Appendix 2: Equality Framework

Leadership, Partnership and Service Commitment

Developing Understanding the importance of equality	Achieving Delivering Better Outcomes	Excellent Making a Difference
Leadership		
1.3 The Chief Fire Officer and Members commit publicly to the service's core values to develop an organisation which values and supports equality and human rights.	2.3 Political and managerial leaders have personal knowledge and understanding of local communities and demonstrate personal commitment to and leadership on reducing inequality and challenging discrimination	3.3 The Service can demonstrate that strategic decisions and decision making processes are influenced by local equality priorities.
What documentation details the commitment of the Service to equality, diversity and human rights? Who is responsible for delivering the agenda at fire authority and service leader level?	How is leadership recognised at all levels and in all areas of the Service? How do leaders at all levels of the Service challenge inequalities and drive an agenda to improve equality? How do senior leaders demonstrate knowledge of local equality priorities and how and why they are being addressed?	How does the Service demonstrate the benefits of strategic decision making that is influenced by local equality priorities? What examples of improved outcomes are there as a result of this?
Local Vision and Priorities		
1.4 Key strategic partners (including from the voluntary and community sector) understand why equality matters locally.	2.4 There is a coherent, shared vision of equality for the local area, with clear priorities, objectives and outcomes which have been agreed and understood by all key stakeholders, including the voluntary and community sector.	3.4 The Service has a reputation within the community and with its partners for championing and achieving equality outcomes
Which documents capture the commitment of the organisation and partners to equality? What partnership arrangements are in place to ensure that local equality priorities are being addressed?	What is the shared vision of the area? How do managers and other staff demonstrate understanding of this vision and how it contributes to the service's objectives? How well do senior managers and elected	What evidence is there of good outcomes as a result of partnership working? How do partners hold each other to account on delivering equality outcomes? What review mechanisms are in place?

Which communities have been identified as being high risk? How are people from these communities involved in shaping local vision and setting local priorities? How are equality objectives reflected in local strategic planning?	members allocate appropriate resources to deliver this vision? How does the Service and its partners monitor, review and evaluate performance against priorities?	
Corporate Policies and Processes		
1.5 A corporate system is in place for embedding equality into financial plans, policy and service delivery.	2.5 The Service demonstrates widespread understanding of how corporate policies and processes affect diverse communities differently and take steps to ensure that policies and processes promote equality and value diversity as well as addressing inequalities	3.5 Corporate policies consistently promote equality and lead to positive outcomes for at risk communities, staff from marginalised groups and support a diverse workforce.
What is the corporate system for embedding equality? How is strategic leadership on equality analysis demonstrated? How is the "equality story" integrated into corporate documents?	How do corporate systems and policies support the delivery of services that are accessible to all? How are corporate policies and processes developed and promoted?	What examples are there of corporate policies leading to positive outcomes for at risk communities and diverse staff groups. What processes support inclusion of staff and community members in setting corporate policies?
Meeting the Public Sector Equality Duty (PSED)		
1.6 Equality objectives for the organisation had been set and published in accordance with the requirements of the specific duties to support the public sector Equality Duty.	2.6 Organisational strategies and plans include specific and measure able equality objectives. Outcomes are measured and monitored regularly.	3.6 The organisation can demonstrate a clear link between meeting their quality objectives and positive outcomes for its communities.
How have equality objectives been developed? Where have equality objectives been published? Who monitors service plans regularly to ensure that equality objectives are being met? How is equality analysis part of the planning process?	How are equality objectives integrated into organisational strategies and plans? How is progress monitored and reviewed? How does the Service work with others to actively inform and involve local people, including underrepresented groups, about civic and public participation opportunities? How does the Service set specific realistic timescales to achieve objectives? How are resource implications assessed?	What evidence is there of improved or improving outcomes, disaggregated where appropriate to demonstrate the differential impacts on different communities? How does the service demonstrate its role in fostering good relations? How diverse are the decision makers, including elected members, and what is the Service doing to improve the diversity if necessary?

Monitoring and Scrutiny

1.7 Appropriate structures are in place to ensure delivery and review of equality objectives.	2.7 The setting and monitoring of equality objectives is subject to challenge internally and externally	3.7 The Service benchmarks its achievements against comparable others and shares its experience in developing notable practice.
Who are the decision makers for delivering the agenda? Who else is involved in setting the agenda? What resources are available for targeted equality work?	How are members used to scrutinise and challenge equality analysis, objective setting and monitoring? How are the public involved? How is progress reported and reviewed?	How does the Service assess its performance and outcomes against comparable organisations? How does the Service share or showcase notable practice?

Effective Communication

1.8 Internal and external communications promote a clear commitment to advancing equality across all local communities by being inclusive and accessible	2.8 The Service understands about accessible and inclusive communications. It communicates effectively about how it responds to local communities' needs	3.8 The organisation can demonstrate that its communication channels are accessible to a wide range of people
How accessible are the Service's communication mechanisms? What different channels are used? How does the Services communicate its commitment to promoting equality? What examples are there that electronic and other communications and publications reflect the Service's commitment?	What does the Service understand about accessible and inclusive communication methods? How does it use different channels of communication internally and externally? How does the Service use communication methods to challenge and counter negative stereotypes and myths?	How does the Service demonstrate having inclusive, accessible and effective mainstream communications? What examples of targeted communications does it have? How accessible is the website and social media activities? How has inclusive and accessible communication enabled the Service to operate well in the local community?