

# **BEDFORDSHIRE AND LUTON FIRE AND RESCUE SERVICE**



## **RACE EQUALITY SCHEME 2007 – 2010**

**Reviewed March 2009**

## **Contact Details**

The Race Equality Scheme, annual Reports and revised schemes along with other relevant documents relating to Equality and Diversity are available on our Website

[www.bedsfire.com](http://www.bedsfire.com)

If you are unable to access this information electronically or require the Disability Equality Scheme in an alternative format or language, copies can be provided upon reasonable request please contact:

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## **Introduction by the Chairman of Bedfordshire and Luton Combined Fire Authority**

As an elected representative of the community, I, along with other Members of the Bedfordshire and Luton Combined Fire Authority, take great pride in representing our constituents in ensuring that we serve the whole community.

The Race Relations Amendment Act 2000 helps us to strengthen our framework and resolve to be part of a public service committed to actively promoting race equality. The Race Equality Scheme confirms our commitment to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good race relations between different persons of different racial groups

It also provides a framework by which we can work with the Bedfordshire and Luton Fire and Rescue Service and monitor our progress as an equal opportunities employer and service provider.

### **Chief Officer's Foreword**

As Chief Fire Officer of Bedfordshire and Luton Fire and Rescue Service, it is my pleasure to introduce the Race Equality Scheme. We publish this not only as a legal requirement but also to support these aims and objectives. The publication of the scheme is designed to formalise the process that we have been committed to for several years and the document is designed to give transparency to our policies.

The Scheme is a continually evolving document to assist us to focus on the priority areas for the next 3 years. It is vital that we use the process to continue to foster good relations with the many diverse groups within our Community and to ensure that changes and improvements are sustainable.

## Our Beliefs

Underpinning our Service vision and our aims and objectives is a statement developed by the Service's Functional Command Team in order to guide all members of the Service in performing their work.



We believe in fostering a happy and capable workforce, in which everyone is valued to do what is right and good to protect and save lives, property and the environment from fire and other emergencies.

We are accountable to our community and will sustain our excellent reputation through high quality services of which we are justly proud

Our prudent leadership provides stability in changing times to give clear and consistent direction in the delivery of our services.

## **Introduction to the Race Equality Scheme (RES)**

Under the Race Relations (Amendment) Act 2000, Bedfordshire and Luton Fire and Rescue Service (BLFRS), as a public Authority, have a statutory duty to promote race equality. The legislation includes both General and Specific Duties.

### **The General Duty**

In carrying out its functions, Bedfordshire and Luton Fire and Rescue Service should have due regard for the need to:

- Promote equality of opportunity
- Eliminate unlawful racial discrimination
- Promote good race relations between people of different racial groups

### **The Specific Duty**

The Specific Duty is designed to assist public authorities in meeting the General Duty to promote race equality. Under the Specific Duty, public authorities are required to:

- Produce a Race Equality Scheme
- Produce a Race Equality Action Plan for delivery of the Scheme
- Have in place arrangements for monitoring ethnicity of employees with regard to employment issues
- Assess and consult on the likely impact of proposed policies on the promotion of race equality
- Monitor policies for any adverse impact on the promotion of race equality
- Publish the results of such assessments and consultations
- Ensure public access to information and services provided

- Train staff in connection with the duties imposed

The reason for developing the Race Equality Scheme (RES) is to assist public authorities to ensure they analyse their General Duty to promote race equality at corporate level. It will assist authorities to consider the effects of all their activities and functions in terms of race equality and to make the necessary changes required in order to deliver their services more effectively in a multi ethnic society.

## **Our Strategic Aims and Objectives**

Corporate aims express for all our communities and stakeholders the long term intention to develop in a certain way. We have given a great deal of thought and time to how we can capture our intentions in a concise way that everyone can understand.

These aims are broad in nature and provide everyone with a clear focus on the direction in which the organisation is going. The aims help to gauge how much has been achieved after a given time and are set in a framework within which business strategies can be drawn up.

It is our clear aim to:

**Maximise the safety of our communities by whatever means possible.**

**Deliver a modern well managed and effective fire and rescue service of which we can all be proud.**

**It is important that aims can be converted into achievable actions, the success of which can be measured. The most effective way to do this is to set specific objectives which are deliverable and which will provide us with a method of monitoring our organisational progress.**

**For the medium term of five years 2008/09 through 2013/14 we have set ourselves four challenging objectives:**

1. To reduce the number of fires, emergency incidents and consequential deaths and injuries in our communities.
2. To manage risk and respond effectively to emergencies.
3. To create a safe, fair and caring workplace for our staff and develop the competencies they need to fulfil their roles.
4. To ensure high standards of corporate governance and continued service improvement

## **The Purpose of the Race Equality Scheme (RES)**

The RES is a performance measurement tool that sets out how Bedfordshire and Luton Fire and Rescue Service plans to meet its General and Specific Duties to promote Race Equality on policy, service delivery and employment. The Race Equality Scheme is a strategy and action plan designed to achieve improvements in promoting race equality. This is a living document that will continue to evolve during the same period of the Scheme to address all new developments and requirements set down by legislation.

## **Core Objectives Relevant to Race Equality**

Bedfordshire and Luton Fire and Rescue Service have a number of core objectives which will assist the authority in achieving our aims. The following objectives have been identified as relevant to race equality:

- To raise awareness and understanding of the causes and effect of fire amongst the general public and reduce risks through providing information, advice, training and support
- To develop and collaborate on new and existing service options, and encourage and support people, organisations and communities to take account to improve community safety
- To reduce the demands placed on the Service from fire-related crime, malicious calls and unwanted fire calls through education, awareness and deterrence
- To continually review the Service's statutory fire safety duties, to ensure that they are undertaken efficiently and effectively to maintain the safety of the community
- To respond to fires and emergencies when needed and apply our skills and resources to reduce suffering, loss and damage
- To create a community focus within the Service, supported by effective central services and management information

- To continually develop skills, knowledge and experience of staff at all levels in order to ensure delivery of services
- To achieve a high quality service through developing the performance of individuals and teams throughout the Service

## **Service Equality Structure: Corporate Equality Group**

The Combined Fire Authority has overall responsibility for the Race Equality Scheme. The Chief Fire Officer and Principal Officers are responsible for ensuring that the scheme is put into action.

Members (Councillors), employees and our colleagues in partner agencies all have a role to play in helping us to meet our Duty to promote Race Equality.

The following arrangements described below ensure that we co-ordinate the work involved in putting the Scheme into practice.

- There is a Combined Fire Authority Member who is responsible for equal opportunities and chairs the HR Scrutiny Group.
- A Corporate Equalities Group of Senior Managers from all Functional areas ensures effective action is taken to promote equality and reduce disadvantage. The Assistant Chief Fire Officer (HRD) chairs the Corporate Equalities Group.
- We have set out a three year Action Plan which will be reviewed on a yearly basis. The yearly review will be to ascertain whether the organisation is achieving its targets as set.
- Contained within our three year Action Plan individual or group responsibility has been set out in relation to each of the action points listed.

## **The Equality Policy**

Bedfordshire and Luton Fire and Rescue Service are committed to equality in all forms. As a quality service, we recognise the diversity of our service users and aim to respond to their needs. Promoting Race Equality is integral to the Service's commitment to equality and fairness.

### **Meeting the General Duty**

The Race Equality Scheme sets out which of our current and proposed functions and policies are relevant to the General Duty to promote Race Equality. Appendix 1 lists those functions and policies prioritized for their relevance to promoting race equality. It also lists those that have been assessed as not be relevant to the Duty.

“Functions” relate to the full range of the Fire Authority's duties and powers. It includes internal and external functions. Any policy assessment will include an examination of long standing “custom and practice” as well as written policies.

Service delivery is included, which is identified as the full range of external functions including fire safety enforcement. In terms of General Duty, “relevant” is explained as having implications for race equality.

The Service is expected to give priority to the promotion of race equality when carrying out its functions.

It is important to apply the principle of proportionality as a key theme within the Race Equality Scheme, to take account of what is appropriate, feasible and meaningful.

### **Process in Meeting the General Duty**

In order to meet the General Duty, BLFRS has:

- Listed all its functions and policies
- Identified which policies and functions are relevant to the General Duty
- Prioritised these functions and policies
- Developed a timetable Action Plan to address these priorities

Assessing if a Function or Policy is relevant to the General Duty:

- Does this function or policy affect the public directly?
- Does this function or policy affect the public indirectly?
- Does the function or policy relate to purely technical matters?
- Does the function or policy affect how other services are provided?
- Does the function or policy relate to purely technical matters?
- Does the function or policy affect different racial groups in the community we serve?
- Does the function or policy have employment implications?
- Is there any reason to believe that people from some racial groups are being, or could be adversely affected by the function or policy?
- Which racial group does the function or policy affect?
- Have complaints been received from different racial groups in regard to the function or policy?

If the answers to some of the statements are YES, the function or policy is assessed as relevant

## **Prioritisation of Relevant Functions or Policies**

In order to prioritise the functions or policies identified as relevant to the General Duty, the following analysis was then applied.

- How important is the relevant function or policy?
- What is the extent of evidence, (actual or potential) of adverse impact of the function or policy on some racial groups?
- Is there some public concern (especially amongst Black and Minority Ethnic Communities) that certain functions or policies are discriminatory or racist?
- Does the function or policy have a particularly adverse impact on a particular sector of the community in terms of demography?
- Which functions or policies are particularly significant in terms of resource?
- Have concerns been raised or have patterns emerged regarding any of the functions or policies as a result of monitoring?
- Have concerns been raised or particular services have been prioritised by the public in relation to any of the functions or policies as a result of consultation exercise?
- Are there any Best Value Reviews planned that link to relevant functions or policies?

- Are there any relevant functions or policies already facing changes as result of other initiatives such as: Strategic plan, Equality Action Plan, Appraisal System, Community Safety plan, Local Strategic Partnerships?
- Have concerns been raised about any of the functions or policies as a result of Member Scrutiny?
- Have concerns been raised about any of the relevant functions or policies as a result of complaints from ANY source?

In addition to the about prioritisation process the following categorisation process was used to assist in formulating the Race Equality Scheme.

### HIGH PRIORITY (First Year of Action Plan)

Functions relevant to all or part of the General Duty and for which there is some or substantial evidence that different racial groups are, or could be adversely affected, or about which there is public concern, will have the highest priority and be addressed in YEAR 1 of the Action Plan.

### MEDIUM PRIORITY (Second Year of Action Plan)

Functions relevant to part of the General Duty, and for which there is little or some evidence that different racial groups are, or could be adversely affected, or about which there is a public concern, will be addressed in YEAR 2 of the Action Plan.

### LOW PRIORITY (Third Year of Action Plan)

All other functions will be addressed in Year 3 of the Action Plan even if very limited relevance is identified, subject to completion of the Actions identified in Years 1 and 2 of the Action Plan.

## **Positive Action**

Positive Action Days are held to encourage more applications from candidates who identify as from groups currently under-represented in the workforce. For further information please refer to the Review Section found later in this document.

## **Addressing the General Duty**

Functions and Policies assessed as HIGH PRIORITY – Year 1

- Consultation (underpinning function)
- Black and Minority Ethnic monitoring of relevant functions (underpinning function)
- Emergency Response
- Community Fire Safety
- Recruitment

Functions and Policies assessed as MEDIUM PRIORITY – Year 2

- Training
- Technical Fire Safety
- Communicating with Service Users
- Assessments of Personnel

All other functions and policies identified as relevant will be address in YEAR 3 subject to completion of priority areas in YEAR 1 and 2

It can be seen that we have taken a pragmatic approach, focusing on the key broad areas that are clearly relevant to Race Equality and maximum impact can be found.

## **Addressing the Specific Duty**

Arrangements for monitoring existing functions and policies for any adverse impact on the promotion of race quality and acting on the results

Monitoring for adverse impact is an important way of measuring the effects of policies and practices. The duty relates specifically to the functions and policies of Bedfordshire and Luton Fire and Rescue Service that have been identified as relevant under the Race Relations Act (A) 2000

Bedfordshire and Luton Fire and Rescue Service will, for each relevant function on policy:

- Monitor the function or policy's effect on different racial groups
- Check for differences between racial groups
- Assess if these differences have an adverse impact on a particular group

Where adverse impact is identified, further investigation into the reasons will take place. If unjustifiable adverse impact is identified, the function or policy will be revised as necessary.

To meet with the General Duty any barriers or failures highlighted will be addresses.

Ethnic data will be collected for all functions and policies we have identified as relevant to the **General Duty**.

In addition to monitoring policies, Bedfordshire and Luton Fire and Rescue Service will survey black and ethnic communities to monitor perception of the Service. This will assist in identifying needs not currently met by the Service.

### **Existing methods for monitoring adverse impact**

To optimise the impact assessment process, we will link into existing performance measurement tools.

- CRE standard – Auditing information highlighting areas for improvement
- Monitoring reports on progress on the national Equality Action Plan
- Feedback from Equality Forums/Core Project Team and Focus Groups held in the Community with Bedford Race Equality Council

The following methods currently exist for monitoring adverse impact:

- Satisfaction Surveys (operational Survey used for all primary fires)
- Data on complaints
- Workforce profile monitoring (data regarding existing staff, recruitment, retention, advancement for all sections of the Service)

The above are currently monitored against the latest Census Data 2001 using recommended ethnic categorisation.

Addressing methods of assessing for adverse impact will be used depending upon the relevance of the function or policy as follows:

- Structured focus groups
- Targeted surveys in specific areas/wards identified as most at risk

- Consulting with ethnic minority liaison personnel/ Equality and Diversity officers from other public bodies such as police, Probation Service and Local Authorities

### ACTION PLAN POINTS – YEAR 1

- Ensure monitoring mechanism for all functions prioritised as relevant, focusing on YEAR 1 and YEAR 2 (e.g. Community Safety)
- Assess results of the monitoring
- Improve consultation methods to assess for adverse impact

### **Assessing and Consulting on Proposed Policies**

Bedfordshire and Luton Fire and Rescue Service will conduct Assessments on proposed policies relating to any of the prioritised functions and policies and will consult.

#### Methodology of Assessment

An Impact Assessment is based on the following question:

**Could this proposed policy affect some racial groups differently and detrimentally and will it promote good race relations?"**

The following methods of assessment will be used:

- Survey data
- Ethnic monitoring data
- One-off information gathering exercise
- Comparisons with other relevant authorities' similar policies

The Diversity Advisor will, in liaison with senior management, ensure that this impact assessment process is carried out effectively, in proportion to the relevance of the policy and in a timely manner.

#### Methodology on Consultation

Depending upon the relevance of the policy, consultation will:

- Be tailored to the groups we need to reach

- Include most/all ethnic backgrounds
- Not to be used too often, or focus on the same groups
- Be well managed with clear aims
- Be monitored for effectiveness
- Have results that are published and fed into the planning process

### Who do we consult?

BLFRS will endeavour to consult with the following sectors of the community.

- Local Authority Diversity Networks and Equal Opportunities Groups
- Equality and Diversity Advisors/Managers from other public bodies
- Local community groups
- Local voluntary organisations
- Ethnic Minority Businesses
- Asylum Seekers and Refugee Support Groups
- Bedford Race Equality Council
- Bedfordshire International Women's Forum
- Places of worship: Gurdwaras, temples, mosques, churches
- School Liaison Officers providing Ethnic Minority Support Services
- Black and Ethnic Minority Employees

Bedfordshire and Luton Fire and Rescue Service will analyse the results of all its consultations to assess the impact of proposed relevant policies. Wherever necessary, amendments will be made to take account of the feedback obtained. The Impact Assessment process will ensure new policies promote race equality and meet all parts of the **General Duty**.

The Diversity Advisor will ensure that all proposed policies that relate to relevant functions will undergo an appropriate Impact Assessment. Bedfordshire and Luton Fire and Rescue Services policy making team (Functional Command Team) will ensure close liaison with the Diversity Advisor on policies under development. All Functional Heads have a responsibility to inform the Diversity Advisor in writing, of any new proposed policy at an early stage of development.

### ACTION PLAN POINTS IN YEAR 1

- Strengthen consultation mechanisms with Black and Minority Ethnic Groups
- Develop Equality Impact Assessment protocol with Senior Managers

## **Arrangements for Publishing Equality Impact Assessment**

This concerns accountability and demonstrating commitment to promoting race equality. By publishing results of our activities, we show we are carrying out the **Specific Duties**

- Monitoring existing functions and policies that are relevant to the **General Duty**
- Assessing and consulting on the effects of proposed policies

Both the public and employees will be better informed about our policies and standards

### Information that will be published

Assessment (proposed policies relevant to the General Duty)

- A description and explanation of policies relevant to race equality we are proposing to introduce and brief an account of how we assessed the likely effects of the policy including consultation details
- A summary of the results of the assessment
- Any available technical reports and how to obtain them
- A review of the proposed policy in the light of the assessment
- A statement of our Next Steps

Consultation (proposed policies relevant to the General Duty)

- When the consultation was conducted
- Method(s) used
- A summary of the responses received
- An assessment of the proposed policy in the light of the responses received
- Next steps

Monitoring (all functions or policies relevant to the General Duty)

- An explanation of monitoring and its importance
- The monitoring scheme used and methods applied
- A summary and assessment of the monitoring stating whether any evidence of discrimination was found
- How we propose to develop future policies and functions based on the results

In order to remain practical as well as user friendly, only summaries of reports will be published detailing the key points when detailing where the full report can be assessed. Information will be made available on various formats on request

### Publication Methods

- Integrated Risk Management Plans
- Best Value Performance Review
- Bedfordshire and Luton Fire and Rescue Service Website
- Intranet report to employees
- Via any Service Letter

Depending on the importance of the report, the local press may also be used as a publication option, together with local publications produced by voluntary and community groups as well as statutory bodies.

### ACTION PLANS – YEAR 1

- Review use of Best Value Performance Plan to publish summaries of Impact Assessments consultation and monitoring
- Review use of website and local press (if used) to publish above summaries
- Review use of intranet reports to employees
- Assess needs for publishing in additional formats (translation, Braille, audio and visual)
- Develop a distribution strategy for dissemination of information to black and ethnic minority communities

Any disparities highlighted as a result of monitoring will be investigated and action taken to address the disparity.

To address low numbers of applicants from ethnic minorities, the Service has adopted a Positive Action strategy to encourage more applicants

from under-represented communities. However, it must be stated that individuals are appointed on merit and that positive discrimination does not take place.

Categories used for monitoring ethnicity are those detailed in the 2001 Census.

#### ACTION PLAN POINTS:

- Implement ethnic monitoring in areas not currently monitored – YEAR 1
- Analyse data on ethnicity through monitoring and take appropriate action to address disparities as necessary

### **Dealing with Complaints and Comments**

Any complaints received about the Race Equality Scheme or how Bedfordshire and Luton Fire and Rescue Service is fulfilling its duties under the Race Relations Act (A) 2000 should be directed to:

**Diversity Advisor  
Bedfordshire and Luton Fire and Rescue Service  
Southfields Road  
Kempston  
Bedford  
MK42 7NR**

**01234 351081**

**[EqualityandDiversity@bedsfire.com](mailto:EqualityandDiversity@bedsfire.com)**

### **Reviewing the Race Equality Scheme (RES)**

The Race Equality Scheme is a continually evolving document and is reviewed annually. The Review process is built into the accompanying action plan.

Annual reviews will be carried out by the Corporate Equality Group.

The day-to-day management of the Scheme is the responsibility of the Diversity Advisor.

## **Functions and Policies Assessed as Relevant to Promoting Race**

Consultation  
Ethnic monitoring of Relevant Functions  
Community Fire Safety  
Emergency Response  
Recruitment  
Training  
Fire Safety Enforcement  
Communicating with Service Users  
Service Control Functions  
Assessments of Personnel  
Transfers and Postings  
Occupational Health  
Discipline and Grievance Procedures  
Procurement  
Fire Investigation  
Attendance Management  
Complaints Policy  
Harassment and Bullying  
Exit Interview Monitoring

## **Functions and Policies Assessed as not being Relevant to Promoting Race**

Quality and Finance Functions  
Health and Safety Policy and Functions  
Equipment Maintenance  
Research (Technical)  
IT Function  
Environmental Policy  
Engineering Function  
Servicing of Vehicles

## Race Equality Action Plan 2007 – 2010

## Appendix 2

Evaluation	Reference	Completion Dates:	New Action 2007 - 2010	Lead Officer
<b>Action 1 Communication of a clear statement of values and commitment to diversity.</b>	Towards Diversity 1 and 2 (1)			
1. Introduce Vision document.		Introduced 2004/5	FCT to develop the Corporate Social Responsibility Strategy 07/08	DCFO
2. Undertake a 12 month moral and ethical leadership programme by FCT Members.		Completed 2005/06 – 2006/07	Ethical and Moral Leadership introduced	
3. Develop the Organisational beliefs structure by FCT.		Completed 2005/06 to 2006/07	Communicate the Beliefs Structure 07/08 – completed	DCFO
4. Adopt the Local Governments Equality Standard, establish the current position and introduce action plans to reach Level 2.		ESLG adopted, level 1 formally signed off 2006/ 07	Formal action plans for level 2 and level 3 to be introduced 2006/07.	Personnel Manager
5. Develop/ Publish Equality Policy			Review and develop and introduce an updated Equality Policy	Diversity Adviser
<b>Action 2. Chief Fire Officer to support, provide and</b>	Towards Diversity 1 and 2 (5,4,3 &5,4)			

<b>promote initiatives and activities that target under-represented groups.</b>				
		Yearly positive action events run with invites to role models for involvement completed and ongoing.	Yearly	Recruitment Adviser Diversity Adviser
		National Awareness campaigns fully supported, employee used as National role model – completed 2006/07.		
		The breakfast club supported 2006/07.		DCFO
		Contact with community leaders by ARC	Ongoing	ARC
		BME radio slot 2006/07 completed.		Diversity Adviser
		Statistics reported as part of BVPI and recruitment stats reported to HR Scrutiny.	Ongoing	Personnel Manager
		Adverts for recruitment on posters in different languages within		

		identified community areas. Completed 06 07		
<b>Action 3. Implement the leadership agenda</b>	Towards Diversity 1 and 2 (2)			
1. 2 FCT Members to undertake Senior Leadership Programme initiated 2006/07 to finish 2010.		Programmed until 2010	Complete 2010	DCFO
2. Appraisal process developed.			Undertake Appraisal training for Stn M and above 2007 - completed	Personnel Manager
			Investigate 360 appraisal for FCT Members 2007/08	Personnel Manager.
			All Principal Managers to attend the Cabinet Office Management Programme 2009/10 - completed	Chief Fire Officer
<b>Action 4. Attend contribute to the Regional equality and Fairness Forum.</b>	RES			
Ongoing.			Attend and contribute to the Regional Recruitment Forum.	Diversity Adviser
<b>Action 5. A Set of core values to be identified, developed and owned by all employees.</b>	Towards Diversity 1 and 2 (1)			
Belief document developed by FCT.		Completed 2006/07	Beliefs to be communicated across organisation 07/08	DCFO

			completed	
<b>Action 6. Review internal practices in line with the Service's Equality and Fairness Policy.</b>	Towards Diversity 1 and 2 (10)			
Review internal functions, practices via EIA		EIA Policy introduced 2006	Training to be completed 2006/07. Guidelines and monitoring to be in place on completed EIAs 2006/07	Diversity Adviser
			Timetable of EIA for all functions, services and policy CEG 07/08 Completed 08/09	CEG
<b>Action 7. Service to have clear policies and procedures on Equality and Fairness that are endorsed by the CFO and Members.</b>	Towards Diversity 1 and 2 (11,12,13,14)			
Induction training continues.		Yearly and ongoing.		Diversity Adviser
Towards Cultural Competence Courses continued		Yearly and ongoing.		Diversity Adviser
			Leonardo <b>operational</b> and <b>managers'</b> modules developed trans-nationally 2007/08	DCFO/ACFO
<b>Action 8. Training for all staff on issues dealing with equality and fairness.</b>	Towards Diversity 1 and 2 (13)			
As above		Develop trainers through train the	IPDS and development modules for equality to be formalised	Staff Development and Safety

		trainers. Leonardo courses 2006/07	2007/08	Manager Personnel Manager
<b>Action 9. Fire Service to implement Positive Action initiatives within the workforce.</b>	Towards Diversity 1 and 2(23)			
Yearly positive action initiatives undertaken.		2005/06 and ongoing.	Ongoing.	Personnel Manager Diversity Advisor
Target Women		Core involvement in the National Women's awareness campaign for 2006/07. Recruitment campaign (no campaign) 2005/06		Recruitment Adviser
<b>Action 10. Family friendly policies to promote work/life balance.</b>	Towards Diversity 1 and 2(16)			
Introduce family friendly policies x 5		Documents out on consultation. Maternity Parental Adoption Maternity Support Leave 2006/07	Policies and processes to be developed and issues for flexible working, special leave and work life balance strategy 2007/08. <b>Completed</b> 2008/2009	Personnel Policy Officer and Personnel Manager
<b>Action 11. Provide high quality mentoring and support schemes.</b>	Towards Diversity 1 and 2 (19)			
Carry over to 2008/09 target.			Carry over to 2008/09 target -	Personnel Manager

			completed	
<b>Action 12. Audit and cost outstanding needs in relation to facilities for female fire fighters.</b>	Towards Diversity 1 and 2 (17,18)			
Review of female facilities, now part of wider CEG plans.		See capital projects completed to date.	Continue review of facilities (female and cultural).	ACFO
Separate rest/ reflection facilities at all whole time fire stations		Prayer room part of the Community Fire Station at Dunstable		
<b>Action 13. Establish procedure for exit interviews to be carried out by external provider.</b>	Towards Diversity 1 and 2 (24)			
Exit interviews.		Exit interviews carried out under existing policy.	No requirement established for external provision – to be annually reviewed	
<b>Action 14 Service to carry out monitoring of service delivery and establish external performance indicators in line with those recommended by the MacPherson Report.</b>	Towards Diversity 1 and 2 (6,7,8,9)			
Monitoring of Service Delivery and establish external performance indicators.		Questionnaires ‘after your fire’ (Domestic Fires only) collated and analysed quarterly .	Monitoring of each Service Delivery area with the establishment of performance indicators for each functional area.	CEG
		Customer Complaints		

		reviewed and reissued 2005.		
<b>Action 15. Service to carry out audit on external perceptions and internal culture.</b>	Towards Diversity 1 and 2 (6,7,8,9)			
Service to carry out survey of General Public's perception of the Service in line with Best Value.		After your Incident questionnaires collected and reported on quarterly	CRMP consultation 2008/09 - To be carried forward	ACFO
		Cultural Audit 06/07	Plan on CA outcomes 2007/08 CA to be scheduled alternative years (Oct)	PerM
<b>Action 16. Broaden the number and types of access points for information about the Fire Service.</b>	RES			
Broaden the number and types of access points for information about the Fire Service.		BME media utilised 2004/05	Ongoing as part of positive action initiatives ongoing.	Diversity Adviser
		BME radio 2006/07		
		Career Fair attendance ongoing.	Career Fair attendance ongoing.	Recruitment Adviser
		Contact with Community Groups ongoing.	Contact with Community Groups ongoing.	ARC
			Development of the organisations web.	ACFO