

single | equality | scheme
annual report
2010 - 2011



STRATHCLYDE
FIRE & RESCUE



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Joint Foreword

by

Councillor Brian Wallace, Convener of the Board of Strathclyde Fire and Rescue and
Mr Brian P Sweeney, Chief Officer



In 2008 Strathclyde Fire and Rescue introduced its Single Equality Scheme to strengthen as well as streamline the approach to mainstreaming equality and diversity into all that we do.

It was important to us to ensure that our Single Equality Scheme exceeded our legal obligations to have equality schemes for race, disability and gender (including gender identity) and include age sexual orientation, religion and belief as well as disadvantage resulting from social and economic exclusion. Improving performance across all equality strands and in all that we do as an employer and service provider remains at the core of our business objectives.

To reiterate the comments contained within the Single Equality Scheme, we value our workforce as colleagues who deliver an excellent service and also as individuals entitled to dignity, respect and consideration. The same dignity, respect and consideration we afford to those communities we serve.

Throughout 2010 and into 2011 we continued to deliver on the commitment we gave in 2008 and again in 2009 to working towards achieving those goals and objectives set out in the Single Equality Scheme Action Plan.

Introduction

Mrs Eileen Baird, Deputy Chief Officer



It is with pleasure that I present to you the third annual report of Strathclyde Fire and Rescue's Single Equality Scheme. In addition to my corporate responsibilities for equality and diversity I also have a personal commitment to this important agenda.

This report meets our statutory responsibilities to report annually on gender, race and disability equality issues and replaces the requirement to publish separate statements in June and December of each year.

2010/11 saw Strathclyde Fire and Rescue continue the good practice achieved since the introduction of this Scheme in 2008. Whilst it is important to look at what we have achieved since 2008, and in particular the last 12 months of activity, this report also looks ahead to the introduction of the new public sector equality duty and our goals for the future. It is my view that SFR's employees have established their commitment to treating people with dignity and respect and delivering quality services that put the needs of the community at their core and I would like to take this opportunity to thank our employees for their efforts in delivering the objectives contained within the Scheme.

Further information including a copy of the full Single Equality Scheme Action Plan is available from the Diversity Manager; contact details at the end of this report.

Section 1 - What we have achieved

The Action Plan

Our Action Plan sets out our ambitious equality and diversity objectives, which we set out to achieve during the lifetime of the Scheme. Covering every function and area of responsibility of SFR the action plan is split into three themes: Values; Service Delivery and Employment.

The action plan is comprised of activities that are specific to individual directorates, as well as those where cross-departmental co-operation occurs and, those activities that are relevant to all Directorates.

A detailed review of progress made during 2010/11 is located at pages 6 to 19 of this report. A copy of the full updated and revised action plan is available from the Diversity Manager (contact details at the end of this report).

Since its introduction in 2008 the Single Equality Scheme and its action plan has set out the direction and ambitions for delivering equality and diversity within Strathclyde Fire and Rescue. Through its implementation the Single Equality Scheme has helped Strathclyde Fire and Rescue build on established good practice and has made a positive contribution to our performance. The Single Equality Scheme is due to expire on 31 March 2011 and pages 20 to 21 set out our intentions for the coming years in anticipation of the new public sector equality duty. Pages 6 to 8 below set out an overview of the main achievements recorded under the Single Equality Scheme Action Plan since its introduction in 2008.

2008 - 2011

The Single Equality Scheme set out to bring together under a single framework all activity relating to equality and diversity carried out in Strathclyde Fire and Rescue. The Scheme provided the mechanism for recording, reporting, monitoring and assessing performance on all equality characteristics and across all functional areas. Extending beyond the legal requirements of race, gender and disability, the Scheme recognised the importance of an inclusive approach to equality to ensure all of Strathclyde's employees and communities receive the appropriate recognition. The inclusion of age, religion and belief, sexual orientation and gender identity has positioned Strathclyde Fire and Rescue well to respond to the new public sector equality duty due to come into effect in April 2011. The inclusion of social and economic disadvantage as an equality characteristic has ensured that this important risk factor is given priority alongside more traditional equality groups and aligns the organisation with key national objectives for addressing issues of poverty and social exclusion.

Mainstreaming and performance management

A key focus of the Scheme was to further the mainstreaming of equality throughout the organisation. A number of actions contributed to this achievement such as the inclusion of directorate specific equality objectives. The role of performance management of the Scheme's action plan has been crucial in furthering the mainstreaming agenda by ensuring responsibility for completing and reporting on equality objectives at directorate level. The Deputy Chief Officer and the Corporate Management Team have played a vital function in reviewing performance against the action plan and ensuring momentum against equality objectives has been maintained since 2008.

A significant achievement has been the embedding of equality issues within the Public Sector Improvement Framework. Working in partnership with the Improvement Service, SFR was instrumental in achieving this important goal. Within SFR the deployment of this task will be under the remit of the Strathclyde Improvement Model (SIM). This will allow us to measure our performance on equality matters and determine the extent to which they have been successfully mainstreamed into all areas of our organisation.

Values

Considerable achievements have been made since 2008 in the section of the action plan entitled Values. The introduction of the Values Framework in 2010 was the culmination of a programme of engagement activities to capture what our employees considered important principles for working in Strathclyde Fire and Rescue. Identifying Professionalism, Respect, Integrity, Dedication and Excellence (PRIDE) as those standards most reflective of our work ethic our employees did not invent a new set of principles to work by but simply identified those we value the most in our current working practices.

In some respects the Values of an organisation are best measured through the attitudes and views held by our service users and our employees. To test the impact of our activities and initiatives an employee satisfaction survey has been developed and deployed and we continually seek feedback from our customers.

Service Delivery

With a history of excellence in the area of service delivery we have sought to make improvements wherever we can.

Our corporate website has been upgraded to make it more useful to many more communities and is easily accessible. We participate in and promote the emergency text SMS programme to allow individuals with a hearing impairment including those who are deaf to make emergency 999 calls. The communications strategy sets out how we will communicate with our service users in a way that makes sense to them and our Community Safety Strategy sets out how we will ensure that all of our communities can access, understand and fully utilise our potentially lifesaving education initiatives.

Making our services accessible means working with partners and agencies to reach many more people than we could working in isolation. Partnership working has additional advantages of increasing our knowledge of community groups, reducing duplication of effort and reductions in cost. For these reasons we have made better use of Community Planning Partnerships to focus on equality related activities such as sharing community profile information through the Lanarkshire Equality Partnership. Initiatives such as joint working arrangements with the West of Scotland Regional Equality Council to run community open days for Glasgow's newest communities such as the Polish community have allowed us to target activities where believe they will have the most impact.

Our Community Fire Stations have a long established practice of working closely with local communities through schools, community and religious centres and also with other service providers. Whether it is school visits, station open days or targeted community activities with Strathclyde's newest communities our Area based personnel make it their job to know their communities needs.

We are proud that regardless of your age, ethnicity, religion, gender or any other characteristic we can meet your needs in the delivery of our services. From our FireReach and Cut-it-Out programmes targeted at the young to the provision of sign language booklets to aid communication at emergency incidents, where we can modify our service we will.

Procurement Practices

During the life time of the Scheme our procurement practices have been revitalised. A new Procurement Strategy sets out how we will embed the principles of our values framework, issues of fair trade and equality matters into our procurement processes. Our electronic procurement portal ensures easy accessibility to our process. Our qualifying criteria requires potential suppliers and contractors meet up to the same values for equality and diversity as we do. Finally, will use the procurement process to help us meet our equality objectives.

Employment practice

We are proud of our employees and our employment practices. In the period since 2008 we have improved our recruitment and selection processes to ensure they are free from unnecessary bias and will provide us with the most talented employees. We have modified our assessment and development centre processes to ensure that those Wholetime firefighters with a disability are not unreasonably prevented from participating in promotion schemes.

The training we provide to our employees provides them with the skills to deliver their roles professionally and to the best of their ability. We recognise that training must include elements of equality whether it is in accessibility of the delivery technique or in the content of the course. The Career Management Framework has been improved since 2008 and includes equality as a core element, either as an indicator of personal behaviour or as specific work objectives.

Valuing our employees for who they are and what they can contribute led us to the development of the Engagement Strategy and formulation of the Values Framework. Building upon previous consultation exercise we issued an employee satisfaction survey in January 2011 and our Engagement Strategy sets out how we will respond to the results of that survey and how it will influence our future planning processes.

V1 – Strategic Model

Establish a strategic model that mainstreams and embeds equality and diversity throughout the organisation (values, vision, purpose).

	<i>Action Plan Objective</i>
Performance against the action plan continued to be monitored by the Deputy Chief Officer and Corporate Management Team at quarterly CMT's Performance Review Sessions.	V1.5
In anticipation of the new public sector equality duty due to come into effect in 2011 the CMT directed the establishment of a working group to continue the objectives contained within the Scheme and identify new equality objectives for implementation from 2012.	V1.3 & V1.5

V2 – Mainstreaming Action Plan

Establish a performance improvement and reporting model to progress equality and diversity plans to ensure that promoting and valuing diversity is embedded within Strathclyde Fire & Rescue (business planning, performance management and outcomes).

	<i>Action Plan Objective</i>
Each Directorate continued to take individual responsibility for objectives contained in the action plan and provided regular updates on performance as noted at V1 above. A working group has been established by CMT to identify appropriate equality outcomes for 2011/12 and beyond.	V 2.1
Our objective of reporting annually on our performance is achieved through the publication of this report.	V2.4
Employment monitoring by equality characteristic continued during 2010/11. More detailed equality monitoring of health safety incidents has been agreed for introduction from April 2011. The capturing of service delivery equality data in the areas of enforcement, home fire safety visits, education and operational incidents has been progressed through national working groups and the community safety engagement toolkit.	V2.3

V3 – Consultation and Engagement

Explore and establish ways of consulting and engaging with members of the public and representative organisations so that Strathclyde Fire & Rescue can respond more effectively to their needs and to promote a better understanding of our Service (challenge, transparency, scrutiny, accountability).

	<i>Action Plan Objective</i>
<p>Further work was carried out on the Communications Strategy during 2010/11 and commenced the introduction of a schedule of guidance publications. The Model Consultation, Service Delivery guidance paper has been partially delivered and will be further enhanced during 2011.</p>	V3.1 & V 3.2
<p>The Community Safety Strategy outlines a range of measures for closer working relationships and improved communication channels with external bodies and the community. As part of this structure the Partnership Unit promotes a joint and co-ordinated approach to community engagement activities through deployment of the Youth Engagement Team, Community Engagement/Demand Reduction Team and the Innovation Team.</p> <p>The Community Safety Advocates continued their work providing a direct and face-to-face link between SFR and the communities it serves and aiding the identification and deployment of targeted safety initiatives.</p> <p>SFR continued its partnership arrangements with the west of Scotland Regional Equality Council and ran a number of targeted engagement events specifically aimed at Strathclyde's newly established Polish community.</p> <p>Area based personnel continue to use the Community Planning Partnership arrangements and in particular the support of the Single Outcome Agreement objectives to ensure that community needs are identified and met.</p> <p>A number of initiatives have been supported by SFR to ensure better community engagement links including participation in the South Lanarkshire Equality Partnership and participation in the Better Engagement with Faith Communities and Public Agencies event facilitated by Faith in the Community.</p>	V 3.2 V3.3

V4 – Equality Impact Assessment

Establish systems that identify and remove any potential discrimination in Strathclyde Fire & Rescue activities, policies and procedures (impact assessment, evidence and action).

Action Plan Reference

During 2010 a further 41 people were trained to carry out Equality Impact Assessments, bringing the total number of trained personnel in SFR to 192. An enhanced EIA training course was introduced to assist directorates quality assure completed EIAs and 10 individuals have undergone this training.

V4.1
V4.2

Completion rates for Equality Impact Assessments is 100% for all new policy proposals.

V4.4

V5 – Training and Development

Support the delivery of Strathclyde Fire & Rescue equality and diversity values, policies and plans with effective learning and development (building capacity and capability).

Action Plan Objective

The Employee and Development Section conducts evaluation of all training programmes through a system of pre and post-training feedback.

V5.1
V5.5

SFR's Diversity Awareness training programme continued to be rolled-out across the organisation. This is a compulsory course for all of SFR's employees. During 2010/11 the programme was reviewed and amended to reflect up to date legislative practices.

V5.2,

SFR's Assessment and Development Centre process continues to assess individuals on the grounds of equality awareness as they seek promotion through the organisation.

V5.3

Our Training and Operational Review Directorate has commenced a review of technical rescue and service training activities to reflect equality matters.

V5.4

As noted at V4, training in Equality Impact Assessments continued throughout 2010 with 192 personnel now trained within SFR.

V5.4

SFR's electronic learning package, SFR Know-How Continuous Learning Framework has been completed. Equality runs through all strands of learning and development delivery. SFR Know-How includes a range of awareness raising and skill boosting elements. Examples include guidance on how to manage bullying and harassment and information on cultural awareness.

V5.4

A comprehensive package of people management training modules was delivered by ACAS. Underpinning the commitment to providing our workforce with a working environment that is fair and equal as well as achieving our goal of developing our managers these courses cover issues such as mediation and resolution techniques when dealing with workplace disagreements or instances of bullying.

V5.4

V5 – Training and Development continued

	<i>Action Plan Objective</i>
Through CFOA(S), SFR has contributed to the introduction of an Equality & Diversity Training Framework for the Scottish Fire and Rescue Service in partnership with the Scottish Fire Services College and is currently facilitating the procurement of an e-learning package which will complement our in-house equality training.	V5.5
Our Legal Services team continued to provide advice and guidance on equality and legal matters including the provision of debriefing sessions on cases managed throughout the year and a regular legal Newsletter incorporating equality issues.	V5.7

V6 – Culture

Develop an open and trusting culture where all staff, members of our communities, partners and stakeholders feel involved, valued and respected (values, transparency, challenge).

	<i>Action Plan Objective</i>
SFR's Values Framework was formally launched during 2010 and is complemented by the introduction of our Engagement Strategy which sets out a programme of engagement activity including a staff survey which was launched in January 2011.	V6.1
SFR continues to closely manage issues of bullying and harassment providing support to all those involved including guidance documentation to employees and managers, management training and external assistance via the counselling service.	V6.2
SFR maintained the Disability Symbol Award for its good practice in the recruitment, employment and retention of individuals with a disability.	V6.5 V6.6
SFR submitted an application to Stonewall's Workplace Equality Index. SFR improved on its performance from 2009. The Index assesses an organisation's employment practices in the recruitment and retention of individuals identify as lesbian, gay or bi-sexual. The measures used to assess are a standard benchmark indicator of a good employer across all equality strands.	
SFR's compulsory Diversity Awareness training programme continued throughout 2010 as noted at V5 above.	V6.7
To support managers deliver good working practices and support a good working environment, ACAS have been retained to deliver a series of people management training courses.	V6.7 V6.8

V7 – Equality and Assessment Tool

Adopt a model of self-assessment to support continuous improvement in equality performance (assessment, challenge, capability)

**Action Plan
Reference**

In partnership with the Improvement Service SFR further developed the Public Sector Improvement Framework to include equalities elements as part of the assessment. This process will be introduced into SFR through the Strathclyde Improvement Model (SIM) assessment cycle from 2011 onwards.

V7.1-7.4

Service Delivery

SD 1 – Mainstreaming Diversity

Ensure equality and diversity is adopted at all action planning levels throughout the Service.

Action Plan Reference

Each Directorate has clear equality and diversity objectives as laid out in the Single Equality Scheme Action Plan. Directorate level action plans influence the activities undertaken at team and Area level. Each Directorate continued to take individual responsibility for objectives contained in the action plan and provided regular updates on performance.

SD1.1

SD2 – IRMP

Identify and remove any potential discrimination in the planning and provision of services.

Action Plan Reference

During 2010/11 SFR continued to make use of the Scottish Index of Multiple Deprivation to identify at risk and vulnerable groups. SFR has developed a 'risk rating' profile based on a number of key risk indicators based on personal behaviours and circumstances using this to prioritise our home fire safety service.

SD2.1 – 2.3

Working with partner agencies and especially the arrangements for Community Planning Partnerships we are maintaining an up to date view of the community profile across Strathclyde.

SFR has participated in a number of UK and Scottish initiatives to examine equality data collection of service delivery. Examining enforcement activities, home fire safety activity, community education and engagement as well as attendance at operational incidents this area of work will continue throughout 2011.

The existing Equality Impact Assessment process continues to be used as the principal method of determining likely impact of practices on community groups.

SD3 – Operational Competence

Ensure appropriate learning and development opportunities provide the skills and knowledge required to engage with and relate to all sectors our communities.

	<i>Action Plan Reference</i>
SFR continues to ensure that all operational personnel are capable of carrying out their role through a process of continuous assessment. Equality awareness is a compulsory element for all employees and is included within the competency framework and accompanying development programmes.	SD3.1
As noted at V5 above Our Training and Operational Review Directorate has commenced a review of technical rescue and service training activities to reflect equality matters. Incident Command Training including Bronze, Silver and Gold will include equality issues.	SD3.1
The joint TU and Employee Development Learning Partnership Forum continued throughout 2010 as demonstration of transparent and shared working practices. Joint initiatives included dyslexia awareness training delivered by the Union Learning Project Co-ordinator (FBU).	SD3.2
Work continues to progress in the construction of a new Training Centre which will provide state of the art training facilities unique within the United Kingdom. In addition to providing excellent training and development facilities for our employees, the Centre will also be accessible to members of the public for community education purposes.	SD3.5 - SD3.8

SD4 – Accessibility

Ensure that access to services is appropriate to the needs of the recipient.

	<i>Action Plan Reference</i>
<p>SFR continued to provide information in a variety of formats to meet the differing needs of our communities, e.g. pictorial community safety information booklets.</p> <p>Fire safety presentations continued to be delivered with the needs of the customer at their core. Presentations and engagement activities are designed to be accessible to a variety of audiences.</p> <p>We have recently purchased pictorial based phrase booklets to assist crews and the public communicate important information during emergency incidents where language is a barrier to comprehension.</p>	SD4.1
<p>SFR launched a new website during 2010 with enhanced disability access facilities including British Sign Language video clips and links to translation services and other forms of guidance.</p>	SD 4.4

SD5 – Community Engagement and Involvement

	<i>Action Plan Reference</i>
<p>The Community Safety Directorate continued their review of the Partnership Register during 2010 and a process of evaluation is underway to determine the effectiveness of existing partnership arrangements.</p>	SD 5.2
<p>As noted in V3 the Model Consultation, Service Delivery guidance paper has been partially delivered and will be further enhanced during 2011.</p>	SD 5.3
<p>SFR continues to engage with the communities we serve through Community Planning Partnerships and other inter-agency work such as the liaison officer model adopted between SFR and the West of Scotland Regional Equality Council. At Area level there is evidence of good working relationships with community groups and agencies such as the Scottish Refugee Council to continue dialogue between SFR and the communities it serves.</p> <p>SFR's Stakeholder Map is available to all personnel through the Corporate Diversity pages of the intranet and identifies by location and by type a range of organisations that can assist SFR in delivering its services through their contacts with community groups.</p>	SD5.3

SD6 – Dignified Services

Action Plan Reference

To ensure that the services we deliver are appropriate to the needs of the community, SFR continues to engage with the communities we serve through Community Planning Partnerships and with local community groups and organisations.

SD 6.1

The Community Safety Advocates continued to contribute throughout 2010 to SFR's ability to work closely with individuals and community groups to impart community safety information and hear first hand the needs and expectations of the communities we serve.

Our Community Safety Presentations Development Officer has continued to work closely with key stakeholders to ensure that the content of our education programmes meet the requirements of all our community groups.

The 'Cut it Out' road safety programme continued throughout 2010. One group specifically targeted by the Cut it Out Programme is young males who are identified as being at particular risk from road traffic collisions.

The appropriateness of our education activities is evaluated through a variety of mechanisms including focus groups and direct feedback questionnaires which are used to improve and further develop our community safety programmes.

Working in partnership with stakeholder agencies as well as individual members of the public we ensure that the services we deliver are developed to meet the needs of the communities we serve. During 2010 we worked with the West of Scotland Regional Equality Council, Stonewall, Nil By Mouth and other stakeholder agencies to target our services more appropriately.

SD7 – Delivering Services to Vulnerable Groups

This objective deals with the development of processes and practices to deal with specific community groups identified as most vulnerable or at risk to fire and other emergency incidents.

Action Plan Reference

Our 9 Areas have worked closely with Strathclyde's 12 Community Planning Partnerships in the implementation of Single Outcome Agreements with reference to vulnerable persons.

SD 7.1

During 2010 SFR continued to deliver our Fire Reach programme to vulnerable young people across Strathclyde. Engaging and involving young people in the future development of the programme has been one of the keys to its success. A number of courses have been run specifically for young people with learning disabilities or difficulties.

The Community Safety Directorate record and monitor interventions with people involved in Fire Service anti-social behaviour through the SAFE Programme (Structured Anti-Social Behaviour Fire Education).

SD 7.2

FireReach track participants post intervention to measure and monitor the participants progression post course. Behaviour change is monitored to identify changes as a result of the course.

Home Fire Safety Visits are recorded and evaluated in order to allow for follow-up visits to be identified for those most in need and those with additional support needs.

SD8 – Partnership Working

This objective deals with those formal partnership arrangements through procurement contracts and service level agreements.

Action Plan Reference

A revised Procurement Strategy was launched during 2010 highlighting our commitment to engaging with organisations that share our commitment to equality and diversity. Work has continued throughout 2010/11 to develop accompanying guidance to underpin the strategy to ensure that equality issues are included in all procurement initiatives.

SD 8.1

The Community Safety Directorate continues to review the Partnership Register and a process of evaluation is underway to determine the effectiveness of existing partnership arrangements.

SD 8.4
SD 8.5

SFR has a longstanding record of working with other agencies, organisations and groups. We enjoy good working relations with organisations such as West of Scotland Regional Equality Council, and Stonewall as well as our Community Planning Partnerships.

Employment

Ensuring fairness, dignity and respect for all our employees is a key strategic objective for Strathclyde Fire and Rescue. We want to maintain our status as an employer of choice and be representative of the communities we serve.

During 2010 the Human Resources Directorate implemented a number of initiatives to improve our performance in delivering employment practices

Improving Performance

Action Plan Reference

During 2010 the HR Directorate continued to monitor employment practices by equality characteristic. The monitoring process has been the subject of ongoing review to ensure that it remains relevant following the introduction of the Equality Act 2010 and that the information collected is both accurate and used to inform future good practice.

E1

We engaged in a number of accreditation schemes such as Investors in People and the Disability Symbol Award and are affiliated to Stonewall as part of their Champions Programme, Networking Women in the Fire Service and the Equality Exchange.

Considerable progress was made in the development of an integrated HR and Payroll system (SFR People). This project which has reached the structural development and initial population stage will further enhance SFR's recording, reporting and management capabilities.

E15

Recruitment and Selection

	<i>Action Plan Reference</i>
<p>Recruitment activity during 2010/11 has been limited with focus being on Retained Duty System personnel and a limited number of support staff vacancies. During this period the online recruitment portal was further developed and the revised recruitment and selection policy was launched incorporating some key initiatives such as the arrangements for RDS personnel to progress to Wholetime positions. SFR has taken the lead authority role in the development of the Scottish Fire and Rescue Service on-line recruitment portal in partnership with CoSLA and CFOA(S).</p>	E2.1
<p>SFR continued to participate in the Disability Symbol "Double Tick" scheme, whereby individuals with a disability are guaranteed an interview where they meet the essential criteria for the job.</p>	E2.2
<p>Despite the limited recruitment activity during 2010 SFR maintained its profile amongst underrepresented groups through a range of positive action recruitment events such as the Glasgow Mela, Pride Glasgow and Ability Fest.</p> <p>During 2010 a training programme and toolkit were developed for use by station personnel to support general recruitment and positive action activities with the objective of deployment by 31 March 2011.</p>	E2.4-2.6

Employment Policies

	<i>Action Plan Reference</i>
SFR has a suite of robust employment policies that meet best practice standards in HR and equality. During 2010 work focused on ensuring that these policies remained relevant under current legislation and were easily accessible to those who needed to use them. In support of the goal of accessibility additional supporting materials were provided on our e-learning system SFR Know-How to facilitate understanding.	
Our practices in the retention of operational personnel with a disability rendering them permanently unfit to carry out operational duties were reviewed during 2010. Subject to individual circumstances provision has been made to allow firefighters with a disability to participate in the supervisory assessment and development centre with a view to securing a position as a crew or watch commander in due course.	E6.1
We continued to operate our flexible working policy and childcare voucher scheme. Our commitment to our employees extends beyond developing them in a work capacity to supporting their health and wellbeing. The Service's employee health and welfare support provisions were continued during 2010. The service includes 24 hours access to counselling. The Health and Fitness Policy continued the benefits of a medical and fitness assessment and programme to all employees.	E3.1

Employee Engagement

	<i>Action Plan Reference</i>
SFR's Values Framework was formally launched during 2010 and the adoption of an Employee Engagement Strategy was approved. As part of the Engagement Strategy a staff survey was launched in January 2011. The results of the survey will be used to identify key issues for SFR's employees and direct further activity in this area.	E13.1
The HR Directorate underwent a review of its Investors in People status and received the bronze award in recognition of the work undertaken in the department.	E13.11

Training and Development

	<i>Action Plan Reference</i>
A comprehensive and compulsory Diversity Awareness programme continued throughout 2010 and was the subject of review to ensure relevance to the Equality Act 2010.	E14.1
A rolling programme of Equality Impact Assessment training continues to be delivered.	V4
Equality and diversity continues to feature in all induction programmes and all new starts are scheduled to attend the compulsory Diversity Awareness programme.	E14.10
As noted at V5, SFR's electronic learning package, SFR Know-How Continuous Learning Framework has been completed. Equality runs through all strands of learning and development delivery. SFR Know-How includes a range of awareness raising and skill boosting elements. Examples include guidance on how to manage bullying and harassment and information on cultural awareness.	E14.9

Workforce Profile January 2011

Category	Male	Female	Declared Disabled	Declared BME
Total	3008	515	8	13
Wholetime	1952	41	2	7
Volunteer	225	40	0	2
RDS	564	22	2	1
Control	7	71	0	0
Support	260	341	4	3

N.B. Figures do not add up to 100% due to some equality forms not being completed.

It must be noted that the figures relating to declared disability do not reflect the correct number of individuals with a disability employed by SFR. In order for the workforce profile to reflect the correct figures in relation to disability it is necessary that employees identify themselves as part of the monitoring process that they have a disability as defined in legislation. At present, a number of individuals are choosing not to identify as having a disability as part of normal monitoring processes, a number of reasons may underlie this phenomena such as: a wish for privacy, a misunderstanding about the use of reported data, a failure to recognise a condition as a disability, amongst others. The introduction of self-service facilities and data cleansing exercises in the integrated HR and Payroll system (SFR People) will assist in addressing this matter as will the introduction of a guidance leaflet about the requirement for, retention and use of personal information.

Section 2 - 2011 and beyond

The Equality Act 2010 introduced legislation for the implementation of a new Public Sector Equality Duty. At the time of writing it is anticipated that while the new duty will come into effect in 2011 it will be 2012 before new equality outcomes will be required to be published. The CMT is keen to ensure continued good practice as evidenced in this annual report, sustained momentum on the issues of equality and a seamless transition to the new equality outcomes in 2012. For these reasons, the Single Equality Scheme action plan objectives will, where they remain relevant, continue beyond April 2011 and provide the framework for identifying and implementing the new mainstreamed equality outcomes.

SFR is confident that those activities identified within the Single Equality Scheme as important in the period 2008-11 will remain relevant for the future delivery of an excellent fire and rescue service. To implement these revisions a working group has been set up, co-ordinated by the Diversity Manager and populated by key personnel from across the organisation, to ensure that our established good practice in equality and diversity remains a focus for the organisation. This group will report its initial findings to CMT by April 2011.

An updated copy of the full Single Equality Scheme Action Plan is available from the Diversity Manager; contact details in Section 3. However, there are a number of key objectives that Strathclyde Fire and Rescue will be working to progress during 2011/12 which merit special mention.

Responding to the Equality Act – Public Sector Equality Duty

As noted above, a working group has been established to meet the requirements of the new public sector equality duty. SFR is well placed to comply with the new duty as it has included the extended list of protected characteristics for a number of years. The working group will

identify equality outcomes appropriate for 2012 and beyond that are based on evidence and consultation.

Performance

We will continue to work in partnership with national bodies to develop our recording, monitoring and reporting of equalities information as it relates to service delivery and design. Capturing robust data will be of benefit in itself and also contribute to the setting of key performance measures such as targeted community engagement activities.

We will introduce the revised Public Sector Improvement Framework capturing equalities issues within our programme of activity on the Strathclyde Improvement Model self-assessments.

Mainstreaming Equality

Mainstreaming of equality and diversity will remain a priority for the Service. To underpin the current activities of building equality and diversity in to all that we do the Diversity Manager will be working alongside Directorates to support them implement equality objectives.

Delivering Our Service and Engaging with Communities

We will continue to seek ways to improve the service we deliver to the communities we serve. One way we will achieve this is through ongoing engagement and involvement with our communities at a corporate and local level. We will seek new organisations to work with and include them in our Partnership Register. And we will seek new organisations to engage with and include these in our Stakeholder Map.

Implementing the principles contained in our Communications Strategy we will consult and involve community representatives in the

development of our new equality action plan, IRMP and Corporate Plan.

Working with partner agencies and in particular, Community Planning Partnerships, SFR will seek better ways to deliver our services and achieve best value for the people of Strathclyde.

We will continue to seek new ways of making the services we provide more accessible which will include a review of our translation provisions. We will not compromise on the provision of excellent emergency response and community safety activities appropriate to our communities' needs.

Employment Practices

We will continue to implement and review our employment practices to ensure that they are robust, follow best practice, are fair and are fairly implemented. We are confident that SFR now has a full suite of robust and effective workplace equality policies and in 2011 we will continue the period of consolidation of these policies and practices as commenced in 2010. We will continue to encourage our employees to achieve a work-life balance and support their health and welfare through a range of Occupational Health, fitness and other initiatives.

Developing our Employees

The development of our employees will be achieved through a range of initiatives including continuation of our diversity awareness training programme, continued expansion of SFR Know-How, an ongoing programme of people management courses as well as extending awareness of community needs in the provision of operational training.

Engaging our Employees

We will respond to the results of our employee satisfaction survey issued in January 2011. Our

Employee Engagement Strategy sets out the steps we will take to respond to feedback on our employment practices, workplace culture and development processes.

Membership of our Employee Forum on Disability has dropped in recent months from a high of 23 members to fewer than 10. We value the contribution made by those employees who have volunteered in the past to participate in the Forum because they had a disability, cared for someone with a disability or had relevant knowledge and experience they wished to share. During the next 12 months we will take steps to re-energise this Forum and raise participation rates from across the organisation.

Section 3 - Contacts

Diversity Manager
Strathclyde Fire and Rescue Headquarters
Strathclyde Fire and Rescue
Bothwell Road
Hamilton
ML3 0EA

Tel: 01 698 300999 (asking for the Diversity Manager)
Email: Diversity@strathclydefire.org

Freedom of Information Officer
Strathclyde Fire and Rescue Headquarters
Strathclyde Fire and Rescue
Bothwell Road
Hamilton
ML3 0EA

Tel: 01 698 300999 (asking for the Freedom of Information Officer)
Email: foi@strathclydefire.org

Making a Complaint
The Complaints Officer
Strathclyde Fire and Rescue Headquarters
Strathclyde Fire and Rescue
Bothwell Road
Hamilton
ML3 0EA

Tel: 01 698 300999 (asking for the Complaints Officer)

Or to any member of Strathclyde Fire & Rescue staff at any Strathclyde Fire & Rescue establishment.

www.strathclydefire.org

Your local area

Argyll & Bute Area Headquarters

Helensburgh Fire Station, South King Street, Helensburgh G84 7DX

Tel: 01436 655918/922

East Ayrshire & East Renfrewshire Headquarters

187 Glaisnock Street, Cumnock KA18 1JX

Tel: 01290 427610

East & West Dunbartonshire Headquarters

2 Kilbowie Road, Hardgate, Clydebank G81 6QT

Tel: 01389 385999

North Glasgow Headquarters

123 Port Dundas Road, Glasgow G4 0ES

Tel: 0141 302333

North Lanarkshire Headquarters

Dellburn Street, Motherwell ML1 1SE

Tel: 01698 338100

North & South Ayrshire Headquarters

4 Barr Street, Ardrossan KA22 8HD

Tel: 01294 607000

Renfrewshire & Inverclyde Headquarters

5 Thornhill, Johnstone, Renfrewshire PA5 8JH

Tel: 01505 384184

South Glasgow Headquarters

123 Port Dundas Road, Glasgow G4 0ES

Tel: 0141 3023126

South Lanarkshire Headquarters

Cleghorn Road, Lanark ML1 17QT

Tel: 01555 667000

**If you would like a copy of this document in a different format
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في حال رغبتكم بالحصول على نسخة أخرى من هذا المستند معدة بنسق مختلف
أو الحصول على نسخة منه محررة بلغة أخرى، يرجى الاتصال حسب التالي:

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請聯絡：

Ma tha sibh ag iarraidh na sgrìobhainn seo ann an cruth eile
no tionndadh ann an cànan eile cuiribh fios air:

Αν θέλετε αντίγραφο αυτού του εγγράφου σε διαφορετική
μορφή ή έκδοση σε άλλη γλώσσα, παρακαλώ
επικοινωνήστε με:

אם ברצונכם לקבל עותק של מסמך זה בפורמט שונה או גרסה מתורגמת
שלו בשפה אחרת, אנא צרו עמנו קשר לפי הפרטים הבאים:

यदि आप इस दस्तावेज़ की प्रतिलिपि किसी अलग प्रारूप या किसी अन्य
भाषा के संस्करण में पाना चाहते हैं तो कृपया यहाँ सम्पर्क करें:

Osoby zainteresowane otrzymaniem niniejszego dokumentu
w innym formacie lub języku prosimy o skontaktowanie się z
nami pod adresem:

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਕਿਸੇ ਹੋਰ ਫਾਰਮੈਟ ਵਿੱਚ ਜਾਂ ਇਸਦਾ ਕਿਸੇ ਹੋਰ
ਭਾਸ਼ਾ ਦਾ ਵਰਜ਼ਨ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇੱਥੇ ਸੰਪਰਕ ਕਰੋ:

Eğer bu belgenin farklı formatta veya başka bir dilde
kopyasını istiyorsanız, lütfen bağlantı kurun. Bağlantı bilgileri:

اگر آپ کو اس دستاویز کی کاپی کسی دیگر شکل میں یا کسی دوسری زبان میں اس کا ترجمہ
درکار ہے تو براہ کرم رابطہ کریں:

**Strathclyde Fire & Rescue, Corporate Development,
Bothwell Road, Hamilton ML3 0EA. Tel 01698 300999**