



Annual Equality Data Report

Draft for consultation
January 2014



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Consultation

This interim report is an opportunity for Members, employees, our communities and partners to feedback on our equality data and information prior to incorporating this into our Equality Strategy.

To feedback your comments, or request this report in a different format or language please contact our Equality and Resources Manager Clare McCluskey before **Friday 28 February 2014**. Contact details are as follows:

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DRAFT

Introduction

Our Equality Data Report provides equality data and information about our employees and the people who we provide a service to in Tyne and Wear. Findings enable us to identify equality priorities and development areas which in turn inform our equality objectives.

This report also helps us to ensure we are meeting the requirements of the Equality Act 2010 and the Public Sector Equality Duty which came into force on 1st April 2011, requiring us to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity for people with protected characteristics; and
- foster good relations between people who have a protected characteristic and those who do not.

Data and information has been collated for the period 1 January to 31 December 2013. Comparisons have been made to the previous year and tonational fire and rescue service data where this is available. The report also includes an update on the progress that we have made against our equality objectives.

It is important to note that our proactive approach to equality cannot always be measured accurately by equality statistics. There are some factors which make it difficult to compare data year on year and achieve a true picture of our performance.

We experienced a significant period of change during 2013 as a result of delivering against the actions in our Integrated Risk Management Plan including a review of our back office functions. This resulted in major organisational restructure and a reduced permanent workforce whereby just over 80 employees voluntarily left the Service during the reporting period (a 45% increase of leavers since 2012).

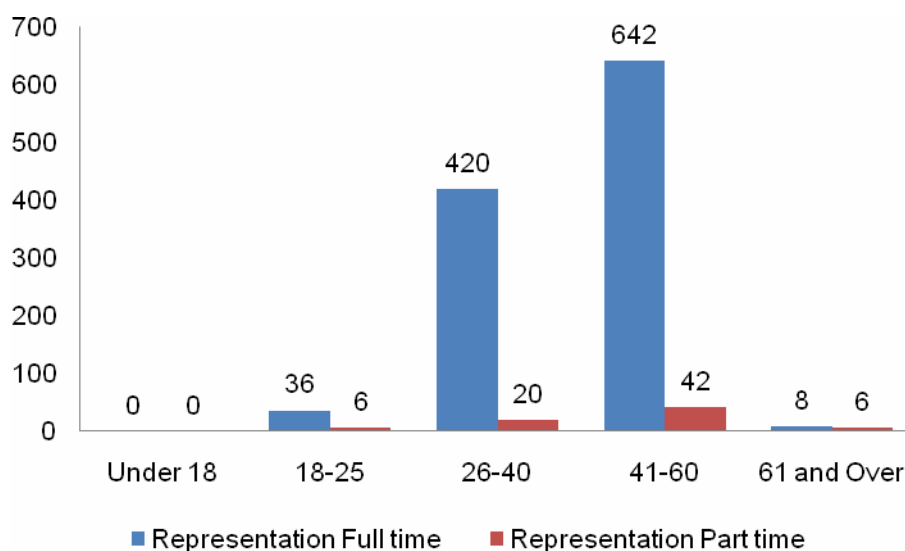
To assist us in implementing further change and to protect the jobs of our employees as far as possible we continue to maintain a recruitment freeze on permanent recruitment and promotion. The unavoidable impact this can have on our equality statistics should be considered when reading this report.

We have also seen a change to our equality data this year due to the requirement of temporary/casual workers to support the Authority's activities. This has resulted in an increase in the full-time workforce numbers impacting on our equality profile for 2013.

Workforce Data

Staff profile broken down by protected characteristic:

Age



What does this data tell us?

The data above is a combination of the number of people who have declared their ethnicity and also new employees to the Service. As in previous years there are no employees under the age of 18 which is largely due to the nature of the role of fire fighter and legislative requirements associated with recruitment.

We have seen a significant increase in employees between the ages of 18 and 25 years during 2013, rising from 20 in 2012 to 42 in 2013 and an increase in the number of employees within the 26-40 age range. This is likely to be partly due to the general age profile of temporary employees.

The majority of our staff (58%) fall within the 41-60 age range; this is a slight decrease compared to 61% reported in 2012. There has also been a decrease of 4 (22%) in part-time workers over the age of 61 during 2013.

What are we doing or going to do as a result?

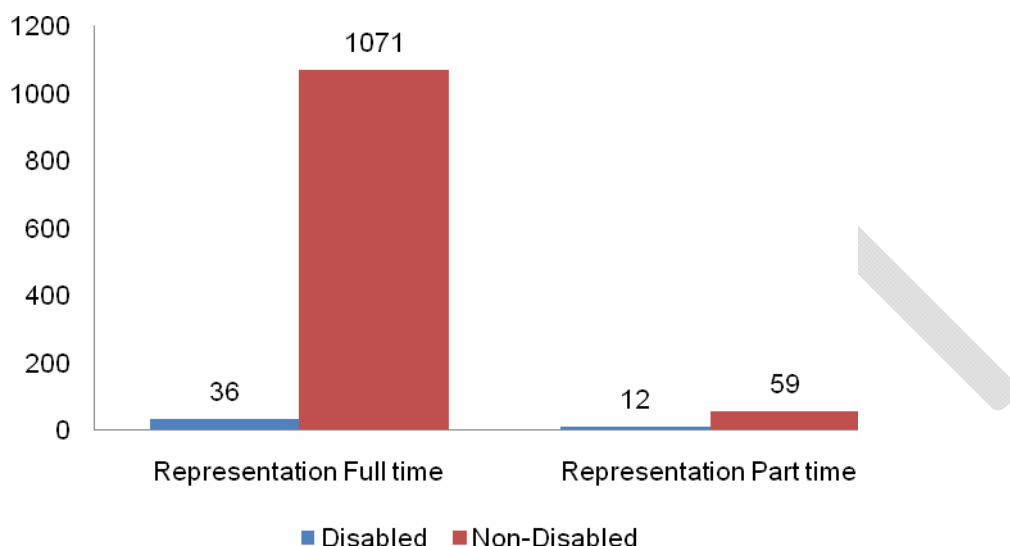
We recognise that we have an ageing workforce with people choosing to work longer beyond retirement age and it is positive that we have seen an increase in workers in the younger age brackets. We continue to be proactive in promoting ourselves as a prospective employer to young people to readdress the balance of our future workforce.

In doing this we engage with young people in various ways for example through our Young Fire-fighters Association which has led to young people gaining employment with us. We also offer work experience placements and apprenticeship

opportunities. Equally, we encourage older workers with valuable skills and experience to continue to work for us beyond retirement should they wish to do so.

During 2012/13 we launched our equality awareness campaign aimed at increasing awareness of the protected characteristics under the Public Sector Equality Duty. Our poster campaign featured 'age' to raise the profile of this protected characteristic given the extension to eliminate age discrimination in service provision.

Disability



What does this data tell us?

The data above is a combination of the number of people who have declared their ethnicity and also new employees to the Service. Just over 3% (36) of our full-time workers are disabled in comparison to 4.5% (47) in the previous year. This could be due to the fact that 4% of employees who left the Service during 2013 were disabled, coupled with a large increase in non-disabled employees joining us as part of our temporary workforce.

It is positive to note that of our part-time workers 12 (17%) declared themselves to have a disability, this is an increase of 5 (71%) since 2012.

Types of Disability

Our enhanced employee census has also provided us with a greater understanding of our employees' disabilities. This is broken down into the following categories:

Type of Disability	% of Employees
Physical	59
Learning	15
Mental health	9
Disability (not specified)	17

What are we doing or going to do as a result?

Our performance in the employment of disabled workers remain higher than the national average for the Fire and Rescue Service in England, where less than 1.5% of staff declared a disability. (Communities and Local Government Fire and Rescue Service Equality and Diversity Report, 2009).

Our Disability Network Group (DNG) continues to promote disability equality and inclusion in a range of ways having a major impact on raising awareness and supporting disabled people.

In 2013, the staff disability awareness programmes have included sessions on Learning Disability Awareness held in conjunction with Gateshead Council Disability Services. These were provided by the team from New Vision (an award winning team of people with learning disabilities) who utilise their personal experiences and skills to deliver training.

The commitment, value and work of the DNG was clearly recognised when it won the 2013 Equality North East Award for Organisations Supporting Disabled People into Employment. This recognition is for the positive work that the Network has achieved over the year and highlights how empowering our employees with a disability and their allies can bring significant benefits for the whole organisation.

The DNG will continue to promote disability equality and inclusion in 2014. This will include the continuation of the service-wide accessibility audit and launching a Disability E-Network which will contain news, resources and a discussion forum. This will ensure there are appropriate mechanisms in place to enable staff with a disability to come together to share information and provide mutual support.

Building on the success of our previous conference the Network is also planning a further disability conference in 2014. This will explore themes not directly considered at the 2012 conference such as physical disabilities.

We continued to demonstrate our commitment to disability by renewing the Two Ticks Disability Symbol. An updated submission was made to the Department for Work and Pensions during the year and this was successful in November 2013.

Reasonable Adjustments

During the year our Occupational Health team facilitated 5 reasonable adjustments to support employees. This included the provision of digital in ear hearing aids, dyslexia assessments and subsequent software to assist with the identified requirements and specialist chairs.

We continue to provide a budget of £10,000 for reasonable adjustment and we are proud to state that we have always been successful in providing reasonable adjustments when required.

Our experienced Occupational Health professionals continue to take a proactive approach to reasonable adjustment, providing many minor adjustments that may not relate to a disability but serve as a preventative measure to support employees.

We also operate a system of altered duties and phased return to work, including reduced days or hours. The latter is provided as a form of rehabilitation to support an employee back in to the work routine following ill health. Altered duties are usually arranged where an individual is unable to continue their current role due to a potentially temporary condition.

Altered duties and phased return to work are considered a temporary measure i.e. an employee with a condition will recover and results from many causes of ill health (both physical and psychological) that may or may not result in sickness absence.

Each individual is viewed on a case by case basis and where intervention of this kind can support an individual we will always put arrangements in place to do so. In 2013, our Occupational Health team advised that 67 individuals should be offered either altered duties or a phased return to work; all cases were approved.

Ethnicity

Ethnicity	Full time (2012)	Part time (2012)	Full time (2013)	Part time (2013)
Asian or Asian British - Bangladeshi	0	1	2	0
Asian or Asian British - Indian	2	0	2	0
Asian or Asian British - Pakistani	0	1	1	1
Asian or Asian British - Other Asian	1	0	2	0
Black or Black British - African	0	0	0	2
Black or Black British - Caribbean	1	0	1	0
Black or Black British - Other Black	2	0	2	0
Chinese or Other Ethnic Group - Chinese	1	0	0	0
Mixed - White and Asian	8	0	8	0
Mixed - White and Black Caribbean	1	0	1	0
White - British	1001	58	1071	64
White - Irish	1	1	1	1
White - Other white	13	2	14	2
Not Stated	3	0	2	1
Total	1034	63	1107	71

What does this data tell us?

The data above is a combination of the number of people who have declared their ethnicity and also new employees to the Service. The percentage of minority ethnic staff across the workforce is 3.4%. This is comparable to 3.8% nationally in the Fire and Rescue Service in England (Communities and Local Government Operational Statistics for England, 2012/13).

Although we have seen a slight reduction in the number of minority ethnic employees this can be explained by the recruitment of temporary/casual workers, the majority of whom stated as White British coupled by 3% of minority ethnic employees leaving the organisation in 2014.

What are we doing or going to do as a result?

We are committed to increasing the number of minority ethnic employees in our employment. Our Community Safety Advocates speak a range of languages and work with minority ethnic groups and individuals in the local community on a day to day basis, to promote fire safety and our Service as prospective employer.

As corporate members of AFSA (the Asian Fire Service Association), we continue to seek advice and support to help us to ensure that we are supporting our current employees and utilising best practice in relation to minority ethnic and other vulnerable and minority groups.

We are delighted to report that one of our employees won an AFSA award in 2013 for their contribution in the workplace and the community and we continue to actively assist AFSA by supporting one of our employees to operate as the North East regional representative and hosting events as part of their annual programme. In 2014 we will be hosting the AFSA national development day at our Service Headquarters.

Building on the success of our current employee network groups we are exploring the benefits of setting up a network group to focus on race equality during 2014/15. We intend for the group to drive and appraise initiatives associated with race equality and to assist us in looking at ways we can further increase minority ethnic employees across our workforce.

Religion and Belief

Religion and Belief	Full time (2012)	Part time (2012)	Full time (2013)	Part time (2013)
Agnostic	9	1	9	2
Atheism	17	1	16	-
Buddhism	4	0	3	-
Catholicism	72	4	64	6
Christadelphian	1	0	1	-
Christianity	470	39	447	32
Hinduism	1	0	1	-
Humanism	2	0	1	-
Islam	2	1	2	1
Judaism	1	0	-	-
Latter-day saint	1	0	-	-
Methodist	6	0	6	-
Pagan	1	0	-	-
Rastafarianism	1	0	1	-
Other	5	1	5	1
No Religion or Belief	327	0	329	10
Not Stated	114	16	105	4
Unknown	-	-	132	-
Total	1034	63	1122	56

What does this data tell us?

The data above is a combination of the number of people who have declared their ethnicity and also new employees to the Service.

By improving our employee census and allowing free text, we increased reporting and as a result have a greater understanding of the religions and beliefs of our employees as well as those who have no religion or belief.

It is interesting to note the additional religions and beliefs of our employees that have been declared over the past two years and it is positive that less people decided not to state their religion/belief (10%) in 2013 in comparison to 12% in 2012.

Of those that did state, the majority of the workforce (41%) identified themselves as Christian.

What are we doing or going to do as a result?

It is important that we understand the religious preferences and beliefs of our employees so that we can take this into account when developing our policies and procedures to enable us to meet individual needs in respect of religion and belief.

For a number of years we have provided a room dedicated for prayer or quiet time and reflection for all employees and visitors to our Service Headquarters and all of our locations have areas that can be adapted or are specifically dedicated for this purpose.

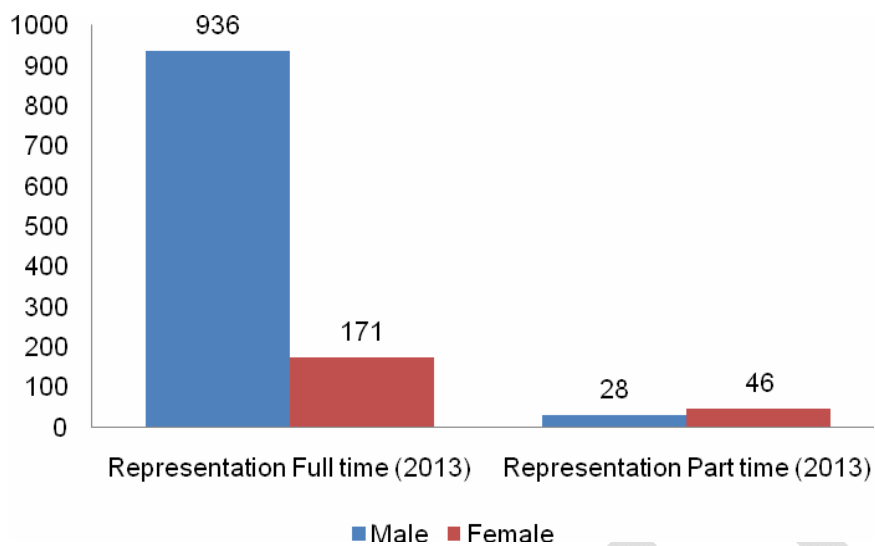
We continue to provide opportunities for staff to attend a range of training and events around religion and belief such as an 'Introduction to Islam' course ran by community members to further their knowledge of the Muslim culture.

We also celebrate key religious festivals through our annual Festival Recognition Programme (FRP) promoting different religions and beliefs across the workforce to enhance mutual understanding and respect. Employees can then utilise this knowledge in the delivery of services to continue to ensure that all members of our diverse communities are treated with the same understanding and respect.

We expanded our FRP in 2013 to include a wider range of events over and above major festivals to raise awareness of events that are less well known and linking these to relevant Service procedures and strategic objectives. We are planning a full review of the FRP during 2014/15 as part of a wider review of equality and diversity related training and information to ensure it is fully inclusive.

In 2012/13, we promoted 'religion and belief' as part of our awareness raising campaign relating to all protected characteristics. In addition we are exploring setting up an employee network group to focus on developing our policies and procedures to ensure inclusivity for employees and community members in respect of religion and belief.

Gender



What does this data tell us?

The data above is a combination of the number of people who have declared their ethnicity and also new employees to the Service. In 2013, 217 (just over 18%) of our workforce were women this is a slight decrease of 5 (2%) from 2012. In comparison, the number of men in the workforce has increased by 10% from 877 in 2012 to 964 in 2013. This is due to the recruitment of temporary/casual workers who were mostly male and 15% of leavers during 2013 being women thereby decreasing slightly the percentage level of women in the Service.

What are we doing or going to do as a result?

It is positive to note that our performance in relation to the number of women we employ (18.4%) is higher than the national average of 14% women in the whole of the Fire and Rescue workforce (Communities and Local Government Operational Statistics for England 2012/13).

We continue to work closely with the Fire Brigades Union Women's section who are represented on our Equality Committee, and are long standing supporters of the NWFS (Networking Women in the Fire Service). We also fully support our employees to attend networking women events throughout the year.

We are committed to increasing the number of women in our employment, specifically in relation to operational roles where there is a greater under-representation of women occupying posts.

Our highly successful award winning positive action campaign will be re-launched when there is a requirement to commence fire fighter recruitment to assist us in achieving greater gender diversity.

Gender Reassignment

Our employee census includes a question in relation to trans employees in our employment however we are unable to publish this data to ensure anonymity for our staff.

It is very encouraging to highlight that the findings of the independent research we commissioned, published in 2013, where LGBT employees and community members fed back their views about their experiences, were extremely positive with an overarching message encouraging us to continue with our approach.

During 2013 we explored ways we can further develop our understanding and approach to trans and our LGBT Network Group made a conscious decision to formally include trans to be able to provide additional support and assistance for trans staff.

For a number of years we have offered optional trans awareness training for our staff. We have also provided opportunities for employees to attend specialist trans training delivered by the LGBT charity Stonewall including members of our LGBT Network Group to gain a more in-depth understanding of trans.

As members of Stonewall Scotland we have access to a range of trans guidance and training. We are planning on working with Stonewall during 2014/15 to roll out further in-depth training for key staff who are closely involved in supporting trans employees and we are also considering how to deliver training to managers and increase awareness and understanding across the wider workforce.

In addition, in 2014 we will be conducting a full review of our trans guidance and all employee related policies and procedures to ensure they are trans inclusive with the assistance of our LGBT Network Group and best practice from trans specific organisations such as Transgender Alliance.

Pregnancy and Maternity

Pregnancy and Maternity	Full-time (2012)	Part-time (2012)	Full-time (2013)	Part-time (2013)
Number expected to return	2	0	7	0
Total number returned	2	0	7	0

What does this data tell us?

For the third consecutive year of compiling this data, 100% of women who have taken maternity leave within the reporting period have returned to their respective roles.

What are we doing or going to do as a result?

This is a positive statistic which can be attributed to our work-life balance policies and flexible working options available to employees.

During 2012/3 we carried out a piece of internal research in respect of our maternity and paternity procedure and guidance. We engaged with employees, managers and specialist staff with personal experience of maternity and paternity and/or of managing and supporting pregnant employees/new parents and also sought best practice. The findings report is currently being finalised and recommendations for improvement will be implemented during 2014/15.

In addition, alongside this research, we promoted 'pregnancy and maternity' in our wider poster campaign to raise awareness of this particular protected characteristic.

We also intend to set up a staff network group during 2014/15 to act as an additional support mechanism for pregnant employees and new parents and to assist us in further developing related policies and procedures.

Sexual Orientation

Sexual Orientation	% Full time (2012)	% Part time (2012)	% Full time (2013)	% Part time (2013)
Lesbian, Gay, Bisexual, Trans	1	2	1	0
Heterosexual	79	76	71	69
Prefer not to say	19	21	28	31
Unknown	1	2	1	0

What does this data tell us?

The data above is a combination of the number of people who have declared their ethnicity and also new employees to the Service. The majority of the workforce has declared themselves as Heterosexual with a smaller number of employees declaring themselves to be LGBT. 28% of full-time staff and 31% of part time staff selected 'prefer not to say'. This slight reduction in the number of LGBT employees may be attributed to 2% of LGBT employees leaving the organisation during 2013.

What are we doing or going to do as a result?

Our aim is to ensure we create a work environment where people can be themselves at work allowing them to perform at their very best. For us this means employees feeling able to bring their whole selves to the workplace however sexual orientation can be a sensitive subject which may prevent some individuals from coming out at work and we fully respect that this is a personal choice.

We demonstrate our commitment to LGBT employees and community members as longstanding members of Stonewall and by taking part in the annual Workplace Equality Index (WEI) Top 100 gay friendly employers to measure our performance.

Year on year we have improved our standing in the WEI recognising continuous improvement and achievement in this area of equality. In 2013 we moved up to 28th place (from 60th in 2012) and in 2014 we were delighted to be awarded number 8 in the UK. We were also recognised as leaders in the fire sector, ranked 4th in the top 10 public sector employers.

In addition Stonewall selected our LGBT Network Group as a Star Performing Network which further demonstrates the positive impact of empowering our employees.

It has been a fantastic year for our LGBT Network Group being presented with two awards for their achievements. In April 2013 the Network were delighted to win the CIPD (Chartered Institute of Personnel and Development) Diversity and Inclusion Award. Their success was further recognised by judges at the North East Equality Awards where they were awarded the award for Groups Who Have Made a Difference in October 2013.

We have a programme of work throughout the year which enables us to engage with LGBT staff and community members to promote ourselves as an LGBT inclusive employer and service provider such as events ran by our LGBT Network Group, taking an active role in Pride and IDAHO. We also commissioned an independent piece of research with LGBT employees and community members, the results of which (published in 2013) were extremely positive.

Building on the success of our previous LGBT conferences, we are looking to run a further conference in 2014 focusing on role models and allies. Furthermore, we are hosting the first ever LGBT North East Awards in February 2014 to recognise and celebrate the contribution of LGBT people in the region.

Pay Comparisons by Protected Characteristic

This year we have included further comparisons of pay for additional protected characteristics. Where this is available comparisons include temporary/casual workers data where appropriate. We have removed the number of employees for some of the protected characteristics to ensure anonymity is maintained.

The figures in the tables below compare basic salaries and include continuous professional development, flexi duty on-call allowance, car user allowance and instructor allowance.

Pay by Disability

Role Grade	Average Salary (Non-disabled) £	Average Salary (Disabled) £
Manual/Clerical (Scale 1-2)	14,144	14,169
Technical/Admin (Scale 3-5)	18,686	17,476
Supervisory/Specialist (Scale 6-SO2)	25,295	25,459
Firefighters	29,603	30,910
Middle Managers (PO Grades)	36,627	32,072
Crew/Watch Managers	34,671	34,890
Station Manager	43,415	-
Group Manager	56,986	-
Area Manager and Above	87,517	-
Totals	30,351	25,318

What does this data tell us?

There are no significant differences between disabled and non-disabled employees in terms of pay with the exception of middle manager roles however this could be due to the specific grade / scale point the individual is on the scale and the range of PO grades. Disabled employees are underrepresented in high level management roles.

Pay by Ethnicity

Role Grade	Average Salary (White) £	Average Salary (Minority Ethnic) £
Manual/Clerical (Scale 1-2)	14,185	13,490
Technical/Admin (Scale 3-5)	18,560	19,301
Supervisory/Specialist (Scale 6-SO2)	25,302	25,727
Firefighters*	29,460	29,451
Middle Managers (PO Grades)	36,437	-
Crew/Watch Managers	34,649	37,383
Station Manager	43,415	-
Group Manager	56,890	59,010
Area Manager and Above	91,848	57,195
Totals	30,079	28,891

* Figures include temporary/casual workers (3.4% belonging to a minority ethnic group)

What does this data tell us?

There are no significant differences between White members of staff and Minority Ethnic employees in terms of pay with the exception of Area Manager and above however this can be explained by the wide range of specific grades and scale points at these levels. It is likely that minority ethnic employees are under-represented at certain grades within the organisation in particular at middle manager level and above.

Pay by Gender

Role Grade	Male		Female	
	Number	Average Salary £	Number	Average Salary £
Manual/Clerical (Scale 1-2)	15	13,750	41	14,294
Technical/Admin (Scale 3-5)	35	18,937	71	18,426
Supervisory/Specialist (Scale 6-SO2)	39	25,074	17	25,850
Firefighters	563	29,503	37	28,795
Middle Managers (PO Grades)	15	36,236	9	36,772
Crew/Watch Managers	233	34,815	32	33,700
Station Manager	20	43,431	1	43,092
Group Manager	22	56,986	0	-
Area Manager and Above	6	91,631	2	75,172
Totals	948	31,418	210	23,819

* Figures include temporary/casual workers.

What does this data tell us?

The most apparent trend between years is the loss of staff, with a reduction of 36 male staff (4%) and 8 (4%) female staff in 2013 due to a recruitment freeze and restructuring.

In our current workforce in general there are more women than men in the lower level grades and more men in fire fighter, operational management and higher level managerial posts.

Whilst on average women are paid slightly more in the middle manager and supervisory Green Book posts (corporate staff), the data indicates that on average men are paid more in Grey Book posts (operational and non-operational sector/non sector competent* posts.)

As fewer women occupy management posts their average salary tends to be less than their male counterparts particularly in the higher level posts many of which carry additional allowances associated with operational sector competence* which is the main reason for the difference.

It is important to consider other factors which can make it difficult to compare like for like with pay such as length of service and the impact this can have on where employees are on a pay scale and development rate of pay (Grey Book staff)

Pay by Sexual Orientation

Role Grade	Average Salary (Gay) £	Average Salary (Heterosexual) £	Average Salary (Lesbian) £	Average Salary (Not declared) £
Manual/Clerical (Scale 1-2)	-	14,235	15,598	13,790
Technical/Admin (Scale 3-5)	16,215	18,681	-	18,312
Supervisory/Specialist (Scale 6-SO2)	-	25,130	-	26,044
Fire fighters	-	29,619	28,766	29,658
Middle Managers (PO Grades)	-	36,377	-	37,094
Crew/Watch Managers	36,602	34,659	36,602	34,693
Station Manager	-	43,149	-	45,945
Group Manager	-	56,985	-	56,997
Area Manager and Above	-	87,517	-	-
Totals	26,409	30,478	26,989	29,173

What does this data tell us?

Pay comparisons are difficult due to the small number of LGBT employees, however, we recognise that regardless of potential under declaration it is likely that LGBT staff are under-represented at higher level management grades within our organisation.

* Sector competence is where an individual is paid at a development rate during the period up until they are assessed as fully competent in their role.

What are we doing or going to do as a result?

Rate of pay is based solely on the job role itself and the attached duties and responsibilities. Salaries are governed by national pay and conditions of service for Grey Book staff and we have a job evaluation process in place to evaluate all new or revised Green Book posts which are linked to local government pay scales and conditions.

We are focused on ensuring we are doing all we can to encourage under-represented groups into our employment and providing access to the development that they need to achieve their career aspirations. We recognise the need to achieve further diversity across all levels in the organisation, specifically in managerial roles.

In addition to positive action in recruitment, we actively encourage employees from under-represented groups to attend specific development such as Networking Women in the Fire Service development days, AFSA development events (in addition to supporting individual membership uptake to encourage minority ethnic staff personal development) and also offer LGBT employees the opportunity to participate in the annual Stonewall Leadership Programme (management development tailored for LGBT staff) which has been taken up by employees.

One of our equality objectives is to gain a greater understanding of pay parity within the Service and we are monitoring management development accessed by under-represented groups, shifting our focus to internal positive action whilst we have a recruitment freeze in place.

We plan to commission a key piece of research in line with our equality objectives to engage with all under-represented groups to identify how we can encourage and further support individuals to achieve promotion.

We are particularly interested in finding out more about why our female operational staff are not progressing to higher level operational posts within the organisation and in 2014 we are planning to commission an independent piece of research to assist us in exploring why this is the case.

Grievances and Dismissals

There were no grievances or dismissals recorded in 2013 (in comparison, 11 grievances were made in 2012).

Applications for Flexible Working and success rates

In 2013 thirteen employees requested flexible working and all requests were approved. This is the same number as in 2012. Of these, 10 requests were from female employees and 3 were from males. This is a positive indication that we have robust family friendly policies and procedures in place to support work-life balance.

Authority Members

The Authority comprises 16 elected members, nominated by the five constituent councils of Tyne and Wear. 31% identified as White British and 6% as minority ethnic. Most members fall within the 41-60 and 61 and over age ranges. 25% of our members are women. 19% have declared themselves to have a disability (an increase since 2011). 6% identify as LGB, 44% of members are of Christian faith.

Uptake of Training and Promotion Opportunities

In this section we analyse data in relation to management development training and promotion opportunities accessed by employees.

There are **three levels** of management development and associated promotion gateways within the organisation categorised as:

- Supervisory Management development which includes our Crew Managers Programme, Institute of Leadership and Management (ILM) Level 3 Certificate and supervisory manager promotion via the appropriate Managerial Assessment Process (MAP).
- Middle Management development which incorporates ILM Level 5 Certificate and middle manager promotion via the appropriate MAP.
- Strategic Management development which includes ILM Level 7 Certificate and strategic manager promotion via appropriate MAP.

Employees who took up the opportunities described above are broken down into development/promotion level and protected characteristic as follows:

Age	2012 (% of staff)			2013 (% of staff)		
	Supervisory	Middle	Strategic	Supervisory	Middle	Strategic
Under 18	0	0	0	0	0	0
18-25	1	0	0	0	0	0
26-40	37	8	14	36	20	0
41-60	62	92	86	64	80	100
61 and Over	0	0	0	0	0	0

Disability	2012 (% of staff)			2013 (% of staff)		
	Supervisory	Middle	Strategic	Supervisory	Middle	Strategic
Yes	8	11	0	3	6	0
No	92	89	100	97	94	100

Pregnancy and Maternity	2012 (% of staff)			2013 (% of staff)		
	Supervisory	Middle	Strategic	Supervisory	Middle	Strategic
Number accessing	2	0	0	1	0	0

training						
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Ethnicity	2012 (% of staff)			2013 (% of staff)		
	Supervisory	Middle	Strategic	Supervisory	Middle	Strategic
Asian or Asian British/Bangladeshi	0	0	0	0.5	0	0
Asian or Asian British/Indian	0	0	0	0	0	0
Asian or Asian British/Pakistani	0	0	0	0	0	0
Black or Black British/African	0	0	0	0	0	0
Black or Black British/Caribbean	0	0	0	0	0	0
Black or Black British Other Black	1	0	0	0.5	0	0
Chinese or Other Ethnic Group/Chinese	0	0	0	0	0	0
Mixed White/Asian	1	0	0	0	0	0
Mixed White/Black Caribbean	0	0	0	0	0	0
Not Stated	1	0	0	0	2	0
Other Mixed	0	0	0	0	0	0
White British	97	91	100	99	96	100
White Irish	0	0	0	0	0	0
White Other	0	9	0	0	2	0

Gender	2012 (% of staff)			2013 (% of staff)		
	Supervisory	Middle	Strategic	Supervisory	Middle	Strategic
Male	82	89	100	87	86	100
Female	18	11	0	13	14	0

Sexual Orientation	2012 (% of staff)			2013 (% of staff)		
	Supervisory	Middle	Strategic	Supervisory	Middle	Strategic
Unknown	22	16	0	16	7	0
Bisexual	1	0	0	1	0	0
Gay	0	0	0	0	0	0
Heterosexual	77	84	100	83	91	100
Lesbian	0	0	0	0	2	0

Religion and Belief	2012 (% of staff)			2013 (% of staff)		
	Supervisory	Middle	Strategic	Supervisory	Middle	Strategic
Agnostic	0	0	0	0	0	0
Atheism	5	8	0	4	0	0
Buddhism	0	0	0	1	0	0
Catholicism	12	4	29	8	5	22
Christadelphian	0	0	0	0	0	0
Christianity	41	75	71	36	59	67
Hinduism	0	0	0	0	0	0
Humanism	0	0	0	0	0	0
Islam	0	0	0	0	0	0
Judaism	0	0	0	0	0	0
Latter-day saint	0	0	0	0	0	0
Methodist	0	0	0	0.5	2	0
Pagan	0	0	0	0	0	0
Rastafarianism	0	0	0	0	0	0
Other	2	0	0	0.5	0	0
No Religion or Belief	34	11	0	0	0	0
Not Stated	6	2	0	36	33	11
Unknown	0	0	0	0	0	0

What does this data tell us?

In 2013 there was an increase in employees from the 26-40 age group accessing supervisory and middle manager training/promotion and a decrease for both levels for employees aged 41-60.

The data shows a slight decrease in the numbers of disabled staff accessing both supervisory and middle manager level training, however, it is positive to note that there is still a good representation of disabled staff accessing management training/promotion opportunities. This may be due to 6% of disabled employees leaving the Service during 2013.

The number of minority ethnic staff accessing management training/promotion has decreased slightly since 2012 which may be attributable to 3% of minority ethnic staff leaving the organisation during 2013.

It is positive to note that a similar percentage of women accessed supervisory and middle manager training/promotion in 2013 to the previous year with the data showing a slight decrease.

During the year we achieved an increase in the number of LGBT employees accessing management training/promotion and it is particularly positive that this has included an increase of LGBT staff accessing middle manager level (since 2011).

The data tells us that no staff from the above groups accessed strategic manager level training/promotion in the last year.

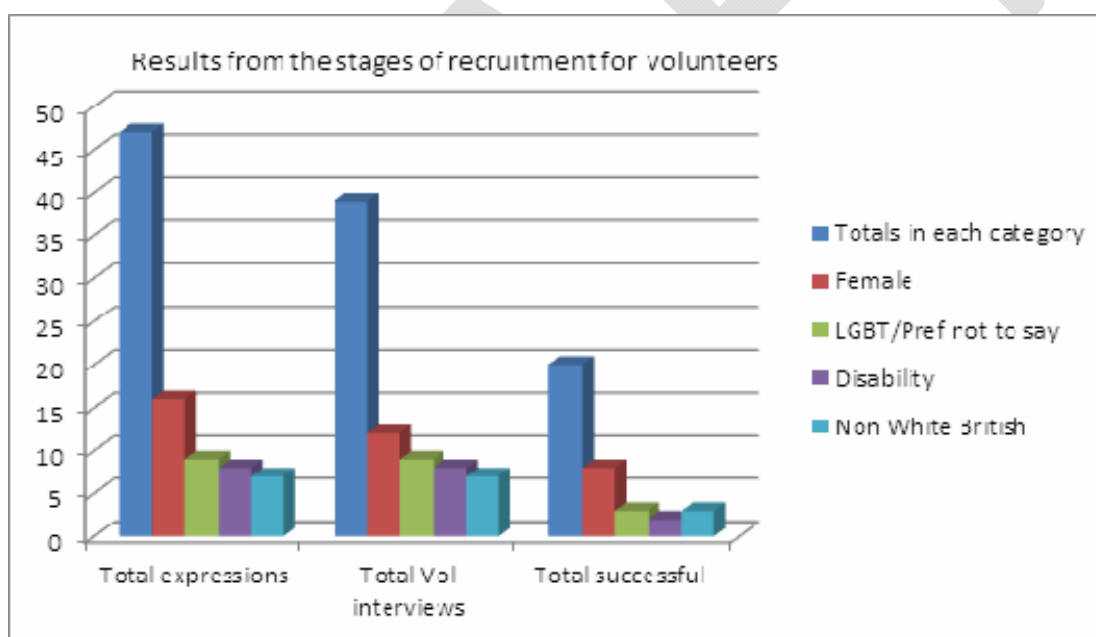
What are we doing or going to do as a result?

We have an equality objective aimed at promoting management development to under-represented groups which will be further progressed during 2014/15.

Recruitment and Actual Promotion

In 2013 eleven people were recruited to fill vacant positions. Of these 4 were appointed internally. For these positions 9 were male, 2 were female whilst all identified as being White British, heterosexual and as not having a disability. In terms of age, 2 were in the 18-25 age group, 7 in the 26-40 group and 2 in the 41-60 group.

Volunteer recruitment in 2013 attracted a wide range of successful candidates which contributed towards further diversifying our workforce. Out of the 20 recruited volunteers 15% were non-White British with 10% being Black African, 40% were female while 10% have a disability. The table below provides further equality information on the volunteer recruitment stages:



There were 20 substantive promotions during the year via the MAP, compared to 16 in 2012. For these promotions 5% were women (6% in 2012), 60% were in the 41-60 age group (75%) and 40% in the 26-40 age group (25%). 100% identified as being White British (100%) and as not having a disability (no data in 2012). 90% identified as being Heterosexual (94%) with 10% preferring not to disclose their sexual orientation (6%). In terms of religion and belief, 40% identified as Christian (75%), 10% as Catholic, 5% as Buddhist, 5% as Atheist while 40% did not declare a religion or belief (25%).

In 2013 there were also 4 promotions in corporate posts (2 of which were temporary), compared to 26 promotions in 2012. For these promotions 50% were

women (73% in 2012), 75% were from the 26-40 age group (31%) with 25% in the 18-25 age bracket (0%). In addition in 2012 50% of individuals were in the 41-60 age group and 19% in the 61 and over bracket. 100% identified as being White British (100%) and as not having a disability (12% identified as having a disability in 2012). 100% identified as being Heterosexual (81%) and also in 2012 4% identified as LGB. In terms of religion and belief, 25% identified as Catholic (8%), 25% Agnostic(0%) and in 2012 50% identified as Christian and 4% Methodist while 50% did not declare a religion or belief (38%).

The number of promotions in 2012 increased due to staff successfully gaining promotion as part of our redeployment process.

We have a specific equality objective related to improving the numbers of individuals applying for promotion from under-represented groups and this work will be progressed during 2014/5. One action which we intend to commence in 2014 is a key piece of independent research to explore why employees from under-represented group may not be going for promotion and to identify ways of encouraging them to do so if they wish.

Leavers from the organisation

Age	2012		2013	
	Voluntary	Redundancy	Voluntary	Redundancy
Under 18	0	0	0	0
18-25	1	0	6	0
26-40	12	0	21	0
41-60	39	0	50	0
61 and Over	6	0	7	0
Total	58	0	84	0

Disability	2012		2013	
	Voluntary	Redundancy	Voluntary	Redundancy
Disabled	1	0	5	0
Non-disabled	57	0	79	0
Total	58	0	84	0

Ethnicity	2012		2013	
	Voluntary	Redundancy	Voluntary	Redundancy
Asian or Asian British/Bangladeshi	0	0	0	0
Asian or Asian British/Indian	0	0	0	0
Asian or Asian British/Pakistani	0	0	0	0
Black or Black British/African	1	0	0	0
Black or Black British/Caribbean	0	0	0	0
Black or Black British Other Black	0	0	0	0
Chinese or Other Ethnic Group/Chinese	0	0	1	0
Mixed White/Asian	0	0	0	0
Mixed White/Black Caribbean	0	0	0	0
Not Stated	0	0	0	0
Other Mixed	1	0	0	0
White British	56	0	81	0

White Irish	0	0	0	0
White Other	0	0	2	0
Total	58	0	84	0

Religion and Belief	2012		2013	
	Voluntary	Redundancy	Voluntary	Redundancy
Unknown	10	0	25	0
Agnostic	0	0	0	0
Atheist	1	0	2	0
Buddhist	0	0	1	0
Catholic	0	0	8	0
Christadelphian	0	0	0	0
Christian	32	0	31	0
Humanist	0	0	1	0
Jedi	0	0	0	0
Jewish	0	0	1	0
Methodist	0	0	1	0
Muslim	2	0	0	0
Pagan	0	0	1	0
No Religion or belief	13	0	13	0
Total	58	0	84	0

Gender	2012		2013	
	Voluntary	Redundancy	Voluntary	Redundancy
Male	50	0	71	0
Female	8	0	13	0
Total	58	0	84	0

Sexual Orientation	2012		2013	
	Voluntary	Redundancy	Voluntary	Redundancy
Unknown	10	0	20	0
Bisexual	0	0	2	0
Gay	0	0	0	0
Heterosexual	45	0	50	0
Lesbian	0	0	0	0
Prefer not to say	3	0	12	0
Total	58	0	84	0

All leavers during 2013 were voluntary and an increase in leavers since 2012 is likely to be due to the implementation of back office reviews and subsequent organisation restructure.

All leavers are invited to undertake an exit interview with our Chief Fire Officer and to complete a telephone interview conducted by independent organisation that then provides us with feedback reports of the results on a quarterly basis.

Service User Data

After The Incident Survey (Domestic)

146 After the Incident Surveys (ATIS) were completed in 2013. Of those who completed the surveys the following data was recorded:

- 35% were male, 65% female (29% male, 71% female in 2012).
- The average age was 52 years (54 in 2012).
- Of those who stated their ethnicity, 91% White British/British or English (85% White British in 2012).
- 28% of respondents declared a disability (31% in 2012).
- Of those who stated their sexuality, 79.5% were heterosexual, 8.2% were LGBT and 12.3% preferred not to say (in 2012, 95% identified as heterosexual, 1% as LGBT).

Results of our ATIS are fed into our HSC Targeting Strategy to ensure we are engaging with those who are identified as most vulnerable and at greater risk of fire.

It is especially encouraging in 2013 to see a large increase in the numbers of respondents declaring their sexual orientation. This is testament to the work we have done to promote LGBT equality and inclusivity with our local communities and evidence that residents feel comfortable with the way the Service engages with them and more relaxed about declaring their sexual orientation.

Complaints

We received 48 complaints during 2013. Details of those individuals that declared their protected characteristics are broken down as follows:

- 4% White British.
- 54% submitted by men, 42% by women.
- 2% between the ages of 40-59.

We are keen to increase equality monitoring as part of this process and intend to review this as part of our overall equality objective aimed at improving monitoring.

It is positive to note that all complaints investigated were resolved without issue and concluded to a satisfactory outcome which is evident by the absence of any subsequent appeals.

Fire Safety Visits by Ethnicity

Ethnicity	No. of people	
	2012	2013
Asian or Asian British - Bangladeshi	11	19
Asian or Asian British - Indian	50	76
Asian or Asian British - Other Asian	37	103
Asian or Asian British - Pakistani	18	24
Black or Black British - African	0	2
Black or Black British - Caribbean	1	1
Black or Black British - Other Black	0	7
Chinese or Other Ethnic Group - Chinese	34	104
Chinese or Other Ethnic Group - Other	6	17
Mixed - Other Mixed	385	369
Mixed - White and Asian	18	53
Mixed - White and Black African	4	4
Mixed - White and Black Caribbean	1	3
Not Stated	7	32
White - British	3145	2816
White - Irish	31	7
White - Other White	46	67
Total	3794	3704

In 2013, 76% of the people who received a service from our Fire Safety teams were White British and 24% were from minority ethnic communities, compared to 17% in 2012.

Prevention and Education Home Safety Check (HSC) Visits

Ethnicity	No. of HSCs	
	2012	2013
Asian or Asian British - Bangladeshi	63	47
Asian or Asian British - Indian	273	276
Asian or Asian British - Other Asian	166	170
Asian or Asian British - Pakistani	116	139
Black or Black British - African	120	96
Black or Black British - Caribbean	37	46
Black or Black British - Other Black	61	69
Chinese or Other Ethnic Group - Chinese	114	156
Chinese or Other Ethnic Group - Other	29	22
Mixed - Other mixed	97	83
Mixed - White and Asian	95	83
Mixed - White and Black African	23	17
Mixed - White and Black Caribbean	27	25
Not Stated	3086	2496
White - British	26904	25289
White - Irish	36	35
White - Other	299	219
Total	31546	29268

Groups receiving an HSC	No. of people	
	2012	2013
Elderly people	11609	13935
Disabled people	4414	4135
Under 5 years	3512	3454
Lone Parents	782	665
Total	20317	22189

In 2013, 86% of the individuals that received a HSC were White British. 14% were from a minority ethnic community, compared to 15% in 2012.

During this reporting period over 13,000 HSCs were conducted with elderly people (age 65+), this is a 20% increase from the previous year. Over 4,000 checks were undertaken with disabled people and over 3,000 children were engaged with during this period.

Community Engagement

Overall, community engagement has increased significantly during 2013, due to an increased support for engagement events and the introduction of our pilot volunteering scheme, with volunteers supporting our two Black and Minority Ethnic (BME) advocates and the Community Engagement Coordinator and Service staff.

Levels of BME engagement have improved on last year, as well as a significant increase in engagement with LGBT groups. With additional support from volunteers, we have also been able to facilitate significant engagement with over 4,400 disabled people and 900 older people.

Activities during the year have included:

Chinese New Year - Presence at the Chinese New Year celebrations on Stowell Street, distributing safety information and taking referrals for HSCs. Over 350 people were engaged with at the event (an increase of approximately 150 people since 2012).

Religion and Belief - Engagement with Sikh Gurdwaras with both Vaisahki and Diwali celebrations, as well as supporting the opening of the New Sikh Temple in Newcastle, engaging with over 1,000 Sikh community members overall. (This is a major increase since last year when we engaged with around 150 members of the Sikh community).

Annual Safe Ramadan and Eid activities ensured that the Service engaged with over 610 Muslim community members in mosques and at events. Service employees also attended 'Breaking the Fast' events in Newcastle and South Tyneside.

MELA - Newcastle MELA event was our most successful ever, where we engaged with 2,500 people (in comparison to 1,300 in 2012) and over 110 referrals were

gained over the two days. The Service also performed a number of hot oil demonstrations for event attendees.

Refugees - Numerous engagement activities with asylum seekers and refugees including regular attendance at drop-ins, fire safety talks with vulnerable asylum seekers and refugees and targeted activities for Refugee Week. Over 1,200 vulnerable people were engaged with in this area (an increase of 1,000 since 2012 where we engaged with around 200 refugees).

Pride - LGBT engagement has been significantly bolstered by the support of our volunteers at both Sunderland and Newcastle Pride events, increasing HSC referrals and engaging with over 3,500 people (an increase of 2,000 on last year). The Service, as in previous years, also hosted breakfast and brunch events, feedback from these proving very positive.

Volunteers - The Service has radically improved engagement with disabled people, both with Deaf Liaison Volunteers whose role is to directly engage with members of the deaf community, as well as increased support to the wider disabled community at events such as DNEK and support for other events, fairs and talks. 4,449 disabled people were engaged with over the period and over 100 HSC referrals with vulnerable disabled people were collected.

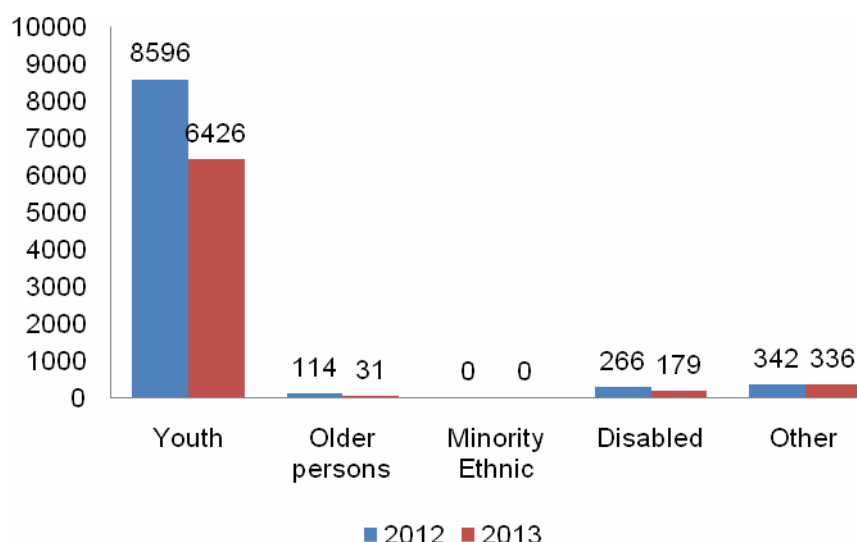
Other engagement - Additional activities included engagement of older persons through Older Peoples day resulting in over 900 people engaged with, working with partners in the South of Tyne area for World Mental Health Day, distributing over 2,000 leaflets and information packs. Advocates and volunteers also engaged with vulnerable women through various events in the reporting period.

The table below summarises groups engaged over the year:

Vulnerable Group	Engaged	HSCs
Disabled	4449	103
BME	10467	292
LGBT	3500	263
Older Persons	900	20
Total Vulnerable/Hard to reach	19316	678
Other (not stated above)	14395	580
Overall Total	33711	1258

SafetyWorks!

Our SafetyWorks! Centre enables visitors to participate safely in realistic situations illustrating everyday hazards and how to prevent them. The centre has many visitors throughout the year. The chart below compares visitors to the centre during 2012 and 2013:



The range of visitors to SafetyWorks included:

SafetyWorks activities by group type	Sessions	Attendees
Aged 18 - 64	16	255
Group - 65+	3	31
Group - Disabled	17	179
Group - Lone Parents	5	58
Young people (school age)	160	6426
Other/Mixed group	2	23
Total	203	6972

SafetyWorks activity by Ethnicity	Sessions	Attendees
Not Stated	178	6234
Mixed - Other Mixed	15	497
White - British	3	49
White European	7	192

Phoenix Project

Our Phoenix Project uses the positive role model of a fire-fighter to provide a life changing programme for young people who are the most challenging and disadvantaged in local society. In 2013 the project was delivered to the following groups:

Phoenix activities by group type	Sessions	Attendees
Aged 18 - 64	1	7
Young people (school age)	4	28
Mixed group	41	422

Attendees by Ethnicity	Sessions	Attendees
Mixed - Other Mixed	17	212
White - British	29	245

Young Fire-fighters Association (YFA)

YFA provides young people from a variation of backgrounds for example, those who are at risk of offending or non-attendees at school, with a programme of practical and theoretical instructions on Fire and Rescue Service related subjects. A breakdown of individuals we engaged with as part of the YFA is as follows:

YFA activities by group type	Sessions	Attendees
Aged 18 - 64	2	24
Young people (school age)	62	527
Mixed	228	2955
Young Firefighters 11-17yrs	52	497
Youth Diversion	26	310

YFA activities by Ethnicity	Sessions	Attendees
Mixed - Other Mixed	49	497
Mixed - White and Asian	2	21
Not Stated	90	1157
White - British	215	2495
White - Other White	14	143

Princes Trust

Our Princes Trust Programme provides personal development courses, enabling teams of young people, from diverse backgrounds, to work in the community and give them incentives to continue to make a contribution of lasting impact both to themselves and their communities. A breakdown of individuals we engaged with as part of this programme is as follows:

Princes Trust by group type	Sessions	Attendees
Aged 18 - 64	5	56
Mixed	3	26

Princes Trust by Ethnicity	Sessions	Attendees
Not Stated	3	23
White - British	4	51
White European	1	8

External Monitoring

We recognise that there are some gaps in the external equality data that we monitor and we are interested in finding out why some of our service users are not disclosing specific equality data.

This demonstrates a need for us to consider how we can improve external equality monitoring by ensuring data collection is consistent across the board for example by promoting the benefits of monitoring. We will do this in line with our equality objective aimed at increasing response rates in relation to internal and external monitoring by protected characteristic.

Annual Equality Action Plan Progress Update – January 2014

Equality Objective	Actions	Target Completion	Progress Update	Responsible	Strategic/ National links	Measures of Success
<p>Objective 1:</p> <p><i>By 2014, to incorporate equality and diversity criteria into procurement processes and documentation to ensure new contracts are awarded to suppliers that are compliant with the Equality Act 2010.</i></p>	1.1 Review and amend the Service's Pre-Qualification Questionnaire to include appropriate equality related questions to allow effective evaluation of a tenderers compliance with the Equality Act 2010.	March 2014	Complete. Revised Pre-Qualification Questionnaire now being utilised.	<p>Area Manager, Strategic Planning, Risk and Assets</p> <p>Procurement Services Manager</p>	<p>TWFRS Strategic Community Safety Plan, Goal 4, Priority 6</p> <p>FRSEquality Framework</p> <p>Stonewall Workplace Equality Index Improvement Plan</p> <p>National Procurement Strategy</p>	<p>100% of suppliers securing Service contracts from April 2014 are complaint with the Equality Act 2010.</p>
	1.2 Ensure processes are in place, for all appropriate procurements, to identify and incorporate equality and diversity criteria into both specifications and tender evaluation processes.	March 2014	Complete. Relevant section incorporated into Procurement Strategy. Strategy published in January 2014.			
	1.3 Incorporate equality and diversity considerations into formal contract management and supplier performance measurement processes as appropriate.	March 2014	On target. Contract register has been developed and will be analysed for appropriate equality and diversity related contract management.			

Equality Objective	Actions	Target Completion	Progress Update	Responsible	Strategic/National links	Measures of Success
<p>Objective 2:</p> <p><i>By 2014, provide 100% of our top 300 current suppliers with guidance and access to training to support them achieving and maintaining compliance with the Equality Act 2010.</i></p>	<p>2.1 Deliver a series of actions to raise our suppliers awareness of equality and diversity to enhance their knowledge and understanding. This will include contacting our suppliers with regards to further guidance and information.</p>	<p>March 2014</p>	<p>On target.</p> <p>We held a Procurement Partnership conference and 'Equality in Procurement' Awareness event with a number of current high spend suppliers.</p> <p>Research has now been undertaken to explore the development of a guide for suppliers. This will include links to further resources in respect of equality and diversity legislation and best practice around procurement activities.</p>	<p>Area Manager, Strategic Planning, Risk and Assets</p> <p>Procurement Services Manager</p>	<p>TWFRS Strategic Community Safety Plan, Goal 4, Priority 6</p> <p>FRS Equality Framework</p> <p>Stonewall Workplace Equality Index Improvement Plan</p> <p>National Procurement Strategy</p>	<p>100% of our top 300 suppliers will receive guidance on and access to further training, directing and encouraging them to ensure full compliance with their responsibilities in respect of the Equality Act 2010 as suppliers of the Service.</p>

Equality Objective	Actions	Target Completion	Progress Update	Responsible	Strategic/National links	Measures of Success
Objective 3: By 2014, minimise and remove any potential barriers to Small and Medium Enterprises (SMEs) and Black and Minority Ethnic (BME) groups in bidding for our contracts.	3.1 The Service to be represented at 'meet the buyer' events focussed on educating SMEs and BMEs on successfully tendering for Service contracts.	March 2014 (annual reoccurring target)	On target. We attended an event in 2012 which led to positive outcomes for local SMEs and TWFRS e.g. one SME told us of the barriers they face in tendering for public sector contracts. We took action to remove these and as a result the SME was successful in a procurement process to deliver e-learning for TWFRS leading to financial savings.	Area Manager, Strategic Planning, Risk and Assets Procurement Services Manager	TWFRS Strategic Community Safety Plan, Goal 4, Priority 6	An increase in the amount of SME and BME organisations tendering for the Service's contacts.
	3.2 The 'How to do Business with TWFRS' guide is updated and published on the internet.	March 2014	On target. Work has commenced.		FRS Equality Framework Stonewall Workplace Equality Index Improvement Plan National Procurement Strategy	A Procurement Strategy underpinning the Service's responsibilities to comply with the Equality Act 2010 when procuring goods, services and works.
	3.3 Equality and diversity principles, the Equality Act 2010 and the Equality Action Plan 2012 incorporated with the Service's Procurement Strategy.	March 2014	On target. Section included in Procurement Strategy which we published in January 2014.			

Equality Objective	Actions	Target Completion	Progress Update	Responsible	Strategic/National links	Measures of Success
Objective 4: To achieve a measurable improvement, through raising awareness and providing greater support, in the number of individuals from under-represented groups applying for promotion, for all roles across the Service, by 2014.	4.1 Conduct a piece of research to ascertain why individuals from under-represented groups may not be seeking to develop and prepare for promotion and identify and implement improvement actions.	September 2014	A research proposal has been developed and it is envisaged that research will be carried out in early 2014.	Area Manager, HR HR Services Manager Senior Learning and Development Manager	TWFRS Strategic Community Safety Plan, Goal 4, Priority 5	A successful campaign focusing on key findings encourages greater participation of individuals from under-represented groups, achieving a 3% increase in attendance at development activities related to promotion.
	4.2 Develop and implement an internal positive action campaign targeting under-represented groups to promote uptake of supervisory and management development opportunities including Managerial Assessment Process.	December 2014	Work progressing. Staff from under-represented groups accessing management development. Findings from the above research which will include consulting staff on our MAP will help to shape our campaign.		FRS Equality Framework	
	4.3 Promote Coaching and Leadership programme to encourage participation from under-represented groups.	December 2014	Work is underway to develop our role model and ally programme to support this action. Coaching and leadership programme to be further promoted to under-represented groups as part of wider role model/ally		Stonewall Workplace Equality Index Improvement Plan Annual Equality Data Reports, Recruitment and Promotion by protected characteristic	

Equality Objective	Actions	Target Completion	Progress Update	Responsible	Strategic/ National links	Measures of Success
<p>Objective 5:</p> <p><i>To achieve an improved understanding of pay equality within the Service by 2014.</i></p>	<p>5.1 Carry out further in depth analysis to identify trends/gaps for achieving pay parity across a range of protected characteristics.</p>	<p>March 2015</p>	<p>development.</p> <p>On target. In 2012/13 we expanded our work on pay comparisons to include a wider range of protected characteristics making comparisons on the basis of disability, sexual orientation, and ethnicity. We are planning on conducting an independent pay audit during 2014/15 to further improve our understanding and identify any additional actions required in achieving pay parity.</p>	<p>Area Manager, HR</p> <p>HR Manager</p>	<p>TWFRS Strategic Community Safety Plan, Goal 4, Priority 5</p> <p>FRS Equality Framework</p> <p>Annual Equality Data Reports, Gender balance by varying levels in the organisation</p>	<p>Improvement plan is created with recommendations aimed at reducing the gender pay gap.</p>
<p>Objective 6:</p> <p><i>To improve accessibility to our buildings across the estate by 2013.</i></p>	<p>6.1 Complete a programme of accessibility audits across the organisation and produce recommendations for improvement.</p>	<p>September 2014</p>	<p>On target. The majority of audits have been carried out by the Disability Network Group. Access reports are currently being collated.</p>	<p>Area Manager, Strategic Planning, Risk and Assets</p> <p>Head of Estates</p>	<p>TWFRS Strategic Community Safety Plan, Goal 4, Priority 6</p> <p>FRS Equality Framework</p>	<p>A report outlining findings and recommendations including an implementation plan.</p>

Equality Objective	Actions	Target Completion	Progress Update	Responsible	Strategic/ National links	Measures of Success
Objective 7: By 2015, to achieve a measureable increase in response rates in relation to internal and external monitoring by protected characteristic.	7.1 Carry out a review of all processes and stages re equality monitoring and implement improvements in relation to analysis and capturing of monitoring outcomes.	March 2015	Equality staff have worked closely with Data and Information staff to refine processes during 2013 to improve monitoring of equality data. Further work is planned during 2014 to review external surveys in line with protected characteristics.	Area Manager, Strategic Planning, Risk and Assets Data Performance and Development Manager	TWFRS Strategic Community Safety Plan, Goal 4, Priority 5 & 6 FRS Equality Framework Stonewall Workplace Equality Index Improvement Plan	A 10% increase in response rates in relation to internal and external monitoring is achieved.
	7.2 Conduct internal and external awareness raising campaigns to promote and encourage monitoring.	December 2015	Internal awareness campaign complete. This led to increased declaration of equality data. Lessons learnt will influence the external awareness raising element of this action which will be progressed during 2014/15.			

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