



HOME OFFICE

# Equality and Fairness in The Fire Service

A Thematic Review  
by HM Fire Service  
Inspectorate



*“Founding a Cultural Equality”*

Part Two  
Appendices

September 1999

## Introduction to the Appendices

1. This supplementary annex to the Report of Her Majesty's Fire Service Inspectorate's Thematic Inspection on Equality and Fairness in the Fire Service contains the following information:

### APPENDIX A (Page 3)

Information on the 49 responses to 49 questionnaires sent to fire brigades in England and Wales.

In addition, the appendix includes some 'cryptic notes' listed by the inspection team during the compilation of the information. (Page 50)

### APPENDIX B (Page 52)

Information on the 33 responses to the questionnaires sent to 50 chairs of fire authorities.

### APPENDIX C (Page 56)

Information about the 43 responses to 115 questionnaires despatched to racial equality councils.

### APPENDIX D (Page 62)

An example of the stages of a two-day inspection.

### APPENDIX E (Page 63)

An equality and fairness checklist for fire brigades.

2. There is a glossary of the terms used in the responses at the end of this annex.

## Questionnaire to Chief Fire Officers

49 questionnaires were sent to fire brigades in England and Wales: all 49 were returned. Not all brigades, however, completed all sections and, therefore, not all “Yes/No”-type question responses total 49.

In the text answers, the number in brackets indicate the number of brigades that answered in the same or similar fashion. Most brigades gave more than one answer. In the summary of the text answers not all replies have been collated. An extract of the most meaningful, relevant and common replies are given.

**1.1 Are you personally publicly committed to equal opportunities?**

➤ Yes 47 No 0 (Two brigades did not complete this question)

**1.2 How do you make that commitment obvious?**

- Investors in People (IiP)
- “Positive about disabled” initiative
- Employment disability (*two ticks*) (2)
- Personal conduct (19)
- Gender-free language
- Fairness at work training with FBU
- Equality and fairness at work policy (6)
- Support local initiatives (2)
- Support national initiatives
- Careers fairs in cultural areas
- Annual report
- Joint statement with Fire Authority
- Vision statement
- Recruitment packs
- Statement to all new employees (2)
- Equal opportunities notice boards in stations
- Clear policies (5)
- By not tolerating anything other than fair practice
- Culture and openness
- Awareness training for all
- Fixed item on agenda
- Press releases (2)
- Integral in Authority Plan
- Personal letter to all

**1.3 What resources, if any, do you have dedicated to equal opportunities?**

**a) staff**

- None (5)
- All officers and managers (3)
- Reference of SDO
- 5% of resources manager
- DO2 plus 1 non-uniformed
- Half station officer
- Half non-uniformed
- 30% personnel manager, 50% personnel officer, 20% DO
- 10% DCO, 20% personnel, 10% DO1
- ACO responsibility (2)
- DCO plus HR team
- Half training officer
- 5% DCO, 20% head of personnel, 60% adviser, 100% LFF
- Equality and welfare adviser on secondment plus 1 station officer plus 1 subADO
- Wholetime equal opportunities officer +% of DCO and Industrial Relations Officer

**b) budget**

- ➔ None(31)
- ➔ c £27k
- ➔ £8k for 3 years
- ➔ Not specific (2)
- ➔ Staff costs
- ➔ £20k
- ➔ £5k
- ➔ £5k + £46k salaries
- ➔ £30k
- ➔ £6355 + salaries
- ➔ £8k per annum
- ➔ Small
- ➔ As required
- ➔ £270k

**1.4 Do you include a standing agenda item on equality for:  
Brigade Management Team meetings?**

- ➔ Yes 17 No 30

**Fire Authority Meetings?**

- ➔ Yes 10 No 38

**1.5 Please indicate your assessment of the level of importance placed on equality and fairness by your fire authority:**

- ➔ of the highest importance (17)
- ➔ of importance (27)
- ➔ of a level above compliance with legislation (5)
- ➔ at the level of compliance with legislation (0)
- ➔ below the level of compliance with legislation (0)

**1.6 Do you have a 'Charter' for service delivery?**

- ➔ Yes 29 No 20

**1.7 Do you have a 'Charter' for fair treatment and involvement of all staff?**

- ➔ Yes 32 No 17

**2.1 Do you have an equal opportunities Policy? (if no go to question 2.8)**

- ➔ Yes 47 No 2

## 2.2 Please indicate which of the following are covered by the policy

- Race (49)
- Gender (49)
- Disability (48)
- Sexual orientation (43)
- Age (39)
- Religion/creed (44)
- Other (31) Includes:
  - Marital Status (5)
  - Trade Union Membership (3)
  - Political
  - Language (Welsh)

## 2.3 What is the date on the last revision?

- 1990 (1)
- 1991 (1)
- 1992 (1)
- 1994 (1)
- 1995 (1)
- 1996 (6)
- 1997 (4)
- 1998 (21)
- 1999 (8)

## 2.4 What was the reason for that revision?

- Combined fire authority (7)
- Advent of Disability Discrimination Act (7)
- New legislation (4)
- Audit raised deficiencies (5)
- General review (7)
- 2-yearly review
- Carers leave
- Criminal Justice and Public Order Act
- Reference to pornography in workplace amended (2)
- Update reinforcement of HIV status
- Update reinforcement of sexual orientation (2)
- Further guidance on harassment (4)
- More specific reference to unacceptable conduct
- Complaints procedure updated
- Include religion

**2.5 Has an action plan been drawn up linked to this policy?**

➔ Yes 26    No 23

**2.6 Does your brigade have an independent policy or is it adopted from a county council or a lead authority?**

➔ Independent (38)  
➔ Adopted (11)

**2.7 How is the policy communicated in detail to all staff individually?**

- ➔ On induction (17)
- ➔ Personal copy (18)
- ➔ Awareness training (16)
- ➔ Brigade order (14)
- ➔ With employment contract (9)
- ➔ In pay packet during equal opportunities week (2)
- ➔ Policy document (5)
- ➔ Equality forum
- ➔ Standard lecture package (2)
- ➔ Issue to all stations
- ➔ Station notice boards
- ➔ E-mail availability
- ➔ Joint FBU training
- ➔ Individual handbook (3)
- ➔ Brigade publication system (3)
- ➔ All staff to sign

**2.8 Do you have access to specialist advice on equality and fairness? (if no go to question 2.11)**

➔ Yes 46    No 2

**2.9 Is this an:**

➔ Internal advisor (32)  
➔ External advisor (32)

## 2.10 What training or special experience has been provided for these staff?

### Internal

- IPD qualified (9)
- Trained by county council (7)
- Seminars (4)
- Previous experience (4)
- Appropriate training courses (3)
- MA in equal opportunities (2)
- HR specialist (4)
- 2 week residential training
- Regular CPD (2)
- None

### External

- As required
- Consultants
- County council department SLA (4)
- Racial Equality Council (3)
- RREAS (4)

### Unknown

- CACFOA
- Durham University
- Eversheds Fairness at Work
- RREAS training (3)
- FSC Course
- Morgan Cole Club
- Equality Opportunities Network Exchange Member (2)
- Other brigades training
- EOC training (2)

## 2.11 What information do you collect to monitor equality and fairness in:

### Recruitment?

- Gender (27)
- Age (16)
- Ethnic (28)
- Disability (14)
- Marital status (10)
- Education
- Monitoring forms (13)
- Home Office FSC 5/90 and 6/93 (3)
- From application forms (5)
- Reasons for failure – and feedback to candidates (3)
- Results passed to fire authority

### **Training?**

- ➔ None (30)
- ➔ Course attendance feedback (6)
- ➔ ISO 9001 standard (2)
- ➔ IiP principles (3)
- ➔ Training records at station and brigade level (2)
- ➔ Individual development plans (3)
- ➔ None necessary
- ➔ Independent survey of workforce
- ➔ Personnel development scheme monitored by training staff

### **Promotion?**

- ➔ None (19)
- ➔ Gender, age etc from external candidates (4)
- ➔ ADOs and above
- ➔ Non-uniformed staff (2)
- ➔ External promotion candidates
- ➔ Trade union/equal opportunities observers attending
- ➔ County council annual return
- ➔ Feedback forms (4)
- ➔ Debrief (2)
- ➔ Independent appraisal of interviews
- ➔ Can be audited by an independent
- ➔ All promotion monitored to ensure fairness
- ➔ Staff movements monitoring
- ➔ Assessment scheme

### **Retention?**

- ➔ None (26)
- ➔ Exit interviews (7)
- ➔ Non-uniformed analysed by gender, age, ethnic (2)
- ➔ Monitoring long service awards
- ➔ Personnel dept monitor trends in high turnover (2)
- ➔ Individual development
- ➔ As per Home Office returns
- ➔ Do not have a retention problem

<b>Grievance, complaint or harassment?</b>
<ul style="list-style-type: none"> <li>➤ None (16)</li> <li>➤ Record kept of harassment (11)</li> <li>➤ Investigation (3)</li> <li>➤ Too small to monitor (2)</li> <li>➤ Brigade order</li> <li>➤ Record contacts to harassment network</li> <li>➤ As per Home Office returns (2)</li> <li>➤ Access to ACO</li> <li>➤ Annual report</li> <li>➤ Feedback from trained internal counsellors</li> <li>➤ Analyse data from complaints</li> </ul>
<b>Reasons for leaving?</b>
<ul style="list-style-type: none"> <li>➤ None (9)</li> <li>➤ Exit interviews (34)</li> <li>➤ Gender and ethnic grouping (2)</li> <li>➤ As per Home Office returns</li> </ul>
<b>2.12 Have you a process for the review and updating of procedures in respect of:</b>
<b>Recruitment?</b>
<ul style="list-style-type: none"> <li>➤ Yes 44 No 5</li> </ul>
<b>Training?</b>
<ul style="list-style-type: none"> <li>➤ Yes 42 No 7</li> </ul>
<b>Promotion and progression?</b>
<ul style="list-style-type: none"> <li>➤ Yes 39 No 10</li> </ul>
<b>Retention?</b>
<ul style="list-style-type: none"> <li>➤ Yes 24 No 25</li> </ul>
<b>Complaints of harassment or discrimination?</b>
<ul style="list-style-type: none"> <li>➤ Yes 39 No 10</li> </ul>

2.13 Do you have published targets for improving the numbers of: Black and ethnic minority people?			
Uniformed		Non-uniformed	
➔ Yes 22	No 27	➔ Yes 20	No 29

Women staff?			
Uniformed		Non-uniformed	
➔ Yes 5	No 44	➔ Yes 3	No 46

2.14 What are the targets in your brigade set as a percentage of the workforce for: Black and ethnic minority people?			
Uniformed		Non-uniformed	
➔ None (29)		➔ None (33)	
➔ 0.2		➔ 0.5	
➔ 0.38		➔ 0.7 (2)	
➔ 0.5		➔ 0.9	
➔ 0.54		➔ 1.0 (3)	
➔ 0.7 (2)		➔ 1.35	
➔ 0.9		➔ 1.5 (2)	
➔ 1.0 (3)		➔ 1.9	
➔ 1.19		➔ 2.2	
➔ 1.45		➔ 2.77	
➔ 1.5 (2)		➔ 3.0	
➔ 1.9		➔ 7.0	
➔ 2.0		➔ 15	
➔ 2.2			
➔ 5			
➔ 10			
➔ 15			

Women staff?			
Uniformed		Non-uniformed	
➔ None (44)		➔ None (47)	
➔ 0.25		➔ 15.0	
➔ 1.0		➔ 50.0	
➔ 5.0			
➔ 15.0			
➔ 30.0			

2.15 Is monitoring of equality and fairness, internally or externally, carried out by means of:					
Audits?		Statistics?		Attitude surveys?	
Yes 20	No 23	Yes 43	No 5	Yes 22	No 25

**Other? - please specify**

- Yes 16    No 20
- IiP
- County council policy strategy
- Equal opportunities advisory group
- Bullying/harassment survey
- Face to face
- Equality forum
- Feedback form
- Brigade equality advancement group
- European Union bid for funding for women recruitment
- Informal attitude survey
- Observed during wholetime firefighter recruitment

**2.16 Is specific reference made to bullying and harassment in your policies and procedures?**

- Yes 47    No 2

**2.17 Have you provided confidential helplines or counsellors for the support of staff? (if no go to question 3.1)**

- Yes 45    No 4

**2.18 If so, do you know to what extent these facilities are made use of?**

- Yes 26    No 18

**3.1 What kind of equal opportunities training is provided for:  
a) Principal officers?**

- Fire Service College (10)
- Awareness seminar (18)
- Various courses (3)
- RNID training (2)
- 1 day a year (6)
- External consultant
- Harassment training (3)
- RREAS (3)
- CACFOA workshop (3)
- County council course (3)
- None specific (4)
- 3 day course (3)
- Half day course (3)
- Informal discussions
- “Burning Issues”
- MaST International Seminar (2)

## **b) Heads of departments?**

- ➔ County council training (4)
- ➔ Fire Service College (7)
- ➔ RNID (2)
- ➔ One day a year (3)
- ➔ Half a day a year (4)
- ➔ None specific (4)
- ➔ FBU joint training
- ➔ RREAS (4)
- ➔ Awareness seminar (5)
- ➔ Standard package annually
- ➔ Internal training (8)
- ➔ MaST
- ➔ CACFOA (3)
- ➔ Three day course (2)
- ➔ External equal opportunities course (4)
- ➔ “Burning Issues”

## **c) Recruiting officers, interviewers or assessors?**

- ➔ Awareness course (7)
- ➔ Equal opportunities recruitment and selection course (5)
- ➔ RREAS (4)
- ➔ FSC (8)
- ➔ Civil Service College course
- ➔ Nothing (2)
- ➔ One day course prior to each drive (2)
- ➔ External consultant (4)
- ➔ IPD course (4)
- ➔ CACFOA
- ➔ Psychologist training
- ➔ D32/D33 assessors
- ➔ Interview techniques (4)
- ➔ Two day county council course (3)
- ➔ Briefings prior to recruitment (2)
- ➔ Professional qualification
- ➔ MaST

#### **d) Staff at fire stations?**

- Induction (5)
- Station training (5)
- Part of recruits course (3)
- JO's internal training (9)
- Half day refresher (4)
- Cascade (2)
- FSC (5)
- Local with FBU (2)
- Video
- Briefing by officers
- "Burning Issues" (2)
- County council course (2)
- RREAS
- General awareness (9)
- HRM briefings to watch (2)

#### **e) Control room staff?**

- Induction (6)
- Internal training (15)
- External trainer (3)
- FSC (5)
- RREAS
- Local with FBU
- Awareness training (6)
- "Burning Issues" (2)
- Briefing by officers
- Cascade (2)
- Standard package

#### **f) Investigating officers?**

- None (11)
- County council course (3)
- Civil Service College course
- CACFOA (3)
- Specialist training (5)
- Investigative interviewing (3)
- "Burning Issues" (2)
- RREAS (2)
- Local with FBU
- FSC (4)
- Deaf awareness
- In depth study of policy

### g) Non-uniformed staff?

- ➔ Local awareness (8)
- ➔ External trainer (3)
- ➔ On induction (5)
- ➔ “Burning Issues”
- ➔ Internal course (7)
- ➔ 2 staff with professional qualifications
- ➔ RREAS (2)
- ➔ Cascade training (2)
- ➔ Specialist where needed (3)

### 3.2 What proportion of each of those categories are trained to the standard you have prescribed?

BLANK or 0 for all 10

a	%	b	%	c	%	d	%	e	%	f	%	g	%
29	100	19	100	16	100	12	100	11	100	14	100	7	100
1	98	1	98	1	98	1	98	1	98	1	98	3	98
1	90	2	95	1	95	3	95	5	95	2	95	4	95
1	80	6	90	5	90	5	90	3	90	3	90	3	90
1	66	2	80	4	80	1	88	2	80	1	83	3	80
2	50	2	75	1	75	4	80	1	75	1	80	1	70
2	40	1	70	3	70	1	75	1	70	1	25	3	60
1	0	1	60	4	50	1	70	1	60	10	0	2	30
		2	50	1	0	1	50	1	40			2	25
		1	0	2	n/a	1	40	1	30			4	20
		1	n/a			1	30	1	25			2	10
						1	25	3	20			1	5
						2	20	2	10			2	0
						1	15	2	7				
						1	5	3	0				
						2	0						

### 3.3 Do you involve staff associations or unions in providing staff training?

- ➔ Yes 39 No 9

### 3.4 Do you provide any pre-recruitment training to encourage under-represented sections of the community to apply for jobs?

- ➔ Yes 17 No 32

### 3.5 Do you hold, or are you pursuing, *Investor in People* status?

- ➔ Yes 32 No 17

**3.6 How do you ensure that eligible staff from under-represented sections of society are given equal access to training and development opportunities?**

- ➔ Blank (6)
- ➔ All receive equal access (21)
- ➔ Not applicable (4)
- ➔ Individual needs training (4)
- ➔ Absence of complaints
- ➔ Monitored by ACO
- ➔ Equal opportunities advisory group
- ➔ Training records kept
- ➔ It is rare
- ➔ Existing policies
- ➔ Trust of staff
- ➔ Managers trained
- ➔ Review procedures for any barriers

**3.7 Does monitoring confirm a good take-up by under-represented staff?**

- ➔ Yes 14 No 23

**3.8 Do training courses in your brigade include consideration of sexual orientation either as a mainstream topic or as part of equality training generally? (If yes go to question 3.9, if no go to question 3.10)**

- ➔ Yes 34 No 15

**3.9 If so, how is this received? (then go to question 3.11)**

- ➔ Mixed reception (5)
- ➔ “Integral part of today’s climate/culture”
- ➔ “Reflects the views of society”
- ➔ “Lack of acceptance”
- ➔ “Embarrassment experienced by most staff”
- ➔ “Too early to say”
- ➔ “Accepted, although some may have personal views”
- ➔ “Feed back form highlights no concerns”
- ➔ “Not considered to be a main stream issue”
- ➔ “Uncomfortably”
- ➔ “Role play exercise – from acceptance to hostility”
- ➔ “Badly – only exists outside the County”
- ➔ “Staff are diverse”
- ➔ “Well received by recruits on lectures”
- ➔ “Received with discomfort”
- ➔ “Seems to be well understood and accepted”
- ➔ “Joke/naivety”
- ➔ No feedback (2)

### 3.10 If not, is there a reason?

- ➔ Not yet (3)
- ➔ Not addressed (2)
- ➔ No greater priority (2)
- ➔ Not considered a need
- ➔ Lack of resources (2)
- ➔ No

### 3.11 What training do you provide on cultural issues to assist staff in dealing fairly with all sections of your community?

- ➔ None (28)
- ➔ No specific
- ➔ Covered in general equal opportunities training (7)
- ➔ Cultural diversity training
- ➔ Disability awareness talks
- ➔ Limited to Welsh Language Act
- ➔ RREAS Training
- ➔ REC Training
- ➔ “Burning Issues” training
- ➔ Customer care
- ➔ Corporate training courses deal with Asian and Caribbean
- ➔ Gay, black and women give a talk
- ➔ Bi lingual community (Welsh)

### 3.12 How are equality and fairness issues incorporated into other training?

- ➔ Blank (7)
- ➔ Recruit training (5)
- ➔ Induction training (6)
- ➔ All trainers have received training (2)
- ➔ Equal opportunities at start of each course
- ➔ Code of Practice for instructors
- ➔ Pervades all training activity (5)
- ➔ Princes Trust
- ➔ Officers’ training (2)
- ➔ JO training (2)
- ➔ HiP
- ➔ All training approved by joint training committee (2)
- ➔ NVQ through quality assurance
- ➔ Brigade orders
- ➔ All JO’s are IPD assessors and verifiers
- ➔ Non-sexist language
- ➔ Equal opportunities is a separate matter and not part of training

**4.1 Are you currently managing any initiatives to improve aspects of equality?  
(if no go to question 4.3)**

➔ Yes 33 No 12

**4.2 What is the target of those initiatives?**

- ➔ To increase numbers (6)
- ➔ Removal of officers' mess
- ➔ Review of female facilities
- ➔ Raise awareness (2)
- ➔ Careers officers
- ➔ "People who feel under pressure"
- ➔ Female (5)
- ➔ Fairness at work issues (2)
- ➔ Gender specific clothing policy
- ➔ Reinforce dignity at work issues
- ➔ Recruitment initiatives
- ➔ "Have a go day"
- ➔ BTEC Students (1)
- ➔ Barriers on entry to Asians (1)

**4.3 List any previous initiatives and describe their effect.**

- ➔ None (12)
- ➔ Outreach workers
- ➔ Pre-recruitment courses to increase base skills
- ➔ Posters to all colleges – no effect
- ➔ Open evening for specifically women – increased female applicants
- ➔ Positive action evenings
- ➔ Advertised in ethnic press – no outcome (4)
- ➔ Positive action course prior to last drive – 100% increase in black firefighters
- ➔ Visits to temples with fire engines – not much success
- ➔ Leaflet drop to fitness centres – not great
- ➔ Workshops, career options for women/ethnic
- ➔ Pre-recruitment open days (2)
- ➔ Open afternoon for females – increased applications
- ➔ Careers interviews on ethnic radio
- ➔ Women in adverts, female on radio – number fell
- ➔ Multi lingual posters (2)
- ➔ Creche on retained station – poor response
- ➔ Using CFS Officer
- ➔ 25% of application forms to under represented groups
- ➔ Research into ethnic leadership (Daily Mail) – increased applications
- ➔ Open day at local station – many failed the test
- ➔ Letter to community leaders re recruitment
- ➔ Liaison with local job centre to target under-represented
- ➔ Positive media coverage for female recruitment – marginal response
- ➔ Talks to community groups on a career in the fire service

#### 4.4 Could you suggest any national initiatives to improve the numbers of under-represented categories of staff in the service?

- ➔ TV campaign (13)
- ➔ National campaign (9)
- ➔ Video (eg Met Police, post Lawrence)
- ➔ Model for positive action recruitment course
- ➔ European trail blazer project
- ➔ Mentoring
- ➔ Educate careers advisers
- ➔ Home Office/HMFSI drive
- ➔ National approach by senior officers
- ➔ Black and ethnic FBU members to get involved
- ➔ Reports success not failure
- ➔ National standards to ensure non-discriminatory tests
- ➔ Sack *London's Burning* scriptwriter
- ➔ Use advertising agencies
- ➔ Meaningful research into the attitude of minority groups towards the service
- ➔ Improved information packs, target 16-18 year olds
- ➔ Internet targeting
- ➔ Women's magazines
- ➔ Avoid stereotyping
- ➔ Seminar
- ➔ Black and women to go into the community
- ➔ Publicise removal of height and age limits
- ➔ Consistent standards of recruitment criteria
- ➔ Policy re Sikh turban and beard issues
- ➔ Promote the fact that prayer requirements are not a barrier
- ➔ Removing quasi-military nature "calling people Sir, marching and saluting"
- ➔ Support for child care to help recruit women into retained service

#### 4.5 Have you encountered initiatives that you believe have acted to the detriment of advancing equality and fairness?

- ➔ No (25)
- ➔ Pre-selection positive action training (2)
- ➔ Short campaign equals tokenism equals detrimental
- ➔ Uncommitted principal officers
- ➔ Inappropriate remarks which are then documented
- ➔ Cynicism on change in standards viewed as reduction
- ➔ Inappropriate tokenism in advert
- ➔ "Cornish nationalism lobby"
- ➔ Training programmes which exclude white males
- ➔ Promotion of failure and its media coverage
- ➔ Essex fire fighter calendar
- ➔ *London's Burning*
- ➔ One male, one female, one black seen as stereotyping
- ➔ Targets misunderstood as quotas (3)

**4.6 Have you encouraged or enabled any local networking support or counselling for black and ethnic minority staff?**

➔ Yes 21 No 25

**women staff?**

➔ Yes 38 No 11

**4.7 Do you support the Networking Women in the Fire Service organisation? (if no go to question 4.9)**

➔ Yes 49 No 0

**4.8 To what extent? (go to question 4.10)**

- ➔ Encouraged and attended national conference (24)
- ➔ Wrote to all female firefighters (4)
- ➔ Attendance at US conference (2)
- ➔ Support attendance (time off and transport) (12)
- ➔ Little interest
- ➔ No take-up (2)
- ➔ Dissemination of information (6)
- ➔ Financial support (7)
- ➔ Senior officer attendance (6)
- ➔ Encouraged but declined
- ➔ Admin staff do not want to be involved, it diverts attention

**4.9 If not, why not?**

➔ N/A 48

**4.10 Are you aware of other types of network? (if no go to 5.1)**

➔ Yes 43 No 6

**4.11 Is your brigade supporting these?**

➔ Yes 37 No 4

#### 4.11 If so, by what means?

- EOC Member of “Equality Exchange” (14)
- Adverts
- Retirement associations
- BEAMM (3)
- Time-off (3)
- Recognition
- Articles in magazines
- Finances for conferences and seminars (2)
- Opportunity 2000 (2)
- Provision of authority facilities (2)
- FBU Network
- Black firefighters support group
- International harassment network (2)
- SOCPO Equality Network
- Disability related events
- European Disability Forum

#### 4.12 Are you an active member of your CACFOA District Equality Exchange Network

- Yes 45    No 2

#### 5.1 Has your brigade had to deal formally with any cases of discrimination? (if no go to question 5.5)

- Yes 31    No 18

#### 5.2 Did they result from a breach of legislation?

- Yes 22    No 11

#### 5.3 What has been the outcome?

- Retained dismissed (woman) – unable to maintain commitment – case dismissed
- Resolved locally – rehabilitation of all parties
- Resolved amicably by correspondence
- Out of court settlement
- Awaiting crown court
- Formal written final warning
- Case of discrimination dismissed
- Settled out of court – felt it was engineered, bias of ET
- Investigated at authority level
- Resolved at pre-meeting of fire union
- Investigated, resolved, transferred
- External investigation – insubstantiated

- ➔ Two cases of bullying – conflict resolved
- ➔ Admitted – guilty – required to resign
- ➔ Vicarious liability
- ➔ Admitted – stoppage of pay, final warning (2)
- ➔ Discipline regs (5)
- ➔ 10 cases of insubordination on station
- ➔ Guilty – dismissed, appealed, reduced to written warning

#### 5.4 What action has since been taken to improve arrangements and avoid recurrence?

- ➔ Ongoing awareness training (10)
- ➔ Tightening of procedures (6)
- ➔ Promulgation of disciplinary cases (2)
- ➔ Appeal procedures clarified
- ➔ Counselling
- ➔ One-day workshops for all officers
- ➔ Localised debriefing
- ➔ Consultation with representative bodies
- ➔ Dignity at work handbook
- ➔ Development of new policy (2)
- ➔ Enforce managers responsibility
- ➔ Females grouped together for tests and female officer present

#### 5.5 Do you have specific procedures for pursuit of complaints of harassment/discrimination?

- ➔ Yes 47 No 2

#### 5.6 Have you applied the Fire Service Discipline regulations to breaches of equality and fairness policies or legislation? (if no go to question 5.10)

- ➔ Yes 26 No 22

#### 5.7 On how many occasions?

- ➔ 42 since 1985
- ➔ 9
- ➔ 6 (2)
- ➔ 5
- ➔ 4
- ➔ 3 (5)
- ➔ 2 (5)
- ➔ 1 (10)
- ➔ Several

### 5.8 Which charge or charges were involved?

- ➔ Abuse of authority (17)
- ➔ Conduct prejudicial (12)
- ➔ Disobedience to orders (6)
- ➔ Insubordination (10)
- ➔ Damage to the reputation of brigade (2)
- ➔ Neglect of duty (2)
- ➔ Personal harassment
- ➔ Bullying
- ➔ Alleged harassment
- ➔ Harassment of civilian
- ➔ Pending
- ➔ Written warning

### 5.9 What actions were taken to avoid recurrence?

- ➔ Awareness training (7)
- ➔ Counselling aimed at specific members (2)
- ➔ Surveillance of vulnerable areas
- ➔ Outcome published to all (2)
- ➔ Reinforcement of policies (2)
- ➔ Develop new policy (2)
- ➔ Staff transfer
- ➔ One-day workshop for all officers
- ➔ Joint training with FBU
- ➔ Anger management advice
- ➔ LFF post created
- ➔ Targeted training issues promulgated (2)
- ➔ Admonishment for officers

### 5.10 Has action been taken against your brigade as a result of failure to meet the requirements of the Sex Discrimination Act, the Race Relations Act, or the Disability Discrimination Act?

- ➔ Yes 10    No 39

### 5.11 Have allegations outside of the control of legislation been dealt with? (if no go to question 5.13)

- ➔ Yes 19    No 30

**5.12 Please specify their nature and any action taken.**

- Short listing for whole time – assessment centre introduced
- Complaint – settled out of court (£6K)
- Complaint of harassment – internal investigation (2)
- Dissatisfaction in non-selection – dealt with by feed-back
- Personal issues between two women – full investigation
- Alleged – dealt with informally at victim’s request
- Current action pending under H & S legislation protect against bullying of women
- Dismissed following racist remarks
- Bullying outside of legislation (but covered by safe working) was dealt with
- Complaint of harassment :-
  - i Settled out of court and resigned
  - ii Harassers were moved
  - iii Unfounded, later moved
- Unfair treatment based on TU activity
- Religious intolerance

**5.13 Have gay or lesbian firefighters informed you that they are facing difficulties?**

- Yes 5                      No 44

**5.14 Have you or your officers had to intervene to support gay or lesbian staff facing difficulty because of their orientation?**

- Yes 5                      No 44

**if so please detail:**

- Support via confidential interviews – action taken at station
- Officers were required to off-set potentially negative response by paving the way with watch members
- Child care responsibilities led to work pattern problems – caused resentment when given leave
- Wished to promote brigade in *Mardi Gras* – declined as outside of the area
- Currently assisting retained transsexual to return from sick leave to previous post

**5.15 Do you believe that your workforce readily accepts women firefighters on their own merits? (if yes go to question 5.17)**

- Yes 25                      No 22

**5.16 If no, please give your views on what issues prevent this.**

- ➔ Women keep their heads down and don't complain
- ➔ Pervasive attitudes of misogynist groups
- ➔ Unable to cope emotionally
- ➔ Over scrutiny
- ➔ Fear of affairs
- ➔ Small number in brigade
- ➔ Male media images
- ➔ Sleeping arrangements/privacy problems
- ➔ Perception of lowered standards (4)
- ➔ Disapproval of positive action (2)
- ➔ Lack of exposure to women (2)
- ➔ Cynicism of women's progress and success
- ➔ Problems re "child-bearing"
- ➔ Bullying is a long standing aspect of culture – women have simply become one of the targets
- ➔ Culture slowly changing, especially amongst the younger
- ➔ Evidence unreliable, prejudice and bias too deep
- ➔ Many males (and their wives) do not accept women on their merits
- ➔ Stereo typing, ignorance, fear, prejudice – sadly all the usual rubbish
- ➔ Wearing the same uniform – not done in the nursing profession
- ➔ Reaction to adverts containing "under representation" phraseology
- ➔ Fear of needing to be politically correct

**5.17 Do you believe that firefighters from black or ethnic minority communities are readily accepted into your brigade?**

- ➔ Yes 34 No 10

**5.18 If no, please give your views on what issues prevent this.**

- ➔ You cannot change some people's opinions
- ➔ 97% white, some hold racist views (I think)
- ➔ Evidence unreliable – prejudice too deep
- ➔ Vast majority do not normally work with them
- ➔ Pockets believe that black people are lazy or less intelligent
- ➔ Views of lowered standards, giving unfair advantage
- ➔ Cultural/religious beliefs prevent some ethnic minorities from fully participating
- ➔ Ethnic not viewed as negative as women
- ➔ Indictment of our society – *youngsters* have no idea of right and wrong

**5.18 If yes, please indicate your views on why this is.**

- ➔ Blank (15)
- ➔ Good equal opportunities training
- ➔ Education
- ➔ Organisational culture
- ➔ Absence of complaint/incident
- ➔ Generally conform to stereotype
- ➔ Not wishing to make an issue
- ➔ Observations/feedback on recruits course
- ➔ Response, attitude, performance of colleagues
- ➔ No contrary indications
- ➔ Don't consider themselves to be part of an ethnic minority
- ➔ The people themselves have made themselves popular (2)

**5.19 Have you taken any action to find out their views? (if no go to question 6.1)**

- ➔ Yes 25      No 24

**5.20 What action was this?**

- ➔ Pursuit of liP
- ➔ Explored issues with under-represented groups
- ➔ Internal audit for receipt of equal opportunities training
- ➔ Informally around mess table
- ➔ Equal opportunities random telephone survey
- ➔ Spoke personally to all watches (2)
- ➔ Discussed during awareness training
- ➔ Local forum
- ➔ Training session/research (2)
- ➔ Survey (3)
- ➔ Personal discussion questionnaire
- ➔ MaST conducted audit
- ➔ Equal opportunities working group used
- ➔ Consulted FBU
- ➔ Confidential personal interview (2)
- ➔ Space in training session for open expression of views
- ➔ Females and ethnic minority members invited to give views (2)

**6.1 Is funding an issue which holds back progress with equality and fairness?**

- ➔ Yes 29      No 20

## 6.2 What improvements would be enabled if further resources could be made available for this purpose?

- ➔ Blank (8)
- ➔ Further training (12)
- ➔ Significant positive action (3)
- ➔ Contact with local ethnic minorities (4)
- ➔ Monitoring (2)
- ➔ Sophisticated marketing approach
- ➔ Employment on full post of external provider
- ➔ Pre-application training
- ➔ Work with community careers teachers
- ➔ External attitudinal survey
- ➔ Increased advertising (2)
- ➔ Dedicated fairness and equality officer
- ➔ Frequency of liaison with community groups
- ➔ Improved facilities for females
- ➔ Professional qualifications
- ➔ Customer survey
- ➔ Revised recruitment initiatives (2)
- ➔ Translation of information on all aspects of fire service

## 6.3 Are you currently managing any equality and fairness activity from other sources of funding?

- ➔ Yes 14    No 35

## 7.1 Could you suggest viable changes to legislation, regulation or guidance which would help you to advance progress in achieving fairness for all?

- ➔ Blank (14)
- ➔ Repeal disciplinary regs (8)
- ➔ Bring into line with employment legislation (2)
- ➔ Include harassment/discrimination in discipline regs (7)
- ➔ Standardise recruitment process
- ➔ ART recruits
- ➔ Ensure equal rights regardless of sexual orientation (2)
- ➔ Appointment/promotion regs need reviewing (eyesight standards)
- ➔ Provide standard validated tests
- ➔ National recruitment framework to eliminate local bias
- ➔ Drop the term “ethnic”
- ➔ Removal of published targets
- ➔ Chester Step Test to be replaced by fairer aerobics test
- ➔ Guidance/legislation for college students to improve their aerobic fitness
- ➔ Removal of eyesight requirements reg, backpull and handgrip
- ➔ Training in equal opportunities a statutory requirement
- ➔ Pre-recruitment support to minority groups

- ➔ National recruitment selection tests which are not in the regulations which can then be varied where test results are validated
- ➔ Consistent standards of recruitment criteria
- ➔ Promote the fact that prayer requirements are not a barrier
- ➔ Policy re Sikh turban and beard issues
- ➔ Removing quasi-military nature “calling people Sir, marching and saluting”
- ➔ Specific CRE Equality Standard to allow measurement
- ➔ No – Good management policies and training – legislation not the answer
- ➔ Not legislation but early age education of fundamental issues (2)

#### 8.1 Are all vacancies for wholetime appointments advertised?

- ➔ Yes 47 No 2

#### 8.2 Are retained staff given any preference if they seek wholetime appointment?

- ➔ Yes 6 No 43

#### 8.3 Is there a clear non-discriminatory basis for short-listing?

- ➔ Yes 49 No 0

#### 8.4 Are any local criteria set for recruitment beyond those set out in the appointment regulations? (if no go to question 8.9)

- ➔ Yes 28 No 21

#### 8.5 What are these?

- ➔ Swimming (4)
- ➔ Current driving licence (8)
- ➔ 2 GCSE's (Maths and English) (2)
- ➔ 3 GCSE's/NVQ 2/Trade qualification
- ➔ 4 GCSE's (English and Maths)
- ➔ 5 GCSE's (A-C – English and Maths)
- ➔ Level 10.6 on shuffle run
- ➔ Level 9.6 on shuffle run
- ➔ Able to work at height
- ➔ Dictation tests (2)
- ➔ An essay with the application form
- ➔ Job related tests (3)
- ➔ Able to assimilate written/spoken information
- ➔ Verbal and numerical reasoning tests
- ➔ Group discussions
- ➔ GATT tests
- ➔ Functional reach tests
- ➔ Memory retention test
- ➔ Saville and Holdsworth VTS 1 – T50 as pass mark
- ➔ Robens Institute Job Related Tests

## 8.6 What do they seek to determine?

- ➔ Self evident
- ➔ Suitability (3)
- ➔ Fairness and consistency
- ➔ All round skills and ability of firefighters (5)
- ➔ Awareness of cultural and equality issues
- ➔ High number of water-based rescues
- ➔ Educational relevancy
- ➔ Qualified firefighter requirement
- ➔ Communication skills (written) – not tested by ART
- ➔ Physical and mental capacity
- ➔ Cannot justify expense to teach to drive
- ➔ Water safety
- ➔ Ability to assimilate/cope with recruits course
- ➔ Physical and mental determination
- ➔ Ability and physical fitness
- ➔ GCSE – able to cope with rigours of training
- ➔ Basic literacy
- ➔ Achievement outside academic area
- ➔ Set high criteria due to high number of applicants
- ➔ Riparian brigade for offshore firefighting
- ➔ Outposting and equipment moving to incidents (drive) (3)
- ➔ Less discriminating – less open to challenge (S&H)

## 8.7 Have they been approved by either the equal opportunities Commission or the Commission for Racial Equality?

- ➔ Yes 8      No 19

## 8.8 What other validation have they undergone?

- ➔ Blank (3)
- ➔ None (5)
- ➔ Local university (3)
- ➔ Occupational psychology unit
- ➔ Robens Institute (2)
- ➔ Saville & Holdsworth (2)
- ➔ Council personnel section (2)
- ➔ IPD
- ➔ LGMP
- ➔ Agreement with representative bodies
- ➔ Comparison with ART results
- ➔ A number of brigades use similar (2)
- ➔ Roll related criteria
- ➔ EOG

**8.9 How often do you recruit? (averaged over 5 years)**

- 4 months (3)
- 6 months (6)
- 12 months (13)
- 18 months (3)
- 24 months (6)
- 36 months
- 12-18 months
- 18-24 months (2)
- 2 in 60 months (2)
- 3 in 60 months (4)
- 4 to 8 in 60 months
- 4 in 60 months (2)
- 1 to 2 in 12 months (2)

**8.10 How many recruits are appointed each year? (averaged over 5 years)**

- 2-10 (14)
- 11-20 (20)
- 21-50(9)
- 51-200 (5)

**8.11 How many applicants per vacancy did you receive on the last occasion you recruited?**

- 10-25 (11)
- 26-50 (11)
- 51-100 (11)
- 101-500 (8)
- 501-700 (8)

### 8.12 How do you sift applications?

- ➔ Computer marked questionnaire
- ➔ Shortlist against a person specification (8)
- ➔ Lack of an envelope
- ➔ Optician's certificate (2)
- ➔ Medical questionnaire (3)
- ➔ Criminal record (3)
- ➔ Height/weight ratio and age
- ➔ Physical pre-entry test
- ➔ Saville & Holdsworth
- ➔ GATT test
- ➔ ART (2)
- ➔ Driving Licence
- ➔ Open day
- ➔ Sift by non-uniformed staff
- ➔ Recruitment agency plus senior officers
- ➔ Random selection to STAT (4)
- ➔ Written assessment irrespective of qualifications
- ➔ Incorrect completion of application form (eg wrong colour of ink) (12)

### 8.13 What is the proportion of those invited for interview who are appointed?

- ➔ 0-10% (2)
- ➔ 11-20% (6)
- ➔ 21-30% (10)
- ➔ 31-40% (11)
- ➔ 41-50% (8)
- ➔ 51-60% (2)
- ➔ 61-70% (2)
- ➔ 71-90% (2)

### 8.14 When was your recruitment policy last reviewed?

- | Year |
|------|
|------|

### 8.15 What changes were implemented?

- ➔ Removal of residential requirements
- ➔ Tying-in improvements to speed up process
- ➔ Minor changes to advert
- ➔ Positive action elements introduced (2)
- ➔ Scored application form (2)

- Fitness test modified (4)
- Team working exercise
- Chester Step Test
- Saville & Holdsworth test
- Robens Test
- Removal of random selection
- Inclusion of random selection
- Bleep test
- Spatial awareness
- Verbal/non-verbal reasoning
- 25% of application forms sent to under represented groups
- Practical ability tests modified (6)
- Power sport equipment introduced
- Fitech for physical test
- Partnership with another brigade (3)
- Applications numbered not named (3)
- Included “women” in adverts
- CACFOA Scheme piloted (2)
- Interview by watch officer
- Briefing sessions prior to providing application forms
- Changes to application tests to include score sheet
- Preliminary testing before application forms given out

**8.16 Is a list of candidates who have passed recruitment testing maintained to fill future vacancies? (If no go to question 8.19)**

- Yes 36    No 12

**8.17 How current is this list?**

- Up to date (7)
- Finished (8)
- 7 days
- up to 6 months (10)
- 6 months – 1 year (5)
- 1 – 2 years (2)
- Over 2 years

**8.18 What proportion of vacancies would be filled by this means?**

- 0-100% (2)
- 15-50% (3)
- 51 - 90% (2)
- 99% (3)
- 100% (23)

### 8.19 How long would elapse between recruitment campaigns?

- ➔ 4 months
- ➔ 6 months (3)
- ➔ 12 months(12)
- ➔ 12-18 months (4)
- ➔ 18 months (4)
- ➔ 2 years (17)
- ➔ 3 years (3)
- ➔ 4 years (2)

### 8.20 Do you require that applicants meet any form of residential qualification, such as within an area or distance from a place of work?

- ➔ Yes 2    No 47

### 8.21 Would you be prepared to commit your brigade to a regional recruitment process, receiving an allocation from a board, managed by a group of brigades?

- ➔ Yes 30    No 17  
(several were reticent/ gave qualifiers )

### 8.22 Please identify any factors which you find have affected your ability to recruit people from black and ethnic minority communities

- ➔ Low ethnic population (26)
- ➔ Low unemployment
- ➔ Low ethnic diversity
- ➔ Lack of applications (6)
- ➔ Negative public image of uniform in ethnic population
- ➔ Limited interest (3)
- ➔ Lack of our understanding of these communities
- ➔ Few positive role models (2)
- ➔ Lack of their understanding of professional career (3)
- ➔ Shift pattern
- ➔ Home/work location
- ➔ Dangerous and not worthy as a profession
- ➔ Previous lack of commitment from fire service
- ➔ Poor educational preparation
- ➔ Perception of harassment
- ➔ Pre-conceived racism
- ➔ “If we knew the answer we would have addressed it”
- ➔ Single tier entry
- ➔ Fear of the unknown

- ➔ Lack of willingness to apply
- ➔ Turban and beard issue in Sikh community
- ➔ Perception that it is not an attractive career
- ➔ Lack of initial applicants to attend road shows
- ➔ Elders do not see it as a vocation for their children
- ➔ Lack of funding and resources to enable a strategic approach to recruit

**8.23 Please identify any factors which you find have affected your ability to recruit women.**

- ➔ No positive action for women
- ➔ Lack of applications (11)
- ➔ Entry requirements (4)
- ➔ Fitness/stamina (9)
- ➔ Traditional attitudes towards suitability
- ➔ Knowledge of fire service career prospects (3)
- ➔ Few role models (5)
- ➔ Local views re women's work
- ➔ Previous bad press (2)
- ➔ Shift pattern
- ➔ Single tier entry
- ➔ Failure to complete BLEEP test
- ➔ Self-deselection
- ➔ White macho image perpetuated (4)
- ➔ Lack of confidence during tests (2)
- ➔ "I can't"
- ➔ Previous height restrictions (3)
- ➔ Cultural requirements (2)
- ➔ *Fireman Sam* image
- ➔ Lack of awareness of requirements (2)
- ➔ Unavailability of women to use in promoting in advert
- ➔ Local attitudes towards manual labour for women
- ➔ Lack of funding and resources to enable a strategic approach to recruit

**8.24 Has the retained recruitment process been considered in respect of equality and fairness? (if no go to question 8.26)**

- ➔ Yes 45    No 4

### 8.25 What changes have resulted?

- ➔ None (8)
- ➔ Same as wholetime candidates (8)
- ➔ Central testing
- ➔ Positive action statements introduced
- ➔ Positive references to black and women
- ➔ Mentoring
- ➔ Literature now depicts women and black
- ➔ Assessment centres
- ➔ Pre-recruitment fitness training
- ➔ Training for recruitment officer
- ➔ Recruitment moved from station to division/headquarters (3)
- ➔ Percentage payment based on ability – more females encouraged
- ➔ Wide advertising to overcome word of mouth recruitment
- ➔ Practical test modified to be entirely work related
- ➔ Removal of previous employee/self-employed status which discriminated against large numbers of females

### 8.26 Are application forms held on fire stations?

- ➔ Yes 23    No 25

### 8.27 Is retained recruitment, interviewing or selection carried out at: Local level?

- ➔ Yes 30    No 15

### Divisional or Brigade level?

- ➔ Yes 33    No 12

### 8.28 Is there a minimum standard published specifying the criteria for appointment?

- ➔ Yes 45    No 2

### 8.30 Are the same equality and fairness principles applied to the recruitment and employment of non-uniformed staff as are applied to uniformed staff? (if yes go to question 8.32)

- ➔ Yes 49    No 0

### 8.31 If no, why not?

- ➔ N/A

**8.32 Have any equality and fairness difficulties been encountered? (if no go to question 8.34)**

➔ Yes 5      No 42

**8.33 Give details.**

- ➔ Harassment resulting in disciplinary action and termination
- ➔ 3 harassment allegations resulting in settlement, moving, unfounded
- ➔ Perception of uniformed having better pay and conditions
- ➔ Traditional attitudes from uniformed towards “civvies”
- ➔ Some posts restricted to bi-lingual individuals (Welsh)

**8.34 Please give details of any particularly successful recruitment campaigns or initiatives resulting in attracting responses from under represented groups.**

- ➔ Blank (19)
- ➔ None (7)
- ➔ Open days for females
- ➔ Open nights for females
- ➔ Radio campaign using ethnic voices
- ➔ Media coverage of women in fire service
- ➔ Schools/careers targeted at women
- ➔ Pre-recruitment course
- ➔ Disability adviser
- ➔ Agency for recruitment
- ➔ Liaison with local Job Centre
- ➔ Take Your Daughters to Work Day
- ➔ Allocating 25% of forms to under-represented groups
- ➔ International Women’s Day celebration
- ➔ Talk with various communities – slightly increased applications
- ➔ Daily Mail is most read by under-represented groups – advert gave highest number of applications
- ➔ Black and ethnic promoted in local city centre shops
- ➔ Multi lingual recruitment adverts (cost £5K with minimal success)
- ➔ Local awareness presentation in ethnic communities (2)

**8.35 Are black and ethnic minority people or women specifically targeted in your recruitment advertising process? (if no, go to question 8.37)**

➔ Yes 37      No 4

**8.36 If yes, please give details.**

- Advertised in black/ethnic press (8)
- Positive action statement in advert (5)
- Leisure clubs with high female membership
- Clubs with high ethnic membership (3)
- All-female recruitment evening at retained station
- Female voices used
- Putting “women and men” (2)
- Using 3 languages on adverts
- Awareness day for under-represented
- Job Centres (2)
- Radio interviews with senior officers (2)
- Sport centres (both changing rooms)
- Editorial article distributed by Supplementary Schools
- Video in “Foreign tongue to leaders to ethnic minority” Wording in advert “Due to under-representation/Welcome applications from” (14)

**8.37 Do you carry out advertising in areas or in media where minority groups are most likely to be attracted?**

- Yes 30 No 18

**8.38 What geographical boundary do you apply for advertising vacancies?**

- Brigade area (16)
- None (13)
- Finds (4)
- Most appropriate
- Including next door county (5)
- Nationwide in ethnic press (4)
- As necessary
- Anywhere
- Nationally for specialist post

**8.39 Do all applications forwarded receive the same consideration?**

- Yes 48 No 0

**8.40 In what year was the first woman recruit employed by your brigade?**

**Wholetime**

**Retained**

- |            |            |
|------------|------------|
| ➤ 1982 (1) | ➤ 1975 (1) |
| ➤ 1984 (1) | ➤ 1976 (1) |
| ➤ 1987 (1) | ➤ 1979 (1) |
| ➤ 1988 (3) | ➤ 1980 (1) |
| ➤ 1989 (3) | ➤ 1981 (1) |

➔ 1990 (6)	➔ 1983 (1)
➔ 1991 (5)	➔ 1984 (1)
➔ 1992 (4)	➔ 1985 (1)
➔ 1993 (5)	➔ 1987 (7)
➔ 1994 (7)	➔ 1988 (2)
➔ 1995 (4)	➔ 1989 (3)
➔ 1996 (2)	➔ 1990 (6)
➔ 1997 (3)	➔ 1991 (12)
➔ 1998 (2)	➔ 1992 (6)
➔ 1999 (1)	➔ 1993 (1)
	➔ 1997 (1)
	➔ 1998 (1)

**8.41 Are they still serving?(if no go to question 8.43)**

Wholetime	Retained
➔ Yes 39 No 9	➔ Yes 20 No 26

**8.42 In what rank are they now serving?**

Wholetime	Retained
➔ FF (30)	➔ FF (12)
➔ LFf (8)	➔ LFf (6)
➔ SUB O (2)	➔ LCONOP (1)

**8.43 In what year was the first black or ethnic minority member employed by your brigade?**

Wholetime	Retained
➔ 1968 (2)	➔ 1975 (1)
➔ 1972 (1)	➔ Late 70's (1)
➔ 1974 (2)	➔ 1982 (1)
➔ 1975 (1)	➔ 1983 (1)
➔ 1976 (2)	➔ 1985 (1)
➔ 1978 (4)	➔ 1987 (1)
➔ 1979 (3)	➔ 1988 (2)
➔ Late 70's (1)	➔ 1989 (3)
➔ 1980 (1)	➔ 1990 (2)
➔ 1981 (2)	➔ 1992 (2)
➔ 1982 (2)	➔ 1993 (2)
➔ 1985 (2)	➔ 1994 (3)
➔ 1986 (4)	➔ 1995 (1)
➔ 1987 (1)	➔ 1996 (8)
➔ 1988 (1)	➔ 1997 (2)
➔ 1989 (2)	
➔ 1990 (2)	
➔ 1991 (2)	
➔ 1993 (1)	
➔ 1998 (1)	

8.44 Are they still serving? (if no go to question 8.46)			
Wholetime		Retained	
➔	Yes 28	No 9	Yes 19 No 16

8.45 In what rank are they now serving?	
Wholetime	Retained
➔ FF (16)	FF (18)
➔ LF (1)	STN O (1)
➔ SUB.O (4)	
➔ STN.O (4)	
➔ ADO (3)	
➔ T/DO (1)	

8.46 In which year was the last representative recruited from each of these groups?			
Women		Black or ethnic minority	
Wholetime	Retained	Wholetime	Retained
➔ 1988 (1)	1991 (4)	1981 (1)	1985 (1)
➔ 1991 (1)	1995 (2)	1985 (2)	1987 (1)
➔ 1994 (3)	1996 (3)	1990 (1)	1988 (2)
➔ 1995 (5)	1997 (7)	1991 (1)	1989 (2)
➔ 1996 (8)	1998 (24)	1992 (1)	1990 (1)
➔ 1997 (7)	1999 (3)	1994 (1)	1992 (2)
➔ 1998 (17)		1995 (1)	1993 (1)
➔ 1999 (5)		1996 (5)	1994 (4)
		1997 (2)	1996 (4)
		1998 (16)	1997 (7)
		1999 (6)	1998 (4)

8.47 What is the highest rank held by:			
a woman		a black or ethnic minority member	
Wholetime	Retained	Wholetime	Retained
➔ FF (28)	FF (30)	FF (19)	FF (25)
➔ T/LF (2)	T/LF (1)	LF (3)	STN O (1)
➔ LF (8)	LF (8)	SUB O (4)	ADO (1)
➔ T/SUB (1)	SUB O (1)	STN O (6)	
➔ SUB O (3)		ADO (4)	
➔ STN O (1)		T/DO (1)	
➔ FCO (1)		DOII (1)	
➔ SFCO (1)		SDO (1)	
➔ GFCO (1)			
➔ NOSO (1)			

**8.48 Is it possible to provide any data on the profile of retention of either women or members of black and ethnic minority groups? (if so then please include)**

➔ Yes 8      No 40

**8.49 Do you arrange exit interviews?**

- ➔ For all leavers? (32)
- ➔ Only in certain conditions? (14)
- ➔ Only where termination of employment has followed a difficulty? (2)

**8.50 Are equality and fairness initiatives:**

- ➔ Developed at local level (1)
- ➔ Or centrally driven (16)
- ➔ Or both? (32)

**9.1 Have you provided access facilities for disabled staff? (if no go to question 9.3)**

➔ Yes 42      No 7

**9.2 Please set out in full what this has consisted of.**

- ➔ WC (17)
- ➔ Ramp (17)
- ➔ Parking (10)
- ➔ Access (11)
- ➔ Stairlift (7)
- ➔ Automatic doors (3)
- ➔ Lifts (5)
- ➔ Handrail (4)
- ➔ Work station adaption (3)
- ➔ Loop (2)
- ➔ Signs (2)
- ➔ Minicom (2)
- ➔ Typetalk
- ➔ Entrance facelift
- ➔ Mobility aid
- ➔ Camera/door lock
- ➔ Telephone furniture
- ➔ Speaking lift with braille controls
- ➔ Adjustment to motor vehicle
- ➔ Dropped kerb (2)
- ➔ Part M of Building Regulations

**9.3 Please detail steps taken to improve access for members of the public with disabilities.**

- ➔ WC (11)
- ➔ Ramp (17)
- ➔ Access (5)
- ➔ Parking (5)
- ➔ Chairlift (5)
- ➔ Automatic door (3)
- ➔ Lift controls (5)
- ➔ Signage (3)
- ➔ Handrail (3)
- ➔ Loop (2)
- ➔ Minicom (2)
- ➔ Braille on CFS leaflets
- ➔ Large print on charter
- ➔ Video link for reception
- ➔ Mobility aid
- ➔ Typetalk
- ➔ Fire call phones at wheelchair height
- ➔ CFS vehicle with access
- ➔ Signers
- ➔ Recorded version of Charter

**9.4 Please give your best estimate of the cost of all these improvements in your brigade**

- ➔ Blank (10)
- ➔ Not known (9)
- ➔ Not separately identifiable
- ➔ £100
- ➔ £500
- ➔ £600
- ➔ £3K
- ➔ £4K
- ➔ £5K (2)
- ➔ £10K
- ➔ £11K
- ➔ £12K
- ➔ £15K (3)
- ➔ £20K
- ➔ £36K
- ➔ £43K
- ➔ £50K (4)
- ➔ £100K (2)
- ➔ £50K from DFEE
- ➔ £140K
- ➔ £250K

### 9.5 How many registered disabled staff does your authority employ

- ➔ Blank (5)
- ➔ Not known (2)
- ➔ No longer maintained (5)
- ➔ Nil (15)
- ➔ 1 (7)
- ➔ 2 (10)
- ➔ 3 (2)
- ➔ 4
- ➔ 5

### 10.1 Do you have standing committees or working groups, with staff representation, to assist with management or monitoring of equality and fairness issues? (if no go to 10.9)

- ➔ Yes 42    No 7

### 10.2 How is the membership determined?

- ➔ All areas (4)
- ➔ By the team (4)
- ➔ Union reps (12)
- ➔ Equal opportunities working group (3)
- ➔ Management invites representatives (2)
- ➔ Uniform and non-uniformed
- ➔ Include females (2)
- ➔ Relevant post holders
- ➔ Voluntary (2)
- ➔ CFO plus equal opportunities Committee
- ➔ FBU, NAFU, plus RFU, plus ethnic, plus minority
- ➔ Under represented groups (2)
- ➔ Widest cross-section
- ➔ Five management/three employee reps
- ➔ Management plus representative bodies plus co-opted (3)
- ➔ Consultation with equal opportunities officer (2)
- ➔ Physical and mental well being group

### 10.3 Do representatives receive full and free access to all the management information needed to enable them to function effectively?

- ➔ Yes 41    No 1

### 10.4 How often does the committee or group meet?

- ➔ Monthly (4)
- ➔ Bi – monthly (6)
- ➔ As required (2)
- ➔ 6 Weeks (3)
- ➔ Quarterly (24)

### 10.5 Where are the minutes circulated?

- ➔ All group members and senior management (15)
- ➔ Group members (9)
- ➔ Brigade bulletin (4)
- ➔ Intranet (2)
- ➔ All staff
- ➔ Brigade management team (2)
- ➔ All stations and departments (2)
- ➔ Notice boards
- ➔ Throughout brigade (2)
- ➔ Not formally minuted

### 10.6 At what level does it have access to management?

- ➔ Brigade management team (11)
- ➔ Principal Officer (14)
- ➔ CFO (3)
- ➔ ACO
- ➔ DCO (7)
- ➔ Full (3)

### 10.7 Who chairs the meetings?

- ➔ DCO (12)
- ➔ ACO (7)
- ➔ SDO (personnel)
- ➔ Principal Officer (3)
- ➔ Alternate Uniformed/non uniformed
- ➔ Training Officer (2)
- ➔ HR Director (7)
- ➔ Chair/ Deputy Chair of Fire Authority (3)
- ➔ Fairness and equality officer (3)
- ➔ DO (personnel)
- ➔ Personnel rep
- ➔ County personnel

### 10.8 Does the committee work with any other organisations or employers?

- ➔ Yes 15    No 26

### 10.9 Do you allow representative bodies to sit in / monitor recruitment or promotion interviews?

- ➔ Always (3)    Sometimes (7)    Never (37)

**10.10 Do you invite black or ethnic minority staff or women’s representatives to participate in recruitment or promotion interviews?**

➔ Always (0)      Sometimes (5)      Never (43)  
(1 – non-uniformed)

**10.11 Do you involve local community organisations in assessing recruitment or promotion interviews?**

➔ Yes 0      No 48

**10.12 Would you feel able to encourage any staff to take up the offer of a private and personal interview with a member of the inspection team were this to be offered before any inspection of your brigade took place?**

➔ Yes 46      No 1

**10.14 Do you support or enable focus groups to assist in identification of equality and fairness issues?**

➔ Yes 24      No 24

**10.15 Could a member of the inspection team meet with one of these focus groups?**

➔ Yes 21      No 11

**11.1 Do you have monitoring arrangements to ensure that your brigade delivers all its services to all sections of your community to a consistent and non-discriminatory standard?**

- ➔ No (18)
- ➔ Yes (2)
- ➔ Complaints procedure (8)
- ➔ Local monitoring of service delivery (5)
- ➔ Customer survey (9)
- ➔ Working towards CRE level (3)
- ➔ Feedback forms (after fire) (3)
- ➔ Fire safety quality questionnaire (4)
- ➔ Charter Mark (3)
- ➔ Unsolicited letters
- ➔ Business plan item reported to committee
- ➔ Market research
- ➔ Customer care cards
- ➔ Performance Indicators

**11.2 What arrangements are in place to ensure that information and documentation is available in the full range of languages used by your community?**

- Fire safety literature (HO) (16)
- None (16)
- Two members trained in sign language
- Outreach workers
- Multi lingual prompt cards (2)
- Operational crews
- After the fire leaflets (4)
- Braille/tape arrangements
- Deep fat fire leaflets in Indian community
- Language line if required
- Translation of leaflets when required (3)
- Charter leaflet in various languages (2)
- Bi-lingual (English and Welsh) (2)
- County council translation service (2)
- Not necessary – small audience (2)
- Emergency information in various languages
- 275 community languages in brigade – therefore not practical

**11.3 Which community representatives are your brigade in regular contact with? (if none go to question 11.7)**

- None (18)
- Local community groups (9)
- Gay and lesbian safety committee
- Hindu Council
- Consulate
- Domestic violence group
- Safe women's refuge
- Asian groups
- English spoken as other language group
- Community fire safety projects
- Parish, town, district councils
- Youth liaison
- Community leaders (2)
- Elected members

**11.4 How frequently do you involve or consult them?**

- Fortnightly
- Monthly
- Bi-monthly (3)
- Quarterly (5)
- As required (6)

- ➔ 6 monthly
- ➔ Annually (2)
- ➔ Regularly (3)
- ➔ Ongoing
- ➔ Irregularly (3)

**11.5 By what means?**

- ➔ Meetings (12)
- ➔ Personal contact
- ➔ Telephone (2)
- ➔ Correspondence (2)
- ➔ Talks to temples
- ➔ Use of premises
- ➔ Presentation at their seminar
- ➔ Officer attending
- ➔ Involved in audit process
- ➔ Radio programmes
- ➔ Invitation to CACFOA

**11.6 Are you able to produce minutes or action plans relating to those meetings?**

- ➔ Yes 19    No 15

**11.7 Are you currently taking any action to improve the delivery of service to any part of your community, either as a result of a complaint, or on your own initiative? (if no go to question 11.9)**

- ➔ Yes 29    No 19

**11.9 Have individuals or groups complained to your brigade because they believed that the level of service you provided had been influenced by some form of discrimination?**

- ➔ Yes 1    No 46

**11.10 Could you please provide details of local community organisations that we could consult to explore views on service delivery:**

- Yes 4      No 3
- Blank (10)
- Parish, town, district, county and unitary councils
- Voluntary groups
- Chambers of Trade
- Local CRE
- WI
- Elected members
- Mature people group
- Local disabled coalition
- Domestic violence forum
- Local health authority
- Schools department
- Victims support
- Caribbean Society
- Tech college
- Dawlish Sewerage plus Sewage Community Liaison Group

**11.11 Do you need to maintain special procedures, or need to make special attendances to conduct operations in any sections of the community in particular locations in your brigade area? (if no go to question 12.1)**

- Yes 9      No 40

**11.12 Why?**

- Violence/intimidation risk (3)
- Care in certain geographical areas
- Occupiers of Asian sheltered accommodation will not deal with woman Sub O in charge
- Occasional local tensions means temporary second pump attendance (gypsy sites, housing estates)
- CFSO will attend incidents for Asian translation
- Attacks on firefighters by youths in some inner city areas – increased attendance

## 12.1 What provision have you made for:

### a job sharing?

- ➔ Control (21)
- ➔ Non-uniformed (38)
- ➔ None (2)
- ➔ County council policy (3)
- ➔ Job share in operation
- ➔ Retained with limited availability (<75%) to cover other retained with child-care difficulties
- ➔ Considered on merit
- ➔ Open to all

### b maternity leave?

- ➔ Conditions of service (34)
- ➔ Corporate policy (6)
- ➔ “One of 3 schemes”
- ➔ “Open to women”
- ➔ “Open to *all* staff”
- ➔ Occupational maternity scheme (2)
- ➔ County council policy for non-uniformed
- ➔ Local conditions
- ➔ Normal rights
- ➔ None
- ➔ Uniformed – placed immediately on light duties
- ➔ Extended leave and return to a different job if required

### c paternity leave?

- ➔ Conditions of service (36)
- ➔ Corporate policy (5)
- ➔ Non-uniformed 5 days, uniformed 4 shifts (6)
- ➔ Local conditions
- ➔ 3 months unpaid as per Grey Book
- ➔ “Open to men”
- ➔ “Available to *all* staff”
- ➔ County council policy for non-uniformed
- ➔ Available
- ➔ Maternity support scheme

**d child care?**

- ➔ None (26)
- ➔ Conditions of service (9)
- ➔ County council for non-uniformed (2)
- ➔ County council provision (2)
- ➔ YES to all (2)
- ➔ County council policy – discretionary
- ➔ Means tested for contribution towards childcare
- ➔ Negotiated rates for L.A. childcare if on external course <1 day
- ➔ Procedure for non-uniformed only
- ➔ Subsidized workplace nursery
- ➔ Subsidized 25%
- ➔ Special Leave (2)
- ➔ Up to 10 working days for non-uniformed

**e religious and cultural needs?**

- ➔ None (34)
- ➔ Ad hoc (eg prayer room for Muslim employee) (4)
- ➔ As EOC guidance
- ➔ Brigade Chaplains available (3)
- ➔ Special leave considered
- ➔ Supportive of needs
- ➔ No requests
- ➔ Trousers for women for religious and cultural reasons (non-uniformed posts)
- ➔ Catering at training centre
- ➔ Up to 4 days paid leave for religious festivals
- ➔ If requested – each case reviewed and considered

**f career breaks?**

- ➔ None (19)
- ➔ Non-uniformed – County council policy (6)
- ➔ For uniformed
- ➔ Procedures for all staff
- ➔ Procedure for non uniformed only (4)
- ➔ On merit
- ➔ All permanent staff with more than 2 years service (max 5 years break)
- ➔ County council scheme (2)
- ➔ Maximum 1 year
- ➔ Uniformed discretionary (2)
- ➔ In principle
- ➔ Policy statements
- ➔ Unpaid for childcare
- ➔ Local conditions for unpaid leave
- ➔ Grey Book (3)
- ➔ Would be considered
- ➔ Up to 5 years for childcare

**12.2 Do you provide gender specific uniform and equipment for women?**

➔ Yes 35    No 5

**12.3 Have you made arrangements to provide proper facilities for women staff on fire stations? (if no - end)**

➔ Yes 45    No 4

**12.4 What has this involved?**

- ➔ WC (23)
- ➔ Shower (25)
- ➔ Changing (6)
- ➔ Sanitary provisions (6)
- ➔ Private not separate washing (2)
- ➔ Additional security in washroom (3)
- ➔ Refurbish existing facilities
- ➔ Segregated sleeping (2)
- ➔ Secure changing
- ➔ “female facilities”
- ➔ Separate facilities
- ➔ Audit on privacy/decency

**12.5 Do you plan further improvements?**

➔ Yes 33    No 11

**12.6 Have you encountered any difficulty in this respect? (if no - end)**

➔ Yes 21    No 21

**12.7 If so please detail:**

- ➔ Cost of Provisions (12)
- ➔ Resentment by male staff
- ➔ Upkeep
- ➔ Staff perceptions
- ➔ Limited number of stations (4/15) for posting
- ➔ Males using female facilities
- ➔ Practical difficulties (design etc.) (10)
- ➔ Segregated facilities may lead to distancing

The following cryptic notes list some of the information drawn from the questionnaire from Chief Fire Officers. There were inconsistencies between the replies to a number of the questions. It could be that this reflects the differences between policy level intentions and actual achievements.

### **Questionnaire to Chief Fire Officers; 'Cryptic Notes'**

- ➔ Only nineteen thought that personal conduct was how they demonstrated a commitment.
- ➔ There was no other consensus on how commitment can be demonstrated.
- ➔ A low level of resource is allocated to equal opportunities.
- ➔ 35% of chief officers include equal opportunities as a standing item on management meetings.
- ➔ 20% of fire authorities include it as a standing item.
- ➔ Every chief officer thought his fire authority believed that equal opportunities deserved more importance than achieving compliance with legislation.
- ➔ All chief officers state to have a policy covering race and gender. 40% have reviewed it within the last eighteen months.
- ➔ 50% of chiefs claim to have an action plan linked to policy.
- ➔ The collection of information for the purposes of monitoring race and gender is varied:
  - 60% claim to do so in recruitment process,
  - 40% for training,
  - 60% for promotion,
  - 50% for retention,
  - 70% for grievance or harassment,
  - 80% for reasons for leaving.
  - 90% of chief officers claim to have a process to review and update recruitment procedures.
- ➔ 40% of brigades already publish targets for recruitment from black and ethnic communities. 10% do so for women.
- ➔ 87% of brigades monitor equality by the use of statistics.
- ➔ There is little or no agreement in the approach to equality training.
- ➔ 67% of brigades provide no pre-recruitment training.
- ➔ Little understanding is displayed of how to ensure that under represented groups are given equal access to training and development opportunities.
- ➔ 29% of chief officers thought that monitoring showed a good take up by minority groups.
- ➔ 69% of brigades include sexuality in training. Answers on how it is received indicate a possible lack of appreciation of the subject.
- ➔ 59% of brigades do not include cultural issues in training.
- ➔ 67% of chiefs said that they are currently managing initiatives to improve equality.
- ➔ Suggestions for national initiatives to improve representation were disappointing
- ➔ 22% of chief officers don't encourage local networking support for women.
- ➔ 57% don't support this for black and ethnic minority staff.
- ➔ 88% of chief officers say that they are aware of other support networks, and 75% are supporting them.

- ➔ 63% of brigades have dealt formally with cases of discrimination. 22 cases were said to involve a breach of legislation.
- ➔ 53% of brigades have applied the discipline regulations in respect of offences against equality and fairness, one on nine occasions.
- ➔ 20% of brigades have been the subject of action under the Sex Discrimination Act, Race Relations Act, or Disability Discrimination Act. 39% have dealt with allegations outside the scope of legislation.
- ➔ 10% of brigades have been informed that gay or lesbian employees are facing difficulties.
- ➔ 51% of chief officers believe that their workforce readily accepts women firefighters, 69% thought it readily accepts black or ethnic minority firefighters. 51% have taken action to obtain the views of minority group employees.
- ➔ 59% of chiefs said that a lack of funding is holding back equality and fairness.
- ➔ Two brigades do not advertise all wholetime vacancies. In six, applications from retained firefighters are given preference.
- ➔ 57% of brigades set local recruitment criteria.
- ➔ 73% of brigades maintain a list of applicants who have passed recruitment tests to fill future vacancies.
- ➔ Two brigades impose a residential requirement.
- ➔ 61% of chiefs would be prepared to commit themselves to regional recruitment, but the answers were qualified.
- ➔ 92% of brigades have reviewed the retained recruitment process in respect of equality and fairness.
- ➔ 47% of brigades hold retained application forms on station.
- ➔ 92% of brigades have published 'minimum standard' criteria for retained appointment.
- ➔ 10% of brigades have experienced equality and fairness problems in respect of non-uniformed staff.
- ➔ 75% of brigades target recruitment at under represented groups.
- ➔ 61% advertise in media where minority groups are likely to be attracted.
- ➔ 32% advertise only in the brigade area. Another 10% include the county next door.
- ➔ 82% of brigades cannot provide any data on a retention profile for women, or black and ethnic minority firefighters.
- ➔ 14% of brigades do not have a standing committee or working group to monitor equality.
- ➔ No brigade has involved local community organisations in assessing recruitment or promotion interviews.
- ➔ 37% of brigades admitted to no contact with any local community group.
- ➔ 59% of chief officers said that they are taking initiatives to improve service delivery.
- ➔ No consistent approach recorded in respect of job sharing, maternity and paternity leave, child-care facilities, religious or cultural needs, or career breaks.
- ➔ 72% of brigades claim to issue gender specific uniform.
- ➔ 92% of brigades claim to have made arrangements to provide appropriate facilities for women on fire stations.

## Questionnaire to Chief Fire Officers

Questionnaires were sent to 50 Chairs of fire authorities in England and Wales: 33 were returned. Not all fire authorities, however completed all sections, and therefore not all the “Yes/No” type answers add up to 33.

In the summary of the text answers not all replies have been collated. An extract of the most meaningful, relevant and common replies are given.

**1.1 Does your fire authority have a committee or member working party dealing with equality and fairness? (If no go to question 2.1)**

➔ Yes 16    No 16

**1.2 What are its terms of reference?**

- ➔ CFA
- ➔ Dealt with by the Councils Policy & Resources Committee
- ➔ Joint Member/Officer/Representative Body
- ➔ To monitor policy development and performance of equal opportunities issues
- ➔ To provide a joint forum for discussion
- ➔ Monitor equal opportunities
- ➔ Development of policy
- ➔ Setting targets
- ➔ Monitor activities and make recommendations
- ➔ Complaints referred to appeals committee
- ➔ Part of personnel and sourcing committee
- ➔ Make recommendations re legislation
- ➔ All personnel and training issues
- ➔ The whole committee receive reports
- ➔ To act as a centre of excellence
- ➔ Act as advisory committee and make recommendations to CFO on matters relating to equal opportunities
- ➔ Constant review of brigade's equal opportunities policy
- ➔ Assess success of strategies on equal opportunities policy, fairness at work and formulate improvements where appropriate.
- ➔ Receive and analyse information provided by monitoring forum
- ➔ Promote training incentives which will increase awareness and understanding of all personnel
- ➔ Promote regular liaison between management and employee representatives on the subject of equal opportunities
- ➔ To act as a focus for employee involvement in promoting equal opportunities with the brigade
- ➔ To invite members of outside bodies to assist with topics and projects undertaken by the committee, where it is believed their experience would be of a benefit

**1.3 How long has it been in place?**

- ➔ 1985 revised 1997
- ➔ 1986
- ➔ 10 years+
- ➔ October 1988
- ➔ 8 years
- ➔ January 1990
- ➔ 5 years
- ➔ September 1994
- ➔ April 1996
- ➔ 2 years
- ➔ 3 years
- ➔ April 1998
- ➔ July 1998
- ➔ amended late 1998
- ➔ 1999

**2.1 Are you satisfied that members of your authority are able to direct equality and fairness in your fire brigade? (if yes go to question 3.1)**

- ➔ Yes 31          No 2

**2.2 If not, what changes would you intend to make?**

- ➔ Attract more recruits from ethnic minorities and females

**3.1 Have you received training on equality and fairness matters? (If no go to question 4)**

- ➔ Yes 22          No 11

**3.2 Did the training include selection and interviewing skills?**

- ➔ Yes 17          No 3

**4. Do you include questioning on equality and fairness and commitment when appointing staff?**

- ➔ Yes 26          No 5

**5. Have you issued targets for increasing the representation of women or black and ethnic minorities in your fire brigade?**

- ➔ Yes 17          No 15

**6. Are you seen as leading the establishment of policy in equality and fairness issues?**

➔ Yes 28                      No 5

**7. Are you fully familiar with your authority's equality and fairness policies?**

➔ Yes 32                      No 1

**8. Is your authority taking steps to attract greater authority membership from women or black and ethnic minorities?**

➔ Yes 19                      No 11

**9.1 Do you maintain a budget for equality and fairness initiatives (if no go to question 9.4)**

➔ Yes 8                              No 25

**9.2 What is its financial value?**

- ➔ £ 8,000
- ➔ £26,000
- ➔ £ 5,000

**9.3 At what level is it managed? (end)**

- ➔ CFOx2
- ➔ ACO
- ➔ Central
- ➔ DO 1
- ➔ Principal Officer (equalities manager)
- ➔ Brigade Level

**9.4 If no, do you think one would be helpful?**

- ➔ Yes 7                      No 11
- ➔ Separate budget might be vulnerable

## Questionnaire to Racial Equality Councils

Questionnaires were sent to 115 Racial Equality Councils in England: 43 were returned. Not all RECs, however, completed all sections and therefore not all the “Yes/No” type answers add up to 43.

In the summary of the text answers not all replies have been collated. An extract of the most meaningful, relevant and common replies are given.

### 1. About your REC

#### a) How many staff do you employ?

- ➔ 1-3
- ➔ 4-6
- ➔ 7-10
- ➔ 11-14
- ➔ 22
- ➔ 9
- ➔ 8
- ➔ 3

#### b) Are you involved in consultation with any of the following organisations?

##### i) local authority

- ➔ Yes 43    No 0

##### If yes, please state Department:

- ➔ Education
- ➔ Social Services
- ➔ Housing
- ➔ Corporate Policy & Strategy
- ➔ Chief Executives Office
- ➔ Leisure & Community

##### ii) Health Authority

- ➔ Yes 35    No 8

##### iii) Local NHS Trust

- ➔ Yes 35    No 8

##### iv) Police Service

- ➔ Yes 43

<b>v) Training &amp; Enterprise Councils</b>
<ul style="list-style-type: none"> <li>➤ Yes 38    No 5</li> </ul>
<b>vi) Major private sector employers</b>
<ul style="list-style-type: none"> <li>➤ Yes 23    No 20</li> </ul>
<b>vii) Race for Opportunity Campaign</b>
<ul style="list-style-type: none"> <li>➤ Yes 14    No 29</li> </ul>
<b>viii) Local Council for Voluntary Service or equivalent</b>
<ul style="list-style-type: none"> <li>➤ Yes 40    No 3</li> </ul>
<b>c) How many local black and ethnic minority community organisations is your REC in contact with?</b>
<ul style="list-style-type: none"> <li>➤ 1-10 (7)</li> <li>➤ 11-25 (10)</li> <li>➤ 26-50 (10)</li> <li>➤ 51-100 (9)</li> <li>➤ 101 – 200 (5)</li> <li>➤ 200+ (1)</li> </ul>
<b>d) Are you part of a national black and ethnic minority network? (If yes, please state the names/names)</b>
<ul style="list-style-type: none"> <li>➤ Yes 23    No 19</li> <li>➤ Black Lawyers Association</li> <li>➤ Black Business Forum</li> <li>➤ National Black Community, Care Worker</li> <li>➤ Ethnic Minority Forum</li> </ul>
<b>2. REC Relationship with your local fire service</b>
<b>a) Has your local fire service contacted you for:</b>
<b>I. Consultation on service delivery? Please give details</b>
<ul style="list-style-type: none"> <li>➤ Yes 16    No 25</li> <li>➤ Recent – April 1999</li> <li>➤ Meeting at local station/REC</li> <li>➤ Written plan</li> <li>➤ Fire officer visit</li> <li>➤ Ongoing discussions</li> <li>➤ Union representatives</li> <li>➤ Mailing list to brigades</li> <li>➤ Thematic review</li> </ul>

## **II Help in recruitment initiatives? Please give details**

- ➔ Yes 18 No 20
- Fire officer visit to REC centre

## **III Help in understanding how they are perceived by black and ethnic minority communities? Please give details**

- ➔ Yes 13 No 24
- ➔ Meeting with Equality & Fairness Officer
- ➔ Training needs for middle managers requested
- ➔ Fire service is required to report annually on performance against CRE

### **b) Have you approached your local fire service to discuss:**

#### **I Consultation on service delivery? Please give details**

- ➔ Yes 13 No 27
- ➔ 1 year ago
- ➔ 2 years ago
- ➔ Strong resistance from fire authority

#### **II Recruitment Initiatives?**

- ➔ Yes 14 No 24
- ➔ Seminars
- ➔ Regular contact with fire service
- ➔ Open days
- ➔ Contact made no reply given

#### **III Perception of the fire service by black and ethnic minority communities?**

- ➔ None (large proportion)
- ➔ Very little knowledge and opportunity
- ➔ No perception
- ➔ Apart from the fact that the fire service does not recruit black/ethnics and is predominantly white
- ➔ Working with fire safety officers to change policy and perception
- ➔ Participation at annual job fair

#### **IV Allegations of racial discrimination towards staff and/or members of the public?**

- ➔ One complaint (2)
- ➔ No complaints (30)
- ➔ Informal allegations

**c) If you were contacted by your local fire service, would you be willing to prioritise work with them as part of your business/work plan?**

➔ Yes 37    No 3

**3 Black and ethnic minority communities' perception of the local fire service. Based on your existing knowledge, how would you rate your local fire service?**

**a) In its commitment to equality in recruitment**

- ➔ No information (19)
- ➔ Poor (8)
- ➔ Average (9)
- ➔ Above Average (3)
- ➔ Excellent (1)

**b) In its treatment of black and ethnic minority staff**

- ➔ No Information (31)
- ➔ Poor (3)
- ➔ Average (5)
- ➔ Above Average
- ➔ Excellent

**c) In the service delivery that it provides to black and ethnic minority communities**

- ➔ No Information (25)
- ➔ Poor
- ➔ Average (11)
- ➔ Above Average (4)
- ➔ Excellent

**d) Overall, what perception do black and ethnic minority communities have of the commitment of your local fire service to racial equality?**

- ➔ No Information (25)
- ➔ Poor (8)
- ➔ Average (7)
- ➔ Above Average
- ➔ Excellent

**e) How important do you think it is for your local fire service to represent the racial and cultural communities that it serves?**

- Not Important
- Average Importance
- Very Important (38)

**f) What differences do you think it would make to the local communities, if the fire service reflected the racial and cultural diversity of your area?**

- Be seen as an equal opportunities employer
- Be seen as not institutionalised racist
- More contact, greater awareness of fire safety prevention issues
- Fire service will be seen as a long term rewarding career
- Black and ethnic minorities have more confidence in the fire service
- Improve trust, confidence and more willingness to communicate
- As with any public service some reflection of the make up of local community sends clear messages to the ethnic minority communities of social inclusion of exclusion
- Bring in diverse skills
- Ensure you get the best workforce available
- In circumstances of extreme stress dealing with someone of your ethnic background can be more comforting. Language barriers can also be a factor.

**g) Are you aware of any positive action measures taken by your local fire service to encourage black and ethnic minority people to join the fire service?**

- Yes 10 No 33
- Send vacancies list to REC, no ethnic monitoring on effectiveness and its policies
- Contacting young people considering the fire service as a career
- Fire service attended a Sikh festival
- Advertisements in community languages and local radio

**h) Are you aware of any action taken by your local fire service to improve the appropriateness of the services it offers to black and ethnic minority communities?**

- Yes 10 No 33
- Video in Urdu
- Attended school days to inform public
- Translated pictorial booklet so that people could understand emergencies
- Senior Fire Officer visited temple/mosque

**i) Black and ethnic minority people are under-represented as staff in the fire services. Can you suggest any reasons why black and ethnic minority people do not apply to the fire service as a career?**

- Don't see it belonging to them
- Ethnic communities have little confidence in the fire service
- No specialised campaign advertised to minorities
- Local community centres need to adopt CRE standard and become more proactive
- Lack of information on careers in fire service
- Not felt welcome
- No familiar faces i.e. other black or Asian people in the fire service
- Perceptions of harassment/discrimination
- Canteen culture
- Viewed as a manual job rather than a profession
- Lack of commitment in predominantly white area – probably deny the need for action
- Career ladder – not many black/ethnic in high ranks
- Perceived similarity with the police

**j) What do you think fire services could do to attract more black and ethnic minority recruits?**

- Advertise in ethnic press
- Get closer to communities and understand their needs
- Establish a track record of providing equality and opportunity
- Abolish outdated single tier entry system
- Explore and promote posts (desk post) which may not require uniforms and security gear
- Make sure once recruited they are encouraged to stay
- Provide literature and other material on the service
- Shadowing of jobs

## Example of a two-day inspection programme

### Day One

Team to meet with Chief Fire Officer		
Overview of Brigade policy, procedures and planning with Brigade Command Group		
Meeting Divisional / Function Commanders	Meeting with Station Commanders	Meeting with personnel responsible for recruitment
Meeting with the Officer in Charge of Training Centre	Meeting with Brigade Training Officer	
Buffet Lunch and discussion with Senior Officers		
Meeting with specialist advisor on Equality	Discussion with specialist Officer at SHQ	Visit to Brigade control and discussion with personnel
Meeting with specialist Officers based away from SHQ	Meeting with non-uniformed staff at Service HQ	Meeting with Personnel section to discuss monitoring and personnel practices
Visit to a fire station	Visit to a fire station	Visit to a fire station
Visit to Fire station (Retained station if available)	Meeting with local REC members	Visit to fire station (Retained station if available)

### Day Two

Meeting with Chair and members of Fire Authority	Discussion with Workshop Staff	Travel to Divisional headquarters for meeting with non uniformed staff
Meeting with representative bodies	Meeting with Black and Ethnic minority representative groups	Meeting with women representative groups
Meeting with other representative groups who wished to meet team members		
Team Consolidation		
Discussion and feedback to Chief Officer		

## An Equality and Fairness Checklist for Fire Brigades.

### Strategy and Policy

- ➔ Is there a clear Equality and Fairness Strategy, with full supporting policies, in place?
- ➔ Is there a protocol to ensure that all other policy decisions take account of equality and fairness?
- ➔ Have policies been reviewed against the check-lists developed by the Equal Opportunities Commission and the Commission for Racial Equality?
- ➔ Have policies and procedures been tested for difference of application to groups of employees or to different sections of the community?
- ➔ Are Fire Authority members engaged in policy development?
- ➔ Does Equality and Fairness form a core element of managing the Service that is the responsibility of all rather than being solely a specialist function?
- ➔ Is explicit, written guidance making clear the responsibility of each employee for promoting Equality and Fairness incorporated as a core value of the brigade?
- ➔ Are the rights and responsibilities of each individual clearly set out in policy documentation, including professional and ethical standards of conduct in respect of colleagues and the public?
- ➔ Is policy documentation made available, by personal issue, to every member of the brigade?
- ➔ Is this documentation attractive and user friendly?
- ➔ Are specific high profile harassment and bullying policies in place?
- ➔ Do policies include protection for people in the gay and lesbian community?
- ➔ Is there a clear understanding of brigade policies in respect of Equality and Fairness throughout the workforce and a process to confirm that?
- ➔ Is there an effective process to monitor compliance with policy, with a direct link to policy improvements?
- ➔ Does the brigade have a competent equality and fairness advisor?

### Monitoring

- ➔ Are all supervisors fully aware of their responsibilities in respect of inappropriate behaviour towards colleagues or members of the public?
- ➔ Is information on monitoring outcomes presented routinely to Principal Officers?
- ➔ Do ethnic monitoring classifications conform to Home Office advice (nine category)?
- ➔ Is there any evidence to prove that changes occur because of the outcome of monitoring?
- ➔ Are interviewers and assessors audited routinely?
- ➔ Are exit interviews arranged on every occasion; are outcomes considered by management?
- ➔ Are exit interviews followed up with individuals over time?

## Leadership

- ➔ Is there clear ownership and leadership at Fire Authority, Chief Fire Officer and Principal Officer level for all Equality and Fairness issues?
- ➔ Is this leadership dynamic and visible, driving policies and ensuring compliance at all levels?
- ➔ Has there been an employee survey conducted to assess the acceptance of leadership style?
- ➔ Is the Principal Officer responsible for equality and fairness clearly identified; would all staff be able to identify that officer?

## Service Delivery

- ➔ Does performance monitoring enable quality of service delivery to be measured against set standards for all sections of the community?
- ➔ Do public satisfaction surveys enable monitoring of service delivery to different community groups?
- ➔ Does the brigade have a close and continuous relationship with each of the Racial Equality Councils (RECs) within its area?
- ➔ Are complaints and grievances in connection with service delivery monitored to identify trends in racial or other prejudicial behavior?
- ➔ Do local consultation procedures ensure that the service delivery meets the needs of the community?
- ➔ Do those procedures ensure that the full range of the community is aware of service delivery standards and complaints procedures?

## Recruitment

- ➔ Have all interviewers and selection staff been appropriately trained for these roles?
- ➔ Do all the criteria used for selection comply with national guidance?
- ➔ If any additional criteria are applied, have they been externally validated to confirm that they are fair and relevant?
- ➔ Has the advice and support of RECs been obtained in mounting recruitment campaigns?
- ➔ Does the brigade have effective procedures to monitor the recruitment of staff?
- ➔ Does the brigade have an effective strategy to deal with issues raised by monitoring recruitment?
- ➔ Are the outcomes of recruitment procedures routinely audited?
- ➔ Are all vacancies advertised; is the coverage provided justifiable?
- ➔ Is retained recruitment managed and monitored centrally?
- ➔ Are advertisements placed in minority publications?
- ➔ Do advertisements set out the appointment criteria?
- ➔ Are application forms held centrally but made available to all that request them?
- ➔ Is the potential of positive action fully exploited?
- ➔ Do all in the brigade understand the reason for positive action?
- ➔ Is pre-selection material made available to all applicants; does this include physical testing criteria?

- Is a strategy in place to drive the achievement of targets for the increase of black and ethnic minority people in the brigade; does this include targeting for women?
- Has working together with other brigades on recruitment been explored?

### **Promotion and Selection**

- Do the brigade's selection, promotion and appraisal procedures test attitudes towards Equality and Fairness?
- Does the brigade have appraisal procedures for all staff; are these completely open?
- Are personnel able to have easy access to their own personal files?
- Are all appraisers properly trained?
- Are all posts advertised?
- Are assessment criteria for selection advertised?
- Are all interviewers properly trained?
- Are assessment centres used, if so, are there clear criteria for success; are they used consistently?
- Can the outcome of selection procedures be over-turned?
- Are staff representatives able to observe recruitment and appointment procedures?

### **Help and Support**

- Does the brigade encourage and support networking among women and ethnic minority staff
- (a) locally?
- (b) nationally?
- Are there effective procedures in place to deal with racial, sexist or other prejudicial behavior towards colleagues or members of the public?
- Is credible, confidential help and support available for all staff?
- Does the brigade have a 'Help-line'; is it well advertised?
- Have working practices been reviewed to enable modern flexible arrangements for those who need them?
- Is there a scheme to provide mentors for minority staff in the brigade?

### **Resources**

- Does the budgetary and other resource allocation allocated reflect the brigade's commitment to equality and fairness?
- Is there clarity in respect of the purpose of the budget?
- Has the brigade a specialist advisor on equality and fairness?
- Have facilities for women been provided in the work place, in accordance with agreed and published protocols ?
- Are improvements to facilities planned?
- Are these improvements given high priority?
- Have facilities at premises been surveyed to assess their accessibility for the public

## Task Groups

- ➔ Does the brigade have a task group empowered to take Equality and Fairness forward?
- ➔ Is the membership representative of people in a minority in the brigade?
- ➔ Does a Principal Officer chair the task group?
- ➔ Does the task group have clear objectives and an agreed work plan?
- ➔ Is the task group empowered to act to implement the result of its work?

## Training

- ➔ Is training in Equality and Fairness delivered reliably throughout the brigade?
- ➔ Has the form of that training been evaluated in respect of its acceptability and effectiveness?
- ➔ Is the importance of language recognised within training provided?
- ➔ Have opportunities for contribution from the local community in raising staff awareness of diverse cultures been explored?
- ➔ Are training and developmental opportunities advertised and made available on an equitable basis?
- ➔ Do staff in training posts act as examples in respect of equality and fairness?
- ➔ Have practices at the training school or centre been reviewed in respect of their implications for fairness and dignity for all that use them?
- ➔ Are clearly published protocols in place setting out the facilities arranged to ensure the dignity of women and members of the Black and Ethnic minority community at the training centre?

## GLOSSARY OF TERMS

ACO	ASSISTANT CHIEF OFFICER
ADO	ASSISTANT DIVISIONAL OFFICER
ART	ABILITY RANGE TESTS
BEAMM	BLACK ETHNIC AND MINORITY MEMBERS
BTEC	BRITISH TRAINING AND ENTERPRISE COUNCIL
CACFOA	CHIEF AND ASSISTANT CHIEF FIRE OFFICERS ASSOCIATION
CFS	COMMUNITY FIRE SAFETY
CPD	CONTINUOUS PROFESSIONAL DEVELOPMENT
DCO	DEPUTY CHIEF OFFICER
DFEE	DEPARTMENT FOR EDUCATION AND EMPLOYMENT
DO	DIVISIONAL OFFICER
EOC	EQUAL OPPORTUNITIES COMMISSION
EOG	EQUAL OPPORTUNITIES GROUP
ET	EMPLOYMENT TRIBUNAL
FBU	FIRE BRIGADES UNION
FCO	FIRE CONTROL OFFICER
FF / ff	FIRE FIGHTER
FSC	FIRE SERVICE COLLEGE
GATT	GENERAL ABILITY TESTS
GFCO	GROUP FIRE CONTROL OFFICER
HMFSI	HER MAJESTY'S FIRE SERVICE INSPECTORATE
HR	HUMAN RESOURCES
HRM	HUMAN RESOURCE MANAGER
H&S	HEALTH AND SAFETY
IP	INVESTORS IN PEOPLE
IPD	INSTITUTE OF PERSONNEL DEVELOPMENT
ISO	INTERNATIONAL STANDARDS ORGANISATION
JO	JUNIOR OFFICER
LCONOP	LEADING CONTROL OPERATOR
LFF / Lff	LEADING FIRE FIGHTER
NAFO	NATIONAL ASSOCIATION OF FIRE OFFICERS
NOSO	NON-OPERATIONAL STATION OFFICER
NVQ	NATIONAL VOCATIONAL QUALIFICATION
REC	RACIAL EQUALITY COUNCIL
RFU	RETAINED FIREFIGHTERS UNION
RNID	ROYAL NATIONAL INSTITUTE OF THE DEAF
RREAS	RACE RELATIONS EMPLOYMENT ADVISORY SERVICE
SDO	SENIOR DIVISIONAL OFFICER
SFCO	SENIOR FIRE CONTROL OFFICER
SLA	SERVICE LEVEL AGREEMENT
SOCPO	SOCIETY OF CHIEF PERSONNEL OFFICERS
Stn O	STATION OFFICER
Sub O	SUB OFFICER
TU	TRADE UNION

