



Fire and Rescue Service Equality Framework

'The Journey to Excellence'

Consultation copy May 2009

Leadership and promoting inclusion

Developing Understanding the importance of equality

- **1.1** The chief fire officer, elected members and partners commit publicly to the service's core values, to developing an organisation which is fair to everyone and which values and supports equality and diversity.
- **1.2** The chief fire officer and elected members undertake appropriate training in order to effectively perform their roles in promoting equality, diversity and fairness and providing leadership to others.
- **1.3** The service's internal, external and partnership communication strategies are designed to promote good relations across all local communities.
- **1.4** Equality and diversity matters are fully considered during the procurement of goods and services.

Achieving Developing better outcomes

- **2.1** Clear organisational and partnership equality and diversity priorities have been set and are owned and understood by all key stakeholders, including the voluntary and community sector.
- **2.2** Senior service leaders and elected members demonstrate personal leadership and understand the relevance of equality and diversity to their local communities.
- **2.3**The service communicates effectively regarding its equality and diversity priorities, how it is responding to their local communities' needs and promoting good relations.
- **2.4**The service ensures that the procurement of goods and services are regularly monitored and reviewed.

Excellent Making a difference

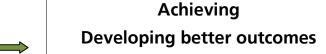
- **3.1** The service can demonstrate success in meeting a range of equality and diversity objectives, and is reviewing them on a regular basis.
- 3.2 Senior service leaders and elected members demonstrate their commitment to equality and diversity through personal impact and by making resources available to deliver improvements.
- **3.3** The service has gained a reputation within the community and key partners for championing and achieving equality outcomes and promoting good relations.
- **3.4** The service can demonstrate that commissioned/procured goods and services are delivering its equality and diversity objectives.

- **1.5** The service has developed an equality and diversity action plan which is reviewed at least annually.
- **1.6** The Service fully consults with representative bodies with regard to all equality, diversity and fairness issues in order to develop a partnership approach.
- implemented, regularly monitored by the senior leadership and delivering some outcomes.
 - **2.6** Representative bodies are enabled to delivery on equality and diversity objectives.

- **3.5** The service can demonstrate significant progress against the equality action plan.
- **3.6** Representative bodies are expected to fulfil a positive role in delivering a wide range of equality and diversity improvements.

Accountability

Developing Understanding the importance of equality



Excellent Making a difference

- **1.7** The service is compliant with the public duties and equality schemes are in place.
- 2.7 Action is being taken to implement the commitments within the statutory equality schemes, which is regularly monitored by the senior leadership.
- **3.7** The service can demonstrate improvements and outcomes as a result of its statutory equality schemes.

- **1.8** The service has systems in place to effectively identify, prevent and deal with bullying and harassment.
- **2.8** Bullying and harassment are regularly monitored and analysed.

3.8 Appropriate action is taken to address the issues that have been identified.

1.9 The service can demonstrate robust performance management arrangements are in places.

- **2.9** The service reports annually to members and Communities and Local Government on progress on equality and diversity.
- **3.9** The service uses regular reporting and peer reviews to review and improve performance across a wide range of equality and diversity matters.

- **1.10**Appropriate action has been taken to enable managers to understand the process of equality impact assessment.
- **2.10** Managers across the service are aware of their role in promoting equality and diversity and of their obligation to ensure that all fire and rescue authority plans, practices and procedures relating to any fire and rescue service function undergo effective equality impact assessments.
- **3.10** Evidence can be provided by managers showing outcomes from equality impact assessments.

Effective service delivery and community engagement

Achieving Excellent **Developing Understanding the importance** Making a difference **Developing better outcomes** of equality **1.11** The service's plans, strategies, **2.11** Appropriate resources have been **3.11**The service's plans, strategies, policies and procedures are allocated and action has been taken to policies and procedures take full equality impact assessed as part mitigate adverse impact and improve account of the needs of local of a prioritised programme. equality outcomes where shortfalls communities. All aspects of the have been identified. planning process have been effectively equality impact assessed. **1.12** The service ensures that local **2.12** A set of equality outcomes, objectives **3.12**The service has achieved positive communities are consulted and/or and goals has been produced to meet progress against the equality engaged appropriately on service the needs of identified target groups. outcomes/objectives it set. planning and delivery. **1.13** The service is committed to **2.13** Adequate arrangements are in place to **3.13**The service has a sophisticated and developing an integrated risk review implementation of the segmented understanding of its local communities which informs management plan that takes full integrated risk management plan. account of the needs of local and influences its integrated risk management plan. communities. **3.14**The service can demonstrate that **2.14** Equality and diversity objectives are **1.14** Structures are in place to ensure equality outcomes are integrated regularly monitored, reviewed and significant improvements and into the services' objectives and updated. equality outcomes are being delivered. targets.

1.15 Appropriate measures are put in place to ensure the service needs of vulnerable and minority groups are identified through the planning process. That customers and citizens are treated with dignity and respect in accordance with the equality and diversity strategy core values.		2.15 The needs of vulnerable and minority groups have been identified and addressed. Services are designed to ensure that customers and citizens are treated with dignity and respect.		3.15 There is an improvement in outcomes for communities, including those who are vulnerable and marginalised.
1.16 The service consistently communicates progress on service delivery to all local communities, including targeted communication.		2.16 The service monitors and takes action on community perceptions and satisfaction identified through surveys, complaints procedures etc. Complaints are dealt with quickly, fairly and transparently.	→	3.16 A wide cross section of local communities are satisfied that the service and its partners have taken their views and needs into account.
1.17 The service works with partner agencies and local community groups.	\Rightarrow	2.17 The service's work with partners and local communities has created improvements/new ways of working.	\Rightarrow	3.17 There is increased satisfaction with the service amongst all users, including vulnerable and minority groups.
1.18 The service is aware of and consults with equality stakeholders and representatives of vulnerable and minority groups to ensure their views are taken account of.	→	2.18 Consultation influences and informs equality priorities and feedback is given to those consulted.	\Rightarrow	3.18 Effective forums are in place to enable all equality stakeholders and representatives of vulnerable and minority groups to challenge, scrutinise and evaluate priorities.
1.19 The service ensures equality of service to all sections of the community through its plans and strategies.		2.19 The service identifies and takes account of the needs of the full range of communities it serves.	\Rightarrow	3.19 The service can demonstrate that it has achieved a reduction of fire incidents, deaths and injuries across local communities.

- 1.20 The service communicates clearly and consistently with employees to raise awareness and understanding of local community issues and the actions needed to address them.
- **1.21** Partners share information regarding local community needs.
- **2.20**The service provides all employees with appropriate training and development to build skills and confidence in delivering a service which is effective in meeting the needs of all local communities and is in accordance with legal requirements.
- **2.21** Partners work together to balance diverse but sometimes conflicting interests in the locality.

- **3.20** Employees behave appropriately and respectfully to members of the public and colleagues. The service's employees are informed, aware, engaging, open and approachable.
- **3.21** Partners review priorities regularly in the light of changing and conflicting community needs and interests.

Employment and training

Developing Understanding the importance of equality

- **1.22** The service's workforce strategy incorporates key equality issues as identified within the national FRS's equality and diversity strategy.
- 1.23 The service understands its local labour market, the barriers equality groups face and the impact this has on achieving a diverse workforce.
- **1.24** The service uses effective processes for recruitment, development and promotion of employees.
- **1.25** The service ensures that all employment procedures comply with equality legislation and employment codes of practice.

Achieving Developing better outcomes

- **2.22** The equality aspects of the service's workforce strategy are implemented and monitored.
- 2.23 Employment objectives have been set based on minimum recruitment targets as set out by the national equality and diversity strategy, internal monitoring, staff consultation and the assessment of the local labour market and barriers.
- **2.24** The service undertakes awareness campaigns and positive action programmes to support and encourage applications from currently underrepresented groups.
- **2.25** The service regularly monitors, analyses and publishes employment data to fulfil its statutory duties.

Excellent Making a difference

- **3.22**A range of innovative processes are in place which deliver equality outcomes for the whole workforce.
- **3.23**The service can demonstrate significant progress towards achieving its minimum recruitment targets, resulting in greater equality in its workforce profile.
- **3.24**The service can demonstrate an improved diversity of applicants for employment, promotion and development.
- **3.25**The service acts promptly upon adverse trends identified from the monitoring and analysis of employment data.

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1.26 The service reviews and equality impact assesses employment policies, practices and procedures.	⇒	All employment procedures have been impact assessed and action has been taken to mitigate adverse impact and promote equality outcomes.		3.26 The implementation of equality objectives is helping to maximise the potential of all employees.
1.27 The service has undertaken an equal pay audit as required by the Equal Pay Act 1970 (Amended).	2.2	The service has an action plan in place on equal pay agreed with recognised trade unions.	\Rightarrow	3.27 Action has been taken to ensure equal pay is fully implemented.
1.28 The service has completed a training needs assessment of the individuals development required to deliver equality outcomes.	2.2	The service provides all employees with training and development on equality, diversity and fairness issues.	\Rightarrow	3.28 The service can demonstrate it has knowledgeable and well trained employees who are better equipped to meet the diverse needs of their local communities.
1.29 Service managers and, where necessary, elected members understand the importance of equality when managing discipline in the workplace.	2.	29 The service has appropriate policies and procedures in place to manage grievances and unacceptable behaviours.	\Rightarrow	3.29 The service provides training for all managers and, where necessary, elected members on handling grievances and disciplinary cases, tackling bullying, harassment, unfair discrimination and unacceptable behaviours.
1.30 Equality issues are integrated into appraisal systems.	2.5	Annual individual performance reviews based on the relevant role for all employees (up to and including chief fire officers) include equality and diversity objectives.	=	3.30 All employees are delivering improvements on equality and diversity objectives.
1.31 The service communicates regularly with employees to raise awareness and understanding of workplace equality and diversity issues and the actions needed to address them.	2.3	Employees are engaged positively in service transformation and in developing new roles and ways of working.	\Rightarrow	3.31 The service has high satisfaction and perception indicators across all employee groups.
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Evaluation and sharing good practice

Excellent Developing Achieving Understanding the importance Developing better outcomes Making a difference of equality **2.32** The service is efficiently gathering **3.32**The service has good quality, **1.32** The service is gathering information in relation to its local relevant and appropriate information, regularly updated evidence of the communities including through using a range of techniques, across equalities profile of its local working with its key partners. local communities to identify key communities and their various equality gaps and to inform the changing needs. service's policies and strategies. **2.33** Information and data is disaggregated **3.33** Equality objectives and outcomes **1.33** The service is developing systems to collect and analyse qualitative and analysed to assess and set equality are regularly reviewed and and quantitative data and objectives. evaluated, based on updated information about local equality data. communities, including their needs and aspirations. **3.34** Partners are able to identify how **1.34** Plans are in place to collect, share **2.34** Relevant and appropriate information and use equality data with and data (including data relating to the communities are changing and the national indicator set) is mapped, impact this may have on equality partners. disaggregated and used with partners, priorities. to assess and set equality objectives. **3.35**The service undertakes employee **1.35** The service has secure provisions **2.35** The service collects and submits a wide for the collection and storage of range of equalities information to CLG surveys, in partnership with representative bodies, to measure personal information. It in accordance with the FRS national encourages and supports equality and diversity strategy. perceptions of it as an employer. employees to disclose personal diversity data.

1.36 The service is aware of good practice and is sharing information on a regular basis.



2.36 The service is informed by good practice and has made changes to its practices as a result of learning from others.



3.36The service creates and develops good practice. Other organisations look to it for information and advice.