

# LEICESTERSHIRE

## FIRE and RESCUE SERVICE

Status of Report:

Public

Agenda Item:

15

**Meeting:** Combined Fire Authority

**Date:** 10<sup>th</sup> December 2014

**Subject:** Equality Scheme 2014-2017

**Report by:** The Chief Fire and Rescue Officer

**Author:** Mark Andrew (Head of HR, Planning and Performance)  
and Mpazi Siame (Equality & Diversity Advisor)

**For:** Decision

### 1. Purpose

The purpose of this report is to seek the approval of the Combined Fire Authority (CFA) for the proposed Equality Scheme for 2014-17.

### 2. Executive Summary

The Single Equality Scheme 2011-14 comes to an end this year. As a public authority, the CFA has both a general duty and specific duties, aimed at eliminating unlawful discrimination and advancing equality of opportunity across all nine protected characteristics. The CFA has opted to continue using the Equality Scheme as a means of outlining all its equality ambitions as well as meeting its statutory obligations.

### 3. Report Detail

3.1 The CFA currently has a Single Equality Scheme which runs out on 31<sup>st</sup> December 2014. The Annual Report 2013/14 provides an update on the achievements against the objectives set out in the 2011-14 Equality Scheme.

#### **Informing the Scheme**

3.2 The proposed Equality Scheme for 2014-2017 takes into account a number of sources to inform its objectives and action plans including;

- The Fire and Rescue Service Equality Framework (FRSEF)
- Equality monitoring analysis of service and workforce data
- Equalities annual reporting and analysis
- Stonewall Workplace Equality Index

- Staff input (Focus groups)

3.3 The new Scheme has a focus on moving the organisation towards achieving the Excellent level against the Fire and Rescue Service Equality Framework (FRSEF). Therefore, all the proposed objectives will contribute to achieving the necessary outcomes that will demonstrate the key requirements against the FRSEF. The CFA will note that the Local Government Association (LGA) in collaboration with CFOA have revised the FRSEF and the new framework took effect in July 2014.

### **Equality Objectives**

3.4 The existing Action Plan to achieve Excellence against the FRSEF has also been reviewed and is now incorporated within the new Equality Scheme 2014 -17.

3.5 The equality objectives proposed are:

- Achieve the excellent status of the Fire and Rescue Service Equality Framework (FRSEF) by December 2016
- Improve public access to equality information using the website
- Deliver mandatory Equality and Diversity training to all staff
- Improve equality monitoring across all service areas
- Embed equality in commissioning and procurement activity

### **Consultation**

3.6 It is intended to consult with staff internally and to invite comments and feedback through an invitation to be published in the Weekly Update. Consultation will also take place with the CFA's representative bodies (FBU and Unison) through the Staff Consultation Forum (SCF). Finally, consultation will take place with local partners and other local stakeholders through existing partnership communication arrangements as well as the use of social media.

3.7 The consultation will commence after the CFA's meeting today and will last for 3 months with a view of the Scheme becoming effective from 1<sup>st</sup> April 2015.

### **Equality Impact Assessments (EIAs) and Due Regard**

3.8 The Equality Act 2010 requires the CFA to publish the information it has used in exercising "due regard" (to eliminate unlawful discrimination, advance equality of opportunity and promote good relations) in order to inform policy and decision making. EIAs are a useful way of evidencing due regard when formulating and reviewing policies and practices. There is now a dedicated equalities section on the website and this will be utilised for publishing any relevant information including EIAs.

### **Other considerations**

3.9 The workforce profile data in Section 1 (page 4) will be updated at the year end to correctly reflect the workforce profile.

## **4. Report Implications / Impact**

### **4.1 *Legal (including crime and disorder)***

The proposal will assist the CFA in fully complying with its legal responsibilities under the Equality Act 2010. Non-Compliance may result in the Equality and Human Rights Commission issuing a notice of non-compliance.

### **4.2 *Financial (including value for money, benefits and efficiencies)***

a) There will be cost implications from the Scheme, including

- Proposed training for Vent/Allies programme
- Launching of the proposed Allies programme
- Materials (T-shirts, and hand outs) to support engagement activities
- Designing of anti-bullying and harassment materials.

b) The positive action budget has been cut from £5,000 to £2,000 from April 2015. Any proposals will have to be met within this budget which may restrict some of the activities.

### **4.3 *Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)***

Without a coherent strategy and action plan to address equalities, there is significant risk of legal action against the Service for failure to comply with the public sector equality duty.

### **4.4 *Staff, Service Users and Stakeholders (including the Equality Impact Assessment)***

The outcomes of the equality scheme are intended to positively impact on staff, service users and all stakeholders.

### **4.5 *Environmental***

None arising

### **4.6 *Impact upon Our Plan Objectives***

Equality and diversity is central to good service provision and in promoting a positive working environment. Good equality and diversity practices will contribute to the achievement of all our objectives. However, implementing the proposed Equality Scheme 2014-17, the CFA will not only be complying with its legal duties but also ensuring that “staff have the right skills, behaviours and attitudes to provide an excellent service” in order to “contribute to making the CFA area a good place to live.”

## **5. Recommendations**

The CFA is asked to approve the proposed Equality Scheme 2014-17 subject to the amendments proposed in paragraph 3.9 above.

## **6. Background Papers**

- a) Fire and Rescue Service Equality Framework 2014
- b) Journey to Excellence action plan
- c) Draft Revised LGBT action plan

## **7. Appendices**

- 1. Draft Equality Scheme 2014-17
- 2. Draft Action Plan
- 3. Draft Equality and Diversity Training Plan

**LEICESTERSHIRE**  
**FIRE and RESCUE SERVICE**

**DRAFT**

EQUALITY SCHEME

2014 – 2017

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## **FOREWORD**

We are pleased that Leicestershire Fire and Rescue Service is able to share its third Equality Scheme. The Scheme provides an overview of the Combined Fire Authority's ambitions to continue improving equality of opportunity for everyone who lives and works in Leicester, Leicestershire and Rutland.

The Combined Fire Authority (CFA) makes a substantial contribution to the economic, social and overall well-being of the sub region and enjoys a growing reputation of excellence in the community and among stakeholders. This can only be attributed to the professional approach that our staff exhibit during work related activities in the communities.

In the past we have focused our equality objectives around improving internal and staff related practices. In this Scheme we want to maintain the good practices that we have put in place but also begin to put some emphasis on knowing and understanding our communities better.

We will improve how we capture and utilise equality information when we interact with our diverse communities. We will also look at how we can strengthen the ways in which we work with our partners who support and add value to the services we provide.

We are confident that the Equality Scheme 2014-17 will reflect and demonstrate this commitment.

### **Picture of Dave Webb and Cllr Steve Corral**

### **CFA EQUALITIES LEAD MEMBER**

As the Lead Member for Equality and Diversity, I warmly welcome the publication of the CFA's Equality Scheme 2014-17, including the outlined objectives and action plans.

Elected Members have a role to play in promoting equality and diversity within Leicestershire Fire and Rescue Service but also in the wider communities that we serve. Understanding and recognising discrimination and valuing differences are integral steps towards creating an environment in which everyone feels free to be themselves and can give of their best.

The new Scheme aims to achieve excellence against the Fire and Rescue Service Equality Framework. The CFA will therefore support and champion the equality objectives in order to advance equality for everyone in our area of service.

Picture of Cllr DR Susan Barton

## **SECTION 1: ABOUT THE COMBINED FIRE AUTHORITY**

### **GOVERNANCE**

The Combined Fire Authority (CFA) is the Fire and Rescue Authority for the administrative areas covered by Leicester City Council, Leicestershire County Council and Rutland County Council. Each of those councils appoints a number of its own councillors to be Members of the CFA. Presently, the CFA comprises 17 Members with 11 being appointed by Leicestershire County Council, 5 by Leicester City Council and 1 by Rutland County Council. The number of Members per council is calculated by reference to the population of that council as a percentage of the populations of the 3 councils as a whole. Annually one of the Members is elected to be the Chairperson by the others. The Chairperson is the political head of the CFA.

The public will better know the CFA by the name 'Leicestershire Fire and Rescue Service' which is how the fire and rescue authority is described for its day-to-day activities.

The CFA's professional adviser and Chief Executive is the Chief Fire and Rescue Officer who is supported by three Directors including the Deputy Chief Fire and Rescue Officer.

The CFA provides emergency fire and rescue services to serve the communities within Leicester, Leicestershire and Rutland. It also enforces fire safety laws, provides advice on fire safety matters and carries out a wide range of other community safety activities.

The CFA operates a total of twenty strategically located fire stations which are in turn supported by a Service Headquarters and central training unit, supplies and maintenance departments.

### **THE WORKFORCE PROFILE (at 31<sup>st</sup> December 2014)**

There are approximately 880 staff in roles covering emergency firefighting and rescue activities, fire safety enforcement, community education and support services employed by the CFA.

The CFA has undertaken a number of initiatives to increase the workforce diversity but currently the workforce profile for operational staff remains largely White British male and White British – female for support staff. This section looks at the workforce diversity at Leicestershire Fire and Rescue Service.

#### **Age**

The majority of the workforce are aged between 25 and 55 years. This group accounts for 96.8% of the workforce.



Age profile of employees							
	Age: 17-24	Age: 25-35	Age: 36-45	Age: 46-55	Age: 56-65	Age: 66+	Age Not Stated
Operational staff	24	201	237	233	20	0	0
Support Staff	4	37	47	51	30	0	0
<b>Total</b>	<b>28</b>	<b>238</b>	<b>284</b>	<b>284</b>	<b>50</b>	<b>0</b>	<b>0</b>

The CFA have revised all retirement policies removing the default retirement age across the service. The impact of removing the default retirement age is yet to impact on the workforce.

## Disability

The disability profile for operational staff is 1.8% and 10.5% for support staff (March 2014). The disability profile for the total workforce is 3.4%. The disability profile of the workforce has decreased when compared to the profile in 2011. In 2011 the disability profile was 2.6% for operational staff, 11.5% for support staff and 3.7% across the workforce.

	Disability Profile of employees		
	Declared Disability	Declared NOT Disabled	Not Stated
Operational staff	12	0	703
Support Staff	18	0	151
<b>Total</b>	<b>30</b>	<b>0</b>	<b>854</b>

The “not stated” category remains significantly higher and this is partly due to the recording system being set to “Not Stated” as a default for all responses other than those stating “Yes” for disability. The personal information audit will provide more accurate results.

## Ethnicity

The profile of Black and Minority Ethnic (BME) employees is 6.3%. The BME profile for operational staff is 5.3% (March 2014). When compared to the workforce profile in 2011, the workforce has remained largely the same (6.2% of BME staff across the service and 5.3% for operational staff).

Ethnicity Profile of employees								
	White British	Any other white background	Mixed	Asian or Asian British	Black or Black British	Chinese	Any other Minority Ethnic Background	Ethnicity not stated
Operational	629	20	7	6	4	0	1	48
Support	141	2	2	9	2	3	0	10
<b>Total</b>	<b>770</b>	<b>22</b>	<b>9</b>	<b>15</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>58</b>

## Gender

The distribution of female employees across the service remains at 15.6% when compared to the overall distribution of females in the workforce in 2011.

The number of women in operational roles is 38 representing 5.3% of operational staff this represents a drop from 6.2% in 2011.

The distribution of female support staff is 59% employees which indicates a slight increase from 2011 when the female distribution was 56.3% for support staff.

Gender Profile of employees			
	Men	Women	Not Stated
Operational staff	677	38	0
Support Staff	69	100	0
<b>Total</b>	<b>746</b>	<b>138</b>	<b>0</b>

## Religion or Belief

The majority of staff did not declare a religion or lack of one (39.4%). Christianity remains the largest religion within LFRS at 34% and is followed by staff with no religion at all (23.5%). There are minor changes to the religion or belief profile of employees when compared to the profile in 2011 when 35.4% declared their religion as Christian. 38.6% did not declare any religion or belief while 22.7% declared to have NO religion.

Religion or belief profile of employees									
	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other	None	Religion Not Stated
Operational	243	0	1	2	0	4	6	178	281
Support	58	0	3	1	2	2	6	30	67
<b>Total</b>	<b>301</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>6</b>	<b>12</b>	<b>208</b>	<b>348</b>

## Sexual Orientation

The proportion of staff declaring their sexual orientation as Lesbian, Gay and Bisexual (LGB) across the workforce is 1.2% with those choosing not to declare their sexual orientation making up 42.2% of the workforce. The proportion of LGB staff in 2011 was 1.1% and the "NOT declared" accounted for 41.2%

	Sexual Orientation profile of employees			
	Bisexual	Gay/Lesbian	Heterosexual	Sexual Orientation Not Stated
Operational staff	5	6	423	281
Support Staff	0	0	96	73
<b>Total</b>	<b>5</b>	<b>6</b>	<b>519</b>	<b>354</b>

## MANAGEMENT STRUCTURE

The management structure at Leicestershire Fire and Rescue Service is headed by the Chief Fire and Rescue Officer, Dave Webb. He is supported by a deputy Chief Fire Officer, An Assistant Chief Fire Officer, the Treasurer for the Combined Fire Authority and seven Area managers. This makes the Senior Management Team (SMT).

Please click [here](#) for the detailed Management structure (Link to online management structure)

## STRATEGIC AIMS AND ORGANISATIONAL VALUES

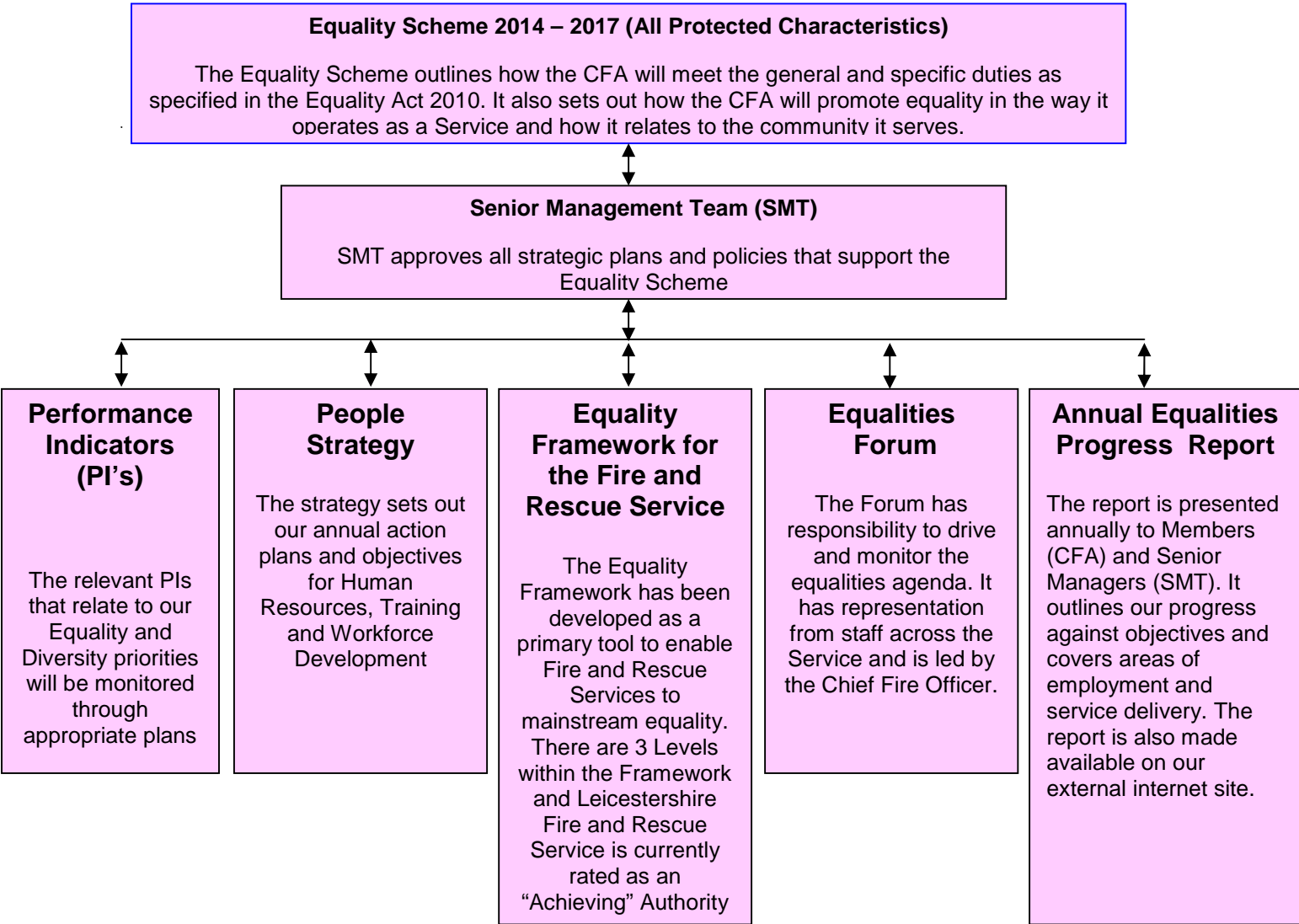
The CFA Equality and diversity plans are fully in line with the corporate aims, objectives and core values. The Equality Scheme has been designed to support the aims and objectives of the service but also to ensure that equality is fully embedded in the business planning of the organisation. Further details about our strategic aims, objectives and organisational values, please see "Our Plan" ([Link to "Our Plan"](#))

## WHO IS RESPONSIBLE

The Members and the Chief Fire and Rescue Officer have overall responsibility for this Equality Scheme. Co-ordination of the day-to-day running of the Scheme rests with the Equalities Forum, the Head of Human Resources and the Equality and Diversity Advisor.

**STRUCTURE OF EQUALITY PLANS AND PROCESSES**

In order to support the work of this Scheme, each of the teams and plans outlined below will work together to achieve the CFA objectives.



## **SECTION 2: WHY WE NEED THE EQUALITY SCHEME**

The CFA believes that equality and diversity is at the centre of good practice for any organisation that is in the service industry. Therefore the CFA is committed to embedding good equality practices in all its functions.

### **LEGISLATION**

The Equality Act 2010 provides the legislative framework for which all listed public sector organisations are expected to comply. Specifically;

- Section 149 of the Equality Act 2010 (the public sector equality duty), and
- The Equality Act 2010 (Specific Duties) Regulations 2011

### **THE PUBLIC SECTOR EQUALITY DUTY**

Our Equality Scheme confirms how the CFA intends to meet its statutory obligations in relation to the public sector equality duty. It also includes the CFA's equality objectives for the specified three year period. The objectives are outlined below.

As a public authority, the CFA has both a general duty and specific duties, aimed at eliminating unlawful discrimination and advancing equality of opportunity across all nine protected characteristics.

### **THE GENERAL DUTY**

The general equality duty requires all public sector bodies (that are subject to the Act) to have due regard to three general areas when exercising their functions. These are;

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act (minimising disadvantages suffered by people due to their protected characteristics).
2. Advance equality of opportunity between people who share a protected characteristic and those who do not (taking steps to meet the needs of people from protected groups where these are different from the needs of other people).
3. Foster good relations between people who share a protected characteristic and those who do not (encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low).

The general equality duty will also apply to any organisation that undertakes functions on behalf of a relevant public authority. This includes private and voluntary organisations which have been engaged to carry out public functions on behalf of a public authority. An example of this will be the work we do with the Red Cross and similar organisations.

## **THE SPECIFIC DUTIES**

The Equality Act 2010 (Specific Duties) Regulations 2011 (the specific duties) requires all listed Public Sector organisations to;

1. Publish equality objectives
2. Publish equality information
3. Publish information used for any analysis and decision making
4. Publish information about engagement

Please see section 3 below for details of how the CFA intend to meet the specific duties.

## **PROTECTED CHARACTERISTICS**

The Equality Act 2010 provides protection against unlawful discrimination, bullying and harassment for the following nine protected characteristics (previous referred to as “equality strands”);

1. Age
2. Disability
3. Gender
4. Marriage and Civil Partnerships\*
5. Pregnancy and Maternity\*
6. Race
7. Religion or Belief
8. Sexual Orientation
9. Trans-gender or Gender Reassignment

## **ENFORCEMENT**

The Equality and Human Rights Commission (EHRC) has the legal power to enforce both the general and specific duties. The EHRC can also issue a Notice of Compliance to any public authority failing to meet its duties. A Notice of Compliance requires a public authority to provide information about how they will comply with the general or specific duties, including what steps they will take.

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\* Advancing equality of opportunity and fostering good relations does not apply

## **SECTION 3: HOW WE WILL MEET OUR DUTY**

### **EQUALITY SCHEME 2011-14**

The Equality Scheme for 2011-2014 came to an end in 2014. The achievements and performance against the equality objectives are available through the following link: (Link to annual report 2013-14)

### **EQUALITY SCHEME 2014-17**

The CFA has set an objective to achieve the “Excellent” level against the FRS Equality Framework by 2016. This means that the new Equality Scheme will focus on areas that will drive the organisation towards this objective. However the CFA has also taken into account other sources to inform this Equality Scheme including;

- ✓ Fire and Rescue Service Equality Framework (FRSEF)
- ✓ Equality monitoring analysis of service and workforce data
- ✓ Equalities Annual Reporting and analysis
- ✓ Stonewall Workplace Equality Index
- ✓ Staff input (Focus groups)

### **EQUALITY OBJECTIVES 2014 – 17**

The CFA equality objectives for 2014 -17 are;

- 1. Achieve the excellent status of the Fire and Rescue Service Equality Framework (FRSEF) by December 2016:**
- 2. Improve public access to equality information using our website**
- 3. Deliver Mandatory Equality and Diversity training to all staff**
- 4. Improve equality monitoring across all service areas**
- 5. Embed equality in commissioning and procurement activity**

### **EQUALITY INFORMATION**

Publishing equality information is a legal requirement under the specific duties of the Equality Act 2010.

The CFA will publish information which will include information relating to people who share a relevant protected characteristic who are:

- Its employees
- Affected by its policies and practices (for example, service users).

The information must be published in a manner that is accessible to the public so that it enables service users, staff, the EHRC, regulators and other interested parties to assess the equality performance of the organisation.

The CFA will publish equality information on its equality pages on its website at (Link to equality micro-site).

## **EQUALITY ANALYSIS**

The public sector equality duty does not impose a requirement for Public Sector organisations to undertake Equality Impact Assessments (EIAs). However, it does require listed public bodies to have 'due regard' to each of the three parts of the General Duty. This means that listed public bodies must consciously consider the need to eliminate discrimination, advance equality and promote good relations.

Public sector bodies should also publish the information used for any analysis and decision making.

The CFA intends to continue utilising Equality Impact Assessments (EIAs) as a means of evidencing the impact of its functions, policies and practices on all protected characteristics. We will consider using EIA outcomes to inform policies.

## **ENGAGEMENT**

As part of the specific equality duties, public authorities are required to publish information about the engagement they have undertaken.

By engaging with different groups, other service providers and stakeholders in our service area we can;

- Identify particular needs, patterns of disadvantage and poor relations.
- Understand the reasons for disadvantage, low participation rates and poor relations.
- Design initiatives to meet these needs and overcome any barriers.
- Identify opportunities to promote equality and foster good relations.
- Contribute to filling gaps in equality information.
- Contribute in determining priorities.
- Identify the relevance of our functions to equality.
- Analyse the equality impact of particular programmes, policies or proposals.



- Check the quality, relevance and comprehensiveness of our information.

The CFA will utilise a number of strategies to ensure that it actively engages with other service providers, stakeholders and the different communities within Leicester, Leicestershire and Rutland.

## **SECTION 4: CONSULTATION, REVIEW AND PUBLICATION**

### **CONSULTATION**

The CFA will consult with staff, representative bodies and interested external stakeholders before publishing the Equality Scheme in April 2015. We will ensure that feedback received from the consultation exercise is fully documented, considered and incorporated into the Equality Scheme where appropriate.

### **REVIEW**

The Equality Scheme will be reviewed annually and the review will be co-ordinated by the Equalities Forum. The review will be based on the objectives and associated action plans. In addition, the review will also include the following key performance indicators.

KCI 7.1 – The percentage of operational staff from a Black and Ethnic Minority Background

KCI 7.2 – The percentage of operational staff who are female

KCI 7.3 - The percentage of support staff from a Black and Ethnic Minority Background

KCI 7.4 – The percentage of new recruits to operational roles who are female

KCI 7.5 - The percentage of new recruits to the whole organisation that are from a Black and Minority Ethnic background

The results of the review will be supplied to the Chief Fire and Rescue Officer, Elected Members before being published on the Service website. Other initiatives will be reported as part of the duty to prepare and publish equality information.

### **PUBLICATION**

The Equality Scheme will be published on our web site at [www.Leicestershire-fire.co.uk](http://www.Leicestershire-fire.co.uk)

Copies of the Equality Scheme will be made available to all sections, stations, partners and local equality organisations and to all interested parties on request, either as a one off or on an on-going basis.

**The Equality Scheme and equalities annual reports will be made available in other languages, large print, Braille, audio, etc. on request.**

Please contact our Equality and Diversity Advisor, using the details below, if you require information about this Equality Scheme in an alternative format.

## **COMPLIMENTS AND COMPLAINTS**

For information regarding the Complaints Procedure or to lodge a complaint please visit our website or alternatively you can contact Information Services. The contact details are below:

### **CONTACT DETAILS:**

Information Services

Leicestershire Fire & Rescue Service

Birstall

Leicester

LE3 8HD

Tel: 0116 229 2040

E-mail: [infoservices@LFRS.org](mailto:infoservices@LFRS.org)

**Equality Scheme: Objectives and Action Plans**

***Objective one: Achieving Excellence against the FRS Equality Framework***

<b>Action</b>	<b>Due date</b>	<b>Responsible</b>	<b>Status</b>
Develop and implement community evaluation policy	April 2015	Andrew Brodie	
Revise the LGBT action plan to include feedback from Stonewalls WEI 2014	December 2015	Mark Andrew	
Undertake a desk top self-assessment exercise at “Excellent” level against the Fire & Rescue Service Equality Framework (FRS Equality Framework)	April 2016	Mark Andrew	

Undertake an external assessment at “Excellent” level against the Fire & Rescue Service Equality Framework (FRS Equality Framework)	December 2016	Mark Andrew	
Undertake evaluation of LFRS activity at all community events attended by LFRS	Annually	Andrew Brodie	
Review and implement any actions arising from community evaluations	December 2015	Andrew Brodie	

***Objective two: Improve public access to equality information using the LFRS Website***

Develop Equality and Diversity external website (with subpages for each protected characteristic)	April 2014	Barry Barnes	
Prepare and publish relevant equality information each year (By September)	September each year	Mark Andrews	
Populate the Disability, Age, Religion or Belief, Race and	June 2015	Barry Barnes	

Gender pages of the Equality Website			
Use social media to share equality news and information	Monthly	Mark Andrew	

***Objective three: Deliver mandatory Equality and Diversity Training to all Staff***

Deliver Equality and Diversity refresher training at all LFRS stations	September 2016	Mark Andrew	
Design and publish Bullying and harassment posters for each protected characteristic	June 2015	Mark Andrew	
Develop and roll out e-learning Equality and Diversity for all staff (Mandatory)	April 2015	Mark Andrew	
Develop and deliver EIA (Due regard) Training 2 x annual	December 2015	Mark Andrew	
Deliver Bullying and Harassment Training at all LFRS stations	March 2016	Mark Andrew	

Commission suitable training to support VENT/Equality allies programme	April 2015		
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***Objective four: Improve equality monitoring across all Service areas***

Undertake the staff personal information audit	April 2015	Mark Andrew	
Implement ethnic monitoring in all Fire risk Audits	April 2015	Andrew Brodie	
Implement findings from HFSC's equality monitoring data	April 2015	Andrew Brodie	
Extend equality monitoring in After Incident Survey to include sexual orientation and religion of belief	September 2015	Mark Andrew	
Investigate any disproportionate satisfaction levels for any protected characteristics arising from the After Incident Survey	April 2015	Mark Andrew	
Implement new equality	April 2015	Barry Barnes	

monitoring process for complaints and concerns procedure			
Develop reporting tool on e-recruitment system to extract equality data for applicants and job types	April 2015	Barry Barnes	
Build a promotion process workflow on e-recruitment system to allow equality data capturing	April 2015	Mark Andrew	
Implement monitoring system for reasonable adjustments undertaken on ITC equipment	April 2015	Barry Barnes	
Implement monitoring systems for reasonable adjustments undertaken within LFRS	April 2015	Adam Stretton	

***Objective 5: Embed equality in commissioning and procurement activity***

Develop and Implement a procurement statement (and	August 2014	Guy Goodman	
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inform all current suppliers and contractors)			
Provide access to LFRS equality and diversity training for suppliers and commissioned contractors (with 1-50 employees)	September 2017	Guy Goodman/Barry Barnes/ Joe Tasker	
Request equality policies and monitoring data from all existing suppliers and contractors (with 50 or more employees)	April 2015	Trevor Peel	
Devise and implement equality monitoring questionnaires to be included in the procurement policy	June 2015	Trevor Peel	
Advertise all prospective works/contracts on the contract finder portal to increase access to business opportunities for local businesses	April 2015	All Area Managers	
Develop marketing material for contract finder to raise	June 2015	Guy Goodman	

awareness and access for our diverse communities.			
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**Key Corporate Indicators (KCI) 7(1-5) actions:**

Review barriers to career progression for operational female staff	April 2015	Mark Andrew	
Increase female interest/recruitment into on-call firefighter roles	On-going	Rick Taylor/Mark Andrew	
Design on-call recruitment campaign material to include images of women and BME	April 2015	Rick Taylor/Mark Andrew	



<b>Administration</b>	√	√	√	<b>X</b>	√	√	√	√
<b>Coordinators</b>	√	√	√	<b>X</b>	√	√	√	√
<b>Advisor</b>	√	√	√	<b>X</b>	√	√	√	√
<b>Managers</b>	√	√	√	√	√	√	√	√
<b>Heads of Departments</b>	√	√	√	√	√	√	√	√

**Key:** √ = Suitable for role  
**X** = Not necessary for role  
**M** = Mandatory for role  
**O** = Optional for role