

OFFICIAL



Protecting local
communities

Equality, Diversity and Inclusion Strategy 2018- 2022



People

Policy Process	Equality, Diversity and Inclusivity Policy
Authored by:	Director of Corporate Services
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Implementing Officer:	Head of Human Resources



Other Relevant Strategies

Equality, Diversity and Inclusion and cuts across all other strategies in one way or another. However this strategy particularly positively impacts our community safety and workforce strategies.

If you require this document in an alternative language, large print or Braille, please do not hesitate to contact us.

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உங்களாக்கா இந்த ஆவணம் ஒரு மாற்று மொழியில், பெரிய அச்சு அல்லது பிரெயிலில் தவேபைப்பட்டால், எங்களைத் தொடர்பு கொள்ள தயங்க வண்டாம்.

یہ دستاویز اگر آپ کو کسی دیگر زبان، بڑے حروف کی چھپائی یا بریل میں درکار ہو تو برائے مہربانی بلا جھجک ہم سے رابطہ کریں

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Consultation

Consultation has been undertaken in the development of this strategy. This has included consultation with:

- members of the public via the website
- staff via the intranet
- Equality North East
- Lead of the Inclusive Fire Service Group
- Tees Valley Equality and Diversity Group

All comments and feedback have been considered and the strategy has been amended as appropriate.

In addition, since the production of the draft strategy and this final document the Local Government Association and the National Fire Chiefs' Council have launched their draft Equality Framework for Fire and Rescue Services. This has now been considered within this strategy.

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Introduction

As a fire and rescue authority, we firmly believe we can make a real positive difference to the safety and quality of lives of people in our communities.

Our world is changing, our communities are diverse and dynamic and we need to adapt and respond accordingly if we are to continue to keep people safe and build a brighter future for all.

We want to continue to deliver an inclusive fire and rescue service that achieves sustainable improvements, not only in our emergency response and community safety campaigns, but also in wider community issues such as health and well-being, socio-economic improvements and enabling life chances for everyone.

Equality, diversity and inclusion is cross cutting and must be embedded into everything we do as a public service provider; it drives how we treat each other as members of the Fire Service; how we treat our customers; and how we interact with and deliver services for our diverse communities

Understanding the profile and needs of our communities is fundamental in being able to design and deliver the right services to the right people. Risk assessment and community engagement will continue to feature strongly in our strategies going forward.

As an employer we are more effective and efficient when all our staff feel valued and there is a culture of inclusion, where people are encouraged and enabled to achieve their potential within the organisation and where freedom from discrimination is a basic principle that is enshrined within our organisational values and code of conduct.

We know that diverse employees bring diverse ideas, experiences, talent and skills and we will continue our work to attract and retain more diverse people to our Brigade in the future.

This Equality, Diversity and Inclusion Strategy sets out Cleveland Fire Authority's aspirations and objectives over the next five years in relation to Equality, Diversity and Inclusion. It builds on previous work; providing a mechanism for embedding equality and diversity. Delivering the strategy will require continued strong leadership and partnership working; championing and sharing good practice; challenging inappropriate behaviours and ensuring respect and dignity for all.

By continuing to harness the valuable, individual differences of people in our communities and workforce we can better secure community cohesion and organisational success in delivering an inclusive Fire and Rescue Service that ensures the safety and wellbeing of its communities.



Jan Brunton-Dobson
Chair
Cleveland Fire Authority



Ian Hayton
Chief Fire Officer



Davy Howe
Secretary
Fire Brigades' Union



Edwin Jeffries
Secretary
Unison

What We Mean By Equality, Diversity and Inclusion

Within this strategy equality, diversity and inclusion are defined as follows:

Equality

Equality enables us to create a fairer society and workplace where everyone can participate and fulfil their potential. It is supported by the Equality Act 2010 which is designed to address unfair discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who share a protected characteristic and those who do not. There are nine protected characteristics: Age, Disability, Gender Assignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual Orientation.

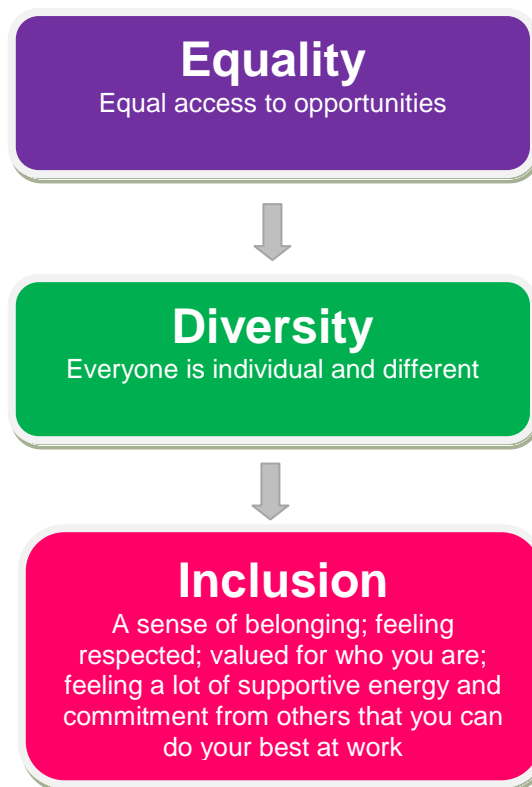
Diversity

Diversity is when we recognise and value difference. It is about creating a culture and practices that recognise, respect, value and embrace difference for everyone's benefit.

Inclusion

Inclusion refers to an individual's experience within the workplace and in wider society and the extent to which they feel valued and included.

Appendix 1 gives a full range of definitions and a glossary of terms.



Diversity in Cleveland



The Fire Authority covers an area of 597km² and provides fire and rescue services to its diverse communities across Cleveland which includes the districts of Hartlepool, Middlesbrough, Redcar and Cleveland; and Stockton.

Cleveland has a population of 562,080 living in 249,221 dwellings.

The Authority's area, centred on the mouth of the River Tees, is a major production centre for the chemical industry. It has 30 'top tier' and 6 'lower tier' Control of Major Accident Hazards (COMAH) sites located within the area which equates to 12% of all national COMAH sites.

In addition the area has:

- one nuclear and one gas power station
- the Tees and Hartlepool ports which handle over 50 million tonnes of cargo a year

- Teesside University
- Stockton, Middlesbrough and Hartlepool Colleges
- Middlesbrough and Hartlepool Football Clubs
- Two Hospitals: James Cook and South Tees
- Tees Valley Airport

The decline of heavy industry in the area has led to high levels of unemployment (almost twice the national average). People living in Teesside suffer significantly higher levels of health problems and have higher rates of dependency on alcohol, drugs and tobacco. The area experiences high levels of deprivation with 38% (30) of its 79 wards falling within the worst 10% nationally. It is well recognised that, other than two Metropolitan urban areas, Cleveland has the highest levels of deprivation.

In line with the Equality Act 2010, each year we publish on our website our communities' and customers' diversity profiles within our [Performance and Efficiency Reports](#). Our latest community profile information available for the year 2015/16 tells us the following facts:

Gender



48.9% male 51.1% female

Ethnicity



94.5% white 5.5% BME

Sexual Orientation



1.8% Lesbian/Gay/Bisexual

Age



0-15 = 19.2%
16-29 = 18.8%
30-44 = 18.7%
45-59 = 20.5%
60-64 = 6.2%
65+ = 16.6%

Long Term Health or Disability



21.1% Disabled

Marital Status



Single	= 25.7%
Married	= 44.9%
Civil Partnership	= 12.4%
Other	= 17%

Workforce Diversity

Like other fire and rescue services our workforce comprises of five staff groupings:

- **Gold Book Personnel:** Chief Fire Officer and Directors
- **Grey Book Whole-time Operational Personnel:** who work for us on a full - time basis
- **Grey Book Retained Duty System (RDS) Operational Personnel:** who work for us on a part-time basis
- **Grey Book Control Room Personnel:** who handle our 999 calls
- **Green Book Personnel:** some of who deliver community safety prevention and protection services and some of who work in support of the front-line

As a result of severe budget reductions our workforce establishment has reduced significantly over the years from 725 in 2011 to 630 in 2016.

- Gold Book: 25% reduction
- Grey Book Whole-time: 18% reduction
- Grey Book RDS: 33% increase
- Grey Book Control: 23% reduction
- Green Book: 19% reduction

Understanding the diversity of our workforce is important to us in ensuring we create the most representative workforce to deliver services.

Each year we collect information on the diversity of our workforce and compare it to the diversity information relating to our working population (ages 16-67). A full analysis of the information for the year 2015/16 is included in our workforce profile report available from our website (hyperlink).

The report highlights that the majority (67%) of **the 577 people (headcount)** who make up our workforce are employed in the whole-time operational firefighting group.

Other headlines from the report tell us the following facts about our workforce:

Gender



Males 82.3% (475) Females 17.7% (102)

Females (%)			
	CFB	UKFRS	Working Population in Cleveland Area 50.7
All Staff	17.7	14.6	
Whole-time Firefighters	5	5.2	
RDS Firefighters	2.5	4.5	
Control	90.5	75.7	
Green Book	56.3	51.3	

Ethnicity



White 98.3% (567) BME 1.7% (10)

BMEs (%)			
	CFB	UKFRS	Working Population in Cleveland Area 5.5
All Staff	1.7	4.4	
W/T Firefighters	1.7	1.7	
RDS Firefighters	0	1.3	
Control	0	3.0	
Green Book	3.6	7.1	

Sexual Orientation



Lesbian/Gay/Bisexual: No recorded data

LGBT (%)			
	CFB	UKFRS	Working Population in Cleveland Area
All Staff	No records	2.6	1.8

Age



16-24 = 1.4%
 25-35 = 23.6%
 36-45 = 32.9%
 46-55 = 35.7%
 56+ = 6.4%

AGE 16-24 (%)			
	CFB	UKFRS	Working Population in Cleveland Area 18.4
All Staff	1.4	3.2	
Whole-time Firefighters	0	0.6	
RDS Firefighters	7.5	6.2	
Control	0	4.4	
Green Book	2.7	3.7	

AGE 25-35 (%)			
	CFB	UKFRS	Working Population in Cleveland Area 21.9
All Staff	23.6	23.0	
Whole-time Firefighters	21.2	20.3	
RDS Firefighters	37.0	37.0	
Control	0	23.2	
Green Book	25.9	17.1	

AGE 36-45 (%)			
	CFB	UKFRS	Working Population in Cleveland Area 18.0
All Staff	32.9	32.9	
Whole-time Firefighters	36.1	38.9	
RDS Firefighters	27.8	32.1	
Control	23.8	29.4	
Green Book	25.0	23.1	

AGE 46-55 (%)			
	CFB	UKFRS	Working Population in Cleveland Area 22.5
All Staff	35.7	34.0	
Whole-time Firefighters	41.6	38.4	
RDS Firefighters	26.7	19.8	
Control	47.6	31.8	
Green Book	25.9	32.3	

AGE 56+ (%)			
	CFB	UKFRS	Working Population in Cleveland Area 18.9
All Staff	6.4	6.7	
Whole-time Firefighters	1.1	1.6	
RDS Firefighters	6.0	4.9	
Control	28.6	11.3	
Green Book	20.5	23.4	

The Importance of Equality, Diversity and Inclusion

Equality, diversity and inclusion is cross cutting and we aim to embed into everything we do as a public service provider; it drives how we treat each other as members of the Fire Service; how we treat our customers; and how we interact with and deliver services for our diverse communities.

There are many benefits to having an inclusive organisation including supporting us to:

- better understand our diverse communities' needs
- reach our communities and deliver our wide range of services
- establish a wider range of resources, skills, ideas and energy
- foster creativity and innovation
- recognise and nurture talent
- attract future employees; we will be seen as an Employer of Choice
- assist employees to feel comfortable, valued and happy at work

Fundamental to our operations, reputation and success equality, diversity and inclusion continue to be one of our key priorities. The key strategic drivers that influence our work in this priority area are as follows:



Statutory Duty

The Equality Act 2010 replaced previous anti-discriminatory laws with a single Act.

The public sector equality duty came into force on 5th April 2011 and is a duty on public authorities to consider how their policies or decisions affect people who have protected characteristics under the Equality Act; these being

- age
- disability
- gender reassignment
- marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

The Equality Duty is supported by specific duties which require us to:

- publish information to show compliance with the Equality Duty at least annually; and
- set and publish equality objectives at least every four years

When publishing this information we are required to show how we comply with the Equality Duty. This means that our information must show how

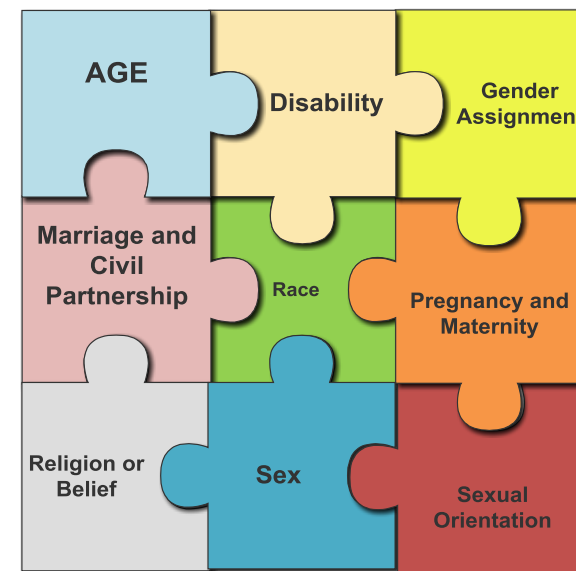
we are working to the three aims of the Equality Duty and have had due regard to the need to

- **eliminate unlawful discrimination**, harassment and victimisation and any other conduct prohibited by the Act
- **advance equality of opportunity** between people who share a protected characteristic and those who do not
- **foster good relations** between people who share a protected characteristic and those who do not

From 6 April 2017 we are also legally required to publish information on:

- gender pay gap (mean and median averages)
- gender bonus gap (mean and median averages)
- proportion of men and women receiving bonuses
- proportion of men and women in each quartile of our Brigade's pay structure

In order to meet our legal requirements we publish our equality, diversity and inclusion information on our website.



The Nine Protected Characteristics

National Drivers

The Government's drive for fire and rescue services to reform and improve equality, diversity and inclusion in their workforces and services has emanated in part from the outcomes from significant reports over the last two years.

Adrian Thomas commented in *The Independent Review of Conditions of Service for Fire and Rescue Staff in England*¹ that:

'Despite an enormous amount of positive activity around equality since 2000 and the creation of multiple task forces, forums and interest groups and strategies there have only been small in-roads made in making the fire and rescue service representative of the populations it serves'.

The Independent Culture Review² of Essex County Fire and Rescue Service by a Review Panel led by Irene Lucas resulted in the Service being described as:

'Culturally, Essex County Fire and Rescue Service is a failing organisation. From its leadership to the frontline, the service is in urgent need of a radical overhaul to ensure that it is held to account, and becomes more adaptable to the needs of the twenty-first century, and ensures the safety and wellbeing of its employees'.

¹ *Independent Review of Conditions of Service for Fire and Rescue Staff in England, February 2015. Adrian Thomas pg26*

² *Independent Culture Review of Essex Fire and Rescue Service September 2015*

In Nov 2016 in the Fire Minister Brandon Lewis's speech to the Asian Fire Service Association³ noted that:

'The service is a workforce that should represent the community it serves and, despite this association's continuous hard work in this area, this is not the case for most of our services.'

Equality, diversion and inclusion are central to the Home Office's policy and inspection regime.

A Memorandum of Understanding on Equality, Diversity, Behaviours and Organisational Culture in the Fire Service sets out the commitments of the Inclusive Fire Service Group⁴ to support the Government's quest for improvement in equality, diversity and inclusion through the development of supporting strategies for fire and rescue services.

In November 2017, as part of their work to further support fire and rescue services in equality, diversity and inclusion, the Local Government Association and the National Fire Chief's Council launched a draft version of a Fire and Rescue Service Equality Framework.

³ *Brandon Lewis's speech to the Asian Fire Service Association, November 2016*

⁴ *Comprising Local Government Association, National Fire Chief's Council, Fire Brigades' Union, Fire Officers' Association, Retained Firefighters Union, Unison, Women's Fire Service, Stonewall, Association of Principal Officers, Quiltbag, Asian Fire Service Association*

Local Drivers

Our vision is to make a positive difference to the safety and quality of life of every local citizen with a mission of delivering an inclusive Fire and Rescue Service that ensures the safety and wellbeing of its communities.

Realising our vision and mission will be through the achievement of the strategic outcomes set out under our three strategic goals

- Goal: Safer, Stronger Communities
- Goal: A Professional and Inclusive Workforce
- Goal: Organisational Excellence

supported by our organisational values.

Our Community Integrated Risk Management Plan 2018/19 – 2021/22 and Equality, Diversity and Inclusion Policy and Strategy capture our commitment and drive equality, diversity and inclusion improvements across our Brigade.

Equality and diversity information and feedback from stakeholder consultation helps us to identify areas for improvement.

Our Values

Protect: putting safety first; protecting ourselves, the community, the organisation and the environment from all avoidable harm

Respect: respect ourselves; our colleagues; our community; our heritage' our property; our organisation and our environment

Improvement through learning- learning from our own and other's experiences to continuously improve service delivery

Demonstrate Efficiency – doing the right things well by maximising the use of resources, being financially prudent and achieving continuous improvement

Engagement – understand and engage our communities in order to provide the most appropriate range of services to significantly contribute to improving their quality of life

Our Equality, Diversity and Inclusion Strategy

Our Equality, Diversity and Inclusion strategy is built upon our previous work and takes account of our statutory duty; national and local drivers; and equality data.

The Strategy supports the achievement of our mission to be an inclusive Fire and Rescue Service that ensures the safety and wellbeing of its communities by focussing on the need to positively impact our communities and employees:



Our Communities by delivering efficient, effective, responsive and accessible prevention, protection and emergency response services

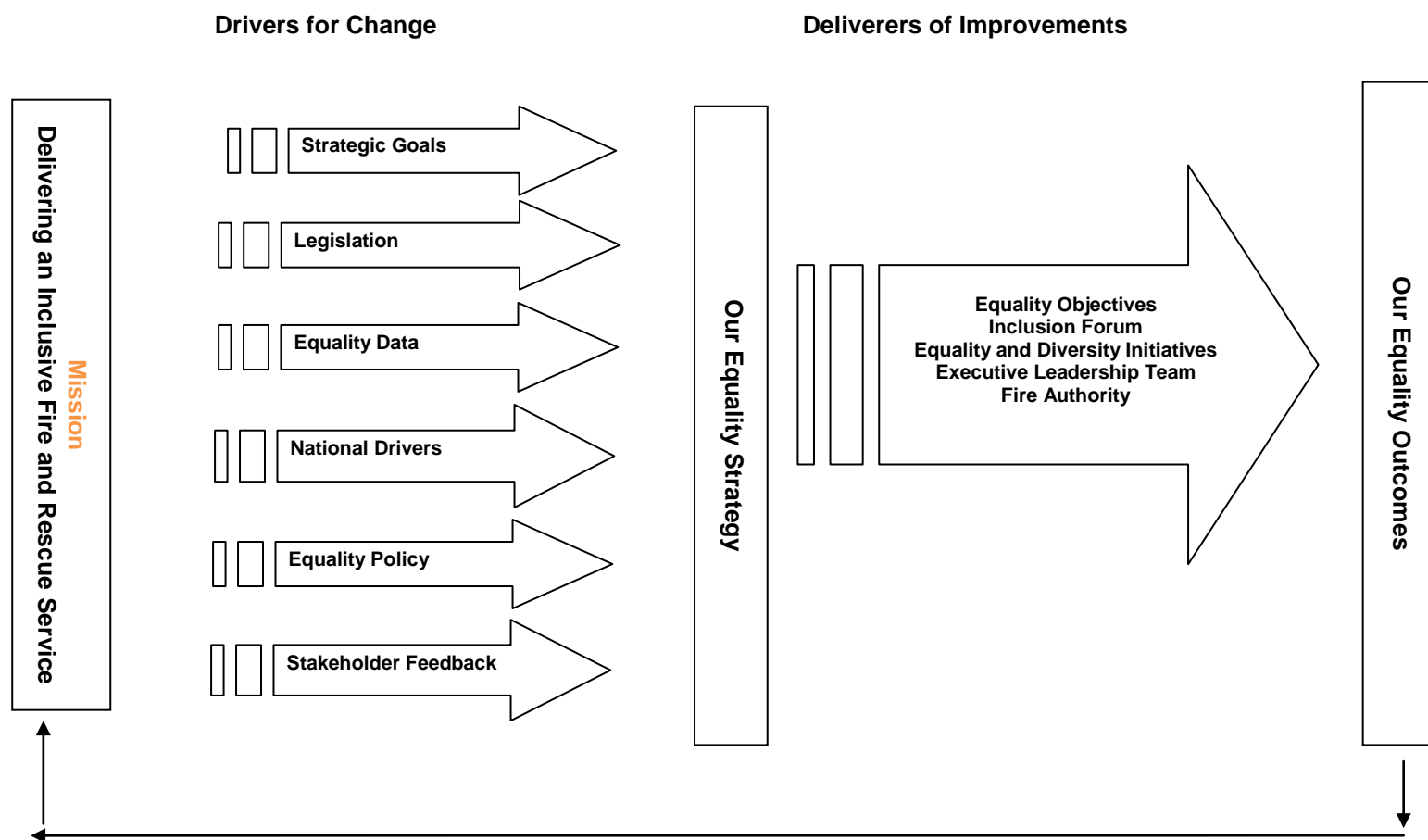


Our Employees by creating a work environment of equal opportunities; that is free from discrimination; where people thrive and where everyone recognises the positive contribution and value of diversity

The success of the strategy will be determined by the achievement of our equality objectives and associated outcomes.



Linking our Equality Outcomes to our Strategic Direction



Our Equality, Diversity and Inclusion Outcomes and Objectives

Reflecting our strategic outcomes, our equality, diversity and inclusion outcomes and objectives are based on five key themes



Political and Professional Leadership

Equality Outcome: We will have political and professional leaders who promote equality, diversity and inclusion

Leaders at all levels promote the Authority's equality, diversity and inclusion framework with strategic partners, communities, staff and representative bodies. Leaders champion political and professional standards and are supported to challenge inappropriate behaviours.

Equality Objectives

We will:

1. seek regular opportunities for our leaders to promote equality, diversity and inclusion
2. comply with legislation in relation to equality, diversity and inclusion
3. drive improvements in equality, diversity and inclusion
4. promote and enforce professional standards of behaviour

Inclusive Culture

Equality Outcome: We will have a working environment that celebrates and supports equality, diversity and inclusion

Engaged employees thrive in a working environment that is free from discrimination, victimisation and harassment. Built on mutual trust and respect everyone recognises the positive contribution and value of diversity

Equality Objectives

We will:

5. create a working environment that is free from discrimination, victimisation and harassment
6. support the mainstreaming of equality and diversity and the development of an inclusive culture
7. positively engage and inform staff

Recruitment, Progression and Retention

Equality Outcome: We will have a diverse workforce that increasingly reflects the communities we serve

Employment and training arrangements support the recruitment, development and retention of diverse employees.

Equality Objectives

We will:

8. proactively market the varied work of and the career opportunities within the fire and rescue service to attract and retain more applicants from diverse backgrounds
9. have promotion processes that support equality, diversity and inclusion
10. ensure the proportionate retention of staff in order to achieve appropriate representation of our diverse communities

Delivering Services to Diverse Communities

Equality Outcome: We will have accessible services that are responsive to the needs of our diverse communities

[Our community profile](#) and risk analysis determines the best use of our resources in delivering accessible prevention, protection and emergency response services. Risk based knowledge and community engagement informs our decision making to proactively improve the safety of our most vulnerable communities.

Equality Objectives

We will:

11. use risk based intelligence to inform our Community Risk Management Plan and proactively improve the safety of our most vulnerable communities
12. positively engage with our communities to shape the design and delivery of services

Positive Purchasing Power

Equality Outcome: We will have procurement that advances equality of opportunity and secures efficiencies

Our procurement processes advance equality and, where appropriate, achieve wider social benefits, such as creating training or employment opportunities.

Equality Objectives

We will:

13. mainstream equality considerations into our procurement processes
14. improve transparency and accountability of equality and diversity in procurement

Building on our Existing Approaches

Our Equality, Diversity and Inclusion Strategy including the objectives and outcomes are designed to build on/improve the existing arrangements that we already have in place

our communities

to deliver efficient, effective, responsive and accessible prevention, protection and emergency response services to our communities

and

our workforce

to create a work environment of equal opportunities; that is free from discrimination; where people thrive and where everyone recognises the positive contribution and value of diversity

The following pages give an overview of our existing approaches, arrangements and work.

Community Risk Assessments

We have embedded, robust risk management arrangements that identify and analyse the foreseeable community risks in the Authority's area.

We use the Government sponsored Fire Services Emergency Cover (FSEC) risk modelling software to undertake risk assessments. The software analyses a range of information such as incident data, operational statistics and census data to produce relevant community risk maps. The Authority's [community risk profile](#) is used to identify risk and target services.

Targeted Services

We use Mosaic lifestyle data; community profile information and Exeter data⁵ to target our community safety services to the most vulnerable people in our communities.



Equality Analysis

Our policies, strategies and plans are equality impact assessed to ensure that equality, social inclusion and community cohesion issues are suitably considered at the formulation and implementation stages.

Policies and Procedures

We have longstanding policies to support equality, diversity and inclusion including:

- equality, diversity and inclusion policy and strategy
- flexible working (see Page 22)
- recruitment, selection and promotion
- anti-bullying and harassment
- grievances
- disciplines

In addition our procurement arrangements take account of the requirements of the Public Sector Equality Duty and the Public Services (Social Value) Act 2012.

⁵ The Exeter data is a dataset we receive from Public Health England on an annual basis which provides us with the addresses, dates of Birth and gender of every individual aged over 65 who are registered with a GP within the Brigade area.

Partnership Working

Safe and Well Visits



Our Safe and Well Visits, designed with our partners in health and social care, allow us to make a significant contribution to the health and wellbeing of our communities by visiting people in their homes, giving them advice, providing simple equipment and where risks and vulnerabilities require more specialist intervention signposting onto experts.

As well as continuing to deliver Home Fire Safety Visits, we will use the Exeter Data to target our vulnerable communities with the Safe and Well Visits. These include prevention, assessment and intervention in respect of slips, trips and falls, dementia, fuel poverty, social isolation, smoking and alcohol.

North East Emergency Services LGBT Network

We are partners within the North East Emergency Services LGBT Network which comprises of representatives from Police, Fire and Ambulance Services and other organisations such as Virgin Media. The Network meets quarterly to share best practice, promote a supportive framework and to organise social events and activities for the LGBT communities.

Stay Safe and Warm



We lead on Stay Safe and Warm which is a campaign that sees many agencies including Age UK Teesside, Hartlepool, Stockton, Redcar & Cleveland and Middlesbrough Councils, Middlesbrough Environment City and Middlesbrough and Stockton MIND working together to keep vulnerable people safe and warm over the winter.

The campaign comes as fire brigades across the country and NHS England, Public Health England, Age UK and the Local Government Association have pledged to tackle health and social care problems to try and reduce the number of winter hospital admissions and winter deaths.

Electric heaters, thermal blankets, torches, flasks and fleecy mattress covers are available for issue as well as advice on managing fuel bills and referrals for free boiler repairs or replacements.

Community Engagement

Schools Education



Fire safety education and the long term investment we have made in this field have clearly delivered results in home safety and this is now embedded in the local education arrangements of primary school education.



Pupils Jasmine Watton and Charlotte Stephen, both aged 10, got a lift home from school in a fire engine after coming up with winning designs for fire safety posters.

National Citizen Service

Our unfunded Commissioned Services Team works hard to generate income to ensure young people are given better opportunities through our LIFE, Family LIFE, SAFE, Fire Team and EVOLVE programmes.



Last year we became the first Brigade to be successful in linking up with the National Citizen Service to deliver life learning skills through fun residential courses following a successful bid for European Social funding.



Engaging the Elderly



Redcar Red Watch made it a Xmas day to remember for local residents, mainly elderly and lonely, at Marske as they provided presents and served up turkey with all the trimmings.

Working with Disability Support Groups



Stranton firefighters visit Hartlepool Special Needs Group to work with the children and help them understand our fire safety messages.

Station Open Days

Our fire station personnel hold station open days for all members of the public. These events provide us with the perfect opportunity to engage with our residents in a relaxed environment, whilst at the same time being able to give advice and information on how they can stay safe. Activities include demonstrations of our Hydraulic Platform, Road Traffic Collision Rescue and Chip Pan Unit along with a climbing wall, barbecue, raffle (in aid of the Firefighters Charity) and a chance to look around a fire appliance or use a hose reel.

Accessing our Services

Community Fire Stations

Our fire stations are located in the heart of our local communities and are accessible and welcoming to members of the public and community groups. For example in Redcar the station is used by local nurses and the coastguard; dyslexia and first aid groups use our Headland fire station.

Our Hub and Mini Fire Station at Middlesbrough fire station are used by, for example:

- Justice Football Club – Fitness training for the refugee community
- New Life New You – Fitness training for males from the BME community
- NUR Fitness – aimed at females in the BME community
- Wheel of Yoga – mixed (male/female) adults group
- New/Recent mother's exercise group
- Mother and baby yoga group
- Guide Dogs for the Blind – meeting
- Sign language classes



Talking Your Language

We have various facilities to help us communicate with members of the community who do not speak English. For example:

- language line is used in fire control and across the organisation
- documents and leaflets can be translated on request
- translation tool on our website changes text into a variety of languages

Available to All

Text Box

We use text box in our control room to communicate with hearing impaired people

Tex Mee

We have made it easier for the hard of hearing and deaf to raise the alarm in the event of an emergency; an upgraded app service means they can get in touch immediately without having to get anyone else to speak to a fire control operator on their behalf.



The live Tex Mee app can be downloaded to provide a rapid response. As soon someone clicks on the Cleveland Fire Brigade logo it will dial and all they have to do is start typing. It is all instant and in real time as there is no send button – it means that those affected by any hearing impairment can rest assured they still have

exactly the same service as everyone else and will get a rapid response in an emergency.

Browse Aloud

Our website prominently displays a feature called Browse Aloud – when clicked the user can hear the page or sections of the page read out to them. Image attached.



Different Ways of Working

Flexible Working

We have had in place for a long time a flexible working policy and this has recently been refreshed. We have many flexible working patterns in place, for example:

- Annualised Hours: Grey and Green Book employees
- Job Share: Green Book and Grey Book Control employees
- Part-time: Grey Book (RDS) and Green Book employees
- Secondments: to CFA; our Commercial Company; CERN; other Brigades: Grey Book (Whole-time; and control employees) and Green Book
- Career Breaks: All Staff
- Flexible Retirement: Green Book and Control
- Flexi-time: Green Book employees

Positive Action and Recruitment

As part of our aim to recruit a more diverse and representative workforce we actively market ourselves as an employer that promotes equality and values diversity



Apprentices

We are progressing our second cohort of apprentices in our Commercial Company and the Brigade; last year the apprentices we took on have all secured employment.

Volunteers

The Cleveland Fire Support Network was originally set up in June 2007 as a

Registered Charity with Company Ltd and Guarantee Status.

Working in the community the Charity provides a variety of fire related services.



The Network provides a wide range of community safety services on behalf of the Brigade including installing and maintaining sensory loss alarms; home fire safety visits; after the fire support; and chip pan fire demonstrations.



Dave Johnson joined the Network as an Apprentice at age 69



Employee Health and Wellbeing

Better Health at Work Award

In embedding an employee health and wellbeing culture we have achieved 'Continuing Excellence' in the North East Better Health at Work Award. This follows on from our achievements in previous years of Bronze, Silver and Gold Awards.



Our work on mental health has helped to support individuals to feel comfortable to ask for support and we have found that more people are declaring and using their experiences to help others. We have signed up to and promoted our work against the Blue Light Mental Health pledges and rolled out mental health training across the Brigade.



Local and National Occupational Health Work

The Chief Fire Officer receives an award from the Chief Fire Officers' Association in recognition of his promotion and work on Occupational Health



Supporting Mental Wellbeing

We are committed to ending mental health stigma and discrimination in the workplace and have signed the Blue Light Time to Change pledge.



Our employees have access to TRIMS and a comprehensive Employee Assistance Programme which provides access to a 24 hour helpline staffed by professional counsellors who can provide impartial and confidential advice on matters which may create anxiety or stress (PAM Assist helpline 0800 882 4102)

Learning and Development

Equality and Diversity Training

We have a future programme of equality and diversity training in place including:

- Equality and diversity
- Unconscious Bias
- How to Have a Difficult Conversation

The Brigade in partnership with the Fire Brigades Union delivered a number of Dyslexia Awareness courses resulting in attendees achieving Level 2 Qualifications

Operation Florian

Some of our firefighters recently returned from Zimbabwe after three weeks of intensive training for the fire service in the country's capital Harare.

Working with the charity Operation Florian and other UK service personnel they gave courses and demonstrations in firefighting, incident command, road traffic accidents, breathing apparatus and fire safety. The team also fitted smoke alarms in local orphanages, handed over two appliances formerly in service in Cleveland and gave basic medical training for paramedics.

It is the third year running that Cleveland Fire Brigade has been out to Harare; which provides a unique development opportunity for our firefighters and a valuable service to the communities in Harare.



Driving Future Improvements

Equality, Diversity and Inclusion Improvement Plan

Future actions that we will undertake relating to the equality objectives along with agreed timelines, resources and responsibilities are set out in the improvement plan at Appendix 2.

Inclusion Forum

An Inclusion Forum will be established on implementation of this strategy. The Forum will comprise of political and professional leaders; trade unions, employees and community groups.

The main purpose of the Forum will be to drive improvement in the areas of equality, diversity and inclusion across the Brigade and its communities by overseeing the implementation of this strategy.

Equality Impact Assessment

This policy has been equality impact assessed in line with the Brigade's Equality Impact Assessment Procedure.

The findings of the EIA conclude that the introduction of the Equality, Diversity and Inclusion Policy does not have a detrimental impact on any group of staff, including those with one or more protected characteristics. Conversely, the Equality, Diversity and Inclusion

Policy is considered to provide additional benefits to our communities and staff as it demonstrates the Authority's commitment to equality, diversity and inclusion and will therefore have a favourable impact in the context of protected characteristics.

Resources

This strategy in the main drives a more strategic focus on equality, diversity and inclusion and the achievement of associated outcomes and targets which mean that more strategic resource may need to be invested into this important area in the future.

Initial high level assessment of resources indicates that the following resources are required with immediate (short term) effect:

- indirect people resource for the attendance and work of the Inclusion Forum
- indirect people resource for equality and diversity training
- direct financial resource associated with specialist training such as unconscious bias (catered for within existing budgets)
- recording system to collate and monitor equality and diversity information – funding already approved for procurement of new HR system

- all new and refurbished stations should incorporate appropriate equality and diversity requirements within their specifications

The Director of Corporate Services will continue to identify and request the medium term resource requirements as necessary to ELT once the outcomes from the improvement actions associated with this strategy are known.

Review and Audit

The Inclusion Forum will undertake regular reviews of this strategy to ensure it is driving improvement and that it is taking account of any new or emerging economic or environmental factors. A fundamental review of the strategy will be undertaken by the Director of Corporate Services in 2022.

GLOSSARY OF TERMS

Ally: a (typically) straight and/or cis person who supports members of the LGBT community

Asexual (or ace): someone who does not experience sexual attraction

Bi: refers to an emotional and/or sexual orientation towards more than one gender

Diversity: is when we recognise and value difference. It is about creating a culture and practices that recognise, respect, value and embrace difference for everyone's benefit.

Discrimination – Direct: occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have or because they associate with someone who has a protected characteristic.

Discrimination – Indirect: occurs when a condition, rule, policy or even a practice particularly disadvantages people who share a protected characteristic. Indirect discrimination can be justified if it is a proportionate means of achieving a legitimate aim.

Equality: enables us to create a fairer society and workplace where everyone can participate and fulfil their potential. It is supported by the Equality Act 2010 which is designed to address unfair discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who share a protected characteristic and those who do not.

Gay: refers to a man who has an emotional, romantic and/or sexual orientation towards men. Also a generic term for lesbian and gay sexuality - some women define themselves as gay rather than lesbian.

Gender: often expressed in terms of masculinity and femininity, gender is largely culturally determined and is assumed from the sex assigned at birth.

Harassment: is unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

Heterosexual/Straight: refers to a person who has an emotional, romantic and/or sexual orientation towards people of the opposite gender.

Homosexual: this might be considered a more medical term used to describe someone who has an emotional romantic and/or sexual orientation towards someone of the same gender. The term 'gay' is now more generally used.

Homophobia: the fear or dislike of someone who identifies as lesbian or gay.

Inclusion: refers to an individual's experience within the workplace and in wider society and the extent to which they feel valued and included.

Intersex: a term used to describe a person who may have the biological attributes of both sexes or whose biological attributes do not fit with societal assumptions about what constitutes male or female. Intersex people may identify as male, female or non-binary.

LGBT: the acronym for lesbian, gay, bi and trans.

Lesbian: refers to a woman who has an emotional, romantic and/or sexual orientation towards women.

Positive Action: is a range of measures allowed under the Equality Act 2010 which can be lawfully taken to encourage and train people from under-represented groups to help them overcome disadvantages in competing with other applicants

Questioning: the process of exploring your own sexual orientation and/or gender identity

Quiltbag: is an LGBT+ service and staff support network for all UK Fire and Rescue Services. Acronym Queer/Questioning, Undecided, Intersex, Lesbian, Trans (Transgender/Transsexual), Bisexual, Asexual, and/or Gay/Genderqueer

Sex: assigned to a person on the basis of primary sex characteristics (genitalia) and reproductive functions. Sometimes the terms 'sex' and 'gender' are interchanged to mean 'male' or 'female'.

Sexual Orientation— a person's emotional, romantic and/or sexual attraction to another person.

Trans: an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Transgender Man: a term used to describe someone who is assigned female at birth but identifies and lives as a man.

Transgender Woman: a term used to describe someone who is assigned male at birth but identifies and lives as a woman.

Unconscious bias: happens by our brains making incredibly quick judgments and assessments of people and situations without us realising. Our biases are influenced by our background, cultural environment and personal experiences.

Victimisation: occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the

EQUALITY, DIVERSITY AND INCLUSION IMPROVEMENT PLAN

Equality Outcome

We will have **political and professional leaders who promote and are accountable for the transparency, governance, performance and behaviours in relation to equality, diversity and inclusion**

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO1: We will seek regular opportunities for our leaders to promote equality, diversity and inclusion	1.1 establish an Inclusion Forum that includes the Chair of the Fire Authority, Chief Fire Officer, Representative Bodies and Partners to drive and champion equality, diversity and inclusion across the Brigade	Indirect costs associated with officer time	Karen Winter	Goal: Professional and Inclusive Workforce Inclusive FS Group Strategies	EDI Leadership Structure established with relevant terms of reference	Jan 2018
	1.2 establish equality, diversity and inclusion as a standing agenda item at all Brigade meetings		Karen Winter		EDI is considered across all meetings and at all levels	Jan 2018
	1.3 refresh our external website to make it clear those responsible for promoting equality, diversity and inclusion		Bev Parker Jill Barber		Website will highlight CFA's EDI commitment; champions and work	Jan 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO2: We will comply with legislation in relation to equality, diversity and inclusion	2.1 set and publish equality objectives in line with Public Sector Equality Duty	Indirect costs associated with officer time	Karen Winter	Goal: Professional and Inclusive Workforce	Published equality objectives	Jan 2018
	2.2 publish information to show compliance with the Public Sector Equality Duty	Indirect costs associated with officer time	Tim Graham Nicola Moore	Goal: Professional and Inclusive Workforce	Community and Workforce Profiles are published EDI Work is Published	Jan 2018
						Jul 2018
						Jul 2019
						Jul 2020
						Jul 2021
	2.3 publish report on gender pay	Indirect costs associated with officer time	Cliff Cordiner	Goal: Professional and Inclusive Workforce	Gender Pay Report and Impacts	Apr 2018
						Apr 2019
						Apr 2020
						Apr 2021
	2.4 consider the implications of the Modern Slavery Act 2015 and report accordingly	Indirect costs associated with officer time	Nicola Moore Bev Parker	Goal: Professional and Inclusive Workforce	Modern Slavery Statement	Mar 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO3: We will drive improvements in equality, diversity and inclusion	3.1 ensure regular reporting of equality, diversity and inclusion at the Fire Authority, Executive Leadership Team, Senior and Middle Manager and Management/Trade Union Meetings	Indirect costs associated with officer time	Karen Winter	Goal: Professional and Inclusive Workforce	Governance Framework for Reporting Equality, Diversity and Inclusion	Mar 2018
	3.2 establish an Equality, Diversity and Inclusion Action Group to co-ordinate the achievements of the Authority's equality objectives	Indirect costs associated with officer time	Karen Winter Bev Parker	Goal: Professional and Inclusive Workforce	Establishment of Equality, Diversity and Inclusion Action Group and Terms of Reference	Jan 2018
	3.3 seek independent accreditation such as north east equality standard of our equality, diversity and inclusion arrangements	Indirect costs associated with officer time	Nicola Moore Bev Parker	Goal: Professional and Inclusive Workforce	Assessment of Independent Accreditors	Mar 2018
					Activity to achieve agreed accreditation identified above	Dec 2018
	3.4 re-accredit our Disability Confident status	Indirect costs associated with officer time	Nicola Moore Bev Parker	Goal: Professional and Inclusive Workforce	Award of Disability Confident Status	Jul 2018
	3.5 ensure managers are aware of their E&D responsibility through an effective PDR process	Indirect costs associated with officer time	Chris Chisholm	Goal: Professional and Inclusive Workforce	Equality and Diversity evident in PDR Process	Jun 2018
	3.6 ensure managers set equality related key work objectives within their teams	Indirect costs associated with officer time	Tim Graham Nicola Moore	Goal: Professional and Inclusive Workforce	All staff has at least one equality and diversity key work objective per annum	Jun 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO3: We will drive improvements in equality, diversity and inclusion	3.7 develop HR systems to be able to better record and report on all of the nine protected characteristics in all aspects of employment	Forms part of new HR System Specification	Nicola Moore	Goal: Professional and Inclusive Workforce	Improved Management Information	Aug 2018
	3.8 consider sign up to Dying to Work Campaign	Indirect costs associated with officer time	Nicola Moore	Goal: Professional and Inclusive Workforce	Recommendation on sign-up to Dying to Work Campaign	Dec 2017
	3.9 establish internal assurance arrangements for our EDI arrangements based on the LGA and NFCC Equality Framework for Fire and Rescue Services	Indirect costs associated with officer time	Nicola Moore	Goal: Professional and Inclusive Workforce	Assurance of EDI arrangements	Mar 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO4: We will promote and enforce professional standards of behaviour	4.1 review and where necessary revise the Authority's organisational values	Indirect costs associated with officer time	Ian Hayton	Goal: Professional and Inclusive Workforce	Revised organisational values	Mar 2018
	4.2 establish a code of conduct for staff	Indirect costs associated with officer time	Ian Hayton	Goal: Professional and Inclusive Workforce	New code of conduct for staff	Mar 2018

Equality Outcome

We will have an inclusive working environment that celebrates and supports equality and diversity

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO5: We will create a working environment that is free from discrimination, victimisation and harassment	5.1 train all employees in equality, diversity and inclusion; and how to recognise discrimination, victimisation and harassment	Free training provided by LearnCurve	Nicola Moore Chris Chisolm	Goal: Professional and Inclusive Workforce	All staff hold Certificate in Equality and Diversity	Apr 2018
	5.2 train all managers in people management including skills such as how to have a difficult conversation	Training Costs	Nicola Moore Chris Chisholm	Inclusive FS Group Strategies	Managers are supported to challenge inappropriate behaviours	Apr 2018
	5.3 train all managers in relevant equality, diversity and inclusion policies and procedures	Indirect costs associated with officer time	Nicola Moore Chris Chisholm		Managers understand the Brigade's equality, diversity and inclusion policies	Apr 2018
	5.4 review bullying and harassment; grievance and discipline policies and procedures in line with corporate priorities 2017/18	Indirect costs associated with officer time	Karen Winter Nicola Moore		Updated Bullying and Harassment; Grievance and Discipline Policies and Procedures	Mar 2018
	5.5 develop HR processes and systems to centrally record and manage informal and formal cases of bullying and harassment, victimisation	Indirect costs associated with officer time	Nicola Moore		Consistently managed cases of bullying and harassment; and victimisation	Mar 2018
	5.6 provide managers with training to identify and counter the effects of unconscious bias	Training Costs	Nicola Moore Chris Chisholm	Goal: Professional and Inclusive Workforce	Managers trained in Being Aware of Unconscious Bias	Sep 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO6: We will support the mainstreaming of equality and diversity and the development of an inclusive culture	6.1 establish a network of voluntary, equality, diversity and inclusion advocates in all workplaces	Indirect costs associated with officer time	Nicola Moore	Goal: Professional and Inclusive Workforce	Equality, diversity and Inclusion is promoted at all levels of CFB	May 2018
	6.2 consider the establishment of 'Allies' in the workforce	Indirect costs associated with officer time	Nicola Moore	Inclusive FS Group Strategies	To be determined Discussion required	Aug 2018
	6.3 establish internal and external mediator/role models?	Indirect costs associated with officer time	Nicola Moore		To be determined Discussion required	May 2018
	6.4 review our approach to equality impact assessments in policy formulation and decision making	Indirect costs associated with officer time	Nicola Moore	Goal: Professional and Inclusive Workforce	A New Equality Impact Policy and Procedure	Mar 2018
	6.5 undertake a 'fit for purpose' workplace audit including correct PPE and gender specific station and fire ground facilities	Indirect costs associated with officer time. Improvements identified from audit may require funding	Ray Khaliq	Goal: Professional and Inclusive Workforce Inclusive FS Group Strategies	A gap analysis on workplace facilities in respect of equality, diversity and inclusion	May 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
E07: We will positively engage and inform staff	7.1 schedule a programme of chief fire officer, director and senior manager visits to departments and fire stations to engage with staff re culture	Indirect costs associated with officer time	Jill Barber	Goal: Professional and Inclusive Workforce	Improved Staff Engagement	Jan 2018
	7.2 provide regular officer 'away' days for officer development focussing on strategic issues including advancement of equality, diversity and inclusion	Indirect costs associated with officer time Venue Costs funded through existing budgets	Karen Winter Chris Chisolm	Goal: Professional and Inclusive Workforce	Improved Development and Awareness of Officers on Strategic Issues including Equality, Diversity and Inclusion	May 2018
	7.3 undertake a staff survey	Indirect costs associated with officer time If external consultant appointed cost considerations will need to be applied	Karen Winter Chris Chisolm	Goal: Professional and Inclusive Workforce	Baseline of Staff Views on Culture within Brigade	Mar 2018
	7.5 establish task and finish forums where staff can contribute to and challenge decisions	Indirect costs associated with officer time	Ian Hayton	Goal: Professional and Inclusive Workforce	Established staff engagement forums	Aug 2018

Equality Outcome

We will have a diverse workforce that increasingly reflects the communities we serve

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO8: We will proactively market the varied work of and the career opportunities within the fire and rescue service to attract and retain more applicants from diverse backgrounds	8.1 adapt Brigade website to link to national media campaigns for firefighters	Indirect costs associated with officer time	Jill Barber	Goal: Professional and Inclusive Workforce	Website Connectivity Established	Dec 2018 or before (relies on national project)
	8.2 review recruitment policies and procedures to incorporate the diverse range of skills required for a modern firefighter such as people skills and fitness standards	Indirect costs associated with officer time	Nicola Moore	Inclusive FS Group Strategies	Updated recruitment policies and procedures	Jan 2018
	8.3 invest in a firefighter apprenticeship scheme	Indirect costs associated with officer time	Karen Winter Nicola Moore		Apprentice Scheme linked to workforce planning	Dec 2017
	8.4 undertake early engagement with specific communities, schools and colleges	Indirect costs associated with officer time	Nicola Moore		Early engagement re fire service as career	Mar 2018
	8.5 undertake positive action to attract women to apply for whole-time and Retained Duty System operational firefighter positions; men to apply for control room positions and BME people to apply to all positions	Indirect costs associated with officer time	Nicola Moore Chris Chisholm	Goal: Professional and Inclusive Workforce	More diverse people applying for positions	Mar 2018
	8.6 develop a suite of performance indicators that helps us measure all aspects of diversity throughout the recruitment, selection and promotion process	Indirect costs associated with officer time	Karen Winter Tim Graham	Goal: Professional and Inclusive Workforce	More diverse people applying for positions	Mar 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO8: We will proactively market the varied work of and the career opportunities within the fire and rescue service to attract and retain more applicants from diverse backgrounds	8.7 undertake internal communications to explain to staff the difference between positive action and positive discrimination	Indirect costs associated with officer time	Nicola Moore Jill Barber	Goal: Professional and Inclusive Workforce	More diverse people applying for positions	Mar 2018
	8.8 review flexible working/family friendly policies and monitor progress	Indirect costs associated with officer time	Nicola Moore	Inclusive FS Group Strategies	Increased use of flexible working	Feb 2018
	8.9 identify any barriers that local communities feel there are to applying to work with the service.	Indirect costs associated with officer time	Nicola Moore		Barriers to FS	Jan 2019
EO9: We will have promotion processes that support equality, diversity and inclusion	9.1 ensure that promotion processes are fair and transparent	Indirect costs associated with officer time	Nicola Moore		RSP available on Intranet	Jan 2018
	9.2 develop support networks and meaningful mentor/coaching programmes	Indirect costs associated with officer time	Nicola Moore		Mentor/Coaching Programmes in place	Mar 2019
	9.3 encourage fair opportunities for those interested in promotion through talent spotting by including leadership training, opportunities for development such as job swaps, taster weeks and acting up/temporary promotion	Indirect costs associated with officer time	Nicola Moore		Range of Development opportunities available	March 2019

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO 10: We will support staff ensure the proportionate retention of staff in order to achieve appropriate representation of our diverse communities	10.1 develop an 'Ageing Workforce' toolkit based around the national model to support appropriate staff in their roles	Indirect resources associated with staff time	Nicola Moore		Toolkit Available to Staff	Jan 2018

Equality Outcome

We will have **accessible services that are responsive to the needs of our diverse communities**

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO11: We will use risk based intelligence to inform our Community Risk Management Plan and proactively improve the safety of our most vulnerable communities	11.1 analyse and publish our community profile	Indirect costs associated with officer time	Tim Graham	Goal: Efficient and Effective	A Community Diversity Profile	Jul 2017
						Jul 2018
						Jul 2019
						Jul 2020
						Jul 2021
	11.2 engage with communities to determine their understanding of the services we provide	Costs to be established for independent Consultants	Dave Turton Jill Barber	Goal: Efficient and Effective	Results from Customer Survey	Dec 2018
	11.3 engage with communities to improve access channels to services and information	Costs to be established for independent Consultants	Dave Turton Jill Barber	Goal: Efficient and Effective	Results from Customer Survey	Dec 2018
EO12: We will positively engage with our communities in the design and delivery of our services	12.1 engage with our communities on Community Integrated Risk Management Plan	Costs to be established for independent Consultants	Dave Turton Jill Barber	Goal: Efficient and Effective	Results from CIRMP Consultation	Mar 2018

Equality Outcome

We will have **procurement that advances equality of opportunity and secures efficiencies**

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO13: We will mainstream equality considerations into our procurement processes	13.1 review our procurement strategy to include equality objectives	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Revised Procurement Strategy	Feb 2018
	13.2 consider the requirement to build an equality business case into the procurement process	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Briefing Note on outcomes of consideration of Equality Business Case	Jan 2018
	13.3 review equality requirements set out in contract specifications	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Assessment of Contract specification	Mar 2018
	13.4 consider special clauses under the terms and conditions of the contracts to ensure our suppliers meet their legal obligations under the EA 2010	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Assessment of Need of Special Equality Clauses	Mar 2018
	13.5 review arrangements for advertising and selection of tenders in relation to equality	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Advertising and Tender Selection Processes Reviewed for Equality	Mar 2018
	13.6 assess contractor technical capacity and ability in relation to equality	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Review of Pre-Qualification Questionnaire	Mar 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO13: We will mainstream equality considerations into our procurement processes	13.7 review our equality requirements in our invitation to tender	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Revised Invitation to Tenders	Apr 2018
	13.8 review our award processes to demonstrate to suppliers how we will evaluate their submissions in relation to equality or social requirements	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Demonstrated commitment and transparency to equality	Apr 2018
	13.9 ensure that monitoring and management of contract arrangements includes equality	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Criteria on Equality monitored through Contract Management	May 2018
	13.10 review equality aspects of procurement termination and exit arrangements	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Strengthened Termination and Exit Strategies	May 2018

Equality Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
EO14: We will improve transparency and accountability of equality and diversity in procurement	14.1 include Member Champion and HR representatives at critical stages of procurement process	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Demonstrate Leadership in Equality and Diversity	Sep 2017
	14.2 include equality and diversity in quarterly procurement reports to Executive Leadership Team and Audit and Governance Committee	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Report on Procurement of Equality and Diversity	Jan 2018
	14.3 review procurement information on website to include equality and diversity	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Improved Transparency	Apr 2018
	14.4 independent assessment of procurement arrangements	Indirect costs associated with officer time	Cliff Cordiner	Goal: Efficient and Effective	Compliance with Legislation and Good Practice	Nov 2018