



Fire and Rescue Service
Headquarters, Pirehill
Please ask for Kay Johnson
DDI (01785) 898670

SERVICE IMPROVEMENT AND EQUALITY COMMITTEE

Monday 16 October 2017

***2.15 pm**

Room 1

Fire and Rescue Service Headquarters

Pirehill

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

A Chairman/Vice Chairman's Preview, for Mr M A Deaville and Mr J Price only, has been arranged for 1.45 pm

Howard Norris
Secretary to the Authority
5 October 2017

A G E N D A

PART ONE

1. Apologies
2. **Declarations of Interest**
3. **Change in Membership of the Committee**

The following Member changes have taken place since the last meeting. Mr G S Kallar has replaced Mrs K M Banks on the Committee. Mr P Snape has filled the vacancy on the Committee in place of the late Mr G Burnett. Also, there is currently a vacancy on the Committee, as Mrs G Burnett is no longer on the Fire and Rescue Authority and we are awaiting a replacement Member to be nominated by Staffordshire County Council.

4. **Minutes of the Service Improvement and Equality Committee held on 4 July 2017**
5. **Update on the Corporate Safety Plan 2017 - 2020**
Report by Helen Chadwick, Safety Plan Manager
6. **Positive Action Update**
Report by Diane Dunlevey, Equality and Diversity Manager

7. **AFSA Smoke and Mirrors Report**

Report by Diane Dunlevey, Equality and Diversity Manager

8. **Making a Difference – Women in Communities Conference Staffordshire – Thursday 16 November 2017**

Verbal update by Diane Dunlevey, Equality and Diversity Manager

9. **Date of Next Meeting**

The next meeting of the Service Improvement and Equality Committee is scheduled to be held on Monday 29 January 2018 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 and Equality Committee held on 4 July 2017**

(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
4 JULY 2017**

Deaville, M A (Chairman)

Banks, Mrs K M
Clarke, R J

Clements, Mrs T A

Apologies:- Bowers, Miss S A, Burnett, Mrs G, Eagland, Mrs J M, Jellyman and Price, J.

Also in attendance: Mr G Luznyj, Director of Prevent and Protect; Mr H Norris, Secretary and Monitoring Officer, Mrs H Chadwick, Corporate Safety Plan Manager; Ms D Dunlevey, Equality and Diversity Manager, Mr N Burton, Operational Assurance Manager and Ms S Osia, Research Associate University of York.

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.

Inquorate Meeting

1. Members noted that the meeting was not quorate due to an insufficient number of Members attending the meeting. Mr Deaville advised that he intended to go through the Agenda items as there were no items for decision. Mr Norris advised that should any matters arise through the course of the meeting that required a decision then these would need to be referred to the Strategy and Resources Committee. He advised that low attendance may be due to new Fire Authority Members having other pre-arranged commitments that they had agreed to prior to them being nominated to serve on the Fire Authority. Tragically they had also lost Mr Graham Burnett. He advised that the attendance of Members at meetings was an issue for political groups. There had been three inquorate meetings since the annual Fire Authority meeting. Members concurred that they would need to take this issue back to their political groups if it was found that Committees were not getting their full complement of attendees. Mr Deaville commented that this was a really important Committee with a full Agenda with matters of great interest being considered. He commented that it was a great shock to lose Mr Burnett and asked that officers pass on the Members deepest sympathy. The Committee held a minutes silence in his memory.

Membership of the Committee

2. The Membership of the Committee was outlined on the Agenda for Members information.
3. **RESOLVED** – That the Membership of the Committee be noted.

Minutes of the Service Improvement and Equality Committee held on 24 April 2017

4. Mrs Banks, the only Member present at the last meeting confirmed that the Minutes were a true record of the meeting.

5. **RESOLVED** – That the Minutes of the Service Improvement and Equality Committee held on 24 April 2017 be confirmed and signed by the Chairman.

Terms of Reference of the Committee (Schedule 1)

6. The Terms of Reference of the Committee were presented for Members information at the first meeting of a Committee after the Annual Meeting so that Members could see the remit and scope of the Committee. Mr Norris advised that the Terms of Reference detailed the purpose of the Committee and may be used by Members for future reference purposes.

Mr Luznyj advised that the broad focus of the Committee was around Service improvement. overviews on the Corporate Safety Plan, Equality and Diversity matters and Operational Learning were considered by the Committee at each meeting.

Mr Deaville advised that the Terms of Reference had a broad scope and allowed the Committee to scrutinise the operational side of the Service. Mr Norris advised that there was the opportunity for the Committee to refer matters through to the Scrutiny and Performance Committee for further detailed scrutiny when appropriate.

7. **RESOLVED** – That the Terms of Reference of the Committee be noted.

Corporate Safety Plan 2017/20 Progress Report (Schedule 2)

8. The report and the presentation given by Mrs Chadwick provided an overview and opportunity for discussion regarding ongoing work of the Corporate Safety Plan (CSP). The report outlined the strategic priorities:- education and engagement; community safety and wellbeing; planning, and resilience & response. The presentation focussed on the progress within the plan of Indices of Multiple Deprivation (IMD) and how this mapping information was continuing to support the Service's risk stratification tools.

The presentation outlined the analysis and development of the Gold, Silver and Bronze categories. The Service's Business Intelligence Team identified which households were most at risk of having a fire by analysing incident data and giving a 'score' to households which had had a fire related incident – the more serious or recent the incident the higher the score. They then looked at the types of people who scored highest, by analysing the incident scores against the lifestyle data (Mosaic), to determine the groups most at risk of fire, relative to the numbers in the community. The groups of people with the highest scores relative to their population size become the basis for Gold, Silver, Bronze prioritisation.

Analysis was carried out separately for each of the Service Delivery Group areas, reflecting the different demography of each area. A slide showed the Mosaic types with the highest risk of fire for each of the three areas.

Gold, Silver or Bronze classification was then applied by considering the likely age of residents within the high risk groups. Gold households were considered most at risk – they comprise of the households found to be most at risk of fire and also on the ‘Exeter’ data-set, which listed all those people registered with a GP as being over 65 years. Silver had the second highest risk level – these were those households most at risk of fire, who were not on the Exeter dataset, but who may possibly have an older person in the household, given the Mosaic type that they fall into. Bronze had the third highest risk – these were the households with a high risk of fire, but who were unlikely to consist of elderly residents.

The graph depicted the numbers of Safe and Well visits delivered to Gold, Silver, Bronze households since the beginning of 2016/17. There was a dip in numbers in December 2016 when HFRCs transitioned into Safe and Well visits (which covered a wider range of vulnerabilities and took longer to do). However by May 2017 numbers were recovering.

A further graph depicted the Accidental Dwelling Fire numbers experienced by Gold, Silver, Bronze households since the beginning of 2016. The trend was slightly down and the numbers were small. The decrease in fires was more obvious when looking at performance year on year

A further graph depicted the number of Accidental Dwelling Fires to Gold, Silver or Bronze households in 2016/17 compared to the previous year. There has been a decrease of 37 incidents. Mr Deaville enquired whether this was down to the Safe and Well Visits? Mr Luznyj advised that looking at the number of fires right across the board these had showed a slight increase and this was the same at neighbouring brigades. For those Gold, Silver and Bronze households the number of fires were reducing. Mrs Banks advised that she had been in attendance when a Safe and Well visit was undertaken. The public trusted in the fire and rescue service and the fires had been less as the Service was working with the right people. Mrs Banks congratulated staff on the work that had been put in. Mr Deaville looked forward to further reports of this nature. Mr Luznyj advised that the Service’s risk stratification had been picked up as being good practice. The Service used various data sets to assess risk. The work that Helen Chadwick and the Business Intelligence Team were undertaking provided a good foundation and other data sets were then overlaid. The health service was being encouraged to share information on the frailty index which could be overlaid on the foundation information. The Service wanted to continue to progress this work.

In order to keep Gold, Silver, Bronze current and relevant the Service needed to ensure that new information was taken into account whenever it was available (for example yearly updates to the Mosaic dataset). The Service would also need to ensure that the analysis of the groups most at risk was revisited so that as risks were reduced, the Service continued to focus on the groups in the community with the highest risk of fire.

Mrs Banks commented that the Service were good at working with partners. Some members of the community had complex needs and the Service would then refer these people on to other agencies. She was worried what would happen at those agencies once the matter had been referred as she was conscious that the Service did not have the capacity to keep

chasing partners for every case and that co-operative working in Stoke-on-Trent had discontinued. Mr Luznyj advised that there had been a skills change for Service staff. The Service did try to pursue and escalate issues where these were necessary. For the longer term role of staff, technicians may in the future be able to fit handrails on a commission basis subject to the right training as they were not fully utilising the potential and Service continued to push this.

Members thanked Mrs Chadwick for her presentation.

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

Smoke and Mirrors Report

10. Ms Dunlevey gave verbal update on the progress on the Smoke and Mirrors Report. She advised that she was the Chair of the Asian Fire Service Association (AFSA) and she had been pushing for a review and the review did not happen. The report was put following the death of Stephen Lawrence. Money was obtained from the “Trust” for two academics to produce a report. She and Mr Roger Kline had been commissioned to do the report which explored where FRS were at with regard to equality and diversity and they had produced a report. The report outlined the problems faced by fire and rescue services in becoming representative and that the targets set were unachievable. She advised that Brandon Lewis had accepted the report and then the election started. Views could not be sent due to Purdah. Mr Lewis then went on to the Cabinet and was replaced by Mr Hurd. At the AFSA AGM in May it was reported that all of the Home Office comments would be addressed but there were some queries around the data part which was why she had been unable to produce a written report for this meeting. She advised that she had obtained the data from Government websites. She and Mr Kline had also disagreed with some of the comments made by the Home Office on the report. The narrative in the report went through from the inception to the thematic review and this was included as an appendix to that report. The report needed typesetting and the format needed designing and the Home Office agreed to do this. Subsequently they indicated that they were unable to do this due to funding. A further update would be bought once she had spoken to the Home Office. Members were welcome to a draft copy but this was not the finished article. Ms Dunlevey indicated that she and Mr Kline had found that fire and rescue service could still be challenged for lack of diversity, although fire and rescue services had done a lot better than the Police or Ambulance service. The Fire Service in Staffordshire’s was placed third with regard to equality. The Isles of Scilly were ranked top, having four firefighters, two of which were women. Staffordshire had 5% women in the Service. With regard to ethnicity Staffordshire Fire had 5% which was on par or slightly above the population ethnicity but with the “work age” population this was on par. London for example had 10% ethnic firefighters but the population was 40% ethnic. Mr Deaville asked whether this position had changed much and was advised that it had not, as many fire services had not recruited in recent years. These figures had been stable since 2013 and this information formed part of the Smoke and Mirrors Report.

11. **RESOLVED** – That the verbal update on the progress of the Smoke and Mirrors report be noted.

Positive Action Summary (Schedule 3)

12. Ms Dunlevey went through the report highlighting particular areas. For the recruitment campaign the Service had held positive action event to encourage people from under represented groups to come along and find out more about the role of the firefighter. Staffordshire Fire and Rescue Service had not conducted positive action for recruitment since 2008. There were six stages to the recruitment process. They had carried out as much social media awareness activity as possible. Six events were held at fire stations across the area and a number of people turned up. The events were open to all. It had been noted that it was important for potential recruit to know exactly what the job entailed especially with the prevent work undertaken by firefighters. Of the 1356 applicants 96 got through, of these 18% were women and 5% were of ethnic origin. Blind sifting was carried out without staff knowing the names of applicants so that it was completely impartial. There were a further five stages to go and this number would need to be reduced down to 16 recruits.

Ms Dunlevey advised that they could not directly identify the ethnic origin of those attending the positive action session as they did not ask for that information. The positive action sessions were well attended by women. Further recruitment would commence at the end of the year for the next firefighter recruits course which would start in April 2018.

Facebook was where the majority of applicants saw the advert.

Once the recruitment process was concluded then the Service would analyse the data of who did and didn't get through and the reasons – eg language, medical etc.

Mr Deaville commented that the candidates were on site and that there was no currently no evidence to say that women had fared worse than men in the process.

Mrs Clements commented that using all types of social media was the way forward, as long as this was used appropriately, as there had been a decline in the readership of local papers. She advised the people tended to make complaints through social media eg twitter. Ms Dunlevey advised that there were certain algorithms that they could use within Social Media that would allow the Service to target particular groups ie women and ethnic minorities. Ms Dunlevey advised that they had got the details of the 150 people who had attended the positive action sessions. She advised that feedback could not be given to all of the 1200 unsuccessful candidates. Feedback would be given to any retained staff that had been unsuccessful in the process. A lot of retained staff did not get through the sift.

Ms Dunlevey introduced Salome Osia who was doing research for the Service in relation to volunteers and the changing profile of the Service. Mr Deaville welcomed Ms Osia to the meeting.

13. **RESOLVED** – That the Positive Action Summary Report be noted.

Date of Next Meeting

14. Members were advised that the next meeting of the Service Improvement and Equality Committee was scheduled to be held on Monday 16 October 2017 at 2.15 pm.

Exclusion of the Public

Upon the motion of the Chairman it was:

15. **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 April 2017

(exemption paragraph 2)

16. The Exempt Minutes of the Service Improvement and Equality Committee held on 24 April 2017 were confirmed and signed by the Chairman.

Operational Assurance Update

(exemption paragraph 2)

17. – 18. Members considered the Operational Assurance Update, including the introduction on 1 June of the new Operational Assurance recording and reporting platform on PDPpro, the serious fire at Hanbury Plastics, Milton, Stoke-on-Trent, an update on the Slitting Mill Fire, Rugeley and the Fire at the Royal Stoke University Hospital.

Possible Items for Scrutiny

19. Members discussed possible items for scrutiny. There were none suggested at this meeting.

CHAIRMAN

Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

16 October 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 a discussion regarding the Corporate Safety Plan (CSP).

For the October meeting, the report will look at the progress of the Service against the CSP. In addition, there is an update report from Central Prevent and Protect.

The role of the CSP Manager is to work with Department and Service Delivery Group Leads, ensuring that the Service's 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 which 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

The Service is fully compliant with data protection and information sharing protocols. The information possessed is anonymised for reporting purposes and the Service 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 the Service cannot provide the information assurance needed 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, the Service has a number of duties derived from frameworks and legislation to ensure that engagement with stakeholders on key decisions, developments or changes takes place.

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.

Corporate Safety Plan Update

The Corporate Safety Plan 2017-20 has 3 Strategic Priorities which every department within service measures progress against.

Communication, Education and Engagement

ICT and Protective Security are actively working on managing existing and new and emerging risks through vulnerability management and patching of systems. Checks are being made to ensure that all employees complete their mandatory Protective Security training annually and information around the risks of spam e-mails has been shared through iNews, the Service's internal communication newsletter.

Marketing and Communications' ongoing work includes supporting the Safe & Sound project. They are also completing on-going work around a new Service website. Over the summer they will be starting to roll out social media usage to some stations/departments as a trial to enable crews to communicate both community safety and operational work through Twitter. The Welephant newsletter which communicates to 4-8 year olds has integrating a new female character, Prya.

Marketing and Communications are working with the Service cadre of National Inter Agency Officers (NILO's) to maintain messages around terrorism such as; "be alert but not alarmed" and preparing communications should threat level change again.

Prevent teams continue to deliver school packages in the delivery groups with packages such as 'Safety Town' in the East and 'Crucial Crew' in the North. The Uttoxeter event was the first to be held under the new brand of 'Safe & Sound' which seeks to enhance the experience and learning of children by using new equipment and activities.

Two further Princes' Trust Team Programmes are being delivered, one at Stafford and the other at Cannock. They target young people with the aim of giving them the skills and qualifications to access employment, training or further education.

The Service continues to drive a number of projects to integrate services in a range of areas. Maintaining a high level of service, coupled with achieving economies of scale through joint working initiatives continues to be a high priority focus.

Examples include:

- Shared Occupational Health Service with Staffordshire Police
- Joint Supplies and Logistics Department with Staffordshire Police
- Joint Transport Centre of Excellence with Staffordshire Police

- Integrated Postal Service with Staffordshire Police
- Driver Development and Education Teams with Staffordshire Police and other agencies
- The Service hosts the Joint Emergency Services Interoperability Programme (JESIP)
- The Civil Contingencies Unit (CCU), providing local level, multi-agency incident co-ordination
- Community Fire Stations offering shared facilities and response hubs for Fire, Police, Ambulance, Health, Local Authorities and Voluntary SectorLGV Testing Centre – Stone Community Fire Station

Community Safety and Wellbeing

ICT and Protective Security are preparing for the introduction of the EU General Data Protection Regulation to ensure that we meet its requirements around data security, data sharing, consent for processing of personal data, etc. This will enable the Service to fully utilise the information that we rely on to inform our activities in the area of prevention.

Media Campaigns – Flames Aren't games campaign ran from the end of July and with the combined efforts of community safety initiatives from across the Service and with partner agencies, resulted in a drop of 50 per cent (87 reported incidents) in the number of deliberate fires in the open and disused buildings in August 2017, compared to figures for July 2017 when 174 incidents were reported. August 2017 statistics also show a 47 per cent drop compared to August 2016, when 165 incidents were reported.

Marketing and Communications are working on new material for “after the fire”, part of a bigger group that is looking at how this is delivered in the future.

The Service has adopted a risk stratification approach to identify higher risk households and calls it Gold Silver Bronze. The approach uses a combination of datasets to work out these risks, including people over 65, Mosaic lifestyle data and fire service incident data. Gold Silver Bronze represents priority households that are at a higher risk of having a fire or its occupiers being injured in a fire.

The approach has been improved to help increase the chances of identifying the most vulnerable households. This has included breaking up the analysis to provide more localised risk groups, rather than the original Service-wide approach, to reflect the differences in population and the types of vulnerabilities that exist in different parts of the County.

Furthermore, there has been a change in the calculations which are used to decide which groups of people we need to target. Greater emphasis is placed on the risk to life, so all rescues, casualties and fatalities are now considered. Also, work has been undertaken between the Service and Stoke-on-Trent City Council's Cooperative Working initiative to identify vulnerable people that have a cross over between both organisations.

Ongoing analysis and investigation will take place to continue to refine and improve the process. This helps the Service to deliver intervention, provide help and the support where it is needed the most and use its resources as efficiently as possible to reduce risk in the community.

Crews and technicians continue to deliver targeted Safe & Well visits based on Gold, Silver and Bronze priorities. Community Safety Officers (CSO's) undertake extended Safe & Well visits with partners where particular needs are identified. Particular to CSO's attend Multi Agency Safety

Hubs with various partners to ensure that acute needs identified by other partners can be met and to ensure the free flow of safety information between the partner organisations.

We continue to participate Service wide with diversionary activities with partners such as Local Councils, Stoke City Football Club, the Police and engage the CIC (Community Interest Company) to reduce demand on the Service and reduce ASB (Anti Social Behaviour). Many of the activities are sports related and will therefore also improve the health and wellbeing of the young people.

The Community Sprinkler Project has focused on premises risk, community risk but is primarily concerned with improving the level of firefighter safety specifically in regard to high rise building fires. The work has focused Service resources and some capital funding in this area over the medium to longer term with, match funding with appropriate partners as an option. This has created a local legacy and supports the broader Fire Sector's ambition with the national sprinkler agenda. With Phase 1 of the Community Sprinkler Project completed at David Garrick Gardens and earlier in June 2017, all operational crews have had visits to understand the sprinkler system and how it will affect their operational response tactics. This is the first sprinkler system in the UK to have utilised the existing dry riser to supply the water and has been passed by the third party accreditation body (FIRAS).

Following the Grenfell Tower incident the Service has now reviewed all buildings of five or more floors which totals at 47. There has also been a positive response to the tragic incident at Grenfell Towers in terms of gaining commitment from landlords and social housing providers to commit to the installation of sprinklers.

Following the work with landlords and social housing providers over the last 18 months, the aim is to have sprinklers fitted over the next 3 to 5 years

The Service has continued to work with businesses, architects, planners and partners to promote the benefits of fitting new build suppression systems along with lobbying for legislation change for sprinkler installation nationally.

The Service has provided ongoing support to businesses by running specific training courses which are cost neutral to the organisation; this will support local businesses with the tools to help them be compliant and safe. We have also promoted wider prevention themes within these courses.

Planning, Resilience and Response

Following the registration for connection to the Emergency Services Mobile Communications Programme (ESMCP) the Service set out an action plan to enable it to achieve the code of connection early next year. New storage hardware has been installed to improve the resilience and performance of systems.

On top of incoming fire safety work, the Service continues to maintain a schedule of preventative fire safety audits throughout the year. This years schedule is to inspect high risk care homes, hospitals and licensed premises throughout the County.

Positive action for the whole time firefighter recruitment has now been evaluated. 1345 people applied. Of those the make up was 179 female (13%) and 70 BME (Black, Minority, Ethnic) (5%). The number of females and BME candidates that applied were both nearly triple that (62 and 26

respectively) of our last whole time recruitment campaign in 2006. Of those candidates the make-up of the successful recruits, a cohort of 16, includes two female and one under represented group, equating to 21%.

New technology and improved ways of working to ensure the safety of our communities and firefighters is currently being explored. One critical aspect of this process is the way in which we train and develop our operational staff. New concepts in operational procedures being developed nationally will require significant changes in the way we train and prepare our operational staff in the future. In order for us to meet this challenge it is essential that we have the right facilities to enable us to equip our staff with the necessary skills, knowledge and expertise to continue to provide an appropriate operational response for our communities against a backdrop of financial constraint and shrinking resources.

The multi-functional training facility (Villa) opened on 8 September by HRH Earl of Wessex, will enable SFRS to continue to deliver the safest and highest quality training and to ensure our operational responders are fully prepared to tackle the current and emerging risks. The facility will enable crews to train in realistic environments which reflect the risk profile of our County whilst also supporting the research and development of new vehicles, equipment and systems of work.

The Villa will provide the facilities to deliver training which will underpin the needs of the Service over the next ten years at the same time providing an attractive training venue for other emergency services, partners and commercial opportunities.

The Villa will support our transformation delivering improved outcomes and financial savings through modern methods of firefighting. Importantly the Villa will allow SFRS to transform current operational training, procedures and guidelines internally, without reliance on costly and logistically prohibitive alternative/external training.

Training scenarios will include:

- Breathing Apparatus training
- Incident Command Training
- Positive Pressure Ventilation (PPV)/tactical ventilation
- Hazmat Training
- Confined space training
- Search and Rescue
- High Rise/bridgehead
- Working at height exercises
- Fire Investigation Training

From January 2017 a revised 3 yearly programme was implemented which will ensure that all operational personnel undertake specific areas of training over a 3 year rolling programme alongside routine assurance visits and key 'health checks' following the introduction of new policy or procedure. Such work will also strengthen the Service in respect to a further inspectorate regime.

This programme will ensure that personnel have the opportunity to undertake activities which will be aligned to the emerging National Operational Guidance programme (NOG) and associated National Training Specifications, whilst identifying any areas for improvement and providing support to Station Managers and watch management teams locally. The programme will also

reflect updates and learning as required from internal and external reports and recommendations (such as Coroners regulation 28 reports) and include targeted areas of work such as multi-agency working and Initial Operational Response (IOR) for example.

Assurance days are 2 day modules which will focus on the practical application of skills and decision making and utilise the Foundation for Incident Command (NOG) as the framework for debrief and discussion. Personnel will also be updated with current procedural working.

Each month two teams will visit stations/watches to support the local station management teams to undertake their individual local assurance check. Teams will be comprised of personnel from Learning and Development (L&D), the Emergency Response Team (ERT) and Health and Safety (H&S). As is usual, all Representative Bodies will be involved to seek full participation.

Report Author: - Helen Chadwick

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Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

16 October 2017

Positive Action Update

Report of the Equality and Diversity Manager

SUMMARY

As reported to the Committee at the meeting of 4 July 2017 the Fire Reform agenda directs FRSs to take action to remedy the homogenise feature of their workforce profile.

The Service is taking a short, medium and long-term approach to Positive Action as we do wholeheartedly support the need for diversity to be a prominent factor of work force prolife in order that the Service maximises efficiency and effectiveness. The advantages for the Service and the community we serve in taking of taking positive action is that we will have:

- a wider pool of talented, skilled and experienced people from which to recruit;
- a dynamic and challenging workforce able to respond to changes;
- a better understanding of the needs of our diverse range of service users and partnerships.

These benefits of a diverse workforce will have result in us:

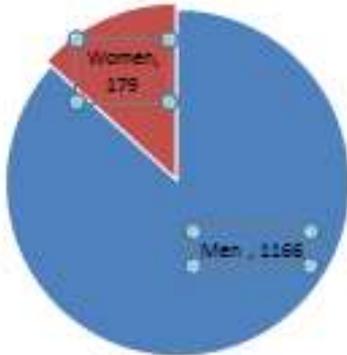
- having a wider range of resources, skills and ideas among our employees to be tapped into
- ensuring that community safety initiatives are delivered in a professional manner that is sensitive and responsive to the diverse needs of our communities
- building a reputation as being a diverse organisation and hence an employer of choice
- building a competitive edge in recruitment as selection is taken from a larger more diverse pool of candidates
- to better meet diverse needs through increased understanding and engagement
- having improved community trust, confidence, understanding and co-operation
- promoting effective community engagement

An employer that is recognised as one that takes positive action we are more likely to be perceived externally as one that is progressive and prepared to contribute to the general wellbeing of society. This may be relevant when we make submissions for funding and commission opportunities.

This report will identify where we are with the current whole-time recruitment and our plans moving forward for our next campaign. Further reports to the Committee will follow this progression as we move this work forward.

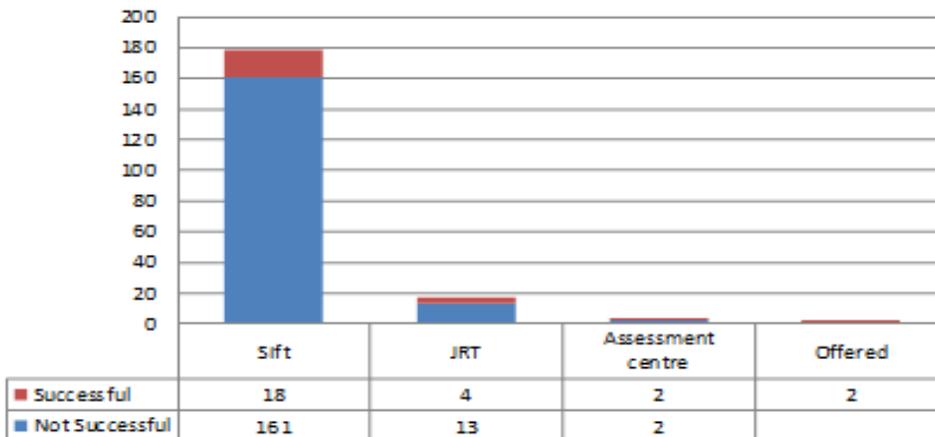
Wholetime Recruitment Stages Statistics

Number of applicants



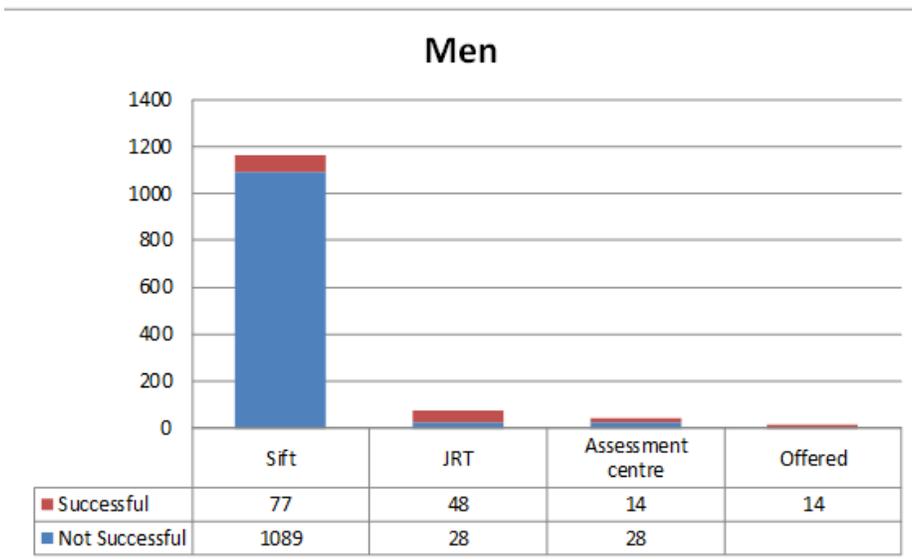
This pie chart shows us the proportion of candidates entering the process at the application stage. We can see that as a percentage of applicants were 13% were women.

Women

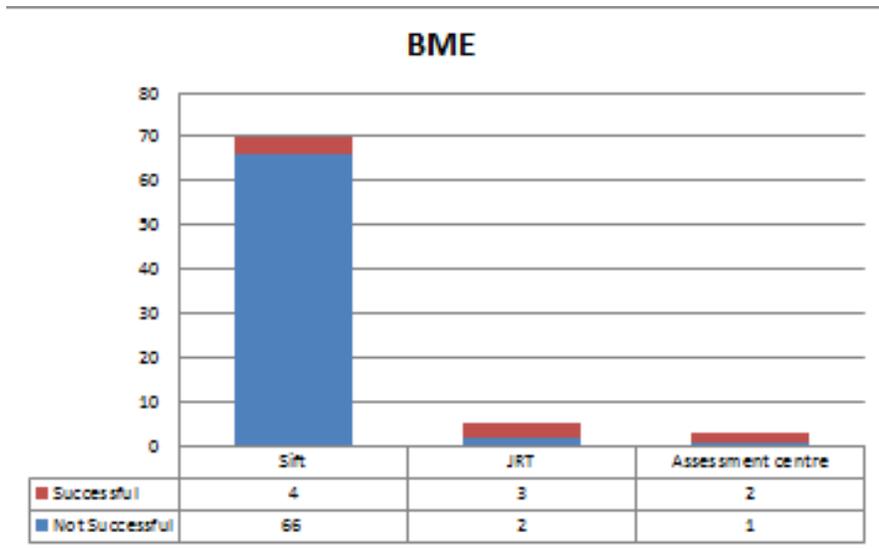


This bar chart shows where the women applications dipped out of the process. We can see that as a percentage of the 179 women who applied 10% successfully got through the application form sift, 22% of those were successful at the job related tests 50% of which got through the assessment centre and went on to be offered jobs at their interview

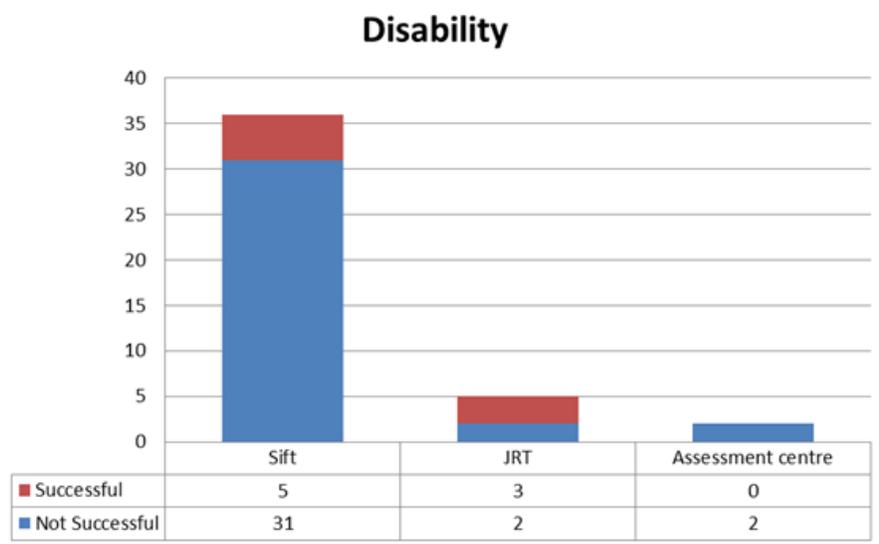
Men



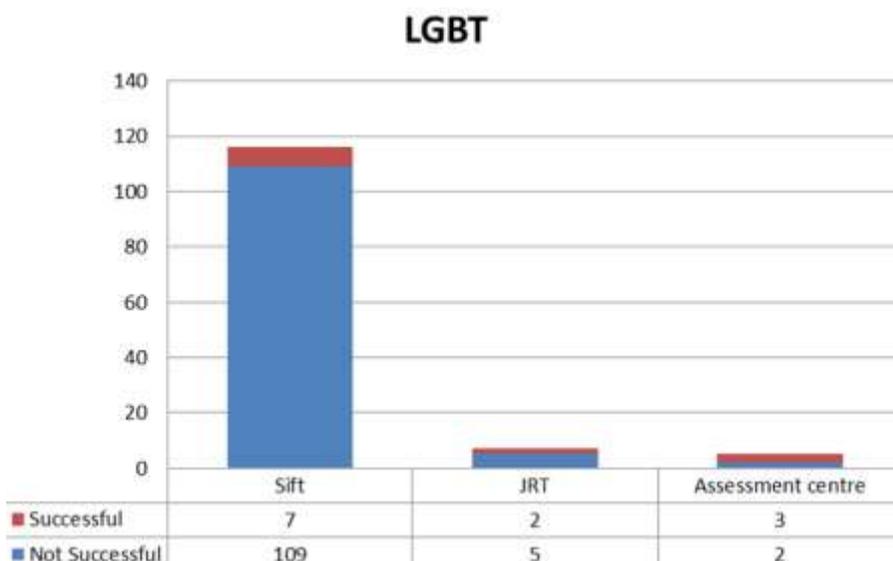
The Service received 1166 application forms from men and 77 were successful, 6%. This is less than female applicants on the application sift. Of those 62% were successful at job the job-related test stage. This dropped to 29% following the assessments centre and these individuals went on to be offered jobs.



The Service received 70 applications from people from an ethnic minority background equating to 5.2% of the total. This is comparable to the working age population of the fire authority area for people from a BME background. Of those 70 6%, or 0.2% of total applicants, successfully got through the sifting stage. 75% of which got through the job related tests. 2 candidates went through to the assessment centre and 1 individual was appointed.



2%, or 36, of all applicants did state they had a disability. The detail of which is unknown for these purposes. 16% of the 36 were successful at the application stage and of these 60% were successful at the job related tests which equated to 3 individuals none of which were successful at the assessment centre stage.



This chart tells us how many candidates had identified themselves as lesbian, gay, bisexual or transgender at the application stage of the process. We can see that this is 13% of the total number of applications received. This is above the estimated number of LGBT people in the community according to STONEWALL which estimate it at 10%. We can also see at what stages of the process they dipped out and as a result none went through to be offered a position.

Following on from the recruitment process, as the results of the campaign are identified above, a small team has been established and are working on the following specific areas of work in the medium term by:

Identifying Services who have had successful positive action campaigns:

- We have met with West Midlands Fire Service to hear how they undertake Positive Action. They are structurally different from ourselves and we could not therefore replicate their newly developed process exactly due to the numbers of firefighter vacancies they have, over the next few years, and also the demography of their geographical area. West Midlands' methodology for recruitment is different from ours and they have eliminated the application form stage. This allows them keep potential candidates, via expression of interest, in a 'pool' which they stratify proportionally. They do not 'close' the advisement and on this basis they can work directly with the underrepresented candidates within the 'pool' without falling foul of the Equality Act 2010. We are considering whether to adopt 'expression of interest' as opposed to an application form as this will ease some of the burden on the Human Resources process of marking the forms and also we will be more likely to understand the potential of candidates as it is not largely based on deselection criteria. We have noted that West Midlands prefer not to use social media to advertise their firefighter vacancies at this time. They do target under-represented groups specifically as they are aware that information does get into the public domain and this will result in the majority firefighter profile characteristic applying which they have.
- We have also identified Leicestershire has having particularly good information on their website and we will be asking Leicestershire if they would release that to us in order that we can redesign it for use in Staffordshire.
- We have also been in contact Gloucestershire, Tyne &Wear, West Yorkshire, Cheshire and Humberside and we are building relationships to enable us all to share and learn from each other.
- We have produced a briefing paper and a toolkit for our staff in order to gain support of our workforce and equip them with the skills and ability to plan appropriate activity and give them a greater understanding of the need for a diverse workforce as an enabler for engagement and, therefore, a safer community.
- We are developing information packs that will help women understand that they can achieve the test standards, as evidence suggests that women are more likely to deselect themselves as they do not perceive themselves to be fit enough to undertake the role or the job related tests.
- We are working on making a video of a women firefighter completing the Job Related Tests and included in this there will be 'tips' to assist in preparing for them. These will be available on our recruitment pages.
- We are identifying a simple means of allowing people to 'try before they buy' by replicating, the job related tests, and the actual role of a firefighter in the 21 century.

We will use simulations of the JRT's (or the actual JRT's) that can be delivered at each fire station. This will also support staff and interested candidates in building relationships with the Service, acquire an understanding of the role and our expectations.

RECOMMENDATION

Members are asked to note the contents of this report.

FINANCIAL IMPLICATIONS

The financial implications of securing Positive Action principals is minimal, there is a small team constituted of the Director for Response, 3 Retained Liaison Officers, the Safety Plan Manager, a retained member of staff and the Equality and Diversity Manager working directly on the work. This cost is neutral as it is consumed into their existing duties and therefore has no additional costs. The retained member of staff, additional contribution, will be covered under the community safety element of the retained payment budget. With time Positive Action is expected to be business as usual for the Service in recruitment, progression and promotion. Materials produced in house again have neutral costs. However the Service is looking at good practice from within the sector and other comparable employers and this may incur costs that we are as yet unaware of. We do not foresee these as being significant and at this time we are looking at good practice in order to learn from and developed our own material. We foresee that the most successful forms of Positive Action are face to face communication and building relationships.

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 is directly promoting and supporting the equality and diversity objectives as committed in the Corporate Safety Plan, the Community Safety Options and the Equality and Inclusion; and Volunteering Strategy and is supportive of the Government lead ensure the Service is based placed. Notwithstanding Fire Reform, the diversity of skills, ages, genders, ethnicities, perspectives and experiences within the workforce is able to ensure we best reflect the community and are therefore in a better position to understand their needs and be more approachable.

RISK IMPLICATIONS

There are several corporate risks for the Service to be mindful of and work to mitigate if the workforce profile is not representative of the wider community and equally if the workforce profile is restricted by a regularity of personal experiences, qualities, cultures and values. These are not only risks to reputation and scrutiny under the Fire Reform agenda but importantly they impede the Service having an ability to attract the most suitable candidates to undertake the role in the 21st Century. The Service needs a diversity of characteristics and one of characters. Due to the changing role of a firefighter which is significantly dominated in

the practise of prevention, protection, community engagement and partnership working, plus the ability to undertake the operational response element of the role we need to maximise the pool of candidates we choose our firefighters from.

PROTECTIVE SECURITY CONSIDERATION

The Positive Action methodology will result in personal data being held by the Service, and particularly the team involved with the work. In this respect the Service has a robust set of systems that protect people's identity being held securely and this underpins this work. In this respect the Service complies with the Data Protection Act.

PROCUREMENT AND SOCIAL VALUE

No procurement has been necessary, as yet, in the medium term development of Positive Action. The Social Value context for the report under the The Public Services (Social Value) Act on 31 January 2013 is in relation to commissioning services it this has not been applicable in this context.

CONSULTATION AND ENGAGEMENT UNDERTAKEN

The Positive Action short, medium and long term development is supported with advice and guidance from the extended Service Management Team, the Fire Brigades Union and other representative bodies, the Communications Team and information sharing with UK wide Service's and comparable organisations.

BACKGROUND

Below is an extract from a speech that then Policing and Fire Minister Brandon Lewis gave on 24 November 2016. This speech, and one given previously by the then Home Secretary Theresa May in May of 2016, gives a flavour of central Government's position for the urgency, for the right and understandable reasons as well as the significance to Fire Reform.

"Last month's publication of the latest fire operational statistics made unacceptable reading, reporting a continued lack of diversity across the service. The service still remains overwhelmingly white and male: 95% of firefighters in England are male and 96% white.

The proportion of women firefighters has slowly increased year on year, from a paltry 1.7% in 2002 to a still too low 5% now. However, this improvement is mainly down in reality to more men leaving the service, than women joining it.

"On ethnic diversity in the fire and rescue services, BME groups are shockingly under represented compared with the population of England. The largest difference was for 'Asian or Asian British' firefighters which comprise 0.6% of firefighters compared with 7.1% of our population in England. I do note that the proportion of all fire and rescue staff from an ethnic minority group has slowly increased since 2003, from a shocking 2.2% to its current level of 4.4%. But these are woeful statistics. They are shockingly embarrassingly bad. And this issue must be addressed by the sector's leaders and recruiting teams and I want to empower you to stand up and challenge them to make a meaningful difference.

“And talking is not enough. It is time now for effective action. To do that we need to understand why the service is not an attractive profession and what barriers exist for those coming in. You and I both know that a modern FRS needs to be much more reflective of today’s diverse communities and our culture.

“I know a common excuse to explain the lack of diversity is that services are not recruiting and so have not had the opportunity to take action to address this. I have also been told that the issue is not that simple. Recruitment is now underway across a range of services and I hope our fire reform agenda will help you attract a diverse workforce to the service, and that this diverse workforce can in turn help drive our reform agenda.

“I have had constructive discussions with the Local Government Association and the Chief Fire Officers’ Association who have both committed to identify what action can be taken to diversify the workforce. Especially as we bear in mind that almost a third of the workforce are due to retire soon and therefore the opportunity for change and reform is there.

But alongside this, retention, leadership, succession planning and the talent pipeline all need to be considered and I hope this association can input into their thinking to identify workable solutions, whether it be nationally or indeed what we can do locally.

“Where I can, I am happy to tackle and unblock any barriers that exist. I look to you in this room to help identify these barriers and suggest ways to make the service more attractive to all communities.”

The Service is very clear about its commitment to equality, diversity and inclusion and the potential for positive action initiatives on the wider Service purpose. The Service does have a positive action guidance document for human resources. However it is essential that this work goes beyond that of a document and develops into a business as usual feature of the Service in recruitment, retention and promotion and a principle for engagement. It is therefore essential that the FireWatch system is able to capture, and have the analytical 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 has already initiated dialogue across the senior management levels of the Service which will assist in embedding this priority throughout the organisation. This in turn will cascade to ensure that Staffordshire Fire and Rescue Service have a workforce which is diverse, in all regards, and reflective of local communities.

Explicit Positive Action activity had been applied, in the recruitment of retained firefighters and non-operational staff over the past decade, by targeting on social media, advertising on specific recruitment agencies and our website.

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Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Service Improvement and Equality Committee

16 October 2017

Smoke and Mirrors

Report of the Equality and Diversity Manager

SUMMARY

The Service is a Corporate Member of the Asian Fire Service Association, AFSA, which is a nationally recognised all inclusive employee led support group. AFSA has 35 registered corporate members. AFSA delivers guidance, support, challenge and consultation on a whole range of staffing, community and society infrastructure bodies providing a variety of structural equality and inclusion based narratives. The Association has achieved the appreciation that a small minority in a large organisation can support a greater understanding of the diversity that exists

Smoke and mirrors? Time to meet the challenge of equality in the fire and rescue service is a joint project between the AFSA, Middlesex University and the Fire Service Research and Training Trust. The project has also been supported by five individual fire and rescue services, including Staffordshire, each contributing £500 toward the costs. The research report is a response to the challenge laid down by the Minister of State for Policing and the Fire Service to the Fire and Rescue Service (FRS) on the diversity of the national workforce profile. The Equality and Diversity Manager, Diane Dunlevey as an executive member of AFSA, was asked to work with Roger Kline research associate of Middlesex University, to undertake the research and compile the findings. Roger Kline is an advocate, negotiator, author, lobbyist, trainer, researcher exploring areas of professional accountability and the duty of care particularly in health and social care. His work is principally around race equality and the connection between how NHS staff are treated and the care and safety of patients and service users plus the effectiveness, management and governance of trade unions and public organisations. Roger is the Director-NHS Workforce Race Equality Standard: Engagement and Research; leading the work on the implementation of the NHS Workforce Race Equality Standard. His published includes writing for the Guardian national newspaper, Community Care, Nursing Standard, and Health Service Journals. He is Co-author with Michael Preston Shoot of "Professional Accountability in Social Care and Health: Challenging unacceptable practice and its management" (2012), Author: "The Duty of care" (2013), "The Snowy White Peaks" of the NHS (2014). He is Director of "Patients First UK", "United Kingdom Pro bono Director - NHS whistle-blowers network" and is special adviser to the Chair and Chief "Executive for Public Concern at Work".

Diane Dunlevey, along with two other members of the AFSA executive team presented the report to the Policing in Fire Minister, Brandon Lewis, at a meeting at the Home Office in April 2017. Owing to the call for a General Election progression to formally launch the report at the House of Commons, with the support of Jim Fitzpatrick MP, has been delayed.

The Home Office has given considered feedback on the Report and a series of edits have been made. Diane Dunlevey and Roger Kline met with the Home Office July where the amendments were accepted and a Summary Report was also prepared. The work:

- Summarises the long history of previous efforts to understand and remedy the lack of diversity in the FRS and the limited impact those efforts have made.
- Explains why there is now a consensus across the FRS that a workforce more representative of the communities it serves is not an optional extra but a prerequisite of a modern and effective service.
- Considers the research across blue light services, in the UK and to some extent internationally, about “what works” to address inequality and in particular consider the experience of parts of the UK public sector in seeking to address diversity, in particular on race.
- Sets out some practical steps that fire and rescue services locally, and the government nationally, should consider taking in the light of the challenge from Ministers

A meeting with the newly appointed Policing and Fire Service Minister, Nick Hurd and AFSA is pending and so it is therefore not possible to attach the summary and final draft report as this will need to be formally launched. AFSA has been successful with a further bid to the Fire Service Research and Training Trust to design, typeset and disseminate the Report nationally.

RECOMMENDATION

Members are asked to note the progress of this report.

FINANCIAL IMPLICATIONS

The Equality and Diversity Manager largely undertook the writing of the Report in her own time. The Service has supported her to undertake fieldwork and attend associated meetings within her working day. The only other costs incurred by the Service were £500 to AFSA, along with five other FRSs, to support the set up costs with Middlesex University. There are no further costs but the Equality and Diversity Managers time and involvement disseminating the Report.

LEGAL IMPLICATIONS

There are no legal implications to the Report, its findings or its dissemination.

EQUALITY AND DIVERSITY IMPLICATIONS

The is specific to Equality and Diversity and the Services support to the Equality and Diversity Managers involvement is testament to the Services commitment to the national equality and diversity agenda.

RISK IMPLICATIONS

There is a minor risk to the Service if the Report were to receive any negative feedback due to the association with a member of staff being its co-author. As the Home Office civil servants, and previous Minister, have had sight of the full report and civil servant, including statisticians and staff from the 'Fire Kills' campaign I've provided detailed feedback this risk is reduced. A draft of the final report was also released to the AFSA membership at their AGM at West Yorkshire Fire and Rescue Service in May 2017.

PROTECTIVE SECURITY CONSIDERATION

The methodology applied to the work ensures that the identity of those individuals and groups interviewed is secure. Then Chief Fire Officers/ Chief Executives of FRSs who were interviewed all gave permission for their identities to be given. The authors reflected on the interviews and due to their content decided there was no benefit to identify the individuals by name and or Service they represented.

PROCUREMENT AND SOCIAL VALUE

No procurement, by the Service, has been necessary in relation to this work.

CONSULTATION AND ENGAGEMENT UNDERTAKEN

AFSA is representative of the majority of FRS across the England and the Scottish Fire and Rescue Service are members. This work has been widely shared across its membership and contact and dialogue has been made with the applicable representative bodies.

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