



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

Tuesday 5 July 2016

2.15 pm

Room 1

Fire and Rescue Service Headquarters

Pirehill

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
24 June 2016

A G E N D A

PART ONE

1. Apologies
2. **Declarations of Interest**
3. **Membership of the Committee (for Information)**

G R Martin (Chairman)	M A Deaville
Miss S A Bowers (Vice Chairman)	*T V Finn
Mrs K M Banks	R J Marshall
W D Day	Ms C Mitchell
P R Davies	J W Taylor

4. **Minutes of the Service Improvement Committee held on 25 April 2016**
5. **Update on the Corporate Safety Plan 2014/17**

Report and presentation by Mr Bob Preston, Corporate Safety Plan Manager

6. **Community Advice Team Update (formerly known as the Home Safety Centre)**

Report of Mr Jim Bywater, Head of Central Prevent and Protect

7. **The Contribution Women make to a Safer Community**

Report of the Equality and Diversity Manager

8. **Creative Solutions to Equality and Diversity Matters**

Report of the Equality and Diversity Manager

9. **Date of Next Meeting**

The next meeting of the Service Improvement Committee is scheduled to be held on Thursday 13 October 2016 at 2.15 pm.

10. **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

11. **Exempt Minutes of the Service Improvement Committee held on 25 April 2016**

(Exemption paragraph 2)

12. **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 APRIL 2016**

Martin, G R (Vice Chairman in the Chair)

Banks, Mrs K M
Deaville, M A
Marshall, R J

Mitchell, Ms C
Taylor, J W

Apologies:- Davies, P R; Day, W D and Lawson, I S.

Also in attendance: Mr G Luznyj, Director of Prevent and Protect; Mr B Preston, Corporate Safety Plan Manager; Mr J Bywater, Head of Central Prevent and Prevent 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 Committee held on 27 January 2016

1. **RESOLVED** – That the Minutes of the Service Improvement Committee held on 27 January 2016 be confirmed and signed by the Chairman.

Revised Terms of Reference
(Schedule 1)

2. The revised Terms of Reference were included on the Agenda for Members information. The Terms of Reference set out the change of name of the Committee to the “Service Improvement and Equality Committee” and the change of the quorum to five Members. The focus was on improvement to the Service mainly through the Corporate Safety Plan (CSP). There was increased emphasis on making sure that CSP was open to the public. Equality and Diversity policies would be aligned to the CSP.

A Member commented that the Terms of Reference at the top of page two referred to the “Service Safety Plan”. Mr Luznyj advised that this should read “Corporate Safety Plan” and would be amended for clarity.

3. **RESOLVED** – (a) That the revised Terms of Reference for the Service Improvement and Equality Committee, as approved by the Authority, be noted.

(b) That an amendment be made to the Terms of Reference Committee on page two to read “Corporate Safety Plan” and not “Service Safety Plan”.

Corporate Safety Plan 2014/17 Update (Schedule 2)

4. Mr Preston, who had taken up the post of Safety Plan Manager on 2 March 2016, outlined the content of the report and gave a presentation which provided an overview of the Corporate Safety Plan (CSP) 2014/2017.

The presentation focused on the development of performance/data tools, which supported improved analysis, to enable a more targeted pro-active approach to road traffic collisions and small/secondary fires across the Service. He gave a brief update on the LGA Peer Review and an update on the planning process for the Corporate Safety Plan 2017/2020.

A timetable for the production of the Corporate Safety Plan for 2017/20 had been agreed. A range of consultation techniques would need to be adopted to reach the various stakeholder groups and they were set out in the report. The consultation would be developed alongside the Head of Communications and Equality and Diversity Manager. The representative bodies involvement would be key to developing the new plan. In response to a question Members were advised that the bulk of the consultation, including that with partners, would develop the CSP and would capture the risks. An important point for Members to note was that when the Service consulted with the public they would not have a draft plan. The public would be provided with information on what the Service had achieved since 2014 and then ask a set of questions. The drafting of the plan would not begin until September. A draft report would go to the FRA in December with final approval by the FRA in March 2017. Fire and rescue services were also liaising with each other to share good practice.

Mrs Banks commented upon the importance of getting local authorities to respond to the consultation and asked to be advised should local authorities not respond.

Mr Preston advised that there would be a Member consultation session on the development of the Corporate Safety Plan.

The LGA Peer Challenge provided a level of external challenge. The Review Team came into the Service between 21 and 24 March 2016. A presentation of a summary of the findings was delivered by the Peer Review Team on 24 March and the full report would be available in the coming weeks.

The presentation outlined the continual development of performance reports and intelligence to enhance the Prevent, Protect and Response activities.

Small fires accounted for 16% of all incidents and were the third most frequent incident type in terms of demand. The Service now had access to the Staffordshire Police anti-social behaviour data which overlapped with the small fire hot spots and this was shown in the presentation. The six month trend for small fires showed expected decline through winter and a rise as we enter spring and summer. The Service could identify affected ward areas, property types, days and times of the week and break the information down into three mosaic types. This information allowed the Service to target resources and campaigns efficiently and effectively. The link with the anti-social behaviour hot spots could help to identify further areas of potential risk.

Members discussed the issue of anti-social behaviour in certain areas and the damage that had been caused particularly in the Stoke-on-Trent Area. There were concerns that more damage could be caused should there be a good summer. Mr Preston advised that proactive planning and partnership working would enhance the way that the Service dealt with incidents. If the data showed anti-social hot spots and incidents the Service could focus on these areas. Members discussed the issue that the Police did not always make local Police aware of incidents.

Mr Luznyj advised that the Service used its intelligence to identify the risk areas and then activities were planned around these risk areas. Realistically they could expect a rise in small fires over the summer months although the number of incidents had reduced from 2000 to under 500 over the last four years. The Service would need to use their local links and intelligence to be able to bring these numbers down further.

Members were pleased to see a reduction in fire incidents and the campaign to reduce grass/small fires going into spring and summer. The reduced number of grass fires would also reduce the risk to personal injury. Members would support any campaign to work together with partners and in schools to highlight the dangers. The work that the Service had carried out had clearly worked to date.

Members were concerned that the Police and the Service were missing an opportunity. The number of fires had come down but anti-social behaviour had not reduced. If anti-social behaviour could be reduced then this would be helpful all round.

Road traffic collision Incidents (RTC's) attended by SFRS were up this period, when compared to last year. Although there had been less SFRS attended RTC's involving extrication there had been an increase of 1% on victims involved in a collision.

During the period 2010-2014, year on year, the percentage of older drivers (65+) involved in all RTC's throughout Staffordshire had increased. The percentage of younger drivers (17-25) involved in collisions during the same period was decreasing. However, the actual number of collisions involving younger drivers was still significantly higher with a total of 757 compared to 429 involving older drivers, according to MAST.

For all RTC's in Staffordshire resulting in fatalities during 2014, 8 were for younger drivers and 6 for older drivers. However, young people suffered a significant amount of serious injuries (48) when compared to older people (18).

To provide a more focused profiling tool for road related incidents SFRS were utilising MAST. MAST allowed detailed analysis of road casualty data and socio-demographic profiling to develop interventions. Many highway authorities used MAST for detailed studies to improve delivery to high risk road user groups such as motorcyclists and young drivers.

MAST provided:- An insight into casualties and drivers; Easy to examine resident and road risk in any area; Comprehensive coverage of strategic roads and local routes and provided profiling to enable the Service to shape future Safe and Well visits.

A Member asked whether drugs had played a part in some of the RTCs and Members were advised that they were not sure if this detailed information was contained in MAST. It did

show an increase in older driver collisions and a decrease in younger driver collisions which may well be reflective of the demographics.

Mr Luznyj advised that Mr Preston and his Team would be continually reviewing and analysing the trends in RTCs and the Service would allocate resources accordingly. Information on trends could be provided for Members at a future meeting. In response to a question Members were advised that the Service would target both older and younger drivers as part of the prevention agenda. Members discussed the issue of some older drivers not being competent to keep on driving due to health, eye sight etc. Members were advised that there was a requirement for older drivers to re take their tests.

Members discussed the issue of some young people driving without insurance. Young drivers could get a reduction in their car insurance if they agreed to the fitting of a "black box" which limited the cars speed to 50 mph. Members indicated that this initiative would see a reduction in RTCs.

Members discussed the issue of cyclists riding in groups, sometimes four a breast which could lead to frustration for other road users and may lead to people taking chances when they could not get past leading to an RTC. They were advised that cycling clubs rode in groups to protect cyclists.

The Service did not usually attend pedestrian incidents but would still target them in relation to safety. The number of child casualties was on the increase. Members were advised that the Service Delivery Group and Jim Bywater's Team would look at this and would target schools with this information.

Members discussed the use of mobile phones whilst driving, which did not seem to have been policed sufficiently and this could be a major contributor to RTCs. Members asked if officers could find out from Staffordshire Police the number of prosecutions for using a mobile phone whilst driving. There seemed to be an increase in the number of people using mobile phones whilst driving but Members wanted to know if the number of prosecutions had also gone up.

5. **RESOLVED** – (a) That the progress of the Corporate Safety Plan 2014/17 be noted.

(b) That information be sought from Staffordshire Police on the number of prosecutions for mobile phone usage in Staffordshire.

Children and Young People Strategy Update (Schedule 3)

6. Mr Bywater presented the report which provided an update of the current review of the Service's Children and Young People work (CYP). This work was part of the wider prevention review which was under way. At the time of the meeting they were approximately 70% of the way through the review.

Children Safeguarding – The Children Safeguarding review, (along with safeguarding adults), covered the policy and procedures, referral pathways, training and recording of concerns. The policy had been rewritten and was to go out for consultation mid April 2016.

The previous policy did not contain the current procedures or capture the current concerns facing CYP. Three main levels of training had been established, as follows:-

- Level 1 training, which is an interactive E learning package for all staff.
- Level 2 training for managers and Tactical Advisors who are required to make some level of judgement for referral.
- Level 4 for a small cohort of staff who will monitor the recording process and give guidance to our staff, however not to be the referral person.

Three referral pathways had been agreed with all three safeguarding boards. The pathway included specific referral telephone numbers with three main levels of referral. The first being 999 call for immediate action. The second included Multi agency hubs and the third being referral into local support teams. These were included within the policy and procedures document and also within an information hub in learn-pro. The previous training was varied and the structure needed to be improved. A new single point location for recording referrals would be introduced mid April. It was important for partners to spot trends with families around the County.

Members discussed safeguarding and asked that safeguarding training be offered/provided for Members so that they knew what they were looking for when making a referral. It would give Members more confidence to do this if they had the training. Mr Bywater advised that all staff were undertaking training on Level 1 which was purely to advise staff what to look out for.

CYP Schemes - This work would challenge the current schemes and review against the purpose laid out in the CYP strategy. The purpose is focused on being healthy, staying safe, enjoying and achieving, making a positive contribution and achieve economical wellbeing. Other schemes outside SFRS had been reviewed; however there was no particular scheme that captured all of the elements that the Service was looking for. Fire Cadets had a good branding but it appeared that Fire Cadets could also be enhanced to meet all parts of the CYP purpose.

Mr Bywater advised that the focus was on children and young people as attitudes develop at a young age and it was important for the Service to get in early to stop the upstream behaviour from developing. Many issues such as health and obesity were linked to fire.

In response to a question Mr Luznyj advised that the Service had operated the student firefighters courses for over 10 years. They had now got a National Cadets Scheme. Pupils were referred from schools. The Service needed to ensure that the pupils that were referred were the right students to get the most out of the courses.

Mrs Banks gave her support to the Cadet Scheme which progressed right through to a BTEC qualification. This qualification would be of value when the young people came to apply for a job. Volunteers gave of their time to run the Cadet Scheme. As funding was tight she suggested that the Service could look for sponsorship in the future and proactively approach businesses.

Mr Bywater advised that the Service worked closely with schools but could be a lot stronger in their focus of outcomes. The Service would look more closely as to how they managed these

schemes. There had been lots of positive outcomes and noticeable behaviour changes in the participants. In response to a question Members were advised that at any one time there were approximately 70 young people on the Cadets Scheme. There were seven schemes with approximately 10 students on each. Mr Marshall commented that this was just scratching the surface and that the Cadet Scheme should be expanded. Mr Bywater advised that the Service needed to look at the outcomes and get this right before they expanded the course further.

Ms Mitchell had attended Cadet Scheme demonstrations at Cannock Fire Station which were really impressive. The courses encouraged the young people to work as a team. She supported the Service encouraging the young people to be on these courses but questioned why fire officers should have to give up their time and do the courses voluntarily. She indicated that this was a funding issue that needed to be looked at as she would not like to see the Cadet Scheme end. She concurred that having too many schemes running at the same time could be difficult, but if the Service could improve and expand the Scheme in the future this would be welcomed.

CYP Education - This was in its early stages of development. The feedback around the education packages showed that they needed updating. A more tailored approach with specific education modules could be developed along with the support and use of the Life Skills Project. Power point presentations were not always the most effective ways to reach children.

CYP Fire setters - Currently this was managed through local prevention teams. As part of the review, officers would speak and engage with partners and review the training being carried out. They would also review the follow up process for referrals into the Service.

7. **RESOLVED** – (a) That the update report be noted.

(b) That an update report be brought back to a future meeting.

(c) That Safeguarding Training be offered to Members.

Date of Next Meeting

8. Members were advised that the next meeting of the Service Improvement and Equality Committee was scheduled to be held on Tuesday 5 July 2016 at 2.15 pm.

Exclusion of the Public

Upon the motion of the Chairman it was:

9. **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 Committee held on 27 January 2016 (exemption paragraph 2)

10. The Exempt Minutes of the Service Improvement Committee held on 27 January 2016 were confirmed and signed by the Chairman.

Operational Assurance Update (exemption paragraph 2)

11. - 12. Members considered the Operational Assurance Update, a verbal report on the recent Peer Review and an overview of the serious fire at Global Hygiene, Stafford.

CHAIRMAN

Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

5 July 2016

Update on the Corporate Safety Plan 2014/17

Report of Bob Preston, 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 Corporate Safety Plan 2014/2017.

For the July meeting, the presentation will focus on the development of safer roads data tools, which support improved analysis, to enable a more targeted pro-active approach to road traffic collisions across the Service. There will also be an update on the planning process for the Corporate Safety Plan 2017-20.

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 five priorities set out within the CSP.

RECOMMENDATIONS

The Service Improvement and Equality Committee Members note the contents of the report and discuss progress of the current 2014/17 Corporate Safety Plan.

Financial Implications

All activities and Service delivery are within agreed budgets for 2016 / 17

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 2014-17, 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.

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 HFRC’s

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

Corporate Safety Plan 2017/20

In order to deliver the 2017-2020 Plan in a timely and effective way, a consultation strategy is being finalised for approval at the end of June.

To ensure we conform to legal directives, we have carried out a tendering process to secure the services of a research agency to carry out hall tests at selected areas across the county, bids are now being received and evaluated.

CSP Formal consultation will begin in mid July and run until mid September, following which we will review all feedback and begin the development of the new CSP.

To support the project we are working together with Keele university and their internship programme, whereby we will recruit a graduate. Not only will this benefit the individual, it will also provide the organisation with an injection of fresh ideas and knowledge within specific areas of the consultation process to ensure we reach our target audiences effectively.

The Project Team meet bi-weekly and work streams are being identified and developed to support the strategy, specifically we are identifying internal and external events that provide us with a natural opportunity to consult with a range of stakeholders, such as the family day at Service Headquarters in September.

Performance Reporting

The continual development of performance reports and intelligence will enhance the coordinated approach of our Prevent, Protect and Response activities and make information clearer to members of staff and assist all those engaging with and using the information to target our activities and resources to reach the most vulnerable members of the community.

Road traffic collision Incidents (RTC's) attended by SFRS are on an upward trend over a rolling 36 month period.

To provide a more focused analysis of road related incidents, the presentation will look at information relating to the circumstances behind the collisions.

Data will be taken from MAST, the product provided by Road Safety Analysis, discussed at the previous meeting.

We will also utilise STATS19, this is a national dataset of road traffic collisions in the UK, compiled by the Police where an injury has been reported.

As with MAST, there is a 12-18 month lag in the available data, therefore all information will be up to year 2014/15.

Areas of focus, will be causation; driving under the influence, using a mobile phone, and a percentage of incidents with no insurance

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Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

5 July 2016

Community Advice Team Update

Report of Jim Bywater, Head of Central Prevent and Protect

SUMMARY

This report is intended to provide an update of the current performance of the recently implemented Community Advice Team, alongside next steps on work stream 1 of the prevent review, 'Referral and Contact into the Service', which was approved at the Service Delivery Board in December 2015 and supported by the Fire Authority. The Community Advice Team was established to deliver an improved local service of the administration of home fire risk check (now Safe and Well) visits rather than continuing with a shared home safety service with the West Midlands Fire Service.

The approval was for a 3 phased approach to contain and counter ongoing issues and look to improve Service Delivery through the implementation of a new team, work process and recording system. These 3 phases were:

- Step 1 - Relocation and Increased Management (Short Term Solution, Add Resource, Clear Backlog and Reduce Risk)
- Step 2 - Process Change (Identify and implement the best process for referral into the Home Safety Centre from partners and our community and then appointments for our staff)
- Step 3 - System Change (Identification and implementation of a fit for purpose IT system for all aspects of taking referral, making appointment and recording data)

Following approval, and with significant support from Human Resources, Prevent and Protect Departments and liaison with West Midlands, we employed 4 new members of staff with a vast array of skills and experience in the customer contact environment to form the new Team.

The Community Advice Team began operating on Monday 9th May 2016. Since then, over a 5 week period up to 17th June, the team has taken 4180 referrals and booked 1719 appointments, which has supported in the delivery of 3375 HFRCs across the Service.

Data is captured and reported from Activity Assistant, which is the current recording system, and further analysis of the same time period for previous year's (fig.1) shows the significant impact that the new Team has already had to improve the 0800 service and provide value to the communities of Staffordshire and Stoke on Trent.

Fig.1

Weeks 20-25	Referrals Created	Appointments Created	Assessments Completed
2012-13	3777	1620	3383
2013-14	3576	1579	3359
2014-15	3066	1181	2637
2015-16	3878	1201	3104
2016-14	4180	1719	3375

In addition to this we have received a large amount of positive feedback from internal and external teams on the improvements since the move, which has given the Team acknowledgement and further motivation to continue to deliver a gold standard service.

Whilst the Team has managed and maintained current demand, they have also been able to reduce the backlog of outstanding Home Fire Risk Checks, which was handed over from West Midlands, by 12% from 1675 to 1470 and the team will continue to work through this.

We are also working closely with alarm manufacturers about the use of their technical support telephone numbers, whereby individuals who are fit and well can call them for replacements. In addition to this we are reviewing the bleeping alarm policy and mobilisation to channel non-emergency calls through to the Community Advice Team as well as the process around After the Fire Activity to ensure that people are directed to the most suitable point of contact within the Service.

In terms of next steps, we understand that as a Service, we have capacity to deliver around 30,000 Home Fire Risks Checks each year and we want to ensure that these are delivered to those whose needs are greatest but analysis shows that not everyone who utilises the free home fire risk check service fits our risk profile and needs such a resource intensive activity.

The mosaic data set shows that some households prefer to be contacted via post or telephone rather than face to face and that younger generations use technology, the internet and smart phones more than ever before. As such, we want to ensure that our services are fit for purpose, appropriate for all audiences and tailored to individual needs.

Therefore we are developing a questionnaire that will be carried out when people phone the Community Advice Team to ensure that individual's needs are met and the most appropriate service is offered.

As part of phase 3 we are also exploring the current recording system to establish whether it is fit for purposes given our continued work with partners on the development of the Safe and Well visit concept. We understand that the recording system needs to facilitate the completion and recording of these extended visits with areas of focus that are much wider than fire safety. As such, we are linking in with the Information Communications Department to develop a specification in order to identify the best possible system that will enable our staff carry out their roles effectively as well as enabling the recording and reporting of accurate and meaningful measures to show the value that we have as a Service in the wider health and wellbeing environment.

RECOMMENDATIONS

This report is for awareness only.

Financial Implications

There are no financial implications identified at this point in addition to those previously agreed, however the outcomes of the work stream and the potential change to methods of methodology may require further or reduced funding. This will be highlighted and requested via existing channels for decision.

Legal Implications

The Community Advice Team operates within the standard policies and procedures of the organisation including data protection, equality and diversity and health and safety.

Equality and Diversity

Guidance has been sought from our Equality and Diversity lead and a People Impact Assessment is currently being drafted on intended outcomes of the 3 phases of the work stream. As a result of the Service's action, residents will be at a reduced risk from fire as they are receiving a more efficient service.

Protective Security Consideration

We are currently working with the Protective Security Coordinator on the sharing of data between Staffordshire Fire and Rescue Service and partner organisations.

This work will continue throughout the development of the Team and into business as usual to ensure that we are compliant with legislation but are working closely with partners to provide value to local residents.

Risk Implications

With the introduction of a new Team and new ways of working, we understand that this may create additional risks for the organisation.

As such, we recognise the value of measuring Team performance, monitoring levels of complaints, understanding capacity of crews and technicians in completing appointments, analysis of call demand and also the link to alarm technology to ensure that what we install is fit for purpose.

We have already seen a significant drop in the number of complaints and as evidenced the reduction of the backlog has already began to occur. We will continue to implement and monitor robust measures to understand performance and proactively resolve any concerns to mitigate the impact on our local communities.

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Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

5 July 2016

**The Contribution Women Make
To A Safer Staffordshire**

Report of the Equality and Diversity Manager

SUMMARY

The purpose of this paper is to make the Committee aware of a Service Conference being planned for 3 November 2016 at Yarnfield Conference Centre. The title of this year's event is 'The Contribution Women make to a Safer Community' and follows directly as a result of a very successful event the Service hosted last year entitled 'The Contribution Women make to a Safer Staffordshire'.

We are looking at the value of education; so whether that be as a key to freedom, independence and self-worth, and all the positives that can bring, to exploring the enormity of positive contributions over the centuries made by women from Hatshepsut to the 'White Helmet' women who are delivering medical care and light search and rescue work in Syria. This year's speakers are Professor Liz Barnes recently appointed Vice-Chancellor of Staffordshire University, Dr Anna Einarsdottir Organisational Behavioural expert from the University of York, Danny Flynn CEO North Staffs YMCA and Emily Hough Editor in Chief Crisis response Journal. Becci Bryant will also be delivering a speech at the event.

We have a series of showcases planned from Jenny Pollock and Emma Shute who run the successful Nottingham based organisation 'Women to Work'. Isabella Ford and Katie Whitford who as two humanities students at university felt at a loss when it came to what they wanted to do when they finished their degrees. As they found that resources that offered advice on how British women could follow their dream career path were few and far between, they decided to start their own business 'She Works'. Hifsa Iqbal received an MBE in recognition for services to community cohesion in Staffordshire. Hifsa is currently working for the Department for Business Innovation and Skills (DBIS) and Home Office, in delivering the Governments Counter Terrorism Strategy (Prevent) across Universities, Colleges and private education providers covering the West Midlands region and West Yorkshire.

RECOMMENDATIONS

That the Committee note the planned event.

FINANCIAL IMPLICATIONS

The Service does not charge delegates to attend the event or pay speakers and show casers. We will reimburse travel expenses for speakers. We have budgeted £4000 for the event but

have secured sponsorship at this stage from Brewers Decorator Centres who are a leading decorators' merchant with over 150 branches across the country of £170 and the Asian Fire Service Association for £1000.

LEGAL IMPLICATIONS

Notwithstanding our Public Sector Equality Duty under the Equality Act 2010 which ensures the Service, and therefore Authority, consider how our activities, decisions and actions impact as an employer, service provider and partner on people afforded legal protection by a specific, or multiple, characteristic as specified by the Act this event continues to demonstrate our commitment and is building a reputation for us inside and outside the UK as a significant contributor in the field of equality in fire and rescue services.

EQUALITY AND DIVERSITY IMPLICATIONS

The event, although targeted at women, is not exclusive in content or participation. The event seeks to celebrate the achievements of women and is not predicated as a single agenda or gender event. The venue is appropriate for access, egress and use of the facilities. The promotional material will be distributed accorss a vast range of private, public and voluntary sector organisations and partners as well as individuals.

RISK IMPLICATIONS

The success and feedback of the 2015 event has testament to suggest that the event is wanted and delegates certainly suggested they would like to see more of this type of joint venture and would attend again. On this basis we foresee a positive impact for the Service reputation.

PROTECTIVE SECURITY CONSIDERATION

The booking and promotional work will be undertaken by Eventbrite who are compliant in the handling of personal data. We as an organisation will have access to email data and will not be sharing it with a third party. We are conscious of the associated risk of data breaches when the Service collects and stores personal information about members of the public and we are equally conscious of where we can and where we cannot share data and how it should be used. As such we will continue to ensure our procedures and safety measures in this respect are followed and any additional policies or procedures that are required will be developed in consultation with the Protective Security Coordinator and community across the Service as applicable.

PROCUREMENT AND SOCIAL VALUE

The event although only in its second year attracts high profile speakers and this year there is a possibility that delegates' from overseas may attend and have demonstrated an interest. Our reputation in this field is positive to the community we serve in that it dispels some myths around the role of fire and rescue and it also builds positive working relationships with our partners and service users.

CONSULTATION AND ENGAGEMENT UNDERTAKEN

There is an internal Service team who work to develop the content and theme of the event, source the venue and design the materials; all of the planning is undertaken internally by a range of staff with appropriate skills and support. The feedback from the 2015 event assures the Service that the event was enjoyed and our partners would like to see future events and would be attending. We took note of the event satisfaction level returns in our planning and content for this year's event.

BACKGROUND

Within the Service as an element of our equality, inclusion and diversity work, as well as our culture work, have demonstrated our commitment to fostering and enabling a diverse workforce who challenges some of the myths and stereotypes associated with the role of firefighting being the exclusive domain of men. We have been nationally recognised for our work in this field. We also recognise, despite the major changes over the decades to equalise the roles of men and women across all societies and structures that women are not generally recognised, from an overt standpoint, for the contribution or application they make particularly in the areas of public services. We understand that from a fire and rescue perspective this is in part due to the perceived masculinity of the role at a local, national and international level. We do understand that historical, political and economic codes have contributed to how society operates in areas of gender identity, expectation and roles and we identify that women are not always readily recognised in blue light and emergency services. Even within areas of social care and health, the criminal justice agencies, and the educational elites, where women have a higher profile in terms of public perception, they still appear to be less visible than men in the 'board rooms' and the media alike. As a result of our ongoing work in this area in November 2015 we hosted an extremely successful free event where we had speakers from our partners in policing, health and social care, emergency planning, academia (in the area of unconscious bias) and the role women undertake in war-torn areas and environmental crisis on a global scale. Nevertheless women often seem to be invisible in the public, media and global psyche of hero/heroine. We know that women make the most enormous contribution to saving lives' and making lives better, being fully fledged members of the team and contributing something in their own right.

This is the premise on which the first and now subsequent event has been planned and primarily they are around the celebration of women not competing or wriggling to fit in. We do not wish to promote an anti-men event or a 'moaning' event, we want to simply promote a celebration.

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Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

5 July 2016

**Creative solutions to equality and diversity matters - Dr Anna Einarsdottir
York Management School**

Report of the Equality and Diversity Manager

SUMMARY

The Service was approached by Dr Anna Einarsdottir from York University in March this year to explore conducting a scoping exercise with a view of working with the Service on a coproduction piece of research. There has been a funding application to for Economic and Social Research Council (ESRC) Impact Acceleration Account (IAA) Responsive Mode Scheme developed with the Service and this was successful. Anna has visited the Service and met with the Prevent and Protect Directorate, volunteers, service delivery group and a watch to get an insight into the Service and how it operates. Anna has extensive knowledge and practice working in the academic field and working with the Royal Navy and the Prison Service in areas of equality and organisational behaviour. This project marks the beginning of collaborative work with the Service in response to public sector Equality Duty and the Service has identified three key areas for development.

- 1) How are women progressing within the Service;
- 2) Low uptake of volunteers from 'Black and Minority Ethnic' (BAME) communities;
- 3) Improving personal safety amongst disadvantaged community groups.

This scoping research collaboration between the Service and the University of York is now nearly complete and we have determined the areas that we will commit to subject to funding. These will be around - how are women progressing within the Service; and how we increase uptake of volunteers from 'Black and Minority Ethnic' communities

FINANCIAL IMPLICATIONS

Funding from the Service is agreed as match funding in terms of 'time'. To date this has been the time of the Equality and Diversity Manager and other staff engaging with Anna on her 3 day visits.

The funding application is being prepared for a post doctorate research assistant and will be submitted to the Economic and Social Research Council (ESRC) Impact Acceleration Account (IAA). This will be for 12 months and cover accommodation, travel, material, report development, photography and video. The Service will submit the application. The salary costs of the Equality and Diversity Manager and a small proportion of this, calculated on expected time contributed, will support the application.

There is no direct financial cost to the Service.

LEGAL IMPLICATIONS

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

EQUALITY AND DIVERSITY IMPLICATIONS

The work directly is 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 not the case 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

Although we have agreed to be cited in the research report identity of the staff and volunteers will be anonymised unless they specifically give permission to be cited where and if applicable. Anna has discussed this with the Service and the ethical considerations. This was the case with all social research of this type and will be adhered to rigorously. The institution Anna works for will assure us that there is no risk of a breach of security to materials and/or individuals

PROCUREMENT AND SOCIAL VALUE

There is no financial cost directly 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

As stated Anna has met with the Prevent and Protect Director and sought approval and support from the Directorate. Anna has discussed the project and its tenets with the Equality and Diversity Manager at length on several occasions, she has met with a watch and prevent staff and volunteers from the Eastern Service Delivery Group.

BACKGROUND

What follows is a section of the funding application that was submitted to undertake the scoping exercise as discussed in this paper. You should note that this is in academic speak in terms of reference and abstract:-

“Despite limited evidence to support the effectiveness of general equality and diversity training (Cocchiara, Connerley, & Bell, 2010; Jones, King, Nelson, Geller, & Bowes-Sperry,

2013), organisations continue to deliver training of this kind. Of late, the demand for online training and/or what is generally known as Unconscious Bias Training has grown steadily. Together these programmes are designed to improve awareness of diversity related matters and ultimately challenge (un)known attitudes. Nonetheless, the British workplace remains a key site for sustaining gender and racial inequality (see for instance Badenoch & Clark, 2015; Office for National Statistics, 2014; 2015; Wood, Hales, Purdon, Sejersen, Hayllar, 2009), compromising economic and social power of women and ethnic minorities.

At the back of this, it is perhaps 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 (Einarsdottir, in progress). This project is tuned to such voices and takes umbrage with the idea that inequalities will and can be resolved on an individual level. 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.

In response to my request for a collaborator willing to explore alternative ways of addressing workplace inequalities, the Service expressed interest. The Service employs 965 members of staff in 33 Community Fire Stations and is further supported by approximately 100 volunteers across the region. Current equality and diversity challenges within the Service include:

- 1) How are women progressing within the service;
- 2) Low uptake of volunteers from BAME communities;
- 3) Improving personal safety amongst disadvantaged community groups.

Funding from the Responsive Mode Scheme will be used to explore the above challenges further through a range of knowledge exchange activities. These include two meetings with the Equality and Diversity lead of the Service, Diane Dunlevey, three ground visits, administration of staff opinion poll and a stakeholder meeting. The aim of these activities is to set the research agenda and to scope future research collaboration between the University of York and the Service as well as identifying relevant expertise at the University of York. Given the current landscape of the Service, in particular the development of the new Life Skills Centre (with objectives to: provide a sustainable means of driving down the cost of fire and rescue service provision in the town without detriment to the level of coverage; and provide a flagship facility for all agencies including fire, police, ambulance and local authorities to spearhead the activities of Staffordshire's community engagement programme in delivering effective protection and prevention activities) the collaboration is likely to produce more than one project, all of which will be followed up with grant applications, with at least one application for the Co-production Scheme. 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 by working with a public service organisation and providing evidence for decision making, and finally, economic impact 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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