of FRAs and CFOs undertake appropriate training in order to perform their role effectively in promoting equality, diversity & fairness and providing leadership to others				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Training programme underway, with first 2 pilot sessions to be conducted in December '08. Ongoing strategic management training.	E&D Awareness programmes are in place. All staff undertake E&D Awareness training. We have developed a regional modular for crew managers which considers how they manage E&D situations and we provide specific sessions for members. We have specialised training such as Deaf Awareness and Cultural Awareness. Continuous rolling programme.	Detailed training plan in place specifically for E and D for C.F.A. Members and all employees. Development programme in place for C.F.A. Members. Development of more generic training on cultural awareness for all employees and Members. Leadership shown by the C.F.A. on E and D issues via both the E and D Steering Group and the H.R. Sub Committee of the Fire Authority. Regional collaboration currently being undertaken.	Regular briefings of FA undertaken. Formalised Member development programme in place. CFO and SMT strategic leads undertake CPD across all six strands of the E&D agenda. FA members have signed up to the LGA charter.	<i>Ensure all training for FRS Authority members and Chief Fire Officers is appropriate and consistent as stated in the regional training guidance framework</i>
Action Required	Action Required	Action Required	Action Required	

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<p>Evaluation of initial training pilot. Continue to contribute to regional development of E&D training Extension of initial pilot to cover all levels of management.</p>		<p>Annual review will be undertaken on the training already delivered which will identify all individuals receive training.</p>	<p>Review development opportunities with Members.</p>	
<p>1.6 - Ensure that those with leadership responsibilities or potential have the opportunity and encouragement to develop their skills</p>				
<p>Current Position Annual workforce development plan covers all employees of NFRS. Contribute to Regional ADC's and subsequent management development opportunities. Contribute to NCC development opportunities</p>	<p>Current Position Management development programmes are in place, i.e., NEEM Also, regional crew manager programme, mentoring programme for Brigade staff. We run an ADC process to identify those who have leadership potential. The Brigade is planning a leadership development modular approach from supervisory level to strategic to develop those who have been identified with potential. We are working towards developing and implementing this.</p>	<p>Current Position The ADC process identifies those with leadership potential and is underpinned by equality and diversity as core to the process. The ADC process is actually ran by members of the Service who are all trained Assessors and this represents an opportunity for them not only to identify people with potential but also to put in practice their E and D skills. Management development process again underpinned by core responsibilities of E and D. Appraisals process clearly identifies responsibilities within all personnel. The E and D Steering Group and the C.F.A. H.R. Committee gives both Members and key practitioners the opportunity to develop their skills and indeed the forward direction of the Service in terms of reporting diversity. Equality Impact Assessments are required for every Policy within the Service.</p>	<p>Current Position Individual's development reviewed within PDP's. E&D Training Policy sets out requirement for leadership roles in line with Workforce Development Strategy. Specialist and targeted development for specific leadership roles.</p>	<p>Identified regional action <i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i></p>

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<p>Action Required</p> <p>Further development of management training, with specific identification for E&D and leadership skills. Investigation of external funding opportunities</p>	<p>Action Required</p> <p>We have a Leadership Development Strategy which includes the NEFRS leadership framework “A Common Thread”, a development ladder which sits at specific programmes for all staff, 360 degree performance review and internal appraisals and a high potential development scheme.</p>	<p>Action Required</p> <p>Consideration being given to a high potential development programme. To engage every Manager (Leader) to become an agent for change and to promote greater equality and diversity in the operational workforce of the County Durham and Darlington Fire and Rescue Service. To ensure all our policies and development programmes are Service wide.</p>	<p>Action Required</p>	
<p>1.7 - Ensure resources for HR and equality and diversity functions are sufficient to deliver fair and effective employment practices</p>				
<p>Current Position</p> <p>Regional collaboration on all HR issues. Contribute to salary of Regional E&D Advisor. HR Department created within NFRS from merger of Personnel & Training departments to facilitate additional capacity.</p>	<p>Current Position</p> <p>We have a Head of Organisational Development and Diversity and a HR Adviser for Diversity and Policy Development. Under our new Brigade structure we also have a Senior HR Adviser. We have central budget for specific E&D resources and have an infrastructure of extra resources i.e., diversity champions.</p>	<p>Current Position</p> <p>Service has recently appointed an H.R. Manager (Michelle Pike) who is responsible for review and monitoring of E and D. The Service has also appointed a Positive Action Officer (Phil Preston). There is underway an organisational review of all policies including H.R. Policies. Fire Authority puts resources into a specific Committee for H.R. and E and D issues. Integration of E and D in its widest sense required across the Service. That the current thought process that E and D belongs to H.R. must be swept away. It's a fundamental requirement for every operational Officer to take on responsibility for the 2013 recruitment targets and the stretch targets.</p>	<p>Current Position</p> <p>An additional post at Watch Manager position within E&D has been allocated. This will increase the E&D team to 2.</p>	<p>Identified regional action</p> <p><i>Ensure all regional HR practitioners receive support as required.</i></p>

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Action Required	Action Required	Action Required	Action Required	
Further development of regional working. Review of HR department structures and resources to meet needs.	Improved IT systems required for monitoring and reporting on E&D issues.	Further training required for employees on Equality Impact Assessment. The document control process which reviews Policies as determined by the author should include a review of the Equality Impact Assessment.		.
1.8 - Ensure all managers across the organisation are aware of their role in promoting equality & diversity and of their obligation to ensure that all FRA plans, practices and procedures relating to any FRS function undergo effective equality impact assessments.				
Current Position	Current Position	Current Position	Current Position	Identified regional action
EIA training conducted for all managers. All SMT papers have EIA carried out.	All managers are aware of their roles and responsibilities. Training is provided to anyone who needs to undertake EIA. E&D is on the agenda at every meeting so that it is seen as integral to all that we do. All reports need to be EIA'd. All staff have E&D objectives which are renewed during their annual appraisals.	The responsibility and roles of Managers in respect of promoting equality and diversity are explicit in:- <ul style="list-style-type: none"> • The Service induction process; • Service training plan; • The Management Development process; • The ADC process; • The Appraisals process; • The Role Maps which have been mapped against national standards. Equality Impact Assessments are required for every Policy within the Service.	Managers are made aware via at SMT, FMT and the E&D Committee meetings. Furthermore, specific E&D 'set-piece' events.	<i>Ensure training is consistent and in line with the regional training guidance framework and the regional guidance on equality impact assessments. Ensure regional decisions and activities are equality impact assessed.</i>
Action Required	Action Required	Action Required	Action Required	
Mainstreaming of EIA required, as still primarily considered as a HR function. Amendment of EIA procedure to be more user friendly.	Continually reinforce the business, legal and moral case for E&D. Enforce audits on EIA's to ensure they are happening.	As further H.R. Policies are developed the Service will put in place any additional training as required. This will be identified via the CS.5 process.		

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1.9 - Ensure that equality and diversity issues are fully considered in the procurement of goods and services				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Covered through NCC procurement policies.	This is standard practice. An E&D questionnaire is completed at the tender stage. E&D staff are involved in the selection process to ensure potential suppliers or contractors comply with our requirements.	The development of the P.F.I. programme included an extensive consultation process which considered and made recommendations on all issues of equality and diversity. The Service already has the ability to meet the needs of any female Firefighter in relation to PPE indeed this service has been extended to other FRS in the Region who have not been able to meet this need. See Kevin Watt/Jeff Dickson	This was implicit to the ESLG level 3.	<i>Ensure all elements of Equality and Diversity are embedded in the Regional Procurement process as outlined in the NE centre of Excellence procurement model and support NEFRA 2 and 3 as required.</i>
Action Required	Action Required	Action Required	Action Required	
Ensure full participation / consultation with future reviews of policy.	Specific Procurement Policy needs to be developed.	See Kevin Watt/Jeff Dickson		
1.10 -Fully consult with representative bodies with regards to all equality, diversity and fairness issues in order to develop a partnership approach				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Through day-to-day management, training, appraisals etc	Union representatives are members of the various equality groups as well as the Health and Safety Committee and the Consultation and Communication forum.	The F.B.U., G.M.B., F.O.A, R.F.U. and UNISON are members of the E and D Steering Group which is responsible for the development and implementation of E and D Policy. The option exists for E and D issues to be raised via the F.B.U./P.O. consultation forum. The Joint Health and Safety Committee also considers issues linked to health and safety.	Excellent working relationship with Rep. Bodies who are active participants in the E&D Committee and take the Chair on a bi-annual basis.	<i>Ensure there is continued representation of Union Bodies on all regional groups.</i>

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Action Required	Action Required	Action Required	Action Required	
Further training and awareness	Consideration to be given to how UNISON can be more fully engaged in the process. described above.	Consideration to be given as to how G.M.B. and UNISON can be more fully engaged in the processes described above.		
Each individual will:				
1.11 - Treat others with dignity and respect in accordance with the core values; Undertake their role in promoting equality and diversity and ensure any practice or procedure they have responsibility for is effectively equality impact assessed; Challenge and report inappropriate behaviours.				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Through day-to-day management, training, appraisals etc	As 1.4 Also, we have a team of trained B&H advisors whose names and contact numbers are published in order for staff to contact them as a first point of contact. We have used disciplinary processes and the PDR process to deal with staff who have acted against the values.	Core values are an integral item within induction process. Management Development programme will highlight delivery of their responsibilities. B&H process in place with additional training on going for advisors. Disciplinary sanctions will be taken against anyone who does not comply with E&D principles. More work to do on communication of the Core Values	Core Values are promoted and communicated. The requirement for undertaking EIAs has been clearly communicated. Responsibilities around B&H have been reiterated as a part of Bullying at Work Week. Work commenced on review of the PDP process to reflect requirements of the national Framework.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	Action Required
Further training and awareness	Still a number of EIA's outstanding			

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PRIORITY 2: Accountability

Outcomes will include:

- Audit Commission holds FRAs accountable for progress against National Framework requirements.
- All employees are held accountable for specific action to promote equality and diversity through annual appraisal
- FRAs hold CFOs accountable for progress against Equality Action Plan.
- Public and stakeholders hold FRAs accountable for progress reported in the IRMPs.
- Employees hold FRAs accountable for progress in Equality Action Plan.

FRS Responsibilities

2.1 - Require a report to be made to Authority Members, at least annually, on the implementation of the Equality and Diversity strategy and statutory equality schemes

NFRS	CFB	DDFRS	TWFRS	IDENTIFIED REGIONAL ACTION
<p>Current Position</p> <p>With LGR awaiting formalisation of processes. Method of reporting being considered. Statutory scheme. monitored through NCC</p>	<p>Current Position</p> <p>As 1.1, we produce six monthly reports to scrutiny committee but regular reports to SMT.</p>	<p>Current Position</p> <p>CDDFRS provides quarterly reports to the CFA which contains progress against equality and diversity targets.</p> <p>Level 3 attainment was reported to CFA.</p> <p>CDDFRS publishes an Annual Review of the Race, Disability and Gender Equality schemes, last undertaken on 31st March 2008. This document sets the objectives to be achieved in the forth coming year. includes an Action plan.</p> <p>CFA has appointed an Equality Champion.</p>	<p>Current Position</p> <p>FA has received reports on the implementation of the FRS E&D strategy. Additional reports on E&D national targets have also been presented to the FA. All statutory equality schemes are reported to Members on an annual basis. In July 2009, the SES will be presented to Members. The current review of the regional gap analysis and formulation of action plan, again provides evidence and audit trail.</p>	<p><i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i></p>

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Formal process to be confirmed and agreed with Spokesperson for Community Services.	To develop an appropriate framework for reporting to CLG (as per the new strategy's national targets)	Member's involvement in leadership and scrutiny of equality work should be enhanced so that the Fire authority members as a whole can make effective judgements on equality-related matters.	CEP reporting to be aligned to reporting requirements of the FRS E&D strategy.	PT/JB
2.2 - Report to CLG annually by the end of September on improvements to service delivery and employment practice, including progress against the employment targets				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Information held centrally by HR Department.	We will adapt our current reports to ensure they reflect the requirements of CLG	CDDFRS provide CLG with annual HRF returns.	Business as usual. DCO responsible for reporting.	Ensure reporting to CLG is maintained
	Action Required	Action Required	Action Required	
Formalisation of reporting mechanisms. Link through Performance Department.	Hasn't happened yet.	NIL		
2.3 - Make evidence available to the public annually on improvements to service delivery and employment practice, including progress against the employment targets through its website				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Basic information available through IRMP and on Service Plans, published on NCC website.	Made available via the annual report and IRMP. Success also shared at Staff Rewards and Recognition evening and Community Safety Awards.	CDDFRS's home page on the internet site contains hyper-links to a number of equality and diversity documents such as the Annual Review, Corporate Equality Plan and the Race, Disability and Gender schemes.	Reported in the Annual Report and via www links. The legislative equality schemes and Corporate Equality Plans also include progress reports.	Co-ordinate and monitor activity and share good practice. Collaborate on regional responses where appropriate.

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		<p>An equality Impact Assessment register is made available.</p> <p>Within the Corporate Plan for 2008-2011 all equality targets are presented specifically on pages 32, 33, 59-61.</p> <p>Furthermore CDDFRS compares progress against family group and regional FRS's</p> <p>Consultation through Citizens Panels and representative organisations is good.</p> <p>CDDFRS is more effective in improving the understanding of the needs of the specific areas in which it is working through increased interaction with Service users. The appointment of a community Coordinator is a benefit.</p> <p>CDDFRS recognises outstanding work in this area with a dedicated award at the Annual Awards Ceremony.</p> <p>CDDFRS can demonstrate that it consults with young, older, disabled and BME groups.</p>		
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<p>Action Required</p> <p>Continue good practice and review reporting methods of communication.</p>	<p>Action Required</p> <p>To improve on and develop current report. Working to improve the information available to the public. New website under development.</p>	<p>Action Required</p> <p>The Service should review through monitoring and evaluation how well its language support mechanisms are meeting the needs of its dispersed minority communities and service users.</p> <p>The language needs of Polish and other newer communities are reviewed regularly, in conjunction with the police and housing providers.</p> <p>Consider inclusion of Equality and Diversity information in the Annual Plan.</p>	<p>Action Required</p>	
<p>2.4 - Ensure that all employees including CFOs have annual performance appraisals with annual objectives including for equality & diversity</p>				
<p>Current Position</p> <p>Appraisal, supported by a six-month review. E&D is a NCC corporate objective on appraisals. E&D standard item for improvement on CPD Scheme.</p>	<p>Current Position</p> <p>Every member of staff has an annual performance appraisal. Compliance is monitored through L&D. All staff now have individual E&D objectives which are monitored through their one-to-one or appraisal process.</p>	<p>Current Position</p> <p>All staff including the CEO is subject to an annual performance appraisal with quarterly reviews in accordance with Service policy AD2/38 – Performance Appraisal System.</p> <p>All staff must set at least one work objectives relating to equality and diversity, which are monitored by the agreed appraisal system.</p> <p>All staff have equality and diversity awareness training that it is embedding competence for delivering on equality objectives within the employee appraisal system.</p>	<p>Current Position</p> <p>Work has commenced on review of the PDP process to reflect requirements of the national Framework.</p>	<p>Identified regional action</p> <p><i>Develop regional best practice guidance for potential adoption by each FRS.</i></p>

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<p>Action Required</p> <p>Monitoring of appraisals to ensure completed. Monitoring of outcomes from appraisals.</p>	<p>Action Required</p>	<p>Action Required</p> <p>Consider amendment to Appraisal forms to include a dedicated section on Equality and Diversity Objectives.</p> <p>Not fully embedded into the Service.</p>	<p>Action Required</p> <p>Implementation following review.</p>	
<p>2.5 - Demonstrate compliance with employment and equalities legislation and specifically the public duties for disability, gender and race and review progress in its Integrated Risk Management Plan. (IRMP)</p>				
<p>Current Position</p> <p>IRMP published in accordance with CLG requirements.</p>	<p>Current Position</p> <p>As previous sections. We have a Single Equality Scheme in place which covers the six strands of diversity.</p>	<p>Current Position</p> <p>During the Level 3 assessment and validation the CDDFRS demonstrated that it had met the criteria for Level 1 achievement. It had committed to compliance with all relevant legislation</p> <p>CDDFRS can demonstrate that it has produced Race, Disability and Gender Equality Schemes and that service areas are developing equality action plans that take account of the equality schemes.</p> <p>The Corporate Equality and Diversity Strategy has strand specific equality statements that link to the three statutory schemes.</p> <p>Activity concerning 'vulnerable groups, i.e. those at most risk of harm', are well integrated into the IRMP process, and a detailed process is in place for assessing the likely impact of procedures on these groups,</p>	<p>Current Position</p> <p>Reported in IRMP. Documents publicly available via web-site or upon request. ESLG level 3.</p>	<p>Identified regional action</p> <p><i>Give regional support and information as required</i></p>

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		which is based on a detailed analysis carried out within the local area and for the region as a whole		
Action Required	Action Required	Action Required	Action Required	
<p>Review of IRMP to include specific E&D statutory duties.</p>		<p>Equality impact assessments are not as yet fully integrated or 'mainstreamed'. They are being used largely to discover whether there is any 'adverse' impact. They tend to concentrate on 'vulnerable' groups and do not cover the six equality strands effectively.</p> <p>The equality impact assessments do not inform the risk assessment, and neither is the information/assessment that is collected or carried out within the IRMP process, fully integrated into the equality impact assessment processes.</p> <p>The equality schemes need to be reviewed for compliance with the legal public sector duties – particularly in relation to consultation and involvement of stakeholders and the quality of impact assessments used to inform and develop the schemes.</p> <p>The Race Equality Scheme needs a clearer action plan The Disability Equality Scheme needs more emphasis on actions outside the disabled access remit</p>		

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		<p>The Gender Equality Scheme relies too heavily on employment actions</p> <p>All three schemes need to be clearly accessible and understandable to the public, and not over-weighted with fire service policy and procedure documents</p>		
2.6 - Ensure that bullying, harassment, unfair discrimination and unacceptable behaviours are dealt with fairly, quickly and transparently				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Processes in place. E.g. Bullying and Harassment policies through NCC	We have a B&H Policy, E&D Policy, Disciplinary Policy as well as a team of B&H advisors. Any inappropriate behaviour is challenged by either the PDR process or policies stated above. PQA's are used during the selection processes which help reinforce acceptable behaviour.	<p>CDDFRS has a Service Policy AD1/7 Discipline procedure. This policy sets out a number of levels on how to deal with such incidents and behaviour. In addition the Service provides 6 trained Bullying and Harassment advisors.</p> <p>CDDFRS has a new complaints procedure. CDDFRS utilises external consultants to undertake investigations into formal claims of bullying and harassment.</p> <p>All staff receiving training in this area.</p> <p>CDDFRS have adopted the PQA's of which one is dedicated to equality and Diversity.</p> <p>CDDFRS publishes its Core Values at every location.</p>	<p>B&H is included in the E&D policy and in a separate B&H booklet.</p> <p>Discipline procedure in place. Specific training and development for managers.</p>	<i>Share good practice as required</i>

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		CDDFRS has developed a new Leadership Message which is focussed on appropriate behaviours.		
Action Required	Action Required	Action Required	Action Required	
Policies require review. Enhanced awareness for staff, enhanced training for line-managers and investigating officers		NIL	Planned review of the B&H booklet.	
2.7 - Seek regular peer review (at least once every 3 years)				
Current Position	Current Position	Current Position	Current Position	Identified regional action
No formal process in place.	Currently working with other FRS who are in the 'family' group such as Merseyside and Leicester.	NIL	External peer review undertaken in February 2008 for ESLG. Audit Commission Visit undertaken in November 08.	<i>Collaborate and share good practice</i>
Action Required	Action Required	Action Required	Action Required	
To consider through regional partnerships.	In progress. Exploring how we can achieve.	Undertake peer reviews at least 3 yearly.		

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Each individual will:

2.8 - Meet his or her equality and diversity objectives.

Understand and comply with legal requirements on age, disability, ethnicity, gender, religion or belief and sexual orientation

Current Position	Current Position	Current Position	Current Position	Identified regional action
Annual appraisal Six month review to ensure objectives being met. 70% of staff completed online E&D training	As previously answered.	All staff including the CEO is subject to an annual performance appraisal with quarterly reviews in accordance with Service policy AD2/38 – Performance Appraisal System. All staff must set at least one work objectives relating to equality and diversity, which are monitored by the agreed appraisal system. All staff have equality and diversity awareness training that it is embedding competence for delivering on equality objectives within the employee appraisal system All staff must set at least one work objectives relating to equality and diversity, which are monitored by the agreed appraisal system.	Work has commenced on review of the PDP process to reflect requirements of the national Framework. Ongoing E&D L&D activities.	<i>Ensure information across region is consistent with good practice.</i>
Action Required	Action Required	Action Required	Action Required	
Ensuring ALL staff have completed online training course. Implementation of E&D training program across NFRS.		Review and consider the effectiveness of the appraisal system in monitoring equality progress. Change the current appraisal form to have a dedicated		

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		<p>section on equality Objectives</p> <p>Managers and staff need to develop a deeper understanding of the purpose of equality objectives, and how targets for their service area contribute to the broader strategic agenda with partners across all six equality strands.</p>		
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PRIORITY 3 – Effective Service Delivery and Community Engagement

Outcomes will include:

- Reduction of fire incidents, death and injuries across all communities with emphasis on bringing comparable success rates with at risk and/or hard to reach communities.
- Reduced malicious calls and attacks on firefighters.
- All communities value and engage with the Fire and Rescue Service

FRS Responsibilities

Planning

3.1 - Ensure equality of service to all sections of the community

NFRS	CFB	DDFRS	TWFRS	IDENTIFIED REGIONAL ACTION
Current Position	Current Position	Current Position	Current Position	
<p>Analysis of statistics, demographic data to identify 'at risk' groups. Community Safety department initiatives. Liaison with community groups, govt agencies etc</p>	<p>Community Safety Department are heavily focussed on ensuring equity of service delivery for all sectors of the community. We have Advocates and Volunteers to help reach minority groups, vulnerable people or those who are hard to reach such as the BME Advocates or Deaf and Disability Advocates. We have a Community Cohesion Strategy, LAA's, Local Strategic Partnerships. EIA's are undertaken on policies, services, practices and procedures.</p> <p>QRM monitor to ensure equality of service – number of days since last accidental fire death in the home is 463.</p>	<p>All documentation is progressed throughout Service with an accompanying Equality Impact Assessment produced for that document</p> <p>Consistent training from Fire service college (FSC) for advice guidance and enforcement.</p> <p>Dedicated fire safety induction programme.</p> <p>Website offer consistent advice in line with HM government guidance.</p> <p>Information in other languages / formats can be arranged upon request.</p>	<p>Intelligence from Service Delivery Staff and community forums (LSP's, CDRP's Diversity Forums etc..). Post incident surveys EIA's undertaken. Community Advocates. Festival Recognition programme. Consultation and involvement. Community Safety Activities. Planned implementation of a Community Engagement Team.</p>	<p><i>Contribute to and share good practice from regional groups and networks: for example</i></p> <p><i>NESMP(North East Strategic Migration Partnership)</i></p> <p><i>Networking for change</i></p> <p><i>Northeast equalities network.</i></p>

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	Information is presented in a variety of formats.			
Action Required	Action Required	Action Required	Action Required	
Formalisation of procedures. Revised structure for community safety introduced as part of LGR.	We are continually striving to improve through monitoring and evaluating the systems in place.	Ensure more individuals are trained in Equality Impact Assessments to embed process making it more robust. Partners should be consulted as to how they feel the district IRMP structure works to ensure the Service communicates its role		
3.2 - Identify and take account of the needs of the full range of communities it serves				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Analysis of statistics, demographic data to identify 'at risk' groups. Community Safety department initiatives. Liaison with community groups, govt agencies etc	Analysis of statistics and demographic data to identify 'at risk' groups. Community Safety department initiatives. Liaison with community groups, government agencies, etc.	The Service links into station based IRMPs that identify local risk Risk based audit programme highlighting those at most risk	Intelligence from Service Delivery Staff and community forums (LSP's, CDRP's Diversity Forums etc..). Post incident surveys. EIA's undertaken. Community Advocates. Festival Recognition programme. Consultation and involvement. Community Safety Activities. Planned implementation of a Community Engagement Team.	<i>Ensure regional approach to community engagement activities through identifying regional groups and co-ordinating regional activity.</i>
Action Required	Action Required	Action Required	Action Required	
Formalisation of procedures. Revised structure for community safety introduced as part of LGR.	Need more community involvement in EIA's and decision making process.	The service needs to tie into place shaping agenda and consider shared partner data on the community makeup as well as documented data such as ID2007 & national census data. The Service should engage with appropriate community forums such as Area Action Partnerships and the thematic		

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		<p>groups of the County Durham Partnership Board to facilitate gathering of data to identify and meet the needs of the diverse communities across the service area.</p> <p>In respect of the concept of an upwardly driven, local, IRMP for each district care will have to be taken at the interface at which organisational strategic priorities (which are generally driven downward) “meet and mesh with” locally identified priorities.</p> <p>Utilise new active solutions tool and mosaic software to improve service responses</p> <p>Work closer with the community and voluntary sector to maximise access to those serving the public working outside the public sector</p>		
3.3 - Assess the impact of all new policies, plans, procedures and practices to ensure effective service delivery to all communities, tailored to their needs				
Current Position	Current Position	Current Position	Current Position	Identified regional action
EIA carried out and appropriate action plans developed.	All new policies, plans etc are Equality Impact Assessed. Reports presented to SMT include a disclaimer to state whether this has happened.	<p>We have established procedures which ensure that personnel at all levels have a full opportunity to contribute to the development of policy and procedures which will be implemented by them.</p> <p>We have a system to ensure audit, its procedures and information are established to</p>	EIAs are undertaken.	<i>Assess impact of regional policies/framework: for examples regional recruitment positive action programme</i>

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		<p>ensure that they do not discriminate unfairly against anyone simply on the basis of role, or on the basis of uniform – or lack of it.</p> <p>SMT Policy will not discuss or agree any policy that does not include an equality impact assessment. Part of the review process will include a review of the impact assessment.</p> <p>All new policies and procedures are equality impact assessed together with a PESTLE assessment</p> <p>We gather feedback through customer questionnaires from public and commerce</p>		
Action Required	Action Required	Action Required	Action Required	
Mainstream EIA development Further training and awareness for relevant staff.	Continually reinforce the importance of EIA's. Need to ensure EIA's are integrated into the business planning process. We continue to strive to embed the EIA process into all that we do to ensure full compliance.	Our planning cycle should mirror that of other partner agencies so that we are not progressing in isolation and are considered as part of a holistic consultation Possibly a QA of the procedure?		

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3.4 - Review all policies, plans, procedures and practices regularly				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Ongoing process to review policies and practices. Notes for Guidance project. EIA's	All existing policies are currently being EIA'd and will subsequently be reviewed regularly as appropriate.	Version control of documents is currently being progressed through recently issued documents, the service is currently reviewing its temporary guidance documents to ensure these are future proof The following is an extract of the Risk Reduction Section Plan: Introduce a revised format for Service Documentation (Orders, Directives, training Information Notes etc). This will include an audit and review procedure. Completion date is Sept 09 Internal and external audit review through quality management systems ISO 9001:2002	Policies and procedures are required to have a clear review date. EIA's undertaken at each review.	Support regional HR practitioners group as required
Action Required	Action Required	Action Required	Action Required	
Enhancement of EIA programme.		There is a need to ensure service documentation is robust and appropriate to the dynamic needs of the service; working towards the ISO9001:2000 and associated principles should ensure this occurs. We need to keep abreast of current thinking and linking to other agendas to support our		

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		aims. Implement the revised format		
3.5 - In particular, ensure that the IRMP takes full account of the needs of local communities and that all aspects of the planning process have been effectively equality impact assessed				
Current Position	Current Position	Current Position	Current Position	Identified regional action
IRMP published in line with CLG requirements	The plan is sent out to members of the community for consultation. Our brigade has a structure in place which ensures that progress is reviewed; we have performance indicators and produce progress reports to SMT and FA	<p>Everyone is given the opportunity to acquire free smoke alarm fitting service and receive the benefits of a HFSC.</p> <p>All youngsters at KEY stage 1,2,3, 4, & 5 are given the opportunity to access safety education via a number of educations tools e.g. Be-right spark, Key stage 3 packs, carousels, awareness days etc</p> <p>E&D Impact Assessment is a key part of the planning process for IRMP for 2009/10</p> <p>Data gathering and site assessment (both operational crews and FS officers) to populate FSEC database to drive down risk</p>	Comprehensive IRMP which widely consulted upon IRMP. IRMP satisfies the requirements of the National Framework.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	
Full review of IRMP publication and reporting mechanism		<p>In a diverse, and multi faceted, area such as Durham and Darlington, there will always be a variety of partner organisations and it is clear that these may not always be coterminous with each other or the FRS.</p> <p>There is a need to develop this into the local IRMP framework</p>		

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		<p>to ensure this set of long term strategies are maintained; as, via young person's education, this will reap benefits over the life time of the individual and benefit family links.</p> <p>There should be a push to ensure hard wired smoke alarms are fitted retrospectively to existing housing stock and consideration of domestic fire suppression systems are fitted into those properties at most risk and affordable housing stock</p> <p>E&D Impact Assessment is a key part of the planning process for IRMP for 2009/10</p> <p>Implementation and utilisation of active solutions software.</p>		
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3.6 - Implement procedures to ensure progress review for service delivery in its IRMP

Current Position	Current Position	Current Position	Current Position	Identified regional action
Reviewed as part of IRMP development	See above	<p>IRMP plans are published annually and circulated to internal and external audiences for consideration and approval</p> <p>IRMP projects are currently managed through Driving Improvement Process.</p>	<p>Quarterly and annual performance reports. Annual report. IRMP progress report. Review of performance at SMT, FMT, DMT and WM & departmental meetings.</p>	<p><i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i></p>

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		Data gathering and site assessment (both operational crews and FS officers) to populate FSEC database to drive down risk.		
Action Required	Action Required	Action Required	Action Required	
Full review of IRMP publication and reporting.		<p>Further awareness could be raised via partnerships route e.g. Area Action Partnerships, County Durham Partnership Board and thematic, parish councils etc.</p> <p>There is a need to be able to understand the dynamic data of fire and the community makeup that it impacts on. The use of an analyst would ensure that data is developed, produced and circulated to ensure local teams can react to changes identified</p> <p>This process will be simplified as part of the review of business planning process.</p>		

Engagement

3.7 - Consistently communicate progress on service delivery to all local communities, including targeted communication

Current Position	Current Position	Current Position	Current Position	Identified regional action
NCC communications methods. Newsletters, Council Connect etc	The community receive regular reports on progress. There is a consultation and communication procedure in place which we use when changing or developing services. Many staff attend community forums to ensure views are exchanged and shared.	<p>Service currently prioritises its programme but not as proactively as it could</p> <p>Targeted FS audits following incident and complaints</p> <p>Mail shots sent out following incidents</p>	Quarterly and annual performance reports. Annual report. IRMP progress report. – all available on line or on request. Targeted communication via CDRP's and LSP's. Further targeted communications via various strands of the media and partner publications. Targeted	<i>Co-ordination of appropriate communication methods to regional groups</i>

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			campaigns e.g. publication of outcomes of OEW.	
Action Required	Action Required	Action Required	Action Required	
Review of communication methods.		When localised IRMPs are being developed they should be completed “in the round” to ensure all activity can be fully supported Pilot ringmaster to evaluate the effectiveness of electronic communication tool		
3.8 - Ensure complaints are dealt with quickly, fairly and transparently				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Complaints procedure recently reviewed inline with NCC procedures.	We have a Compliments, Concerns and Complaints policy and procedure. ‘After the Incident’ surveys are conducted. QRM automatically review procedures.	The Service has a complaints procedure Complaints dealt with within CDDFRS fire safety enforcement policy and with the remit of the quality management system	A clear complaints procedure is in place and is currently under review. Robust grievance procedure in place. Safe Call – whistle blowing scheme in place. Monthly review of Safe Call undertaken by SMT. Safe Call also undertake exit interviews. Effective Management training also in place.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	
Monitoring of complaint handling.		Review outcomes of complaints procedure		

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3.9 - Work with partner agencies and community advocates within local communities to improve/create new ways of communicating with community groups				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Close liaison with CDRPs, community groups, partner agencies, voluntary agencies. Linkage through NCC communications channels.	Evidence previously presented. Our WIT initiative has a variety of avenues that allow members of the community to engage and communicate with us.	<p>The Service has a number of staff who engage with partners at a localised level. Their aim is to identify “At risk” groups and link into partner agencies.</p> <p>The Service currently leads on a “Hotspot” referral scheme that operates as a one stop shop for partners who link the vulnerable and community members into advice from the FRS, Pensions, health and energy efficiency in the home.</p> <p>Work with local authority building control, licensing officers, environmental health, police and the community support officers and operational staff</p> <p>Attending multi agency tasking meeting and safety advisory groups</p> <p>Attending residents meeting to gather local issues for effective targeting of limited resources</p> <p>New community engagement group established as part of the new County CS delivery structure – remit of group is to map current community engagement between partners with a view to a more joined up efficient approach</p>	4 advocates are in post. Partner agency Service Level Agreements are in place. Agency working is in place. Regional Positive Action group is in place. Planned implementation of a Community Engagement Team.	<p>Support the sharing of good practice regional initiatives such as celebrating diversity in refugee week in June (15 – 21).</p> <p>To maintain continued representation on regional groups.</p>

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Action Required	Action Required	Action Required	Action Required	
Review of NCC methods. Further interaction with relevant agencies as required.		Acquisition of a community co-ordinator will allow the Service to make the system more holistic and ensure unidentified community groups with members at most need are serviced in the most appropriate way commensurate with their needs. The development of community FRS volunteers will assist the process iv)Map existing and planned community engagement activities	Ongoing work to achieve target recruitment and reduce risk of fire deaths.	
3.10 - Monitor and take action on community perceptions and satisfaction identified through surveys, complaints procedures etc				
Current Position	Current Position	Current Position	Current Position	Identified regional action
In line with relevant customer surveys. Formal action plans.	As previously described we have also used the development of equality schemes to obtain feedback.	The FRS consults, via its external forum group, and also by a number of individual mechanisms e.g. questionnaires on performance, satisfaction and opinion routes. Our complaints directive requires recipients to do certain actions to comply with issues. The service publishes through reports and advertises successes via information bulletin.	Consultation and Research Officer is in post. Managers take appropriate action as required.	<i>Share best practice as appropriate.</i>
Action Required	Action Required	Action Required	Action Required	
Formalise action plan and monitoring procedures.		Increase profile of service through corporate communications to ensure good news stories are highlighted at every opportunity. Mechanism	Action on any findings arising from surveys, groups etc.	

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		<p>required to measure this as progress</p> <p>Feedback questionnaires to public and commerce following FS audits</p> <p>Complaints dealt with in line with the remit of the quality management system</p> <p>we need to facilitate the sharing of survey outcomes between partners – in the past we tend to ask questions individually and fail to share the results with partner agencies – this would avoid duplication and maximise consultation outcomes</p>		
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Training and awareness

3.11 - Provide 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

Current Position	Current Position	Current Position	Current Position	Identified regional action
<p>Annual workforce development plan. Community safety department training. Child protection training Drugs awareness training. Appraisals</p>	<p>E&D training and specific role related training in place. Also a member development programme in place.</p>	<p>Service currently instigates training across a range of equality and diversity issues</p> <p>Training provided through the FSC</p> <p>Training identified through appraisals</p> <p>Training given in line with FS role maps</p> <p>Legal training given through Essex FRS and FS Barrister</p>	<p>Regional E&D L&D working group. E&D training Policy. Workforce Development Strategy. Specific L&D programmes e.g. induction, supervisory management, watch/departmental and trainer programmes. Feedback and individual development programmes following PDP and ADC processes. Regular review of L&D activities.</p>	<p><i>Ensure consistency in regional/local training appropriate to role level as identified in regional equality and diversity training guidance framework.</i></p>

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Action Required	Action Required	Action Required	Action Required	
Ongoing monitoring of relevant training and its effectiveness		<p>The Service needs to identify what the risk is and then arrange the relevant training and developments to enable the service meet its needs;</p> <p>More work would need to incorporate regarding Hearing Impaired, visually sighted and those with mental and physical disabilities.</p> <p>We should establish procedures which ensure that personnel at all levels have a full opportunity to contribute to the development of policy and procedures which will be implemented by them.</p> <p>We should have standard job description for each role and equality and diversity workloads should be produced and be related to the role map</p>		
3.12 - Communicate clearly and consistently with staff to raise awareness and understanding of local community issues and the actions needed to address them				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Communications policy.	Communicated through a variety of mechanisms including service delivery plans community initiatives, training, and general staff communications, e.g., comms forum, consultation and community forum, EDAG and Communication Policy.	<p>Information through unwanted fire signals each month</p> <p>Information promulgated through daily data from MIS system</p> <p>Information given though section meetings</p>	Variety of Communications systems, including; Harmony, Core Brief, Team meetings, Wildfire, intranet etc... Comms team provide additional support.	Share best practice

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Action Required	Action Required	Action Required	Action Required	
Further development of internal communications processes	Some problems communicating with stations and between departments We are looking at ways for this can be addressed.	<p>The role of the 's engagement with the community egg a firefighter/CSO in the community should feature in every aspect of their developmental training.</p> <p>Management Development Seminars should include an aspect of equality and diversity at each seminar to ensure the managers can manage a dynamic modernised Fire Service for both serving Officers and elected members.</p> <p>The Leadership teams must take responsibility not only for creating a diverse workforce, but also for creating the understanding of why it is necessary to do so.</p> <p>The strength of the FRS and its district structure is, at least in part, derived from local officers developing trust and confidence with other local stakeholders.</p> <p>This is valuable and must continue, but it is also important to remember that these officers may, for various reasons, change posts.</p> <p>For business continuity purposes, the service may wish to incorporate a system which captures those local contacts of district staff within a formal</p>		

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		<p>database.</p> <p>Utilise the Safer Times as a corporate communication tool – promoting equality and diversity issues, best practice, training, etc</p>		
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Each individual will:

3.13 - Access training appropriate to their role to enable them to deliver services effectively.

Behave appropriately and respectfully to members of the public and colleagues

Current Position	Current Position	Current Position	Current Position	Identified regional action
Annual workforce development plan Appraisals Cognisance of visions and values Code of conduct	Programme of mandatory training in place supplemented by optional training. Training needs are identified through PDR. LDC produce a catalogue of training products which staff can access.	Access to training is via appraisal system to ensure this can be sourced and financed through relevant budgets. It can be also sourced through partners as and when training needs identified Training provided through the FSC FS section provide regular focus groups following section meetings to highlight specific issues that have arisen and to gain a consistent approach to service delivery	E&D Officer. E &D training Policy. Workforce Development Strategy. PDP's. ADC's. Core Values. Regional E&D L&D working group. Effective Management.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>

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Action Required	Action Required	Action Required	Action Required	
Ongoing training and awareness.		Reinforcement of annual planning cycle of training and an understanding that finance may not always be available to cover everything. Use of PDR files should ensure line managers are up to speed with requirements		

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PRIORITY 4: Employment and Training

Outcomes will include:

- Improved diversity of applicants and recruits.
- Greater equality in promotion and retention for employees across all backgrounds.
- Progression based on merit, including a requirement for applicants to demonstrate evidence of promoting equality.
- Increase in numbers of employees returning to work after maternity leave.
- Comparable retention rates for employees across all backgrounds, (age, ethnicity, disability, gender, religion and sexual orientation).
- Reduced bullying and harassment (based on employee surveys) and related sickness absence.
- All aspects of the workplace support all employees to work to the best of their ability

FRS responsibilities

4.1 - Undertake awareness campaigns and positive action to support and encourage applications from currently under represented groups

NFRS	CFB	DDFRS	TWFRS	IDENTIFIED REGIONAL ACTION
<p>Current Position</p> <p>Contribute to Regional recruitment and positive action initiatives. Positive action for retained firefighters. Regional publicity through Fusion TV.</p>	<p>Current Position</p> <p>As previously listed. We support regional and local initiatives, have Positive Action packs, open days and visit schools and colleges.</p>	<p>Current Position</p> <p>Local Positive action campaigns for underrepresented groups highlighting role of FRS in Community</p>	<p>Current Position</p> <p>Regional Positive Action group is in place. National advertising campaigns are supported. Advocates are working in the community. Advertising and attendance at events as appropriate. Stretched target information has been communicated as a part of the Core Brief. Implement Community Engagement Team.</p>	<p><i>The Regional Targeted/Positive Action group is now in place. This has now produced a timetable of targeted action as appropriate/relevant to the region and each FRS. In preparation for firefighter recruitment in November 2009.</i></p>

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Action Required	Action Required	Action Required	Action Required	
Regional Positive Action strategy.		Retained and WT to discuss and highlight the role of RDS staff with local businesses and commerce		
4.2 - Use national processes for recruitment, development & promotion of staff				
Current Position	Current Position	Current Position	Current Position	Identified regional action
National processes fully adopted.	National recruitment and selection procedure adopted and implemented. National FF tests ADC process and IPDS system have been in place for a number of years.	Positive action campaigns run locally and regionally Use cross range of personnel to deliver message	All FF recruitment is carried out in accordance with the National standards. National ADC processes implemented on a regional basis. Principles & good practice employed for all recruitment and promotion activities.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	
Ongoing review of effectiveness		More targeted towards underrepresented groups		
4.3 - Review and equality impact employment policies, practices and procedures to ensure they are robust, fair and effective, using monitoring data including information derived from exit interviews				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Program of EIA in progress. Data monitored from each recruitment process	We have a recruitment policy which has been equality impact assessed. We monitor turnover and exit information	Equality Impact Assessment Advisor in every Section. Keeping of register for all outcomes. Exit interviews. Use of national recommended process.	All policies and procedures are subject to EIA. Employee survey, including revised monitoring questions, has been undertaken (Nov 08)	<i>Share outcome information and best practice as appropriate.</i>

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Action Required	Action Required	Action Required	Action Required	
Exit interview policy to be adopted as per NCC. Enhancement of data gathering and monitoring processes required	Better IT systems	Need to QA all external communications. More staff training May need an exit interview strategy.		
4.4 - Assess all aspects of the working environment including equipment, travel, training, clothing, facilities, food etc) to ensure all employees receive the support and tailored resources necessary to work to the best of their availability				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Relevant NCC policies in place. NCC property audits conducted. Capital Building programme in place to upgrade facilities. Partnership with external agencies to share and improve facilities	Property audits are regularly undertaken and issues which need to be addressed are flagged up to Asset Management. EDAG comprised of staff from all levels and sectors of the organisation.	ED steering group reps required from all Sections of the Service Record in Red-kite EPDR. Review LPI's	Adjustments have been made to clothing, food and facilities. Individual travel needs and overnight stays can be discussed as appropriate. A quiet room for prayer is available. .All equipment carried on Cat 1&2 appliances is under review. BA equipment is under review with due consideration to E&D. E&D advisor, H&S and OHU undertake specific assessments on an individual, departmental and organisational basis, with appropriate reasonable adjustments made. Faith and religious requirements also fully considered and catered for.	Share best practice
Action Required	Action Required	Action Required	Action Required	
Full assessment required.		Group may need to be more representative of Service. May need to Impact equipment purchases on EM groups. ED steering group may need to be widened.	Further attention is required to facilities on older stations	

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4.5 - Where necessary, FRAs will undertake equal pay audits as required by the Equal Pay Act and take steps to ensure staff are paid appropriately for undertaking work of equal value				
Current Position	Current Position	Current Position	Current Position	Identified regional action
NCC Single Status provisions prevail.	Equal pay audits have been conducted, an EP policy and action plan have been developed.	Pay evaluation conducted in 2006	The Authority is committed to delivering single status and job evaluation by agreement. The Joint Problem Solving Group (made up of Officers of the Authority, UNISON and GMB) are considering the finite detail of the job evaluation results with a view to coming to an overall agreement, prior to commencing staff consultation.	<i>Share best practice in local approaches taken</i>
Action Required	Action Required	Action Required	Action Required	
Review of Equal Pay Status in conjunction with current practices within NCC.	Continue to ensure fair pay and that roles are appropriately graded.	Annual review of performance linked to role Role maps for all uniformed staff Continually review	All job evaluations complete. Evaluations of new jobs will be undertaken prior to them being advertised.	
4.6 - Carry out annual individual performance reviews based on the relevant role maps / job descriptions for all employees (up to and including CFOs), including equality and diversity objectives, to provide evidence of fair progression				
Current Position	Current Position	Current Position	Current Position	Identified regional action
All staff have annual appraisal, supported by a six-month review. E&D is a NCC corporate objective on appraisals. E&D standard item for improvement on CPD Scheme.	Already previously answered.	Appraisal policy Performance linked to role PQA adopted in Service behaviours (Appraisals)	Current review of PDP process as detailed above. In 2.4 and 2.8.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	

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Monitoring of appraisals to ensure completed. Monitoring of outcomes from appraisals.		Need to carry out a review of process 2008/09 May need to add and ED objective to process.		
4.7 - Provide all employees with training and development on equality, diversity and fairness issues including those relating to harassment, bullying, unfair discrimination and unacceptable behaviours				
Current Position	Current Position	Current Position	Current Position	Identified regional action
70% of staff completed online training course. E&D Training Strategy agreed and approved Pilot training program to commence December '08.	Already previously answered. 80% of staff have undergone E&D Awareness training. We have also developed training for our team of Bullying and Harassment Advisors.	Provided ED strategy linked to cultural awareness Bullying Harassment Policy. Training of staff within all roles. National development modules adopted	Training and development on E&D issues is in place. Specific initiatives are undertaken as required e.g. B&H Week. E&D training policy. WFD strategy.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	
Ensure all staff have completed online training course. Evaluate and implement training programme across whole organisation.		Review QA Policy. Improve manager's awareness. New legislation may require changes to policies re Civil partnerships (age and gender)	The E&D Committee has tasked the review of E&D training. This is underway.	

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4.8 - Provide training for all managers, and where necessary FRA Members, on handling grievances and disciplinary cases and on tackling bullying, harassment, unfair discrimination and unacceptable behaviours				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Essential personnel trained through NCC	FRA take part in development days where training is received on these issues. A programme of ongoing training takes place for all staff as part of management development.	Grievance and Discipline Policy training. This is also being addressed regionally.	As 4.7 above.	<i>Share best practice in training</i>
Action Required	Action Required	Action Required	Action Required	
Development of further training required with full program for all managers.		Refresher training needs to undertaken regularly		
4.9 - Communicate regularly with employees to raise awareness and understanding of workforce equality and diversity issues for the FRA and the actions needed to address them				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Communications policy Regional Newsletter	This is done through the PDR system, Comms Forum, Station E&D Champions, Task and Finish Groups and through management meetings.	Equality news letter Action stations and burning issues	Communication of E&D related issues is undertaken by a variety of means dependent on the subject. See 3.2 above.	<i>Continue to share best practice in regional newsletter</i>
Action Required	Action Required	Action Required	Action Required	
Enhanced communication methods in line with training program		Need to provide a comms strategy that is clear and understood. Need to QA ED more widely		

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Each individual will:

4.10 - Engage constructively with managers and colleagues in undertaking the annual performance review process.

Challenge and report bullying, harassment, unfair discrimination and unacceptable behaviours.

Current Position	Current Position	Current Position	Current Position	Identified regional action
Annual appraisal and six-month review.	As previously answered	This is provided by FRS appraisal policy, linked into the EPDR system Whistle blowing policy	Current review of PDP process as in 4.6 above. Not withstanding the latter, the existing PDP process support managers and individuals in accessing suitable programmes. Learning and Development programmes fully support managers in dealing with, and challenging, unacceptable behaviours. E.g. Action in Management, ACAS programmes, CMP (PM). Also Effective Leadership and management.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans</i>
Action Required	Action Required	Action Required	Action Required	
Monitoring of appraisals and outcomes.		NIL		

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PRIORITY 5: Evaluation and Sharing Good Practice

Outcomes will include:

- Greater efficiency and effectiveness through sound evidence and dissemination
- Public, stakeholders and employees informed and involved at local, regional and national levels.

FRS Responsibilities

Monitoring and Evaluation

5.1 - Collect and submit to CLG qualitative and quantitative evidence of improvements to service delivery for inclusion in the annual Equality and Diversity Report for the FRS

NFRS	CFB	DDFRS	TWFRS	IDENTIFIED REGIONAL ACTION
Current Position	Current Position	Current Position	Current Position	
Information held centrally by HR department in terms of statistics.	Information is collected and produced on a quarterly basis for the HR management information reports.	Most of what we collect is quantitative data rather than qualitative. Evidence of Service improvements in this area I believe is normally only something we would do in preparation for audit (Audit Commission, Charter Mark etc) as well as annual returns to CLG.	Business as Usual. Reporting by DCO.	<i>Support on collation of local information as required</i>
Action Required	Action Required	Action Required	Action Required	
Formalisation of procedures in terms of evidence gathering.	Improved IT system required. We will.	May need to look at qualitative data moving forward.		

5.2 - Collect and submit to CLG evidence of improvements to employment practice in relation to all staff, including progress against the employment targets and in respect of all other roles where monitoring is required , for all diversity strands for inclusion in the annual Equality and Diversity Report

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Current Position	Current Position	Current Position	Current Position	Identified regional action
Information held centrally by HR department in terms of statistics.	As above	As above in relation to improvements to employment practice although data is submitted which provides quantitative evidence for this in relation to some of the annual returns.	Business as Usual. Reporting by DCO.	<i>Share good practice</i>
Action Required	Action Required	Action Required	Action Required	
Formalisation of procedures in terms of evidence gathering.	We will.	May need to look at qualitative data moving forward.		
5.3 - Review, monitor and evaluate policies, plans and procedures to assess their impact on equality, diversity and fairness (ie undertake robust equality impact assessment)				
Current Position	Current Position	Current Position	Current Position	Identified regional action
EIA programme in place. All SMT reports supplemented by EIA	Programme of Equality Impact Assessments currently being undertaken.	All policies etc impact assessed, however, this criteria is looking more closely at whether we have evaluated the effect of policy changes on outcomes.	EIA's undertaken – business as usual.	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	
Mainstreaming of EIA Further training for relevant managers	Still need to embed a robust EIA process.	Look to address changes in future in addition to what presently carried out.		

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5.4 - Monitor and evaluate the effectiveness of processes and procedures for dealing with bullying, harassment, unfair discrimination and unacceptable behaviours				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Review of policies ongoing.	We regularly review existing policies and monitor incident numbers to identify patterns.	Ongoing monitoring and evaluation of the process, also being pro active in not getting to that point via training of all staff in E&D to ensure know what is and is not acceptable behaviours.	Business as usual. Effective Leadership and Management by all staff.	<i>Share best practice</i>
Action Required	Action Required	Action Required	Action Required	
Develop formal process for monitoring and evaluation		Continued monitoring to ensure effectiveness.		
5.5 - Undertake employee and community surveys, in partnership with representative bodies, to measure perceptions of the FRS as an employer and service provider and to assess the level of effective engagement with employee and community representatives				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Initial consideration being given to format of cultural survey. Surveys conducted through NCC for both employees and the community. Customer satisfaction surveys	5 Surveys continuously in use: HSFV Survey 1) Service Awareness and Improvement Survey 2) Fire Safety Audit – businesses complete. 3) Heartstart Survey-course 4) After the Fire Survey Others in less regular use: 5) Consequences Questionnaire-schoolchildren completing the course 6) FireTEAM Questionnaire-	Previous Cultural Audits taken place.	Employee surveys are undertaken. Community surveys and focus groups are undertaken by the Consultation & Research Officer. Specific public consultation undertaken.	<i>Undertake regional surveys with regional groups as required</i>

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	referral agency and student. 7) Compliments and Complaints Staff Cultural Audit monitors staff perceptions.			
Action Required	Action Required	Action Required	Action Required	
Implementation of cultural survey. Participation in NCC surveys		Next Cultural Audit due by March 2009 and outcomes to be actioned moving forward.	The next employee survey will be undertaken in 2010.	
5.6 - Ensure that the provisions for collection and storage of personal information are secure and that the organisational culture encourages and supports members of staff to disclose personal diversity data				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Data protection review conducted Electronic personal data storage project underway	Our monitoring forms cover the 6 strands of diversity. All procedures for the monitoring and collection of data comply with the Data Protection Act.	Not all data collection systems are robust. In some cases E&D data was maintained solely by the E&D officer.	Data Protection training has been undertaken (2008) MIS system is password protected and has restricted levels of access. Employee survey, including revised monitoring questions, has been undertaken (Nov 08).	<i>None required at a regional level other than through continued support as this is the responsibility of each individual FRS and should be reflected in their own action plans.</i>
Action Required	Action Required	Action Required	Action Required	
Awareness training for all staff in line with NCC policies and guidance.	Better IT systems required to be able to fully utilise data.	All personal and E&D data should be held securely on the HR MIS. Secure and appropriate access arrangements should be in place for those personnel that require access to this data.	Data from employee monitoring to be analysed.	

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Reporting and Recognition				
5.7 - Recognise and celebrate local and national achievements				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Promotion of E&D through Regional networks	Reward and Recognition evening. We enter staff for national awards, Community Safety Awards Press releases.	Success is celebrated at a local level through staff communications bulletins, the Performance and Policy Review Committee and the Service Annual Awards ceremony.	RISE award scheme in place. Communications team actively promote TWFRS. Internal magazines, Intranet etc are utilised. National and Regional awards have submissions as appropriate e.g. ESLG level 3, National FRS E&D awards. Achievement of IIP.	<i>Support regional celebrating diversity conference show casing best practice.</i>
Action Required	Action Required	Action Required	Action Required	
Full review of processes		More could be done to celebrate success at a national level. Greater liaison and networks with national and local media.	Encourage everyone to nominate and notify accordingly.	
5.8 - Work with local, regional and national partners to promote and share good practice				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Work closely with regional and national partners in terms of working groups and initiatives. National seminars	We work with local councils via services. We are members of many national groups, We are part of the 'Family' group. We have a dedicated Partnership Team.	Ongoing work with various partners on all levels.	Local, Regional and National work is undertaken in order to promote and share good practice.	<i>Share good practice locally, regional and nationally</i>
Action Required	Action Required	Action Required	Action Required	
Further development and evaluation of programs		Continued work.	Continuation of good relationships with other FRS.	

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5.9 - Communicate clearly and consistently with employees to raise their awareness, including on the reasons for action on issues of equality and diversity, on progress made and of successes				
Current Position	Current Position	Current Position	Current Position	Identified regional action
Annual report issued to all employees Regional newsletter	Previously answered	Communication currently takes place on all details, however could be more effective.	Communication of E&D related issues is undertaken by a variety of means dependent on the subject. E.g. CFO Bulletin's, harmony, Core Brief, Wildfire, intranet.	<i>Continue to promote and celebrate via regional newsletter (Harmony).</i>
Action Required	Action Required	Action Required	Action Required	
Further development	Currently looking at how to make improvements	New Communication Strategy will address any previous shortfalls.		

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Each individual will:

5.10 - Draw attention to potential good practice.

Seek support and advice as needed to deal with equality and diversity issues in their day to day work.

Complete frankly and return promptly workforce monitoring and employee survey questionnaires.

Current Position	Current Position	Current Position	Current Position	Identified regional action
Invited to contribute to newsletter	This is done through the Reward and Recognition policy, Staff Suggestion Scheme and Regional Support. We have a specific E&D staff resource plus the champions. We have a reasonable return rate for employee survey questionnaires.	Some attention drawn to good practice, improvement could be made on return of surveys/questionnaires.	Where to get help & advice is clearly communicated within TWFRS. Employees are encouraged to return surveys etc. Current implementation of electronic EIA library to promote and share good practice. Project tool kit – start up and evaluation. – All published to aid in learning from projects and initiatives to improve future performance.	Consider regional benchmarking
Action Required	Action Required	Action Required	Action Required	
Actions implemented from surveys		Encourage and build confidence of staff to allow frank returns.		