



Fire and Rescue Service
Headquarters, Pirehill
Please ask for Kay Johnson
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SERVICE IMPROVEMENT AND EQUALITY COMMITTEE

Monday 24 April 2017

***2.15 pm**

Visitors Dining Room
Fire and Rescue Service Headquarters
Pirehill

***Please note the time of the meeting**

A Chairman/Vice Chairman's Preview, for Mr G R Martin and Miss S A Bowers only, has been arranged for 1.45 pm

Howard Norris
Secretary to the Authority
11 April 2017

A G E N D A

PART ONE

1. Apologies
2. **Declarations of Interest**
3. **Minutes of the Service Improvement Committee held on 25 January 2017**
4. **Corporate Safety Plan 2017/20 Progress Report**
Report by Helen Chadwick, Corporate Safety Plan Manager
5. **Diversification of Volunteering with the University of York**
Report of Diane Dunlevey, Equality and Diversity Manager
6. **Community Sprinkler Project**
Presentation by Stuart Ruckledge, Fire Engineer
7. **Date of Next Meeting**

The next meeting of the Service Improvement and Equality Committee is scheduled to be held on Tuesday 4 July 2017 at 2.15 pm.

8. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part I of Schedule 12A of the Local Government Act 1972 indicated below”.

PART TWO

9. **Exempt Minutes of the Service Improvement and Equality Committee held on 25 January 2017** (Exemption paragraph 2)

10. **Operational Assurance Update** (Exemption paragraph 2)

Report and presentation by Mr Neil Burton, Operational Assurance Manager

Possible Items for Scrutiny

Members are asked to consider if any of the items that have been considered by the Committee at its meeting today are in need of further scrutiny and whether the item should be referred to the Scrutiny and Performance Committee for further examination.

**MINUTES OF THE SERVICE IMPROVEMENT AND EQUALITY COMMITTEE HELD ON
25 JANUARY 2017**

Martin, G R (Chairman)

Banks, Mrs K M
Davies, P R
Marshall, R J

Mitchell, Ms C
Taylor, J W

Apologies:- Day, W D; Deaville, M A and Finn, T V

Also in attendance: Mr G Luznyj, Director of Prevent and Protect; Mr H Norris, Secretary and Monitoring Officer, Mr B Preston, Corporate Safety Plan Manager; Ms D Dunlevey, Equality and Diversity Manager and Mr N Burton, Operational Assurance Manager.

PART ONE

Documents referred to in these minutes as schedules are not appended but will be attached to the signed copy of the minutes. Copies, or specific information in them, may be available on request.

**Minutes of the Service Improvement and Equality Committee
held on 24 October 2016**

41. **RESOLVED** – That the Minutes of the Service Improvement and Equality Committee held on 24 October 2016 be confirmed and signed by the Chairman.

Corporate Safety Plan 2017/20 Progress
(Schedule 1)

42. The report and the presentation given by Mr Preston provided an overview and opportunity for discussion regarding ongoing work and development of the Corporate Safety Plan (CSP). This would be the last update to the Committee before the CSP's final consideration by the Service Management Board on 9 February and the Strategy and Resources Committee on 2 March 2017. There had been some changes since the report was considered by the Fire and Rescue Authority at its meeting on 15 December 2016 in relation to grammatical corrections, the expansion and addition of further risk information and other amendments to ensure that the Service met its legislative duty.

The presentation focused on the addition, within the plan, of Indices of Multiple Deprivation and how this mapping information may support the Service's risk stratification tools. There were varying levels of deprivation amongst the diverse communities across Stoke-on-Trent and Staffordshire which was a key factor in determining risk and where services were needed the most. The Indices of Multiple Deprivation (IMD) reflected differing demand levels on the Service, with Stoke-on-Trent having the most accidental dwelling fires and total number of incidents attended over the last three year and one year periods.

As part of an effective approach to risk management, the Service used data to identify the people, areas, and groups that were more likely to be at risk from fire and other emergencies. In particular, data relating to deprivation, age, and lifestyles were used through Mosaic Software. This helped the Service to deliver intervention, provide help and the support where it was needed the most.

A Member commented that Stoke were now 14th in the areas of Multiple Deprivation in the Country and had moved down two places from 16th. Mr Preston advised that he had not included that narrative in the CSP but the Plan did reflect where resources were compared to risk, which added value to the CSP.

There had been significant changes to the Risk Section of the CSP. Within the Service area there were identified risks for example – football grounds, Alton Towers, Drayton Manor Park, heritage sites, the I 54 industrial site, new homes, significant rural risk, transport risk, and bariatric risk. The CSP now also made reference to HS2 and made more of a reference to the Staffordshire Resilience Forum.

All risks faced by the Service were monitored via risk registers. Each department/section had its own risk register and identified emerging risks eg pandemic flu. There was also a Strategic Risk Register which identified the strategic risks facing the Service. In response to a question Mr Luznyj advised that the Service had a robust risk register system in place and Jill Hollinshead, the Service's Strategic Risk Manager, had a key role in pulling these registers together. There was a process in place and it was important to have the divide between the detailed local registers and the Strategic Risk Register.

Members discussed Road Traffic Collisions (RTCs) and were advised that the most up to date data that the Service had for RTCs related to 2015/16. Mr Luznyj advised that the Service now rescued more people from RTCs than fires.

Mr Preston advised that the last thing to do was to finish off the design of the CSP to include the Authority's logo and to use images to reflect where the Service is now rather than where it was.

Members thanked Mr Preston for his presentation.

Members acknowledged the tremendous amount of work that had been undertake in the production of the Corporate Safety Plan and in particular in relation to the consultation undertaken and thanked Mr Preston and his Team. A Member commented that the thorough consultation undertaken should be taken as an example for others to follow when carrying out their consultations.

43. **RESOLVED** – That the 2017/20 Corporate Safety Plan update be noted.

Fire Reform – the Equality and Diversity Implications (Schedule 2)

44. Ms Dunlevey presented her report to the Committee which outlined the Fire Reform proposals. She advised that Fire Reform proposals were not set out in one document but set out in a series of speeches. The Reform Agenda comprised three distinct areas:-

Pillar 1 - efficiency and collaboration

Pillar 2 – accountability and transparency

Pillar 3 – reform of the fire and rescue workforce

Fire Reform was initially articulated by the then Home Secretary Teresa May in May 2016 and was being implemented under the direction of the Policing and the Fire Service Minister Brandon Lewis, with support from CFA, the Local Government Association and the emerging National Fire Chiefs Council which would complete its transition in April 2017. The Policing and Crime Bill was nearing completion and would shortly receive Royal Assent.

Ms Dunlevey advised that Teresa May had made reference to the workforce profile and culture of bullying and harassment in fire and rescue services. These aspects may come under review in the new inspection regime. As a Service, Staffordshire is committed to the Equality and Diversity Agenda. She understood why these issues were being raised but it was important to understand how these issues were managed from a “whole Service” view point. In Staffordshire Equality and Diversity sat within the organisational structure of the Service. It was not straight forward to turn the gender and BME numbers around. The issue of under representation had also previously been featured in the Bain Report. Fire and rescue services had attempted to alter the workforce profile but that had failed. It was important for the organisation to be transparent and to be fit to represent the communities it served, otherwise it could leave itself exposed. The Service in Staffordshire is better than other fire and rescue services in terms of equality and diversity and there were risks if they did not consider it. There was concern that the Essex report referred to in the speeches may make people think that all fire and rescue services are the same. Ms Dunlevey was to meet with Brandon Lewis on the Monday following the meeting to present her findings from the research that had been carried out including the historical and societal context of the current position in fire and rescue services.

The Fire Reform agenda made significant reference to both the culture of FRSs and the workforce profile as a homogenised in character. The proposal, and several public reference’s made to this by the Minister, directed FRSs to take action to remedy this. The dialogue around this suggested that due to the retirement profile and the numerous years in which FRSs had not recruited whole-time firefighters, there was a disparity which existed in the personal characteristics of FRS staff and firefighting staff in particular. Brandon Lewis made reference to this when he addressed Asian Fire Service Association Conference in November 2016.

The report advised that the latest fire operational statistics made unacceptable reading, reporting a continued lack of diversity across the fire and rescue service. The fire and rescue

service still remained overwhelmingly white and male: 95% of firefighters in England were male and 96% white.

Ms Dunlevey advised that in Staffordshire the Service had 8% operational women and BME (black minority ethnic) covering all staff was just under 4% which was comparable with the demography in Staffordshire. This was not comparable to the “working age” of 4.5%. Staffordshire were third in terms of female firefighters. The top fire and rescue service in terms of women operational employees was the Isle of Scilly who had four firefighters, two of which were women. Staffordshire’s statistics were better than most. She advised that some years ago DCLG stopped collating statistics and had previously set targets and these were 18% for operational women firefighters. At that time the Service applied and received funding to promote positive action. To put context behind Staffordshire’s figures was the issue that the Service had not recruited since 2008. In terms of the recruitment of retained firefighters there was an issue as a BME candidates may not live within the five minute turn out area

Members discussed the issues raised by Brandon Lewis in highlighting the worst case scenario as the “norm” for fire and rescue services and indicated that this was totally wrong and unacceptable. Recognition should be given to the Service in Staffordshire for the steps that they had taken to improve the equality and diversity of its workforce and its culture. Comparisons should also be made with the Police.

Mr Luznyj commented that some of the references made by Brandon Lewis related to the bullying in Essex Fire and Rescue Service. He advised that in Staffordshire they could evidence the unique culture. The Service would ensure that it was in the best position for the Inspectorate and volunteer to be one of the first to be inspected to dispel the myths about fire and rescue services. The workforce representation reflected the position they were in and reflected the Service’s none recruitment of wholetime firefighters since 2008. Officers were happy to look at the issues raised.

The Service was very clear about its commitment to equality, diversity and inclusion and the potential for positive action initiatives. The Service has a positive action guidance document for human resources. However it was essential for that work goes beyond that of a document and develop into a business as usual feature of the Service in recruitment, retention and promotion. It was essential that the FireWatch system is able to capture and have the analysis ability to explore trends. It is equally paramount that the relationship the Service has with the community explores employment opportunities as an ongoing developing relationship and element of community engagement. To this end the Service had already initiated dialogue across the senior management levels of the Service which would assist in embedding this priority throughout the organisation. This in turn would cascade to ensure that Staffordshire Fire and Rescue Service has a workforce which is diverse, in all regards, and reflective of local communities. There are significant levels of understanding, about the need of a representative workforce across the Service, however it did need refreshing. Activity, action, programs and support would be overseen by the Equality and Diversity Department. This work would be disseminated, supported and monitored through the Prevent and Protect Directorate, the Wellbeing, Equality and Culture Working Group and when applicable the Service Delivery Board and the Service Improvement and Equality Committee.

A Member gave a historical overview from 1962 as to how the fire and rescue service reached the current firefighter profile:-

- Historically wives did not want female firefighters on station
- Firefighters had to have a 36 inch chest with a 2 inch expansion
- Excuses were made about the suitability of appliances and equipment for use by women
- Applicants with a father in the fire service had a better chance of getting a job

Members discussed how the Service in Staffordshire had carried a lot of work over the years to remove barriers for a diverse workforce, compared to other fire and rescue services and had use “positive action” to recruit from underrepresented groups. As part of the “positive action” they had offered additional training. The Service had also modified and changed equipment. Some fire and rescue services had not done as much as the Service in Staffordshire and Staffordshire should continue to focus on these issues. The anticipated whole time recruitment, due to take place in 2017, could change the diversity of the Service’s workforce dramatically. The Service could take steps to encourage under represented groups to apply.

Ms Dunlevey, who is co-authoring a report which explores these issues and will go directly to Mr Lewis, advised that a comparator with the Ambulance Service demonstrates that as the fire and rescue service had contracted, the gender and BME profile had increased since 2003 and stabilised from 2008, in part due to the majority of those retiring were white males. The Ambulance Service had expanded but their workforce profile in relation to women and BME had declined. In policing there were far more BME employees and this was in context with the role and policing staff turnover rates.

She advised that the vast majority of support and direction from central Government on equality and diversity stopped some years ago. In 2008 they were required to report annually but this only survived two years. There remained a requirement to report certain datasets of the workforce profile in the IRMP returns but this was not bench marked or nationally reported. Most fire and rescue service appeared to have overlooked their responsibility under the Public Sector Equally Duty but Staffordshire did not.

A Member commented that this Service was leading the way and it was disappointing that successful fire and rescue services were not been recognised in the speeches being given. It was unacceptable that focus was on failing fire and rescue services.

Ms Dunlevey undertook to keep Members informed of any developments.

45. **RESOLVED** – (a) That the Fire Reform agenda, making specific and direct expectations on FRSs nationally to remedy the lack of diversity within its workforce profile, be noted.

(b) That the Service’s commitment to address the disparity in workforce profile that currently exists and taking the positive opportunities to remedy this, be noted.

Date of Next Meeting

46. Members were advised that the next meeting of the Service Improvement and Equality Committee was scheduled to be held on Monday 24 April 2017 at 2.15 pm.

Exclusion of the Public

Upon the motion of the Chairman it was:

47. **RESOLVED** - "That the public be excluded from the meeting for the following items of business which involved the likely disclosure of exempt information as defined in the paragraphs of Part I of Schedule 12A of the Local Government Act 1972 indicated below".

PART TWO

Exempt Minutes of the Service Improvement and Equality Committee held on 24 October 2016 (exemption paragraph 2)

48. The Exempt Minutes of the Service Improvement and Equality Committee held on 24 October 2016 were confirmed and signed by the Chairman.

Operational Assurance Update (exemption paragraph 2)

49. - 50. Members considered the Operational Assurance Update, including the Fire at Amazon, Rugeley and the Balmoral Bar Fire Case Study.

Possible Items for Scrutiny

51. Members discussed possible items for scrutiny. There were none from this meeting although consideration would be given to possible scrutiny of the Slitting Mill Fire at a future date. Members were advised that a report would be bought to the next meeting of the Service Improvement and Equality Committee on the Slitting Mill Fire.

CHAIRMAN

Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

24 April 2017

Update on the Corporate Safety Plan 2017 - 2020

Report of Helen Chadwick, Safety Plan Manager

SUMMARY

This report and the presentation to be given at the meeting will provide an overview and opportunity for discussion regarding the Corporate Safety Plan (CSP). It will review the ongoing work of the consultation process and development of the Corporate Safety Plan 2017 - 2020.

For the April meeting, the presentation will look at the updated risk stratification to support the Gold, Silver, Bronze which has been broken down into Service Delivery Groups.

The role of the CSP Manager is to work with Department and Service Delivery Group Leads, ensuring our activities are targeted and show a link to the priorities set out within the CSP.

RECOMMENDATIONS

The Service Improvement and Equality Committee Members are asked to note the contents of the report and discuss progress of the Corporate Safety Plan.

Financial Implications

All activities and Service delivery are within agreed budgets for 2017/18

Legal Implications

The Service is required to provide transparent access to relevant data for use by members of the public. This will allow the Service to provide information in a more effective manner.

As outlined in the Corporate Safety Plan 2017 - 20, we understand that being accountable and transparent is not only a legal responsibility but also an opportunity to truly engage with our communities, staff and partners. Accurate, meaningful and timely information helps the community understand what it is we do and helps them to participate in shaping how we will deliver the right services in the future.

This requirement is legislated for within the Fire and Rescue Services Act 2004 and through the Fire and Rescue Service National Framework for England 2012 and seeks to set out the organisational priorities for the period of the plan

Equality and Diversity

The CSP is subject to a People Impact Assessment (PIA) throughout the project to assist with the CSP implementation. The PIA process has been developed to ensure that it satisfies the requirements of the equality framework, making it practicable, reducing complexity and adding value. The PIA will be supported by the Equality and Diversity Manager.

The use of understandable language in communicating information internally and to members of the public will help to ensure that the information is accessible and can be understood by as wide a range of people as possible. The intelligence and community feedback provided within the “geographic” and “individual” tiers will help inform the Service of vulnerability and aid our understanding of wider community needs by enabling risk based profiling of individuals and groups.

Risk Implications

Failure to satisfactorily plan and evaluate performance as part of an Integrated Risk Management Plan/CSP would place the FRA and the Service in a vulnerable position, whereby it will be unable to demonstrate effective and efficient monetary spend through collaboration and the appropriate targeting and allocation of resources to risk in our communities.

All risks will be monitored via a risk register and managed with support from the Corporate Risk Manager.

Protective Security Consideration

We are fully compliant with data protection and information sharing protocols. The information we possess is anonymised for reporting purposes, we are required to ensure that controls are implemented to prevent compromise to the confidentiality, integrity and availability of our information as a whole. Without these control measures in place we cannot provide the information assurance we need to confidently act upon the intelligence gained to make robust decisions. The recently concluded data warehouse project will provide a repository of consolidated, standardised, quality assured data as the basis for incident reporting. It will enhance the accuracy and reliability of information produced for use by the Service in relation to incident information.

Procurement and Social Value

There is the potential for social value from better engagement with the public, through more accessible and understandable information being published and through increased opportunities for volunteering eg. Completion of Post Incident Questionnaire and Safe and well visits.

Consultation and Engagement undertaken

As a public sector organisation we have duties derived from a number of frameworks and legislation to ensure that we engage with our stakeholders on key decisions and developments or changes to the Service.

The Service was commended for the extensive consultation and engagement undertaken when developing the current Corporate Safety Plan. This consultation process was also reviewed by the Scrutiny and Performance Committee.

Background

The Corporate Safety Plan 2017-20 had final approval and sign off by the Fire Authority in March 2017.

We are currently developing a set of performance measures for the three strategic priorities of the Corporate Safety Plan to ensure we can measure and scrutinise performance across the Service. This will also enable our staff to make positive links to the work they do organisationally and within our communities in achieving against these priorities and embed the plan across the service.

Key areas of achievement will be outlined in the presentation.

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Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

24 April 2017

Diversification of Volunteering with the University of York

Report of the Equality and Diversity Manager

SUMMARY

The Service developed a specific Volunteering Strategy 2014-17 which is progressing and securing a sustainable outcome based resource that supports the Service's principles and objectives. Objective 3 in the Strategy, Community-led and co-production is led by the Equality and Diversity Manager and as such was reported to the Committee on 5 July 2016. The Service is now delighted to announce that a second and revised application for funding to Economic and Social Research Council (ESRC) Impact Acceleration Account (IAA) Responsive Mode Scheme has been successful.

This project marks the beginning of a co-produced piece of work with the Service and the University of York Management School. It specifically recognises that increasing the diversity of our volunteer pool would complement our existing staffing profile, which is inclusive of our volunteers, and give us access to the wider community to engage with and raise awareness and opportunities.

In part, the project responds to low uptake of volunteers from Black, Asian, Minority Ethnic (BAME) communities as identified by the Service's Investing in Volunteers application and reported by Holdsworth 2016. The project is also in recognition of the growth potential of the volunteering scheme for engagement with local communities. The objectives are:

- 1) Increase understanding of the volunteering population
- 2) Explore ways of diversifying the pool of volunteers

RECOMMENDATIONS

That Members note the contents of the report.

Financial Implications

The ESRC – IAA will be contributing £30,000 to the project as detailed.

The Service has agreed to contribute £4,000 from the Central Prevent and Protect budget and £4,000 from the Equality and Diversity budget. The £8,000 contribution by the Service has been secured from the 2016-17 budget and there is no further financial expenses expected. All other contributions by the Service will be 'in kind'.

This is inclusive of staff costs of the Equality and Diversity Manager and all other staff contributing time etc.

The costs are for the employment of a post doctorate Research Assistant, identified by and employed by the University of York for 9 months. The Research Assistant will be located at the Service and a secure office at HQ has been identified. All out of office expenses, travel and project production and dissemination costs will be met by the University of York from within the allocated funding.

Legal Implications

This work supports the Service's equality and diversity objectives as required by the Public Sector Equality Duty under the Equality Act.

Equality and Diversity Implications

The work is directly promoting and supporting the equality objectives as committed in the Corporate Safety Plan, the Community Safety Options and the Equality and Inclusion and Volunteering Strategy.

Risk Implications

The Service has made a decision to be cited in the work and the only risk would be if the research identified that the Service is underachieving in these areas. The Service is confident that this is unlikely but also that we are an open, transparent and learning organisation and would see this, should it arise, as a learning opportunity. However we would envisage that the learning will be a point of sharing with the sector and partners.

Protective Security Consideration

Potential interviewees will be fully briefed about the research (orally and in writing) and given adequate time and space to consider involvement before providing written consent for participation. This documentation has already been provided to the Service for approval. Interviewees will also be informed that they can withdraw participation at any stage of the research without providing an explanation for their withdrawal. As for observations and participation in community engagement activities, every effort will be made to inform all involved parties in advance. Withdrawals from observations will be treated as above. Online surveys will be prepared with full information about the study and the possibility to withdraw at any stage will be clearly indicated. Completion of survey will be regarded as consenting to participation.

Personal data (interview transcripts and online survey responses) will not be shared with the Service and will only be available to the Principal Investigator, Anna Einarsdottir and the appointed Research Assistant. All data will be stored using the York secure password protected Google Drive and anonymity of participants strictly enforced when sharing data within the research team. Head of Information, Communications and Technology has been informed as have the Fire Brigade Union and Unison.

Ethical clearance has been sought from the University of York Ethics Committee and has been granted. No further ethical approval is required from the Fire and Rescue Authority, as the research does not involve end users. That said, the Service has both contributed to and approved the protocol.

Procurement and Social Value

There is no additional financial cost, in this perspective, and the reputational, partnership and exposure that the work and project will foster are positive. In this respect the Service will gain on all levels with the input of time and expertise.

Consultation and Engagement Undertaken

Anna Einarsdottir, Senior Lecturer at University of York in Organisational Behaviour, Theory and Technology has met with the Prevent and Protect Director. The project has the full support and approval from the Directorate. The Equality and Diversity Manager has met with the funding body and the Dean from the University.

The project details have been forwarded to the National Fire Chiefs Council (NFCC) and they have approved their endorsement. The Equality and Diversity Manager will be presenting to the Equality and Diversity Professionals Group of the NFCC. The Service Community Safety Lead in Central Prevent and Protect will be advising and updating the NFCC Volunteering Group accordingly.

The Equality and Diversity Manager has been in discussions with the Tutu Ubuntu Youth Group which is based on Tutu Foundation principles and have significant success in BAME volunteering projects.

Other consultation and discussion has taken place with:

- Prevent and Protect Directorate
- FBU
- Unison
- ICT
- Communications and Media
- Volunteering Coordinator and Volunteers ESDG
- Head of Central Prevent and Protect
- Management School University of York
- NFCC

Background

The Equality and Diversity Manager was initially contacted by Anna Einarsdottir in relation to equality and diversity organisational training. The Equality and Diversity Manager is aware, and has voiced some observations and expressed some concerns, with her extended professional national and local contacts. Despite limited evidence to support the effectiveness of general equality and diversity training, organisations continue to deliver training of this kind. The demand for online training and/or what is generally known as

Unconscious Bias Training has grown steadily over the past two decades and the project has been designed by the University and the Service to improve awareness of diversity related matters and ultimately challenge (un)known attitudes which impact on organisational culture, outcomes and delivery of services. It is well researched that the British workplace remains a key site for sustaining gender and racial inequality and the Service is very aware of this as well as the steer from the Home Office to explore why this is the case for Fire and Rescue Services for them to both understand it and work towards resolving it.

Due to concerns being raised within public services and at Central Government it is not surprising that critical user voices are beginning to merge, describing online training as a 'tick-box-exercise', or worse, a 'tokenistic' gesture to address inequalities. This project is tuned to such concerns and incentives with the idea that inequalities to explore a complementary way to addressing this with engagement and interaction. It further challenges a growing industry, which supplies organisations with equality and diversity training, and subsequently, contributes to and sustains organisational complacency on diversity matters.

The project will be used to explore the above challenges further through a range of knowledge exchange activities with a discovery stage; a festival of ideas and knowledge exchange; the formulation of an action plan by conducting workshop with volunteers; interactive workshop 'researching community response' with the development of posters/photos and video; meetings between Service and key partner stakeholders; the Service contributing to an assessment based module for under graduates at the University of York; knowledge exchange meeting and a master class session culminating by April 2018 in a Community event; publication of report and submission of one journal article.

As such, the project is predicted to be interdisciplinary in nature, cutting across three of the University Research Themes; Creativity; Health and Wellbeing; and Justice and Equality. As a collaborative project aimed to identify and execute 'outside of the box' solutions to well-known organisational problems, the project has the potential to deliver major social, policy and economic impact for the Service and more widely. Social impact will be realised by addressing workplace inequalities directly, resulting in improved wellbeing of employees. Policy impact will be realised by working with a public service organisation and providing evidence for decision-making. Finally, economic impact will be realised by designing alternative and potentially, more cost effective ways of diversifying organisations and safeguarding equal opportunities. Whilst these gains are likely to materialise longer term, some immediate social impact is foreseen, as a result of setting organisational strategic priorities on equality and diversity matters.

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