



Equality Framework for Fire and Rescue Services (Revised 2017)

Fire and Rescue Service Equality Framework (FRSEF)

Introduction

The FRSEF is part of the LGA's sector led improvement offer to the fire sector. It has been updated in response to a number of significant developments including Fire Service Reform, the establishment of a Fire Inspectorate and the work of the NJC-led Inclusive Fire Service Group. The LGA and the Home Office want to see a change in the culture of the fire service so that workforces reflect the community they serve, ensuring they continue to challenge and eradicate any form of bullying and harassment and all staff feel able to come to work and reach their full potential in the organisation.

The revised equality framework is intended to help fire and rescue services:

- deliver the best possible services to their communities and those who are most vulnerable or at risk
- employ a workforce that reflects the changing role of Services and the diversity of the area they are serving
- provide equality of opportunity for all staff and demonstrate due regard for and the value of difference
- ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying
- change the culture of their organisation to one that is genuinely inclusive, which enables all employees to be high performing because we value the difference of their: Gender or gender choice, race or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union

The framework has been developed in consultation with the following organisations and groups:

- Inclusive Fire Service Group
- Asian Fire Service Association
- National Fire Chiefs Council
- Fire Brigades Union
- Fire Officers' Association
- GMB
- Quiltbag
- Retained Firefighters Union
- Stonewall
- Unison
- Women In The Fire Service
- Faith and Fire.

The framework can be used by fire and rescue services as a toolkit for improvement. It sets out five priority areas for improvement underpinned by a range of actions and practical guidance that can help a Service plan, implement and deliver real equality outcomes for employees and the community.

It is also a self-assessment or benchmarking tool for Services to use to assess their progress on the improvement journey and determine where and how they need to improve. It includes performance criteria that can be rated on a four point scale. Where appropriate, metrics and qualitative performance measures have been included. These are not prescriptive but are another way of measuring progress.

Underlying Principles

The FRSEF has been developed in line with some key principles. The framework is:

- a factor in sector led improvement whereby organisations are responsible for their own performance
- able to influence and support real and substantial change in the sector
- one of a number of other national initiatives and strategies that are also contributing to the improvement of equality, diversity and inclusion in the Fire Service. These include:
 - NJC-led Inclusive Fire Service Group's Improvement Strategies
 - LGA and other interested stakeholders Memorandum of Understanding
 - the national Fire Service Standards
 - NFCC national Workforce Strategy for Fire and Rescue
- bespoke to the Fire and Rescue Sector but a good inclusion benchmark for other public sector services
- reflective of the views of all relevant stakeholder groups and has their support
- reflective of best practice in the fire and rescue sector and elsewhere
- is sufficiently ambitious but realistic about what can be achieved
- supportive of the LGA peer challenge process

Equality and Diversity Metrics

The equality and diversity metrics and evidence of performance included in this framework can help a Fire and Rescue Service self-assess and benchmark its' achievements with other services. Services may also devise their own metrics. They are not prescriptive and Services will have other measures and ways of evidencing progress. All metrics need to be analysed appropriately e.g. disaggregated and by role. Services should be able to comment about the story behind the numbers.

Equality, Diversity and Inclusion– Meaning and Principles: (source: National Workforce Strategy)

Equality is defined in law (The Equality Act (2010), General Equality Duty, to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act) and is about ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity and age.

Diversity is about promoting and fostering everybody's right to be different, about being free from discrimination, valued as an individual, and having choice and dignity with a right to your own beliefs and values. 'Diversity' is a word that means 'varied and different'. Diversity, therefore, is about more than equality. It's about creating a culture which values individual differences and encourages people to be themselves at work.

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

Priority Performance Areas for Focus

The Framework has five priority areas of action and performance. They are:

- Leadership, partnership and organisational commitment
- Community knowledge and engagement
- Effective service delivery
- Employment conditions, health and wellbeing
- Recruitment, training and progression.

Each priority area has a number of key criteria each with some descriptors/guidance that can help a Service make progress towards that criterion.

To enable a Service to track its own progress we have identified four stages of progression for each of the key criteria. A Service can be performing well in some priority areas but less well in others. Services should self-assess each key criterion using this rating:

- 1. No evidence**
- 2. Planning and commitment** - the organisation has a stated commitment, objectives have been set, planning is underway and systems are being developed
- 3. Established and doing:** Systems and processes are in place; actions have commenced and are starting to produce results
- 4. Delivering Outcomes:** Interventions are embedded and tangible outcomes are being generated that are making a real difference

The self-assessment process recognises that a Service can be performing well in some areas but less well in others. It could have mostly 4's in one theme, but only

2's in another. Any feedback in a peer challenge will be given according to each performance area, with no overall score.

Priority Area 1: Leadership, partnership and organisational commitment

1. Vision and Commitment

Criterion:

Political and managerial leaders demonstrate personal commitment to and leadership on, reducing inequality, challenging discrimination and delivering services that are inclusive and accessible to diverse communities.

Descriptors/Guidance:

- Political and managerial leaders have clearly stated their commitment to a diverse workforce with barriers to inclusion and equality removed. They have expressed what principles they stand by on equality and what is expected from staff when delivering services to the community
- Leadership has established robust and ongoing processes to enable all staff to understand the principles of equality and inclusion
- Senior Managers, Members and staff understand the difference between equality and vulnerability to risk, and the Service monitors how both are addressed
- It is evident that senior leaders can demonstrate a line of sight between vision/policy statements and action to improve equality outcomes
- Senior leaders regularly communicate and promote a culture that is able to demonstrate internally and publicly that it is inclusive and supportive
- The organisation has established and publicises a strong business case for its equality and inclusion work
- Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible. For example, considering the images used, the distribution methods, duty systems, staff access to IT and tone of communications

Evidence/Metrics:

- Published information, principles and data in respect of EDI within all overarching strategy and public, political, partnership and community communication as appropriate. This should be narrative based with evidence of internal strategic plans being implemented and examples of outcomes

2. Accountability

Criterion:

Senior managers and Fire Authority Members are ultimately accountable for the performance of equality and inclusion within the organisation

Descriptors/Guidance:

- There is a high level steering meeting of senior managers and Members which sets and monitors progress of equality related strategies and initiatives. This high level structure has appropriate upwards and downwards interaction with the workforce and service users etc.
- The Chief Fire Officer/ Chief Executive and other managers have personal equality objectives and are held accountable via the appraisal system
- The Service has equality objectives and targets which are supported by a SMART Action Plan with clear managerial accountability
- The Fire Authority provides effective scrutiny of setting and monitoring of equality objectives
- There are scrutiny mechanisms that monitor and challenge the differential impacts of service delivery on communities, and of workforce policies on equality
- The Service is able to demonstrate that it is meeting the Public Sector Equality Duties and the Gender Pay Gap Regulations
- As a result of equality analysis of service delivery, action is taken to mitigate any adverse impact on communities

Evidence/Metrics

- Meeting the PSED outcomes in both a narrative and a performance measure
- Publishing gender pay gap information (mandatory from April 2018).

3. Organisational Commitment

Criterion:

The Leadership provides support, commitment and challenge to ensure organisational buy-in for the equality agenda.

Descriptors/Guidance:

- The organisation seeks independent validation of its progress on equality e.g. peer reviews from local partners/experts, peer challenge, Stonewall member, the Disability Confident Scheme (formerly the Two Ticks Scheme), Mind Blue Light Campaign, Mindful Employer, Time to Change. If not, what are they doing that demonstrates these areas?
- Corporate policies consistently promote equality for all staff. Equality analysis is evident and leading to positive outcomes for under-represented or disadvantaged groups
- Operational strategies and plans undergo equality analysis and steps are taken to mitigate against adverse impacts that have been identified

- Senior leaders closely monitor progress against organisational equality objectives and challenge poor progress
- Equality standards are embedded in the procurement and commissioning process and contracts are monitored to ensure compliance by contractors
- Senior Leaders and Members have received appropriate training around strategic management of equality, diversity and inclusion
- Necessary resources and managerial time are provided to support corporate management of equality improvement work and staff involvement
- Trade Unions are consulted as part of a partnership in developing the equality agenda

Evidence/Metrics

- Results from the staff/cultural surveys is disaggregated so that the views of different staff groups or those with different backgrounds are known
- Use is made of local community data to help identify 'realistic' objectives relevant to the area/county

4. **Partnership**

Criterion:

The Service is positively contributing to shared equality plans with statutory, voluntary and community partners

Descriptors/Guidance:

- The Service uses information from community engagement and data effectively to target services to people and businesses most at risk in its communities. There is sophisticated analysis and segmenting analysis of diverse groups and other factors in the area such as rurality or economic disadvantage
- The Service works with partners to deliver services which have been informed and shaped by the needs of the local community
- The Service works effectively with partners to champion equality and determine the key strategic risks and needs of the local area and how to address them
- The Service is working closely with local partners on shared equality objectives and workstreams
- The Service is pooling its resources, skills and expertise with partners in order to deliver equality outcomes
- The Service seeks out notable practice externally and has made changes to its practices as a result. It shares its own notable practice willingly

Evidence/Metrics:

- Community groups are regularly consulted on equality plans, recruitment messages
- There is an evidenced based approach to adoption or rejection of existing notable practice based on local needs and receive regular communications and opportunities to comment

Priority Area 2: Effective service delivery

5. Responsive and Accessible Services

Criterion:

Services are accessible and responsive to the needs of people in the community

Descriptors/Guidance:

- Changes to service delivery (such as crewing models) fully consider the differential impact on communities as different areas and groups of people have different requirements Front-line services are pro-actively accessible to meet individual need and processes are in place to do this
- Collaborative working arrangements, for example Emergency First Responders, consider the positive and negative impacts on local communities and workforce
- Service Business Continuity Plans for local communities, where used, take into account the varying needs of local businesses, communities and individuals, for example the need for interpreting and translation, safe refuges, disability provision in emergency shelters
- Business Continuity Plans/Station Plans demonstrate how equality analysis and knowledge of local communities and their needs has informed them.
- Risk Management (particularly through the IRMP) is informed by disaggregated data and take into account differential impacts and varying needs
- All areas of service delivery can demonstrate how disaggregated data informed service plans and practice and how that changes over time (e.g. enforcement work and prosecutions, prevention activities)
- The Service uses a wide range of communication channels to ensure its messages, particularly during major incidents, reach as many different communities and individuals as possible
- There are appropriate changing areas/toilets facilities in all Service buildings. Personal protective equipment should be available in male and female fit and in the correct sizes

Evidence/Metrics:

- The percentage of home fire safety checks or Safe and Well visits that are delivered to the elderly, people with a disability or long-term health condition or any other at risk community which is identified using an evidence based approach
- Programs with partners, including community groups including asset based community development,
- Partnerships re slips, trips and falls
- A&E demand interventions and reduction
- Social care health agenda and interventions
- Educational interventions
- Volunteering rates.

6. Commissioning and Procuring Services, Facilities or Estates

Criterion

Procurement and commissioning considers local employment and business data and priorities, for example, supporting local SMEs, stipulating apprenticeships as part of contracts.

Descriptors/Guidance:

- Equality is embedded throughout the procurement cycle
- Contracts are effectively monitored to ensure that suppliers meet any equality standards set. Steps are taken if they are not met.
- The Service is taking steps to design, develop and purchase equipment/goods/ buildings for a more diverse workforce involving people from specific groups to inform decisions at all stages
- Facilities, clothing and similar items are purchased or managed with equality in mind
- Procurement practices are proportionate to the size of contract and do not discriminate against smaller traders
- The Public Sector Social Value act (2012) is used to guide principles of procurement and commissioning of services and goods

Evidence/Metrics:

- The mechanism for determining commissioning and procuring ensure the Service's strategic measures are met

Priority Area 3: Community knowledge and engagement

7. Collecting, Analysing and Using Information

Criterion:

Information is regularly gathered by a range of methods and from a range of sources, about local communities, residents and businesses. It is analysed appropriately to identify the varying needs of and risks for different groups, individuals and communities and used to inform services.

Descriptors/Guidance:

- Information collected directly relates to service delivery
- Disaggregated data is used to ensure widespread understanding of communities in local areas at all levels: Service wide, different departments and at station level
- Information is shared across the Service in order to maintain up to date knowledge about community risks and changing communities
- Information and data is mapped with partners to identify at-risk communities and inform service planning

- Partners share data to ensure widespread understanding of communities and their needs in different areas that the Service works in.

Evidence/Metrics:

- Qualitative intelligence is gathered using a wide range of methods
- There is sophisticated analysis of data; equality and vulnerability profiling of the community and data sharing with partners

8. Engagement with communities

Criterion:

The Service engages effectively with all its communities using a range of appropriate channels.

Descriptors/Guidance:

- The Service engages with diverse communities to identify their particular risks and concerns so that these can be adequately addressed and to ensure that those who are in a vulnerable situation are protected
- Consultation and engagement strategies and practice are inclusive of a range of diverse stakeholders to scrutinise services, decision making and progress towards equality
- Consultation and engagement is analysed and there is enough information to inform whether the Service is engaging with a cross range of communities
- The Service works with partners to avoid “consultation overload” by engaging collectively or sharing information and the results of engagement activities
- The Service demonstrates how it champions equality locally, for example at: Local Pride events, blue-light festivals and carnivals. It uses these events to promote safety messages with specific groups of people
- Community engagement is monitored and trends identified from the results of engagement activities in different localities and over time. This information feeds directly into service planning
- Relevant training is available to all involved in community engagement delivered by community members to enable people to engage effectively and sensitively

Evidence/Metrics:

- Engagement undertaken is comparable to demography. If determined higher or lower proportionate to risk, details are published.

9. Customer/Public Satisfaction

Criterion:

Customer satisfaction is generally high for all sectors of the community and across all the different aspects of the Services work.

Descriptors/Guidance:

- Customer satisfaction data is disaggregated by ethnicity, gender, age, sexual orientation and disability etc. Results and trends have been analysed and any issues identified and addressed
- Work is undertaken to identify the specific needs of emerging and marginalised communities with a view to increasing their satisfaction with the fire and rescue service
- The Service is working hard to address issues that have been discovered from customer feedback
- Positive and negative feedback is used to reward and recognise the contribution of staff and to improve services
- Customer satisfaction is measured appropriately – not just HFSC, but also protection and response services

Evidence/Metrics:

- HFSC, “After the fire” audits, etc. Equality monitoring of Safe and Well visits
- Incident profiling including fatal fires and incident conferences with partners
- Home Safety Checks - customers changing their behaviour as a result of the visit from the Fire and Rescue Service
- The Service is fulfilling the needs of customers. There can be developed tiers of measures as strategic, geographical and individual
- Qualitative data, as well as quantitative can be analysed, against numerous variables. Risk demand analysis and purpose is understood at all levels of the service as well as by partners and communities

Priority Area 4: Employment, Health and Wellbeing

10. Workforce Strategies and Policies

Criterion:

The Service has Workforce Strategies, Plans and Policies that promote and support a diverse workforce

Descriptors/Guidance:

- The Service has an up to date Workforce Strategy or Plan that reflects the principles outlined in the National Workforce Strategy
- The Service has a range of progressive workforce policies that foster and support the employment rights and health and wellbeing of all staff at all stages of their employment
- The language used in workforce policies is inclusive

- Workforce policies, programmes and frameworks have used equality analysis or equality impact assessment and mitigating actions have been taken where there are any adverse impacts
- The service is recognised internally and externally by others for their equality work; they have supported others to improve the employment rights and health and wellbeing of their employees.

Evidence/Metrics:

- Equality analysis results should pick up any language which is not inclusive

11. Workforce Monitoring

Criterion:

Workforce monitoring takes place at all levels of the Service including apprentices, cadets and volunteers. Data is regularly updated and analysed and trends are identified. Results are used to inform policies and practices and steps are taken to address any adverse trends. The organisation regularly publishes employment data in accordance with its statutory duties, including the requirement to report annually on the Gender Pay Gap.

Descriptors/Guidance:

- The composition of the workforce by protected characteristics is monitored for all employees, apprentices, cadets and volunteers. Results are used to inform policies and practices. Where there are low rates of disclosure this is investigated and addressed
- There is good quality data captured at all the stages of initial recruitment, promotion and training as well as for those leaving the organisation
- Regular monitoring of discipline and grievances is carried out to determine if any groups are being disproportionately affected. There is evidence that mitigating circumstances including mental health issues have been taken into account
- All workforce monitoring is reported at least annually to the Fire Authority as well as senior management teams or Boards.

Evidence/Metrics:

- Rates of disclosure disaggregated by different groups of staff
- Comparison of workforce profile with community demographic
- Workforce composition across all grades and roles
- PSED report and the gender pay gap reporting requirement

12. Workforce Values and Behaviours

Criterion:

The Service promotes a clear set of values and behaviours that it expects from its staff and elected Members

Descriptors/Guidance:

- The Service has established a set of values and behaviours that everyone in the organisation has “signed up to”
- The Service has a policy on Dignity at Work and staff understand it and know how to raise concerns. There are a number of ways for issues to be raised, including formal and informal mechanisms. Formal or informal complaints are dealt with in accordance with the policy
- Staff are able to raise workplace concerns without fear of retaliation or reprisal
- All staff but particularly anyone involved in managing staff are required to attend training on unconscious bias
- Staff surveys or cultural audits are conducted regularly and results are analysed and disaggregated and used to address inequality or other concerns

Evidence/Metrics:

- Disciplinary and grievance cases (disaggregated)
- Bullying & Harassment complaints and outcomes
- Incidents resolved informally (quantitative data to maintain confidentiality)
- Complaints from customers, staff or others
- Effective industrial relations
- An absence of silo working across all sections of the organisation including those determined by role and contract type

13. Staff Engagement and Communication

Criterion:

The Service uses effective staff engagement methods to set corporate service and workforce objectives and for achieving service transformation.

Descriptors/Guidance:

- The Service has considered the value of having a range of staff networks and forums. Staff were engaged in decisions about such networks. Where these are established they are adequately resourced and supported.
- Representative bodies are routinely involved in staff engagement, change programmes, or any other major changes
- There is appropriate negotiation/consultation with trade unions and a good working relationship between Representative bodies and senior managers. Managers and trade unions are able to challenge constructively and work together
- Union officials are able to be actively involved in workforce monitoring and addressing inequalities in the workforce
- Exit interviews are held consistently and results used to identify and address any legitimate shortcomings
- Internal communications are regularly analysed to demonstrate their impact and how they reach different groups of staff, for example RDS or on-call fire fighters, staff on stations, disabled staff

Evidence/Metrics:

- Staff survey response rates – disaggregated
- % staff who are satisfied or highly satisfied about levels of employer engagement. (has to be disaggregated in analysis)

14. Performance Management

Criterion:

The equality aspirations for the organisation have been translated into the appraisal process. The appraisal scheme includes equality objectives for all staff or groups of staff as appropriate.

Descriptors/Guidance:

- All employees have an opportunity at least once per year to discuss their performance, training and progression with their line manager which provides an opportunity for staff to discuss training and progression opportunities in the organisation. This may not be via a formal appraisal system
- Appraisal reports are analysed to ensure all staff are receiving fair appraisals

Evidence/Metrics:

- Appraisal rates

15. Health and Well being

Criterion:

The Service actively promotes the health and well-being of all staff in its workforce and other policies

Descriptors/Guidance:

- The social model of disability practice and understanding is built into staff, community engagement, protection work, building construction and advice
- Reasonable adjustments are made for staff who may temporarily or permanently be disabled, including in policies regarding pregnancy, menopause, physical sickness, mental ill-health and return to work
- Pregnant staff are treated with dignity and respect, and appropriate support and alternative work is sought if needed. This includes enabling an employee to stay in contact with their watch
- Specialist support in the form of advice, counselling, IT packages, equipment etc. is provided to staff when needed and within a reasonable timescale
- There is visible support for the health and wellbeing of employees
- There is a positive health and wellbeing culture throughout all levels and areas of the service

Evidence/Metrics:

- Analysis of sickness statistics to determine trends
- Maternity, fitness and absence procedures demonstrating this commitment

- Wellbeing groups developed and supported
- Review and redevelopment, if necessary, of flexible working policies
- Access to service sports equipment to all staff
- Canteen food available to meet diverse needs where applicable

16. Equal Pay and Job Segregation

Criterion:

The Service regularly conducts Equal Pay Reviews in order to ensure that there is no gender disparity and acts on the results

Descriptors/Guidance:

- Equal pay reviews are undertaken and any gender pay gaps are identified, reported and addressed. Where results indicate gender disparity, it has investigated the reasons and taken action to address it
- Horizontal and vertical job segregation has been explored and steps taken to address it

Evidence/Metrics:

- Gender Pay Gap report

Priority Area 5: Recruitment, Training and Selection for Progression/Promotion

17. Recruiting, Retaining and Employing a Diverse Workforce

Criterion:

The Service has a workforce which reflects the community it serves

Descriptors / Guidance:

- The Service actively promotes itself as an employer of choice for all sections of the community. Community engagement activities are used to attract a diverse workforce
- All areas and levels of the organisation engage with under-represented groups to identify and remove barriers to recruitment, progression, promotion and retention
- The Service has in place and uses strategies to attract, and recruit a workforce that is representative of the community served. This includes the use of positive action
- Apprenticeship and Cadet Schemes are actively used to promote and improve diversity within the Service. Volunteers and advocates also reflect the diversity of the community and contribute to promoting diversity within the service and externally
- The Service has tried innovative ways to attract a diverse workforce and has notable practice that can be shared

- The Service is self-aware and has learned from initiatives that haven't worked as well as intended

Evidence/Metrics:

- Comparison with demographics from local population; local authority; Census etc.
- Engagement with positive action events
- Building relationships with the community
- Promoting the role and the immense variety of that role in terms of prevention and protection
- Promotion of the service, in its entirety, as a key structure of the social infrastructure
- Programmes for positive action

18. Recruitment and Selection Processes

Criterion:

The Service promotes equality and achieves diversity through its recruitment and selection processes and uses the full extent of the legislation to progress the equality agenda

Descriptors / Guidance

- Recruitment and promotion practices are open and transparent and governed by agreed frameworks that are legally compliant and designed to ensure that all staff including RDS or external applicants are treated fairly at all stages of the selection process
- The skills of RDS staff are taken into account when they apply for Wholetime vacancies
- Recruitment and selection frameworks enable appropriate positive action to be used within the provisions of equality legislation
- Processes used to determine temporary or permanent promotion within the service or selection for special short term projects are transparent and operate within agreed frameworks
- Reasonable adjustments are used in recruitment and selection processes where the Service is aware of a specific need e.g. dyslexia, autism, mental ill-health
- Selection panels should have diversity in representation at all stages of the process wherever possible
- Any external recruitment/interview panel members are considered from diverse communities
- If recruitment consultants are used they are required to produce diverse shortlists wherever possible
- All staff involved in recruitment or selection at any stage have undergone recruitment and selection training as well as awareness training around unconscious bias

- Monitoring is carried out at all stages of recruitment or promotion including shortlisting, or fall out rates
- Creative and innovative HR policies are used to open up opportunities for staff e.g. greater use of career grades and conversion of green book posts
- Multi-tier entry is used to attract a diverse pool of applicants with training provided on the job to support staff who are applying for a specialist position
- There are creative and innovative approaches to employment and progression. Job descriptions roles are flexible enough to provide routes for staff to develop careers in different areas whether they are operational or not
- There are opportunities for talent spotting, career succession, apprenticeships etc.

Evidence/Metrics:

- Make up of selection panels
- Decision makers being held to account.

19. Organisational and individual learning and development

Criterion:

Service staff are appropriately trained and resourced to meet the diverse needs of local communities.

Descriptors/Guidance:

- The Service provides development opportunities for its uniform and non-uniform staff at all levels. This includes coaching; mentoring; and shadowing schemes. Where appropriate these can be provided as part of positive action
- A learning and development plan is in place that details how necessary skills and needs will be met. This includes all aspects of equality, diversity and inclusion training for the organisation
- All staff receive at least a basic level of equality awareness training. Learning outcomes are identified. Additional equality training is provided for any staff with managerial responsibilities. Specialist training around issues such as Safeguarding, Mental Health, Hoarding, Frail Elderly etc. is available to staff as appropriate
- The Service seeks to learn from other organisations what did and did not work

Evidence/Metrics

- % staff who have attended/successfully completed training
- % members who have attended/successfully completed training.

20. Retention and Progression within the organisation

Criterion:

All staff have an equal opportunity to develop and progress within the organisation and positive action measures are being used to address under-representation.

Descriptors/Guidance:

- The organisation ensures that all staff are valued and can develop their career within the Service whatever their role, job title or terms and conditions
- The Service has explored whether there are any barriers to progression for any group of staff and taken steps to overcome them where they exist
- Arrangements for monitoring operational training and development allow for equality of opportunity. This is regularly monitored and any adverse trends are identified, investigated and addressed
- There are transparent mechanisms in place to spot talent and succession planning takes place to progress the right people to the right levels given their potential. Creative and innovative use is made of career grade /apprenticeship schemes.

Evidence/Metrics:

- Progression at each level – not necessarily vertically through the organisation
- Staff survey results indicate staff in all areas and at all levels feel they have opportunities to progress their careers