THE CHIEF
FIRE OFFICERS
ASSOCIATION
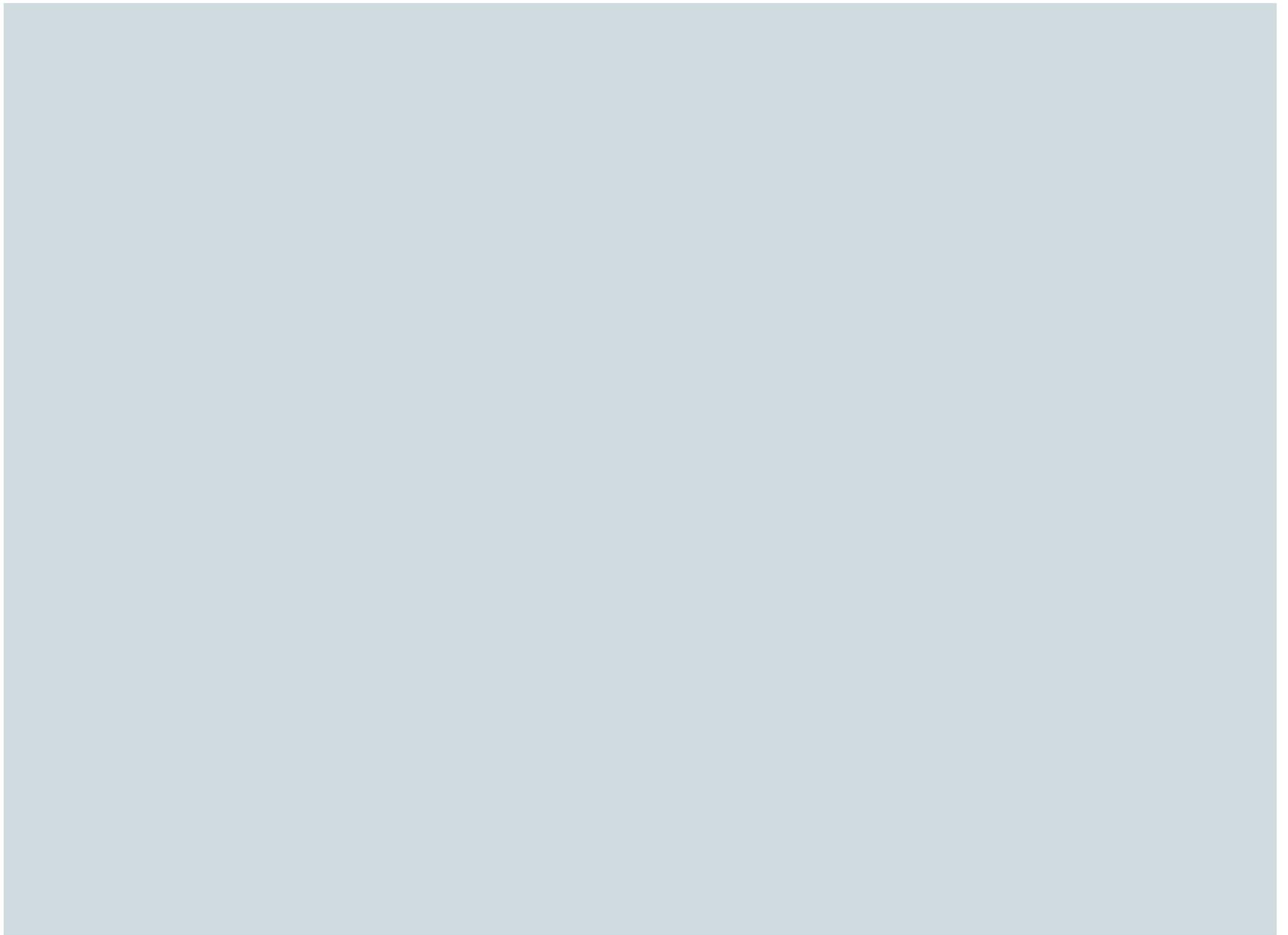
I&DeA
improvement and development agency

The journey to excellence

FIRE &
RESCUE
SERVICE
EQUALITY
FRAMEWORK

'The journey to excellence' is colour coded to show:

- links to the Equality Framework for Local Government's five performance areas. Where the indicator is not colour coded the indicator is specific to the Fire and Rescue Service Equality Framework (FRS EF)
- other external drivers (for example, the statutory public duties).

Colour coding for the EFLG's performance areas

Knowing your community and equality mapping

Place shaping, leadership, partnership and organisational commitment

Community engagement and satisfaction

Response services and customer care

Modern and diverse workforce

Colour coding for the external drivers

- CLG's 'Fire and rescue service: Equality and diversity strategy 2008-2011
- Comprehensive area assessment
- Public statutory duties
- Organisational assessment
- Operational assurance toolkit
- Customer services excellence standard

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Leadership and promoting inclusion

Developing (D) Understanding the importance of equality		Achieving (A) Developing better outcomes		Excellent (E) Making a difference
1.1 The chief fire officer and members 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.	→	**2.1** Clear organisation and partnership equality and diversity priorities have been set and are owned and understood by all key stakeholders, including the voluntary and community sector.	→	**3.1** ● ● ● The service can demonstrate success in meeting a range of equality and diversity objectives including partnership priorities. Objectives are reviewed on a regular basis.
1.2 The chief fire officer, senior managers and members undertake appropriate training and development in order to effectively perform their roles in promoting equality, diversity and fairness and providing leadership to others.	→	**2.2** Members and senior service leaders demonstrate personal leadership and understand the relevance of equality and diversity to their local communities.	→	**3.2** ● ● ● Senior service leaders and members demonstrate their commitment to equality and diversity through personal impact and by making resources available to deliver improvements.
1.3 The service's internal and external communication strategies are designed to promote good relations across all local communities.	→	**2.3** The service communicates effectively regarding its equality and diversity priorities, how it is responding to local communities' needs and promoting good relations.	→	**3.3** ● ● The service has gained a reputation within the community and among key partners for championing and achieving equality outcomes and promoting good relations.

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Leadership and promoting inclusion

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1.4 Equality and diversity matters are fully considered during the procurement of goods and services.	→	**2.4** The service ensures that the procurement process is regularly monitored and reviewed.	→	**3.4** The service can demonstrate that procurement is contributing to its equality and diversity objectives.
1.5 The service has developed an equality action plan which is reviewed annually.	→	**2.5** The service's equality action plan is being implemented and regularly monitored by the senior leadership, and delivering some outcomes.	→	**3.5** The service can demonstrate significant progress against its equality action plan.
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.	→	**2.6** Representative bodies are enabled to delivery on equality and diversity objectives.	→	**3.6** Representative bodies are actively encouraged to fulfil a positive role in delivering a wide range of equality and diversity improvements.

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Accountability

Developing (D) Understanding the importance of equality	Achieving (A) Developing better outcomes	Excellent (E) Making a difference
1.7 The service is compliant with the statutory duties and equality schemes are in place.	**2.7** Action is being taken to implement the commitments within the statutory equality duties, which are regularly monitored by senior leadership.	**3.7** The service can demonstrate improvements and outcomes as result of its statutory duties.
1.8 The service has systems in place to effectively identify, prevent and deal with bullying and harassment.	**2.8** Bullying and harassment information is regularly monitored and analysed.	**3.8** Appropriate action is taken to address the issues that have been identified in relation to bullying and harassment.
1.9 The service can demonstrate robust performance management arrangements are in place to deliver equality outcomes.	**2.9** The service reports annually to members and the CLG on equality and diversity progress.	**3.9** The service uses regular reporting to review performance across a wide range of equality and diversity matters, creating a cycle of continuous improvement.

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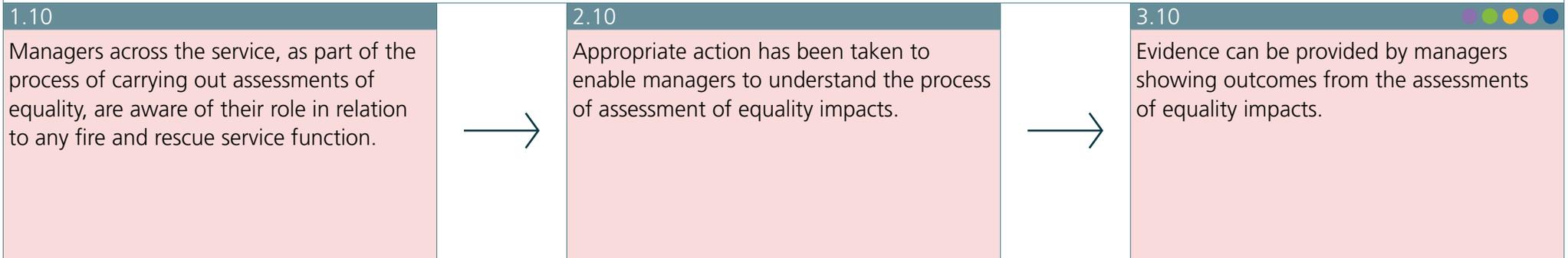
Accountability

Developing (D) Understanding the importance of equality		Achieving (A) Developing better outcomes		Excellent (E) Making a difference
1.10 Managers across the service, as part of the process of carrying out assessments of equality, are aware of their role in relation to any fire and rescue service function.	→	**2.10** Appropriate action has been taken to enable managers to understand the process of assessment of equality impacts.	→	**3.10** Evidence can be provided by managers showing outcomes from the assessments of equality impacts.

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Effective service delivery and community engagement

Developing (D) Understanding the importance of equality		Achieving (A) Developing better outcomes		Excellent (E) Making a difference
1.11 The service's plans, strategies, policies and procedures are assessed for equality impact as part of a prioritised programme.	→	**2.11** Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified.	→	**3.11** The service's plans, strategies, policies and procedures take full account of the needs of local communities. All aspects of the planning process have been effectively assessed for impacts on equality strands.
1.12 The service ensures that local communities are consulted and/or engaged appropriately on service planning and delivery.	→	**2.12** A set of equality outcomes, objectives and goals has been produced to meet the needs of identified target groups.	→	**3.12** The service has achieved positive progress across the equality outcomes/objectives it set.
1.13 The service is committed to developing an integrated risk management plan (IRMP) that takes full account of the needs of the community.	→	**2.13** Adequate arrangements are in place to review implementation of the integrated risk management plan.	→	**3.13** The service has a sophisticated and segmented understanding of its local communities which informs and influences its integrated risk management plan.

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Effective service delivery and community engagement

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1.14 Structures are in place to ensure equality outcomes are integrated into the service's objectives and targets.	→	**2.14** The service can demonstrate that significant improvements and equality outcomes are being delivered and are regularly monitored, reviewed and updated.	→	**3.14** There are significant and sustainable year-on-year equality improvements.
1.15 Appropriate measures are put in place to ensure the needs of vulnerable and marginalised groups are identified through the planning process.	→	**2.15** The needs of vulnerable and marginalised groups have been identified and addressed.	→	**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 and other means.	→	**3.16** The service has achieved measurable improvements arising from community engagement.

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Effective service delivery and community engagement

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1.17 The service is aware of and consults with equality stakeholders and representatives of vulnerable and marginalised groups to ensure their views are taken account of.	→	**2.17** Consultation influences and informs equality priorities and feedback is given to those consulted.	→	**3.17** Effective forums are in place to enable all equality stakeholders, including representatives of vulnerable and marginalised groups, to challenge, scrutinise and evaluate priorities for improving service delivery.
1.18 Partners share information regarding local community needs.	→	**2.18** The service, and its partners, work together using equality mapping to address local community needs.	→	**3.18** The service, and its partners, review priorities regularly in the light of changing community needs and interests.

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Employment and training

Developing (D) Understanding the importance of equality		Achieving (A) Developing better outcomes		Excellent (E) Making a difference
1.19 The service's workforce strategy incorporates key equality issues as identified within the national 'Fire and rescue service: Equality and diversity strategy 2008 - 2018'.	→	**2.19** The equality aspects of the service's workforce strategy are implemented and monitored.	→	**3.19** A range of innovative processes are in place which deliver equality outcomes for the whole workforce.
1.20 The service understands its local labour market, the barriers equality groups face and the impact this has on achieving a diverse workforce.	→	**2.20** Employment objectives have been set based on minimum recruitment targets and the assessment of the local labour market and barriers.	→	**3.20** The service can demonstrate significant progress towards achieving its minimum recruitment targets, resulting in greater equality in its workforce profile.
1.21 The service uses effective processes for recruitment, development and promotion of a diverse workforce.	→	**2.21** The service undertakes awareness campaigns and positive action programmes to support and encourage applications from currently under-represented groups.	→	**3.21** The service can demonstrate an improved diversity of applicants for employment, promotion and development.

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1.22 The service has assessed all aspects of the working environment.	→	**2.22** The service can demonstrate a range of improvements to the working environments.	→	**3.22** The service has achieved significant improvements across a wide range of the elements of the working environment.
1.23 The service ensures that all employment procedures comply with equality legislation and employment codes of practice.	→	**2.23** The service regularly monitors, analyses and publishes employment data to fulfil its statutory duties.	→	**3.23** The service acts promptly upon adverse trends identified from the monitoring and analysis of employment data.
1.24 The service reviews and carries out assessments of equality impact on its employment policies, practices and procedures.	→	**2.24** All employment procedures have been assessed for equality impact. Action has been taken to address impact and promote equality outcomes.	→	**3.24** The implementation of equality objectives is helping to maximise the potential of all employees.
1.25 The service has undertaken an equal pay audit as required by the Equal Pay Act 1970 (Amended).	→	**2.25** The service has an action plan in place on equal pay and consulted with recognised trade unions.	→	**3.25** Action has been taken to ensure equal pay is fully implemented.

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Employment and training

Developing (D) Understanding the importance of equality	Achieving (A) Developing better outcomes	Excellent (E) Making a difference
1.26 The service has completed individual training needs assessment of the development required by employees to deliver equality outcomes.	**2.26** The service provides all employees with training and development on equality, diversity and fairness issues.	**3.26** The service can demonstrate it has knowledgeable and well-trained employees who are better equipped to meet the diverse needs of local communities.
1.27 The service communicates clearly and consistently with employees to raise awareness and understanding of local community issues and the actions needed to address them.	**2.27** 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.	**3.27** Employees behave appropriately and respectfully to members of the public and colleagues. The service's employees are informed, aware, engaging, open and approachable.
1.28 The service has appropriate policies and procedures in place to manage grievances and unacceptable behaviours.	**2.28** The service provides training for all managers on handling grievances and disciplinary cases, tackling bullying, harassment, unfair discrimination and unacceptable behaviours.	**3.28** Service managers and, where necessary, members understand the importance of equality when managing discipline in the workplace.
1.29 Annual individual performance reviews, based on the relevant role for all employees (up to and including chief fire officer), include equality and diversity objectives.	**2.29** All employees are delivering improvements on equality and diversity objectives based on individual annual performance reviews.	**3.29** There is strong evidence of outcomes arising from individual personal development.

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Employment and training

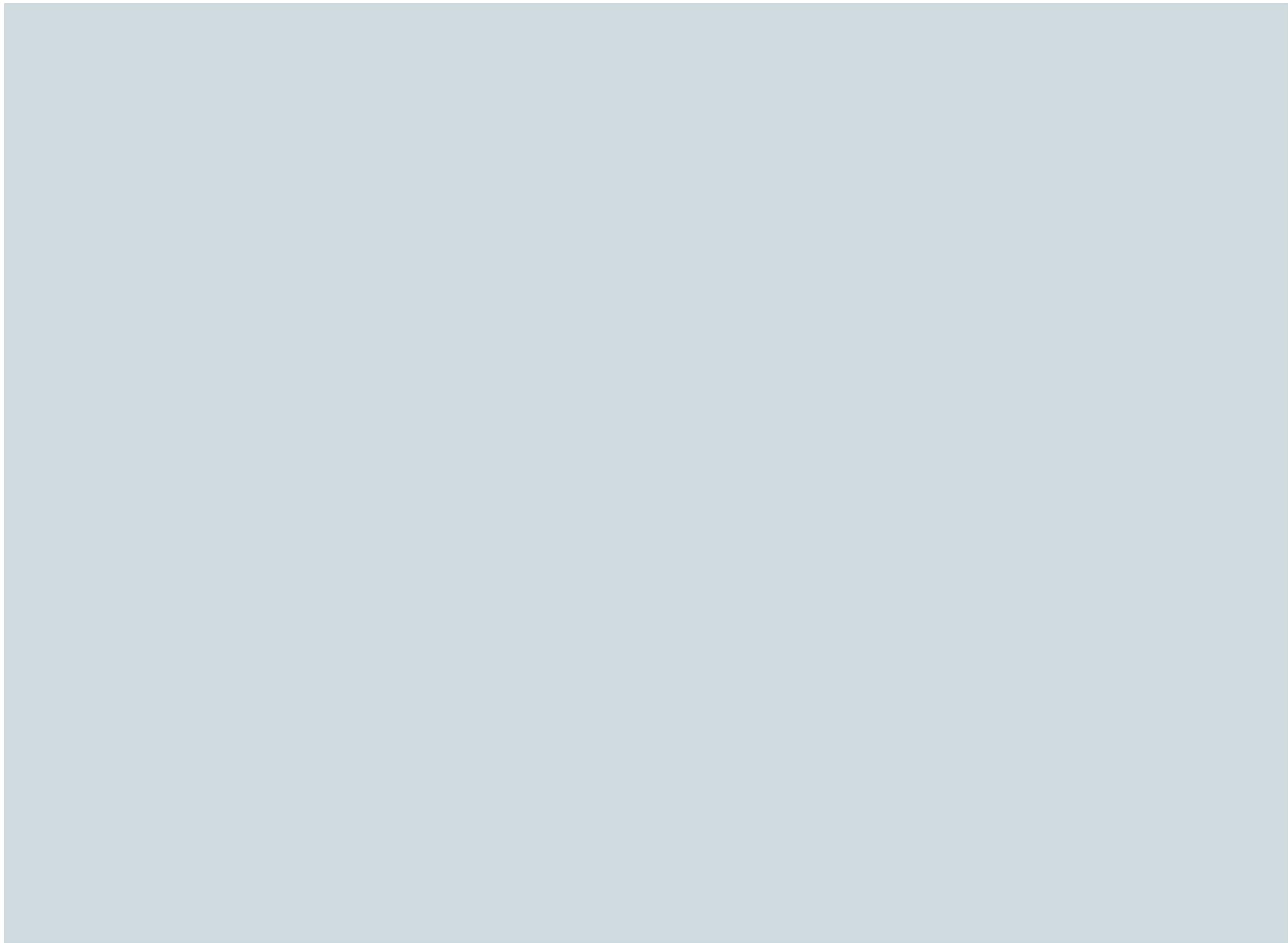| Developing (D) Understanding the importance of equality		Achieving (A) Developing better outcomes		Excellent (E) Making a difference
1.30		**2.30**		**3.30**
The service communicates regularly with employees to raise awareness and understanding of workplace equality and diversity issues and the actions needed to address them.	→	Employees are engaged positively in service transformation and in developing new roles and ways of working.	→	The service has high satisfaction and perception indicators across all employee groups.

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Evaluation and sharing good practice

Developing (D) Understanding the importance of equality		Achieving (A) Developing better outcomes		Excellent (E) Making a difference
1.31 The service has secure provisions for the collection and storage of personal information. It encourages and supports employees to disclose personal equality data.	→	**2.31** The service collects and submits a wide range of equalities information to CLG in accordance with the national 'Fire and rescue service: Equality and diversity Strategy 2008 - 2018'.	→	**3.31** The service analyses its equalities information and uses it to contribute towards a cycle of continuous improvement.
1.32 The service is aware of good practice and is learning from others.	→	**2.32** The service is informed by good practice and has made changes to its practices as a result of learning from others.	→	**3.32** The service creates and develops good practice. Other organisations look to it for information and advice.

Notes

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