

# ACTION PLAN – REPORT AGAINST STRATEGIC EQUALITY OBJECTIVES 2016-2017

Life and Health						
Equality Objective 1: Reduce dwelling fires and associated casualties through a comprehensive prevention strategy that specifically targets people who can be shown to be at greater risk because of their particular characteristics and/or circumstances.						
Equality Objective 1	Actions	Lead Manager	Progress Year 2016-2017	Progress Year 2017-2018	Progress Year 2018-2019	Progress Year 2019-2020
LH/ 02 Equality Impact Assessment	Review the EIA template & guidance; establish if a revised template would assist staff in completing EIAs. Take the opportunity to integrate a refreshed EIA form, raise awareness and improve the EIA quality in collaboration with Professional Service Standards (PSS) review of the Services policy structure. The EA will assess the current EIA process and make a submission to the PSS consultation process. As part of this review consideration will be given to introducing a quality assurance panel to review and approve completed EIAs.	Equality Adviser  Senior Professional Service Standards Manager	The Health, Safety and Wellbeing Group, have reviewed the Services policy structure, and the Equality Adviser has assessed the current EIA process including the forms and the guidance.			
Review the equality impact assessments process and set up a procedure for quality assuring completed Equality Impact Assessments. (EIA)			The Professional Service Standards department and Equality Adviser discussed the possibility of an integrated impact assessment; this would incorporate other required assessments and legal obligations including the Wellbeing of Future Generations requirements. The group will work to produce an integrated assessment template, with guidance. This guidance and template will incorporate all areas with a legal requirement. As part of this process PSS set up a process to quality assure the policies and the impact assessments submitted by managers prior to the policy going to Executive Group for approval.			
LH/ 03  Target those who are already known to be more at risk from fire, for education and intervention as a result of their protected characteristics of age and disability.	Utilise partner referral and other means to target those who are known to be at increased risk from fire, based on age or disability.  Develop the Falls Risk Assessment process for wider North Wales roll out.  Develop a falls response service in partnership with Telecare and WAST	Senior Fire Safety Manager	Partner referral remains a key requirement for the delivery of our strategy relating to Safe and Well checks.  Falls Risk Assessment Tool (FRAT) is now incorporated in the Safe and Well check and referral pathways are now in place in three counties in North Wales.  Falls response pilot developed and delivered with significant successes. Awaiting decisions regarding wider roll out.			
LH/ 01  Process map Home Safety Checks from requests and identified need, through to completion.	Complete a comprehensive process mapping exercise aimed at improving the efficiency of Home Safety Check planning and delivery enabling the Service to focus more on people whose characteristics, circumstances and/or behaviours places them in known categories of higher vulnerability.	Corporate Planning Manager	A process mapping event attended by a range of Service staff was held in November 2016, but an unanticipated additional workload incurred by the department during the year had to take priority, the follow-up work to formulate recommendations for improvement has stalled.  This planned work will therefore be carried over to the 2017/18 financial year.			
LH/ 02 Develop a targeted and consistent approach to gathering and interpreting risk data in a context of protected characteristics, to fully understand if any particular groups are more at risk from fire than another.	Commission a strategic problem profile to understand the profile of those who have been killed or injured at previous incidents. This may include understanding risks associated with particular custom and practice, along with a profile of where particular groups or individuals may reside in North Wales	Senior Fire Safety Manager	An initial problem profile was commissioned and completed.  Work will now continue to identify and target those who are considered to be most at risk and in need of an integrated 'Safe and Well' check.  The Service already has access to details in relation to those people who are considered to be at heightened risk as a result of their age, and this will be used to target activity in the coming year.			

<p><b>LH/ 05</b></p> <p><b>Develop a new system to manage risk information that is pertinent to the individual rather than to the premises, so as to more effectively manage the needs of those most at risk from fire.</b></p>	<p>Develop the business process requirements and commission either a new system, or undertake revisions to our existing systems that allow the recording of person specific risk information.</p>	<p><b>Senior Fire Safety Manager</b></p>	<p>Other large scale projects within ICT have meant that this piece of work will need to be deferred until next year, although the desire and requirement remains.</p>			
<p><b>LH/ 06 Incorporate equalities into the Fire Safety Campaigns steering groups annual delivery plan linked to key dates and events are fully utilised so as use opportunities to engage with those with protected characteristics.</b></p>	<p>Raise awareness of the requirements of the Equality Act 2010 in the Campaigns Steering Group and consider the requirement to undertake specific activities to support individuals or groups as a result of their protected characteristics.</p>	<p><b>Senior Fire Safety Manager</b></p>	<p>Campaigns Steering Group now considers all equality opportunities and days of action, and resources them accordingly.</p>			

<b>Employment and Pay</b>						
<b>Equality Objective 2: Through our own employment practices, programmes and schemes increase the employment prospects of people who might otherwise find it difficult to gain equal access to the world of work.</b>						
<b>Equality Objective 2</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Progress Year 2016-2017</b>	<b>Progress Year 2017-2018</b>	<b>Progress Year 2018-2019</b>	<b>Progress Year 2019-2020</b>
<b>EP/ 02</b> <b>Engage with teaching establishments to hold open days to demonstrate career options in engineering for female school leavers</b>	Consider open days at Fleet to show-case the business and potential prospects for female applicants. Run this process alongside female fire fighter engagement/positive action.  Encourage teaching establishments to have equality goals built into their objectives in respect of traditional job roles.	<b>Fleet Manager</b>	The Fleet Department has been successful in attracting female applicants to the role of apprentice vehicle technician.  This work will be undertaken in partnership with local further education college's co-operation. The department is hoping to progress this during the coming academic year.			
<b>EP/ 03</b> <b>Through NWFRS employment practices, programmes and schemes increase the employment prospects of people who might otherwise find it difficult to gain equal access to work.</b>	Fitness Advisers to visit gyms and leisure centres at peak times, as well as attending female sport events e.g. Race For Life.	<b>Head of HR</b>  <b>Senior Training and Development Manager</b>  <b>Equalities Adviser</b>	Attendance by HR staff at PRISM and LGBT network events, plus NWFRS featuring in the Dreambig website that is aimed specifically at young women living in Wales. This is intended to raise the profile of firefighters as it features the career of a female Whole-time Duty System firefighter.			
	<u>Positive Action</u> Target potential female recruits through a number of additional initiatives including contacting sports clubs i.e. Women's Football Association, running, hockey and netball teams.	<b>Head of HR</b>  <b>Senior Training and Development Manager</b>  <b>Equalities Adviser</b>				
	<u>Positive Action Strategy</u>  Review Positive Action days and contribute to the production of a Positive Action Strategy. Draw from best practice and incorporated the tools and process to run effective positive action events into one policy with supporting material	<b>Head of HR</b>  <b>Senior Training and Development Manager</b>  <b>Equalities Adviser</b>	Positive action events have taken place prior to each of the three phases of recruitment held over the past year. The days were offered at several locations across North Wales to increase awareness and applications from underrepresented groups during the RDS campaign.  Physical Fitness Advisers attended gyms across North Wales and engaged with potential recruits to make them aware of the apprentice and retained recruitment campaigns.  We raised awareness amongst the LGBT community through advertising through the use of social media, to ensure that underrepresented groups were specifically targeted.  A debrief followed each of the events and this was discussed at the Operational Resourcing meetings. Following this each phase was adjusted to ensure candidates attending Positive Action would get the most from the events through evaluation of the individuals who attended. The majority of attendees went on to apply for a role.  Advice and guidance was also offered to individuals who were unable to achieve the required muscular strength standards (ladder lift).The feedback received from these events has been positive.  <u>Positive Action Strategy</u>			

			<p>This work undertaken during the three phases of recruitment will help to shape the look of the Positive Action Strategy and evaluate the work required to be undertaken to aid attraction to all aspects of the Service.</p> <p>Monitoring and analysis of the recruitment data will focus future work.</p>			
<p><b>EP/ 04</b></p> <p><b>Promote policies to aid and encourage work life balance amongst NWFRS employees.</b></p>	<p>Produce enhanced Maternity/paternity scheme which incorporates recent legislation to promote greater awareness, and equality.</p> <p>Research guidance for employees who undertaking caring responsibility (Carers Guidance for Dependents).</p>	<p><b>Head of HR</b></p>	<p>Maternity, Paternity and Adoption policy has been drafted, to incorporate recent legislation. Following approval by Executive Group the policy completed a consultation period and has now been placed on the intranet.</p>			
	<p>Produced guidance on addressing Mental Health issues at work for employees and Line Managers (i.e. access Mindfulness)</p>	<p><b>Head of HR</b></p>	<p>NWFRS has signed up to Mind, Mindful Employer, and Time for. We are currently awaiting confirmation of funding for the introduction of Blue Light Champions.</p>			
		<p><b>Head of HR</b></p>	<p><b>CIDB/FLO</b></p> <p>Reviewed and updated the Critical Incident Debriefing scheme on all-Wales basis. We have introduced a 24/7 telephone counselling service via Employee Assistance Programmes. Training to be cascaded to all line managers and employees on the provision of the above services (and added to a Learnpro module).</p>			

<p><b>EP/ 01</b></p> <p><b>Ensure that future tactics, equipment and PPE are aligned to the needs of the Service and take cognisance of the protected characteristics.</b></p> <p><b>Ensure that equipment is more ergonomically practical, reduced weight without compromising the technical requirements, and PPE is fit for purpose without discrimination</b></p>	<p>Embed the ethos of continuous improvement in operational equipment and PPE in regards to all areas that may have a detrimental effect on those who fall under the protected characteristics.</p>	<p><b>Senior Operations Manager</b></p>	<p>The requirement to review equipment in line with improved ergonomics and to reduce weight without compromising its use is included whilst undertaking evaluation of new equipment.</p> <p>All future tactics will be aligned to the National Operational Guidance Programme.</p>			
<p><b>EP/ 05</b></p> <p><b>Work toward a submission to the Stonewall Index</b></p>	<p>Benchmark NWFRS against the Stonewall Index.</p> <p>The HR Manager and EA will develop an implementation plan looking in detail at the requirements NWFRS would need to achieve to enable the Service to prepare a submission to the Stonewall Workplace Index.</p> <p>Consider any budget implications.</p>	<p><b>Equalities Adviser</b></p>	<p>The HR Manager and Equalities Adviser will work to benchmark NWFRS against the 2017 Stonewall Workplace Index. It is intended to use the index and extend the benchmarking exercise to all of the protected characteristics.</p> <p>NWFRS and BCUHB ran a joint event to host a Stonewall Allies Programme in August 2016. This event is the first of its kind in North Wales.</p> <p>One of the new Stonewall Allies attended the Stonewall Conference in Cardiff in February 2017.</p>			
<p><b>Undertake an Equality Impact Assessment regarding the use of operational appliances, with a particular focus on manual handling and the use of 13.5 metre ladders.</b></p>		<p><b>Senior Operations Manager</b></p>				
<p><b>Ensure equality impact assessment is included in the procurement of all new operational kit including PPE.</b></p>		<p><b>Senior Operations Manager</b></p>				
<p><b>Ensure that all written documentation that is published is bilingual and previous documentation is reviewed or deleted subject to NOG being introduced and SOPs being deleted.</b></p>		<p><b>Senior Operations Manager</b></p>				
<p><b>EP/ 06 C</b></p> <p><b>Engage with suppliers who build traditional fire appliance designs to fully integrate and build to a 5'2" stature and dissuade the 6' manikin being used as a design build standard.</b></p> <p><b>New procurement documents in the All-Wales Fleet functions must have a measurable diversity goal built in for suppliers and Fleet managers to be measured against</b></p>	<p>New All-Wales vehicle procurement tender to enhance the "Designing for a diverse workforce" section to become a measurable aspect of the tender.</p> <p>Engage with suppliers and ensure this design aspect is emphasised to the suppliers and a real and measurable objective is delivered. Suppliers will be encouraged in innovative design concepts, to assist Wales in achieving this benefit.</p> <p>Engage with "Women in the Fire and Rescue Service" to fully understand challenges and needs in a modern FRS.</p>	<p><b>Fleet Manager</b></p>	<p>At National Fleet meetings the Service's Fleet Manger is continuing to engage and work with the suppliers to incorporate designs for a diverse workforce when writing future specification for Wales.</p> <p>Continue to engage and lobby the suppliers who are working in a traditional and specialist market, this will take time and continued lobbying to effect change.</p> <p>To be progressed next year.</p>			
<p><b>EP/ 07 C</b></p> <p><b>Identify and address underrepresentation within the finance department, and equality impact assess the restructure of the department and ensure business</b></p>	<p>Restructure department review roles and duties, aligning tasks to role for business continuity purposes.</p> <p>Conduct a succession planning exercise; plot virtual department for future reference to ensure that the department has a</p>	<p><b>Head of Finance</b></p>	<p><b>Restructure complete</b> – vacant post required to ensure business continuity; departmental responsibilities are currently being redistributed amongst existing staff.</p>			

continuity, and succession planning.	combination of staff to facilitate flexible working.					
<b>Employment and Pay Completed Objectives</b>						
<b>Equality Objective 2: Through our own employment practices, programmes and schemes increase the employment prospects of people who might otherwise find it difficult to gain equal access to the world of work.</b>						
<b>Equality Objective 2</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Progress Year 2016-2017</b>	<b>Progress Year 2017-2018</b>	<b>Progress Year 2018-2019</b>	<b>Progress Year 2019-2020</b>
<b>EP/ 08 C</b>  <b>Produce a Service Community Handbook</b>	<b>Produce a Community Handbook</b>	<b>Equalities Adviser</b>	<b>Complete</b> - The Community Handbook has been completed, and was presented as part of the Corporate Health Award. The document has been placed as a reference resource for staff on the intranet.			
<b>Employment and Pay New Objectives</b>						
<b>Equality Objective 2: Through our own employment practices, programmes and schemes increase the employment prospects of people who might otherwise find it difficult to gain equal access to the world of work.</b>						
<b>Equality Objective 2</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Progress Year 2016-2017</b>	<b>Progress Year 2017-2018</b>	<b>Progress Year 2018-2019</b>	<b>Progress Year 2019-2020</b>
<b>EP/09</b>  <b>Produce a Service Equalities/Diversity Handbook</b>  <b>NEW</b>	Conducting research across other FRS and Local Authorities to identify relevant formats and content for a Service Equality Handbook.	<b>Equalities Adviser</b>	The Staff Equality Handbook is currently in draft and will be ready next year.			
<b>EP/10</b>  <b>Inclusivity Fire and Rescue Group</b>  <b>Implement the actions as prioritised by the Inclusive Fire Service Group</b>  <b>(Section 4 Inclusivity of the People and Development Organisational Strategy)</b>  <b>NEW</b>	Meetings held at different locations and staff at that location will be invited to observe the meeting.	<b>Head of HR</b>  <b>Equalities Adviser</b>				

<b>Education and Skills</b>						
<b>Equality Objective 3: Through a comprehensive programme of tailored education and advice provided singly and in collaboration, empower people living, working and visiting North Wales to continue to reduce their own level of risk from fire and other hazards throughout the different stages in their lives.</b>						
<b>Equality Objective 3</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Progress Year 2016-2017</b>	<b>Progress Year 2017-2018</b>	<b>Progress Year 2018-2019</b>	<b>Progress Year 2019-2020</b>
<b>ES/ 01</b> <b>Create a Training Strategy and Action Plan</b>	NWFRS are publicly committed to promoting equality of opportunity and treating people fairly. The aim of the strategy is to raise the awareness of all employees in respect of equality and diversity issues. The Training and Development department co-ordinate and provide direction for equalities and diversity training and development	<b>Senior Training and Development Manager</b>	<p>The Strategy is currently under review to ensure that it is aligned to national strategies and guidance and can develop a competent workforce that can respond to organisational change. The three Fire and Rescue Services in Wales are currently working together to produce a People and Organisational Development Strategy that will recruit and develop a workforce that embraces and champions equality and diversity.</p> <p>An Inclusive Fire Service Group was formed by the National Joint Council for Local Authority Fire and Rescue Services to consider matters relating to equality, diversity and cultural issues. The subsequent report proposes improvement strategies and seeks the support of employers and employees in taking them forward to deliver improvement at a local level.</p> <p>The Health Safety and Wellbeing Group will lead the improvement strategies identified. The Equality Training and Development Strategy already aligns to many areas highlighted within the Inclusivity Report in promoting an inclusive culture, recruitment activities, corporate training requirements, progression processes and retention initiatives. The recommendations and actions from the Health and Safety Well Being Group and key areas identified in the all-Wales FRS Organisational Development Strategy will form an integral part of the strategy review.</p>			
<b>ES/ 02</b> <b>Introduce training related to Violence against Women Domestic Abuse and Sexual Violence Act 2015</b>	Increase awareness of domestic abuse and provide training to staff to make them aware of what they need to look for, and have the confidence to report it. Introduction, Level 1 training moving to Level 2	<b>Senior Training and Development Manager</b>	<p>The e-learning module has been made available to all members of NWFRS via Learn Pro, and 36% of staff have completed the module.</p> <p>Guidance is also available to Line Managers to assist them in supporting staff.</p>			

<b>Personal Safety</b>						
<b>Equality Objective 4: Reduce the risk of death or injury from fires in North Wales by the provision of effective prevention and protection services and emergency fire and rescue response.</b>						
<b>Equality Objective 4</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Progress Year 2016-2017</b>	<b>Progress Year 2017-2018</b>	<b>Progress Year 2018-2019</b>	<b>Progress Year 2019-2020</b>
<b>PS/ 01</b> Ensure frontline staff are aware of issues such as hate crime and domestic violence and harassment and that they have the confidence to use processes for reporting it.	Use the opportunity of audits for raising frontline staff awareness	<b>Senior Professional Service Standards Manager</b>	Now incorporated into workplace audits forms. Awareness/knowledge has been raised as part of the audit programme.			
<b>PS/ 02</b> Reduce the risk of injury and death by fire by the improved integrity and management of location information.	Introduction of a managed service corporate gazetteer ensure the Command and Control System has the latest address information	<b>Control Manager</b>	The corporate gazetteer is a deliverable from the ICT department and it had been hoped that this would be dovetailed into the March go live of the new command and control system. This is still an outstanding task and should be available during 2017.			
<b>PS/ 03</b> Reduce the risk of injury and death by fire by improved collaboration between Emergency Service partners.	Share common information technology platforms to allow a more timely exchange of information to more ably manage resources to provide a more effective response to the communities of North Wales  NWFRS to move to share the NWP Frequentis ICCS.	<b>Control Manager</b>	The corporate gazetteer is a deliverable from the ICT department and it had been hoped that this would be dovetailed into the March go live of the new command and control system. This is still an outstanding task and should be available in quarter one of 2017			
<b>PS/ 04</b> Reduce the risk of injury and death by fire by the introduction of systems to enhance and improve the availability of Risk Information at the time of call.	Introduction of new Command and Control System linked through the new gazetteer to Fire RMS which is used as a source of risk information storage	<b>Control Manager</b>	The new Command and Control System went live on the 21 <sup>st</sup> March and is interfaced with the Fire RMS.			
<b>PS/05 C</b> Develop a more targeted and consistent approach to gather and interpret risk data in a context of protected characteristics, so as to fully understand if any particular groups are more at risk from fire than another.	Implement the recommendations of the Operational Equalities data pilot 2015. Analyse the information gathered over each 12 month period and utilise to support any future prevention strategies where required.	<b>Senior Operations Manager</b>	The pilot was initially limited to set areas, and a variety of methods were utilised to collect the data. Following the conclusion of the trial the results were evaluated and a review of each method of collection was assessed to establish which method of collection best suited the service and the public.  The collection and review and analysis of this data could be used to inform future prevention strategies.			





<b>Access to Services, Information and Buildings</b>						
<b>Equality Objective 6: Improve access to information and communications with the Service, and improve physical access to fire and rescue service buildings the public access.</b>						
<b>Equality Objective</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Progress Year 2016-2017</b>	<b>Progress Year 2017-2018</b>	<b>Progress Year 2018-2019</b>	<b>Progress Year 2019-2020</b>
<b>AS/01</b> <b>Ensure that appropriate means and methods of communication are adopted in promoting priority safety messages identified by the Fire Safety department</b>	Ensure this is linked to the Corporate Communications Objective in relation to supporting the objectives and developing close working links with Community Fire Safety and Arson Reduction Departments	<b>Corporate Communications Manager</b> <b>Senior Fire Safety Manager</b>	Community safety campaigns are coordinated through the Campaigns Steering Group – these are scheduled and resourced appropriately in advance for the coming year with clear objectives and evaluation afterwards. Appropriate means and methods of communications are considered as part of the strategies adopted e.g. the Reasons to Test video was commissioned and produced with protected characteristics in mind.			
<b>AS/02</b> <b>Adopt an agreed Public Engagement and Consultation Strategy</b>	Take into account multi-languages, accessibility; collaborate with established representative forums and groups etc.	<b>Corporate Communications Manager</b>	The consultation on the strategic objectives for 2017-18 which was carried out in the Autumn of 2016 included;  Direct email engagement: Invitations for responses, with accompanying explanatory documents, were emailed to a list of contacts and opinion formers which included local representative groups  Social media engagement: Twitter messages were issued – with known representative groups followed on our Twitter account to encourage them to follow us back  Leaflet drops : Leaflets were issued by those delivering HSCs and by RDS staff in their local communities  Collaboration with partners: local partners were asked to share and retweet our messages on social media and, in particular, those PSBs engaged in conducting wellbeing consultations also highlighted our consultation and in turn we highlighted their consultations ensuring that messages were shared as widely as possible. In Anglesey this included sharing our consultation with protected characteristic groups already engaged in other consultations.			
<b>AS/03</b> <b>Improve access to information and communications and improve the customer experience.</b>	Assess/check Corporate Communication Strategies for specific guidance on alternative formats and interpretation and translation protocols. Review, Utilise and report outputs from investigation (complaints etc.) to inform potential improvements	<b>Senior Professional Service Standards Manager</b>	Assurance of Welsh language preparedness included in the workplace audit documentation to raise awareness and knowledge, and ensure compliance with Welsh language standards.  A complaint received in relation to Welsh language resulted in a review and further enhancement of our home safety procedure.			
<b>AS/04</b> <b>Improve building access for Fire and Rescue Service visitors to the Joint Communications Control Centre</b>	Improve access for disabled persons visiting the Joint Communications Control Centre with improved fob access points, opening and closing of door orientation and availability to disabled toilets (ground floor).	<b>Control Manager</b> <b>Estates Manager</b>	The Disability Discrimination Act 1995 states that 'reasonable adjustments' are to be made where required.  Any specific requirements to the JCC will be explored further to meet any specific disabilities. To date no such requests have been received during 2016-17.  The accessible toilet is compliant with Part M of the Building Regulations.			

<p><b>AS/05 C</b></p> <p>Update Equality and Diversity Guide for Contractors and formally issue to all facilities contractors.</p> <p>Ensure all contractors engaged by the Service to work on NWFRS premises are aware of NWFRS Strategic Equality Plan and Equality Policy.</p>	<p>Update and consult internally on a guide document.</p> <p>Issue to all Facilities contractors with copies of NWFRS Equality Policy and monitor contractors' compliance.</p>	<p><b>Estates Manager</b></p>	<p>A Guidance Document is issued to all contractors on the recently awarded 'Building and Electrical, Works Maintenance Contract'.</p>			
<p><b>Access to Services, Information and Buildings Completed Objectives</b></p>						
<p>Equality Objective 6: Improve access to information and communications with the Service, and improve physical access to fire and rescue service buildings the public access.</p>						
Equality Objective	Actions	Lead Officer	Progress Year 2016-2017	Progress Year 2017-2018	Progress Year 2018-2019	Progress Year 2019-2020
<p><b>AS/06 C</b></p> <p>Improve the requirement for equality objectives for tender renewal of garage supplies.</p>	<p>NWFRS will write an equalities objective into the new tender for Wales with measurable scores.</p>	<p><b>Fleet Manager</b></p>	<p><b>Complete</b> – This objective was added to the tender, and the tender has now been awarded.</p>			