



NORTHAMPTONSHIRE FIRE AND RESCUE SERVICE

Equality and Diversity Strategy 2009 - 2013





NORTHAMPTONSHIRE



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Equality and Diversity Strategy

SERVICE INFORMATION SYSTEM

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Executive Summary

Northamptonshire Fire and Rescue Service (NFRS) are committed to achieving equality and diversity in all aspects of its work. We are seeking not only to meet our duties under legislation but also to embrace and enter into the true spirit of fairness and equality in the way we deliver our services to the community.

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Published by	Job title	Date
Sian Butler	Equality and Diversity Officer	April 2009
Review due		April 2011

1 FOREWORD

It is my pleasure to introduce to you Northamptonshire Fire & Rescue Service's (NFRS) equality and diversity strategy.

1.1 Diversity

Only a harmonious and cohesive community can demonstrate that each individual is equally understood, valued and respected. As a key public service we have a responsibility to ensure we recognise everyone's differences and are responsive to their needs. This is essential if we are to deliver a service that is fair, honest and just, as perceived by the diverse community we seek to serve and all members of staff of the NFRS.

1.2 Culture

This strategy is further demonstration of our commitment to listen to our staff and assist them in challenging discriminatory ideas and behaviour. We must all work towards being tolerant and patient whilst developing a listening culture based on respect and mutual trust. We need to ensure the further development of co-operation and creativity and positively encourage innovation which can be acted upon for the greater good.

1.3 What does this mean for us?

Every member of the NFRS, whatever their role, has a responsibility to implement this strategy. We also have a responsibility to uphold the principles upon which the strategy is founded which means that we equally must be prepared to challenge language, behaviour and attitude that falls short of them.

1.4 My Personal Commitment

The publication of this strategy heralds my personal and professional commitment to this crucial area of our work. It is my belief that we should uphold these principles because we believe them to be right and honourable and I am proud to be a member of an organisation that has convinced me of its desire to do just that.

Martyn Emberson
Chief Fire Officer

2 INTRODUCTION

NFRS are committed to achieving equality and diversity in all aspects of its work. We are seeking not only to meet our duties under legislation but also to embrace and enter into the true spirit of fairness and equality in the way we deliver our services to the community.

The strategy is a tool setting out our approach to people issues. It will enable us to serve our community, workforce and demonstrates our approach to commitment and assistance in challenging discriminatory ideas and behavior.

In the production of the NFRS strategy the national fire and rescue service equality and diversity strategy 2008-2018 has been extensively embedded. Alongside the National Strategy, the Fire and Rescue National Framework 2008-2011 has been used to guide our direction with equalities and diversity until 2011.

“Fire and rescue authorities` most important resource is their people. In order to be able to deliver services which meet the needs of the whole community, fire and rescue authorities need to introduce, review and maintain effective employment policies, procedures and processes so that they can: Recruit people with the right skills and potential, develop them to realise that potential, support them by ensuring they are valued, treated fairly and with respect and provide them with equality of opportunity to progress”

(Fire and Rescue National Framework 2008-2011)

This strategy is further demonstration of our commitment to listen to staff and assist them in challenging discriminatory ideas and behaviour. We must all work towards being tolerant and patient whilst developing a listening culture based on respect and mutual trust. We need to ensure the further development of co-operation and creativity and positively encourage innovation which can be acted upon for the greater good.

NFRS demonstrates real commitment to our core values and refer to those values as the heart of our service. It is the responsibility of all within the fire and rescue service to deliver change and promote equality.

The NFRS equality and diversity strategy has been equality impact assessed. The assessment process has enabled the service to clearly and fairly represent the needs of its community. Through the equality impact assessment (EIA) new action was warranted including that of specifying the needs of the transgender community alongside the decision to relate to “race” as ethnicity.

3 OUR VISION

It is our aim to provide a flexible, cost-effective and accessible fire and rescue service which fully meets the needs of Northamptonshire communities.

We will deliver our services effectively and consider it crucial that our workforce is more representative of our communities and we will take a progressive approach to increasing the proportion of staff that is drawn from our under-represented groups.

Equality and diversity is about ensuring that services are available to all sections of the community and that our workforce is equipped with the different skills and competencies necessary to meet all such challenges.

We will ensure we are clear about who is responsible for delivering the strategy and how it is monitored and reviewed. We will ensure that all stakeholders have the opportunity to contribute. We believe that NFRS must reach out to groups who are not currently involved with the service as employees, partner organisations or through other effective engagement mechanisms.

4 OUR VALUES

The heart of our service is formed from our core values:

Service to the community: We value service to the community by working with all groups to reduce risk, treating everyone fairly and with respect, being answerable to those we serve and striving for excellence in all we do.

People: We value all our employees by practicing and promoting fairness and respect, recognition of merit,

honesty, integrity and mutual respect, personal development and co-operative and inclusive working.

Diversity: The community we serve is increasingly multi-cultural. To serve the community well, we need to work in different ways to meet different needs. To improve our understanding and way of working, the people within the service need to reflect the community. Therefore we value diversity in the service and community by; treating all with dignity and respect, providing varying solutions for different need and expectations, promoting equal opportunities and challenging prejudice.

Improvement: We value improvement at all levels of the service by accepting responsibility for our performance, being open-minded, considering criticism thoughtfully and consulting others.

5 REQUIREMENTS OF THE IMPLEMENTATION OF STRATEGY

The Fire and Rescue National Framework requires all fire and rescue authorities to implement the national and their local strategy, this is set by section 21 of the Fire and Rescue Service Act 2004.

The Fire and Rescue National Framework clearly states:

“Fire and rescue authorities need to take ownership of and implement the equality and diversity strategy in order to reduce the impact of fire on the diverse communities they serve, to continue to build community engagement and to ensure an efficient and effective balance in their recruitment and deployment of a retained and wholetime workforce”

The strategy requires: action planning, monitoring and reporting on all strands of diversity. These requirements from the national framework and strategy are there to be built upon existing duties relating to the equality scheme.

- Annual review of the action plan for the implementation of the strategy and a report outlining the findings to be produced and delivered
- Individual performance reviews carried out annually against agreed objectives including those around equality and diversity
- IRMP and all plans, policies and practises effectively equality impact assessed
- Provision of progress document for communities and local government, including;
 1. Statistical information on recruitment, progression and employee retention inclusive all diversity strands
 2. Policies, practises and processes which support equality and diversity, qualitative information evidencing progress made
- Provision of progress in relation to service delivery, employment practises and corporate provisions (procurement etc). This includes how policies and procedure changes have made a difference to the workforce/community and quantitative information such as statistics showing number of staff with disabilities have achieved promotion
- Indirect monitoring of: age, race/ethnicity, gender identity, disability, religion/belief, sexual orientation and for women in non-operational roles is not a specific target however monitoring progress in these areas is a worth while task in monitoring the service

“The framework is a foundation on which to build local solutions”

Fire and Rescue Service National Framework 2008-2011

6 WHY DO WE NEED AN EQUALITY AND DIVERSITY STRATEGY?

If we are to uphold our tradition of providing the best possible fire and rescue service we must recognise, value, respect and respond to all elements of diversity within the Northamptonshire community. The way we go about our daily business must always be with a view to gaining and maintaining the trust and confidence of the community.

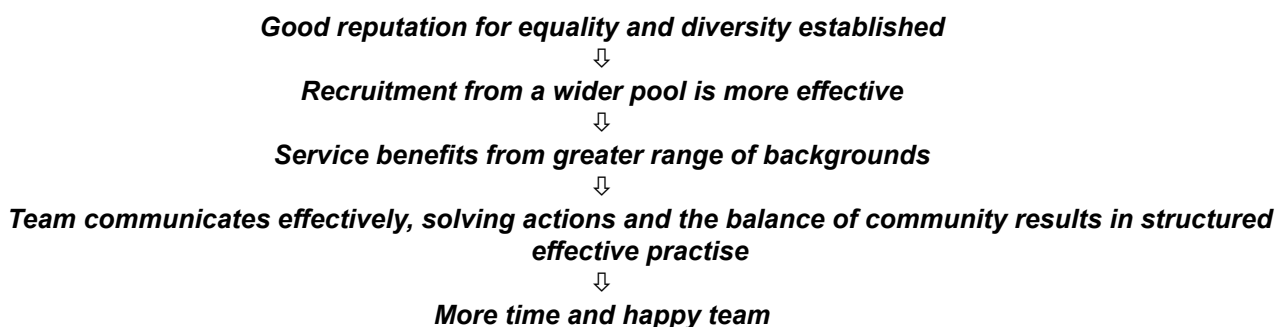
This strategy also has serious implications for all members of NFRS. If we are to continue and further develop an inclusive and cohesive fire and rescue service we must seek to ensure that we create and maintain a diverse workforce that is also highly motivated to actively demonstrate the principles upon which the strategy is founded. A key element of our demonstration of commitment to these principles must be by our adherence to pursuing issues of positive action for those groups that are currently underrepresented within our workforce.

Diversity is all about balance within the organisation. It is essential that we develop an organisational working

environment that is supportive and understanding of everyone's sense of value and respect. We must ensure that our approach to these issues is cohesive and consistent. Our overall aim is to provide the best possible service to all members of the Northamptonshire community.

This strategy will assist us to enhance the attractiveness and effectiveness of our organisation both as an employer and service provider. By collaborating and working in sustainable partnerships across our county, we help to create an environment in which our communities are safer and our people feel valued and respected. Equality and diversity is part of all we do and provide a 'cross-cutting' theme for all work within the service. All departments will be required to identify the equality and diversity implications of their work plans in order that the strategic benefits are delivered in a cohesive way.

Why we need equality



7 EQUALITY

As a public service provider we have the duty to strive and achieve equality. Ensuring people's ability to achieve their potential is not limited by prejudice or discrimination; there is respect, and dignity and protection of individual's human rights.

The Report of The Equalities Review, Fairness and Freedom, which was published in February 2007, identified the need for a new definition of equality that is relevant to our society now and in the future.

'An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises people's different needs, situations and goals, and removes the barriers that limit what people can do and can be.'

There are multiple aspects of our individual identities, these being the six strands of equality: Age, Race/Ethnicity, Disability, Gender, Sexual Orientation and Religion/Belief. We acknowledge all these strands alongside our core values and relate to them in moving the service forward making it inclusive and dynamic.

Equality drives how we treat each other and our community, guaranteeing our policies, practices and procedures are fair so we ensure an appropriate and effective service to all. We value ourselves on creating a level playing field on which everyone is evaluated fairly and is able to progress, purely on the basis of merit.

8 DIVERSITY

To protect the public effectively through prevention and emergency response, we must fully understand the needs of the diverse communities we serve, and plan and deliver our services to take account of those needs.

Diversity describes the range of individuals that make up our society. Our sole consideration must be that the individual is valued for who they are and their chosen way of being. We play an important part in making up our society and thus its diversity. Diversity is not about minority groups, it's about all of us.

It is a broader concept than equal opportunities it is about valuing and respecting all forms of difference and actively striving to meet the needs of individuals. Diversity goes beyond existing legislation, so the driving force behind it is not fear of legal action, but possible desire to create an environment in which everyone can contribute and fulfil their potential.

As a key public service we have a responsibility to ensure we recognise everyone's differences and are responsive to their needs. This is essential if we are to deliver a service that is fair, honest and just, as

perceived by the diverse community we seek to serve and all members of staff of NFRS. In order to protect our community effectively we must actively seek understanding of our diverse communities and on delivery of our service take into account these needs.

We respect and value all forms of difference in individuals, and positively striving to meet the needs of different people. It is our sole consideration that the individual is valued for who they are and their chosen way of being. Respectful behaviour and language is central and continuing theme of this equality and diversity strategy.

9 OUR STRATEGY

Every member of NFRS, whatever their role, has a responsibility to implement this diversity strategy. We also have a responsibility to uphold the principles upon which the strategy is founded which means that we equally must be prepared to challenge language, behaviour and attitude that falls short of them.

This strategy compliments national fire service activity. Co-operation, partnership working and co-ordination will enable action to be taken on two levels, national and local to be cohesive.

All employees are responsible for the delivery of this strategy and demonstrate personal and professional commitment to all issues of diversity by:

- Adopting the diversity strategy as an integral element to our approach to achieving an effective, quality service that is open to scrutiny and transparent in its applications• Ensuring the provision and maintenance of an effective structure within NFRS to deliver this strategy
- Ensuring best practice by monitoring and reviewing relevant processes against targets that are clearly measurable. Reporting our progress to the community of Northamptonshire
- Adopting this strategy, and embracing the concept of diversity, thus ensuring all employees are treated in a respectful and dignified manner
- Engaging with community members through dedicated equalities officer and community fire safety team and maintaining a transparent communication process, to establish varying needs of the local community that we serve
- Ensuring accessibility of information and fire and rescue services to all of the local community

Managing Equalities

The five areas that form the base to all that we do, and subsequently flow within our strategy, as they do with the National Equality and Diversity Strategy 2008-2018 may be found below.

Because we value the national strategy and its guidance; we have structured our strategy under these five areas:

- Leadership
- Service delivery and community engagement
- Employment and training
- Evaluation and sharing of good practice
- Accountability

The strategy requires action in these five priority areas, linked to the core values and the equality standard for local government.

10 LEADERSHIP AND PROMOTING INCLUSION

It is vital that everyone signs up to championing equality and diversity, this will be demonstrated through the direct impact of their behaviour and insurance that resources will available to make necessary changes. Managers must ensure that all staff actively promote inclusion.

“In 2006 the communities and local government select committee identified the need for fire and rescue authorities to strengthen leadership at all levels and in all sectors of the organisation to meet current and future challenges. Fire and rescue authorities are expected to ensure that those with leadership responsibilities or potential to have opportunity and encouragement to develop their

skills.”

(National Framework)

Positive leadership at all levels is essential to drive change, maintain commitment and ensure accountability. The role of fire and rescue service members and senior fire and rescue service managers in promoting and championing equality and diversity is crucial to delivery.

Partnership between employer's representative bodies, staff organisations, government and other agencies will be essential to provide effective support in achieving the required improvement in performance on equality and diversity.

We will:

- Develop an equality and diversity action plan for implementation of the strategy, which ensures that equality and diversity is embedded throughout the organisation, and is compatible with current equalities legislation, covers all strands of diversity and all fire and rescue authority business (including employment practice, procurement and service delivery) and is reviewed at least annually
- Report to members of the fire and rescue authority on progress on equality and diversity quarterly. Review progress against statutory equality schemes as required by legislation
- Ensure all employees are aware of and understand the requirements of NFRS core values
- Ensure authority members of fire and rescue authorities and NFRS staff undertake appropriate training in order to perform their role effectively in promoting equality, diversity and fairness and providing leadership to others
- Ensure that those with leadership responsibilities or potential have the opportunity and encouragement to develop their skills
- Ensure resources for Human Resources and equality and diversity functions are sufficient to deliver fair and effective employment practices
- Ensure all staff across the organisation are aware of their role in promoting equality and diversity and of their obligation to ensure that all Northamptonshire combined fire authority plans, practices and procedures relating to any NFRS function undergo effective EIA.
- Ensure that equality and diversity issues are fully considered in the procurement of goods and services. Fully consult with representative bodies with regards to all equality, diversity and fairness issues in order to develop a partnership approach

11 SERVICE DELIVERY AND COMMUNITY ENGAGEMENT

Effective planning and engagement are key to improving the quality and effectiveness of service delivery to all communities. We aim to tailor our services to meet the needs of the people we serve through sustained dialogue and alongside the use of EIA's.

Engagement

- Consistently communicate progress on service delivery to all local communities, including targeted communication
- Ensure complaints are dealt with quickly, fairly and transparently. Work with partner agencies and community advocates within local communities to improve/create new ways of communicating with community groups
- Monitor and take action on community perceptions and satisfaction identified through surveys, complaints procedures etc. Maintain relevant service user groups

Training and Awareness

- 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
- Communicate clearly and consistently with staff to raise awareness and understanding of local

community issues and the actions needed to address them

Planning

- Ensure equality of service to all sections of the community. Identify and take account of the needs of the full range of communities it serves
- Assess the impact of all new policies, plans, procedures and practices to ensure effective service delivery to all communities, tailored to their needs
- Review all policies, plans, procedures and practices regularly. In particular, ensure that the Risk Management Plan takes full account of the needs of local communities and that all aspects of the planning process have been effectively equality impact assessed
- Implement procedures to ensure progress review for service delivery in our Risk Management Plan

12 ACCOUNTABILITY

The strategy is the responsibility of all, to be familiar with the message we represent, becoming united in our commitment to equality and diversity.

Driving change and developing confidence among employees and the public requires the accountability of everyone in the organisation.

We have a welcome response to change and challenge and will continue reviewing our strategy at every opportunity. We do not seek for the workforce to silently conform to the strategy but to creatively be made aware of the thread running through our service and for the strategy to be actively witnessed in action.

To ensure our commitment towards the equality standard we pledge the responsibility of the strategy across employment and training, service delivery and community engagement.

We will:

- 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.
- Report to communities and local government annually on improvements to service delivery and employment practice, including progress against the employment targets
- Make evidence available to the public annually on improvements to service delivery and employment practice, including progress against the employment targets through our website.
- Ensure that all employees have annual performance appraisals with annual objectives including for equality and diversity
- 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
- Ensure that bullying, harassment, unfair discrimination and unacceptable behaviours are dealt with fairly, quickly and transparently. Seek regular peer review (at least once every three years)

13 EMPLOYMENT AND TRAINING

In order to understand, recognise and respond to the needs our diverse community we will develop a workforce which reflects this. Developing workforce awareness in relation to equality, diversity and fairness, alongside action to eradicate bullying, harassment, unacceptable behaviour and discrimination is an area we have strong motivation within.

Recruitment targets set by the National Framework are as follows:

- By 2013 a minimum of 15 per cent of new entrants to the operational sector to be women
- 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
- By 2013, parity in rates of retention and progression between minority ethnic and white employees, and between men and women

These are challenging but achievable targets within the timescale.

It should be noted that the NFRS current rate of recruitment for operational women is between 4-4.5% and 2.85% of our workforce is from the black and ethnic community.

The target to reach parity in retention and progression is supported. However, parity in progression at all levels by 2013 would be almost impossible as this would depend on steady recruitment from these groups, targeted development programmes at all levels, and sufficient leavers to create the space for movement.

Changes to pension regulations (leading to fewer leavers) and the ability for retained firefighters to bypass some recruitment procedures make this more difficult. The target would need to be progressive to be achievable.

We are committed to recruiting fairly within our organisation and pride ourselves on making the progression of opportunities equal for all. We are mindful that in some instances emergency temporary recruitment may occur.

We will:

- Undertake awareness campaigns and positive action to support and encourage applications from currently under represented groups
- Use national process as appropriate for recruitment, development and promotion of staff
- Review and equality impact assess employment policies, practices and procedures to ensure they are robust, fair and effective, using monitoring data including information derived from exit interviews
- 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 ability
- Where necessary 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
- Carry out annual individual performance reviews based on the relevant role maps for all employees, including equality and diversity objectives, to provide evidence of fair progression
- Provide all employees with training and development on equality, diversity and fairness issues including those relating to harassment, bullying, unfair discrimination and unacceptable behaviour
- Provide training for all managers, and where necessary authority members, on handling grievances and disciplinary cases and on tackling bullying, harassment, unfair discrimination and unacceptable behaviour
- Advertise career progression correctly and fairly ensuring all those who are interested have the equal opportunity.
- Ensure that within any career progression/outside applicants at interview, equality and diversity is discussed and understanding of this assessed.
- When application forms are sent out, a copy of our core values is included.
- Communicate regularly with employees to raise awareness and understanding of workforce equality and diversity issues for LFRS and the actions needed to address them

14 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 use the equality standard for local government (Equality Framework from April 2009) to give structure, focus and measurement to our achievement of excellence.

Monitoring and Evaluation

We will:

- Collect and submit to communities and local government qualitative and quantitative evidence of improvements to service delivery for inclusion in the annual equality and diversity report for the fire and rescue service
- Collect and submit to communities and local government, 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
- Review, monitor and evaluate policies, practices, plans and procedures to assess their impact on

- equality, diversity and fairness (i.e. undertake robust equality impact assessment)
- Monitor and evaluate the effectiveness of processes and procedures for dealing with bullying, harassment, unfair discrimination and unacceptable behaviour.
- Undertake employee and community surveys, in partnership with representative bodies, to measure perceptions of the fire and rescue service as an employer and service provider and to assess the level of effective engagement with employee and community representatives
- 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

Reporting and Recognition

- Recognise and celebrate local and national achievements
- Work with local, regional and national partners to promote and share good practice
- Communicate clearly and consistently with employees to raise their awareness, including the reasons for action on issues of equality and diversity, progress made and of successes

15 OUR PRINCIPLES AND OUR PLEDGE

Ownership. We will achieve ownership of this strategy throughout all levels of the service through various means, including communication, education, training and development.

Maintenance of standards. To focus our aims and efforts we will ensure that objectives are challenging but are monitored evaluated and reviewed regularly to ensure their continued relevance. We will provide clarity and certainty regarding our standards of service to both our team members and members of the community.

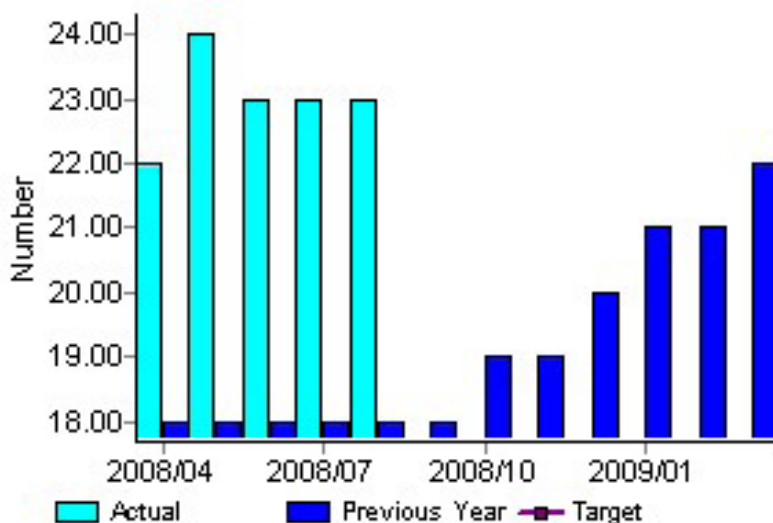
Unacceptability. We will not tolerate but we will target, unacceptable language, inappropriate behaviour and attitude. We will develop effective sanctions and through active leadership and supervision, we will ensure that acceptable standards are clearly articulated, acknowledged and supported.

Effective Team Work. We will actively encourage and endorse partnership working that will include working with the community, statutory and voluntary organisations to generate an effective community oriented service. We will encourage the involvement of the community in the scrutiny of our actions and activities, both internal and external.

Confidence. We will increase confidence in our service by a participative and pro-active programme of training, management and performance measurement which will be founded on fair practices that will ensure the elimination of unfair discrimination in all its forms. All team members will be responsible for delivering this strategy via their actions, language and behaviour at all levels throughout Northamptonshire fire & rescue service. Training and development will enable a common understanding of accepted norms.

No. of female firefighters (BV Brigade NFRS)

Data Chart: This Year by Month



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www.lg-employers.gov.uk

Equality and Human Rights Commission

www.equalityhumanrights.com/en/Pages/default.aspx

The Report of the Equalities Review, Fairness and Freedom February 2007

<http://archive.cabinetoffice.gov.uk/equalitiesreview/>

Key Equality Legislation

Equal Pay Act 1970

Sex Discrimination Act

Race Relations Act 1976

Disability Discrimination Act 1995

Human Rights Act 1998

Sex discrimination (Gender Reassignment) Regulations 1999

Race Relations (Amendment) Act 2000

Part Time Workers Regulations 2000

Employment Equality (Religion or Belief) Regulations 2003

Employment Equality (Sexual Orientation) Regulations 2003

Disability Discrimination Act (Amendment) Regulations 2003

Civil Partnership Act 2004

Gender Recognition Act 2004

Employment Equality (Age) Regulations 2006

Equality Act 2006

<u>Ref</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
1	<p><u>Training/Development</u></p> <ul style="list-style-type: none"> Staff to receive regular briefings and training in equality and diversity issues- clear understanding of the outcomes we are seeking to achieve All employees trained in harassment, bullying, unacceptable behaviour and unfair discrimination 	<p>Cultural Audit 1.2/3/4/4.1/4.2/4.3/4.4/4.1/4.2/4.3</p> <p>KLOEs 3.4 Level 4</p> <p>National Framework 3.3</p> <p>National Equality and Diversity Strategy-Priority 2 (iii)/Priority 3 (ii)/ Priority 4 (ii)</p> <p>Equality Standard for local Gov 1.4.9/2.4.8/2.4.9/3.4.9</p>	<p>In order to create a respectful, open and well integrated approach to diversity, human rights and reduce grievances, bullying and harassment complaints.</p>	<p>April 2012</p>	<p>Reduction in bullying, harassment and grievance cases.</p> <p>Sickness reduction</p>

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<u>Training/Development</u>				
2	<ul style="list-style-type: none"> To deliver training on Equality Impact Assessments, alongside the production of guidance material The content and delivery of all training and development must be equality impact assessed 	<p>In line with the Race Relation Act, National Strategy and business plan to ensure Equality Impact Assessments are conducted correctly</p> <p>National Framework 3.26</p>	<p>To ensure NFRS works fairly and without discrimination.</p> <p>So all materials, venues, food etc provided do not impact negatively on any individuals</p>	April 2010	<p>System in place to evidence all EIAs</p> <p>All policies, procedures etc have an EIA attached</p> <p>Staff are confident</p>
3	<ul style="list-style-type: none"> Managers and others necessary, to be trained on handling grievances, disciplinary cases and tackling bullying etc 	<p>National Equality and Diversity Strategy-Priority 4 (ii)</p> <p>Cultural Audit 3.1</p>	<p>To ensure all colleagues have been treated fairly and with respect.</p> <p>Individuals have the confidence in dealing with these matters</p>	April 2011	<p>Reduction in grievances related to the handling of bullying, harassment, grievance cases.</p> <p>Realistic outcomes achieved.</p> <p>Those cases managed to be dealt effectively</p>

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<u>Targets</u>				
4	<ul style="list-style-type: none"> Record/monitor the progress of non-operational women in the service Record employees; faith, gender, age, sexual orientation and disability status Equality objectives and targets to be set in relation to all six strands Analyse data to find patterns of inequality in relation to staff in posts, training, promotion, grievances etc-removing barriers. These results need to be published and monitored each year 	<p>National Framework 3.12/3.7</p> <p>National Equality and Diversity Strategy 7.3/7.5</p> <p>Race Relation Act 2000</p> <p>Disability Discrimination Act 2005</p> <p>Cultural Audit 6/6.1/6.3</p> <p>Equality Standard for local Gov 3.1.5/3.1.13/3.3.9/3.4.1/3.4.2/3.4.13/3.1.9</p>	<p>To identify any areas of discrimination.</p> <p>To help us ensure we provide the correct provisions for employees.</p> <p>Inform us on how we may need to diversify our workforce.</p> <p>Meet legal obligations</p> <p>Encourage diversity, new skills, ideas etc</p>	April 2010	<p>Annual report produced</p> <p>Actions- positive action plans and activities</p> <p>Inequality highlighted-changes made accordingly</p> <p>Increased diversity in workforce</p>

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<u>Targets</u>				
	<ul style="list-style-type: none"> • By 2013 -15%of new operational entrants to be women • By 2013 – ethnic staff across service to represent the same % as local working population-we can set this target over 5 yr period • By 2013 – parity in rates of retention/progression between ethnic and white employees and between men and women • Undertake Positive Action Campaigns 				

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<u>Documents</u>				
5	<ul style="list-style-type: none"> There are policies and procedures aimed at involving the community with the work of the service 	KLOEs 3.4 level 2	<p>Highlights commitment to community engagement.</p> <p>Clarifies our motivation to service the community</p>	April 2010	Policies written
6	<ul style="list-style-type: none"> Meet statutory duty to have a Race, Gender and Disability Equality Scheme in place. Report to made annually on our progress Involve employees, representatives, department managers and the wider community in all aspects of the corporate equality scheme and in reviewing the progress. 	<p>KLOEs 3.4 level 2</p> <p>Race Relation Act 2000</p> <p>Disability Discrimination Act</p> <p>The Equality Act 2006</p> <p>National Equality and Diversity Strategy-Priority 1 (ii)</p> <p>Equality Standard for local Gov. 1.1.3/1.2.2/2.1.1/2.2.1/2.2.1/2.4/.2.4/ 3.1.1/3.1/10</p>	<p>It sets out our approach to mainstreaming equality within every service and strategy of the service</p> <p>Gain insight, feedback and approval from a range a diverse source which equips with a realistic plan</p>	September 2009	<p>Published Equality Scheme</p> <p>Evidence of consultation</p>

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<u>Documents</u>				
7	<ul style="list-style-type: none"> Demonstrate compliance with employment and equalities legislation (six strands) review progress in the IRMP Ensure the IRMP takes into account the needs of the community and is fully equality impact assessed-implementing procedures to ensure progress review for service delivery in the plan 	<p>National Equality and Diversity Strategy-Priority 2 (ii)/Priority 3 (ii)</p> <p>Equality Standard for local Gov 3.2.5</p>	<p>Show commitment to equality and diversity in all we do.</p> <p>Highlight and acknowledge adverse effects</p>	April 2010	Completed EIA and evidence of consultation

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<u>Documents</u>				
8	<ul style="list-style-type: none"> Devise a way to monitor and evaluate the effectiveness of processes and procedures for dealing with bullying and harassment etc 	<p>KLOEs 3.4 level 2</p> <p>National Equality and Diversity Strategy-Priority 3 (ii)/Priority 5 (ii)</p> <p>Cultural Audit 2.3/3</p> <p>Equality Standard for local gov. 1.1.2/3.4.4</p>	To ensure how we work is practical and meets our need.	April 2011	Report and evidence collated and produced, improvements made if necessary

<u>Ref</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<u>Documents</u>				
9	<ul style="list-style-type: none"> Ensure all plans, policies, practises and procedures are effectively equality impact assessed-in line with the six strands of diversity 	<p>National Framework 3.13</p> <p>Race Relation Act 2000</p> <p>Business Plan</p> <p>National Equality and Diversity Strategy 6.2/ Priority 1 (ii)/Priority 3 (ii)</p> <p>Equality Standard for local Gov. 1.1.4/1.1.5/1.3.2/2.1.2/2.1.3/2.1.4/2.2.5/3.1.2/3.2.4</p>	<p>Legal duty</p> <p>To help us ensure we provide the correct provisions for employees and the community</p> <p>Ensures we are mindful of diversity and acknowledge equality</p>	April 2010	<p>System in place for recording completed EIAs</p> <p>Staff are confident in completing EIAs</p> <p>Guidance documents produced</p>
10	<ul style="list-style-type: none"> Commitment to equality action planning in all departments and service areas Ensure the Equality action plan/business plan incorporates performance indicators 	<p>Equality Standard for local Gov 1.3.3/1.3.4/2.3.2/3.1.3/3.1.8/3.3.1/3.3.2</p>	<p>Promote that equality is everyone's responsibility</p> <p>States clearly our commitment to equality an diversity</p> <p>Helps to embed commitment</p>	April 2011	All Action plans have clear commitment to equality and diversity.

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
11	<p>Monitoring</p> <ul style="list-style-type: none"> Annually review/report on the implementation of the national strategy and equality schemes Report quarterly on equality and diversity progress 	<p>National Framework 3.13 National Equality and Diversity Strategy 6.2/Priority 1 (ii) / 2 (ii)</p>	<p>Open and honest work practise. Ability to asses where we need more resources. Celebrate achievements</p>	<p>April 2010</p>	<p>QPR-Record Annual Report</p>

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	Monitoring				
12	<ul style="list-style-type: none"> • Provide Annually(September) to CLG evidence of progress on equality and diversity, to include: <ol style="list-style-type: none"> 1. Statistics on staff recruitment, progression, retention and service delivery across all diversity strands. 2. Qualitative information on policies, procedures, practises and processes which support equality and diversity in service delivery and the workplace-evidence the progress made. 3. Improvements to employment practise in relation to all staff, employment targets and diversity strands. 	National Framework 3.13 National Equality and Diversity Strategy 6.2/6.6/7.1/ Priority 2 (ii)/Priority 4 (ii)	Shows our commitment and acknowledgement that this information is required. Gives us the motivation to ensure this work s of high priority. Celebrate/justify current status	September 2009	Annual report Collation of Statistics

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	Monitoring				
13	<ul style="list-style-type: none"> Asses all aspects of the working environment (food, equipment etc) ensure all employees receive support and tailored resources necessary to work to their best ability 	National Equality and Diversity Strategy Priority 4 (ii)	Celebrate diversity, respect individuality and ensure our colleagues are respected and supported	April 2011	Report written on findings and EIAs recorded
14	<ul style="list-style-type: none"> Seek a peer review- every three years 	National Equality and Diversity Strategy-Priority 2 (ii)/Priority 5 (ii) Equality Standard for local Gov 1.2.6/2.2.6	Scrutiny enables us to get a realistic insight into our service and work practise	April 2010	Peer Review

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	Leadership				
15	<ul style="list-style-type: none"> Officer Champions(trained and equip) Officer champion to represent each diversity strand 	<p>KLOEs 3.4 level 2</p> <p>Cultural Audit 2.3/3/6.2</p>	<p>Embed equalities</p> <p>Support equality and diversity officer</p> <p>Commitment</p>	April 2010	Published list of individuals
16	<ul style="list-style-type: none"> Assessed on Equality Framework 	<p>KLOEs 3.4 Level 3</p> <p>CPA</p>	<p>Celebrate success</p> <p>Commitment towards equality and diversity</p>	April 2012	Assessment
17	<ul style="list-style-type: none"> Equality and Diversity to be fully considered on the procurement of goods and services Public Authorities are responsible for ensuring all functions carried out by external suppliers meet the duties of the Race Relation Act 2000 	<p>National Equality and Diversity Strategy-Priority 1 (ii)</p> <p>Race Relation Act 2000</p> <p>Disability Discrimination Act 2005</p> <p>Equality Standard for local Gov 2.2.7</p>	<p>Ethical service</p> <p>Committed to equality and diversity</p>	April 2009	Evidence of commitment-guidance notes

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	Leadership				
18	<ul style="list-style-type: none"> Appraise competency/ behaviours to ensure that managers and staff are capable of implementing the equality standard including all strands of diversity 	Equality Standard for local Gov.3.4.8/3.4.11	Embed equalities Individual responsibility highlighted Service commitment Education around what equality and diversity means	April 2011	Update our appraisal policy Objectives set for each employee relating to equality
	The Community				
19	<ul style="list-style-type: none"> Ensure complaints are dealt with quickly, fairly and transparently 	National Equality and Diversity Strategy Priority 3(ii)	Good customer service	April 2010	No complaints raised on how matters have been dealt with

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	The Community				
20	<ul style="list-style-type: none"> • Make evidence available publically (annually) on improvements to service delivery and employment practise- including progress against employment targets through web • Consistently communicate progress to communities/target communication 	National Equality and Diversity Strategy Priority 2 (ii)/Priority 3 (ii)	<p>Service acknowledges its achievements and is able to highlight were further work is to be done.</p> <p>Transparent</p>	April 2011	Web sight managed and updated to state information.
21	<ul style="list-style-type: none"> • Take action on community perceptions and satisfaction-through surveys, complaints etc. 	National Equality and Diversity Strategy Priority 1 (iv)/Priority 3 (ii) Equality Standard for local Gov 1.2.4	<p>Accurate perceptions of the service received.</p> <p>Commitment to community perceptions</p>	September 2011	Survey results and report written

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
22	<p>The Community</p> <ul style="list-style-type: none"> • Work with partner and community advocates within local communities to improve/create new ways of communicating with community groups • To Reduce fire incidents, deaths and injuries across all communities with the emphasis on bringing comparable success rates within at risk/hard to reach communities 	<p>National Equality and Diversity Strategy Priority 3 (ii)(iii)</p>	<p>Strengthen community relations. Prevention, positive action and protection work can all be supported.</p>	<p>April 2010</p>	<p>PARIS List of contacts Fires reduced</p>

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<p>The Community</p> <ul style="list-style-type: none"> Positively consider making job application forms available in other formats/languages and allow applications to be made in formats other than in writing Use the Disability Positive Symbol on internal and external communications, and work in partnership with the Benefits Agency to maintain and demonstrate our ongoing commitment 	<p>Equality and Diversity Strategy</p> <p>CPA</p>	<p>Reach wider community</p> <p>Do not discriminate or disadvantage</p>	<p>April 2010</p>	<p>Research, recommendations, costing produced.</p> <p>Partnership work begun with benefit agency.</p> <p>PARIS</p>

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	<p>The Community</p> <ul style="list-style-type: none"> • Work with Northants Police to identify risks relating to homophobic crime and arson and identify ways in which we can work more closely with our lesbian, gay and bisexual (LGB) communities to prevent and protect them from such incidents occurring • Produce an external Equality Internet web page 				
	<p>New Initiatives</p> <ul style="list-style-type: none"> • Join the Stonewall Workplace Equality Index 	<p>National Equality and Diversity Strategy 6.4</p>	<p>An organisation you can find information about a number of different topics in relation to sexuality.</p> <p>Stonewall works with a whole range of agencies to address the needs of lesbians, gay men and bisexuals in the wider community</p>	<p>April 2011</p>	<p>Official members of stonewall</p>
23					

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
24	<p>New Initiatives</p> <ul style="list-style-type: none"> • Celebrate Success- local, regional and national • Station/workplace visits by Senior Management • work with compulsory school age, college and university students to afford opportunities for work experience and to support vocational studies 	<p>Cultural Audit 1.1</p> <p>National Equality and Diversity Strategy-Priority 5 (ii)</p>	<p>Positive and rewarding</p> <p>Creates the opportunity for debate and honesty</p>	<p>September 2009</p>	<p>Announcements in the weekly bulletin</p> <p>Policy on recognition written</p> <p>Annual station visit</p>

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	Employees				
25	<ul style="list-style-type: none"> When carrying out an (PADP) individual performance reviews (annually) assess against performance against equality and diversity-setting objectives. The individual must meet these objectives- inclusive of Chief Fire Officers-Evidence progression 	<p>National Equality and Diversity Strategy 6.2/ Priority 1(iv)/ Priority 2 (ii)/(iii)/(iv)/ Priority 4 (ii)/(iii)</p> <p>Cultural Audit 1.1/1.5/2/2.2/3/3.1/4.4/6/6.2</p>	<p>Individual commitment and understanding highlighted.</p> <p>Education around the importance of equality and diversity.</p> <p>Personal responsibility</p>	April 2011	Policy written/appraisal procedure updated
26	<ul style="list-style-type: none"> Ensure the provisions for collecting and storing personal data/information is secure and organisational culture encourages and supports member of staff to disclose personal diversity data 	<p>National Equality and Diversity Strategy-Priority 5 (ii)</p> <p>Equality Standard for local Gov 2.4.7</p>	<p>Data protection</p> <p>Confidentiality</p> <p>Respect of individuals</p> <p>Realistic and up to date information</p>	April 2010	Feedback on review and action plan devised on how to address collation of information

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	Employees				
27	<ul style="list-style-type: none"> Where necessary we will undertake equal pay audits as required by the equal pay act 	<p>National Equality and Diversity Strategy Priority 4 (ii)</p> <p>Equality Standard for local Gov 1.4.2/ 1.4.3/3.4.3</p>	Highlight equality and it being a priority.	April 2012	Conclusion of pay review
28	<ul style="list-style-type: none"> Ensure that operational competency, development and progression of our part-time employees is not undermined by a reduction in working hours 	<p>National Equality and Diversity Strategy Priority 4 (iv)</p>	Acknowledge the discrimination these workers may face	April 2011	All staff at the level they should be. Record of this

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	Employees				
29	<ul style="list-style-type: none"> • Encourage a culture of openness about sexual orientation, race, faith, disability and ensure that employees have a safe, secure and supportive environment that is free from harassment and bullying • provide our employees with the information required to understand different cultures • Ensure that welfare provisions are appropriate for male and female employees and for those employees who are transitioning their gender 	National Equality and Diversity Strategy 7.3/7.5	Realistic statistics Tailored support Commitment to diversity and equality.	April 2010	Collate new employer information- new statistics

<u>Ref.</u>	<u>Required Action</u>	<u>Driver</u>	<u>Why do it</u>	<u>Achieve By</u>	<u>How to Measure</u>
	Partnerships				
30	<ul style="list-style-type: none"> Work with local, regional and national partners to promote and share good practise 	National Equality and Diversity Strategy-Priority 1 (ii)	<p>Inherit new ideas and successful work practise</p> <p>Create new relationships</p>	April 2009	Regional and national meetings



NORTHAMPTONSHIRE

