

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**SCRUTINY COMMITTEE**

**1 SEPTEMBER 2014**

**1. EQUALITY AND DIVERSITY QUARTERLY UPDATE**

Report of the Chief Fire Officer.

**RECOMMENDED**

- 1.1 THAT Scrutiny Committee notes the Service has completed the temporary one year placement of the Equality and Diversity (E&D) team in the Operations Directorate, in June 2014. It has been agreed that following the trial placement that the E&D Team permanently move into the Operations Directorate and to extend their remit to now include Diversity, Inclusion, Cohesion, and Equality and become the DICE Team.
- 1.2 To consider the current position of the Service in working towards the Excellence level of the Fire and Rescue Services (FRS), Equality and Diversity (E&D) Framework as set out in The Plan (2014 – 2017: 5).
- 1.3 To note that in responding to our Public Sector Equality Duties under the Equality Act 2010; the Service is required to produce and publish a report due in January 2015. This report will inform the public and our partners of the progress we have made against the four year Equality Objectives that were established in January 2012.
- 1.4 To note that as part of our direction of travel and the performance management of DICE; the Service will review our existing equality objectives so that they align with The Plan and deliver equality outcomes for the diverse communities of West Midlands.
- 1.5 To note that the Strategic Enabling Team will be presented with a report in December 2014, followed by the Scrutiny Committee which will also be presented with a report addressing both 1.3 and 1.4 on the 15 December 2014, Scrutiny Committee meeting.

- 1.6 To consider the content of this report that provides an overview of our current progress against the existing West Midlands Fire Service (WMFS) Equality Objectives, (Appendix A).

## 2. **PURPOSE OF REPORT**

- 2.1 The Service continues to align and review its resources and functions to achieve the objectives set out in The Plan and to improve our performance to meet the needs of our communities. In view of this, over the last year the Chief Fire Officer has been working closely with the Strategic Enabler for DICE to provide the leadership and resources for the Service to become more outcome focused in its performance in Equality and Diversity. These key performance areas are reflected in the details of this report as summarised above in points 1.1 to 1.6.
- 2.2 One of these performance areas was to explore the effectiveness of using the E&D resources to support Service delivery alongside support functions; hence the temporary move of E&D to the Operations directorate. This report provides an insight into the benefits of the trial and how placing E&D within Operations alongside expanding its remit to include Inclusion and Cohesion will better align the function to meeting the objectives of The Plan.
- 2.3 An early desktop assessment of our performance against the FRS Equality & Diversity Framework was presented to the Scrutiny Committee meeting held on January 2014 (Appendix B). Since that meeting a more detailed gap analysis was undertaken to determine the level of work that will be required to achieve the excellence status. This report includes the details of the gaps analysis and recommendations (Appendix C). The recommendations have an impact on the timeframes provided to the Scrutiny committee in January (Appendix D); which is to extend Phase 3 of the Project Plan by 12 months. The rationale for this is explained below.
- 2.4 It is also proposed that these recommendations form part of the DICE Objectives as required by the Equality Act 2010. In this way our statutory requirements (through the required Equality Objectives), our aspiration and work to achieve excellence in the FRS E&D framework and our alignment to The Plan, will all work seamlessly as one DICE Strategy, that supports the Service in delivering equality outcomes for our diverse communities and employees.

- 2.3 In view of the above, an amended Strategic timeframe for the delivery of outcomes has been set out (Appendix E).
- 2.5 The report concludes with an overview of the Service's current progress with regard to the published WMFS Equality Objectives 2012-2015.

### 3. **BACKGROUND**

#### Equality and Diversity move to Operations

- 3.1 In local authorities and public sector bodies the equality and diversity sections have a strategic and corporate remit reflecting the statutory requirements as set out by equality legislation, alongside the aspirations of the organisation. Due to the Equality Act provisions impacting all parts of the business, such as Marketing, Procurement, Human Resources, Service Engagement and Delivery; the function requires cross departmental collaborative working and monitoring of E&D performance and progress across the organisation. It is therefore often the case that despite being placed within one function, the remit of the section extends corporately. Often E&D is placed within departments such as Corporate Planning; The Chief Executives Team, Human Resources or Community Engagement departments.
- 3.2 At WMFS the E&D function has previously been part of the Chief Fire Officers Team and then was moved to Human Resources in 2007.
- 3.3 Between the period of 2009 when the E&D manager was recruited and 2013; the team has undergone substantial changes in focus and outcomes. The team became more proactive than reactive in contributing to a wider strategic organisational approach to E&D. Some of the outcomes achieved have included awareness and educational employee engagement initiatives, particularly targeting employees from under representative groups to engage with the Service.

- 3.4 Despite the increased engagement of employees; progress demonstrating sustainable outcomes in areas such as recruitment and progression of under representative groups and their participation and involvement was slow and in places has also decreased, (number of disabled people and total number of women employed). This has mainly been due to the reduction in staffing as part of the efficiency agenda and also due to the previous freeze in recruitment.
- 3.5 Similarly, whilst the Service has advanced in its work with implementing service delivery outcomes that benefit wider communities, (such as through applying the Marmot Principals), there is still a need to be communicating the impact and outcomes of risk for different groups within communities.
- 3.6 In view of the above complexities, the equality and diversity team was moved to Operations for a 12 month temporary period. This was to explore ways in which the E&D function can add value to Service delivery through advice, information, support, greater influence and by providing awareness and development of the capability of employees, whilst increasing capacity due to the engagement with managers.
- 3.7 In June 2014, a Station Commander undertook a review of the one year placement. The Review included research evaluation and feedback from a cross section of internal stakeholders including interviews with strategic leads within Human Resources and Operations and a range of service users. The Review acknowledged the increased accessibility of the E&D Officers and support to employees at all levels and the greater collaborative work that has been undertaken during the course of the year. For example, this has included the E&D officers contributing to the Marmot work, engaging with managers through attendance of departmental meetings at Area Commander and Group Commander levels; responding to increased level of requests from employees and managers around technical advice on Service delivery and people management issues; support with investigations; increased attendance of employees development sessions that have been identified through gaps in capability and a number of successful ongoing and sustainable positive action initiatives such as Reaching for the Stars, the Buddy Scheme and the Enabling Leadership Campaign (eLc).

- 3.8 In consideration of the evidence provided and the findings of the Review, it was agreed that the E&D function will remain within Operations. The findings also alluded to areas of improvement that the Service needs to focus on; one of which was an increased external focus and need to engage with communities and build community relations that support consultation, engagement and involvement. With this in mind, it was agreed that the role and remit of the function will now be extended to include Inclusion and Cohesion. This will lead to the branding of the section to become Diversity, Inclusion, Cohesion and Equality (DICE).

Progress against the Excellence level of the Fire and Rescue Sector Equality Framework

- 3.9 West Midlands Fire Service had undertaken a Local Government Association (LGA) peer review in 2009 and was awarded the 'Achieving' level of the Equality Standard. The key themes of the Excellence FRS Equality Framework 2012, as agreed by the local Government Association and the Chief Fire Officers Association are:
- i. Knowing your communities.
  - ii. Leadership, partnership and service commitment.
  - iii. Community engagement and satisfaction.
  - iv. Responsive services.
  - v. A skilled and committed workforce.
- 3.10 The Equality Framework uses a simple scoring method to support Services to prepare for their 3 day Excellence Peer Assessment by first submitting a self assessment report. The key scoring levels for which are:
- i. Not in place: 1
  - ii. Currently being established: 2
  - iii. In place but needs improving: 3
  - iv. In place and effective: 4
- 3.11 In order to achieve the Excellence status the Service needs to aim for a scoring of 4, "in place and effective" against the criteria detailed under each of the key themes.

- 3.12 An initial desktop and professional judgement assessment undertaken by the internal stakeholders from various directorates was presented to the Scrutiny Committee in January 2014 (Appendix B).
- 3.13 Since then, the Service has undertaken a more detailed evidence collection and gap analysis activity mapping progress against the Equality Objectives and against the five strategic themes of the E&D Excellence Framework and its 26 strategic performance indicators.
- 3.14 This more detailed review has identified some key strategic gaps for which recommendations have been made that will close the gap towards achieving Excellence (Appendix D).
- 3.15 Some of these key strategic gaps include:
- i. Lack of engagement and involvement with communities in shaping services; consultation and engagement.
  - ii. The number of female employees and those with disabilities that have reduced within the workforce.
  - iii. To move from good to excellence there needs to be increased review and monitoring of approaches to assess whether equality outcomes are being achieved or are likely to be achieved. As E&D work often relies on changing behaviours and actions; evaluation techniques need to be built in planning so that initiatives are contributing effectively to outcomes. Similarly policies and procedures need to be actively implemented for them to have a real impact on culture as stated within the Investors in People Report (2013).
  - iv. To support this work the DICE team need to work with managers to develop a more sophisticated understanding of our internal and external DICE issues so that there is confidence in engagement and achieving equality outcomes across all protected characteristics.
  - v. The leadership and support of the Scrutiny Committee needs to continue to provide the existing level of encouragement and challenge to move the DICE agenda forward.
- 3.16 Our scoring against the Excellence level of the FRS E&D framework in January 2014 and September 2014 is detailed below:

FRS Equality framework strategic theme	Scoring in January 2014	Scoring in August 2014
'Knowing your Communities and our 'Leadership	3	3
Leadership, partnership and service commitment.	3	3
Community engagement and satisfaction.	2	2
Responsive services.	2	2
A skilled and committed workforce.	2	3

- 3.17 The analysis of the scoring position within the above areas has not changed much within the last several months. This is still in the main due to the lack of analysis and evaluation of data and evidence being presented to support this work.
- 3.18 The analysis provided in the previous report is still relevant to the current picture. However, what is clear is that there is a need for a cultural shift in how Diversity, Inclusion, Cohesion and Equality are managed within directorates. DICE activity across the Service needs to be performance managed in a co-ordinated, collaborative and outcome focused way if we are to achieve excellence. With this in mind the recommendations propose a strategic stakeholder group and a project delivery group led by a Brigade Manager to provide the leadership, decision making authority and direction.
- 3.19 In view of the current gaps and issues; it is proposed that as we embark on phase 3, which is extended for a 12 month period. This will enable us to undertake the ground work that is required to meet the gaps and for the range of new initiatives and approaches being developed via Operations to be evaluated with time to deliver Equality outcomes.

### Meeting the requirements of our Equality Duties

- 3.20 In view of the gap analysis undertaken against the FRS Equality Framework, it will be the intention of the Service to work with internal stakeholders to review the above mentioned recommendations and for these to form the basis of the review of the four Year Equality Objectives that the Service is due to publish on 31 January 2015. These objectives will align to delivering of our equality commitments outlined within The Plan.
- 3.21 The Service will also be working towards producing and publishing our four year performance report against the current equality objectives which will be shared with the Scrutiny Committee in December 2014.

### Performance against the current Equality Objectives

#### **ACCOUNTABILITY**

- 3.22 The Service is working towards creating a culture that embraces the principles of equality and diversity through practicing inclusion and cohesion. To deliver this vision we are investing in and developing our people so that they can '*be the best they can*'. This vision will be delivered through our people when DICE principals and ways of working are consistently embedded into the work of our internal support functions and external service delivery and community engagement work.
- 3.23 The Service has worked collaboratively to produce the DICE statement (Appendix F) for external communications and a DICE strategy (Appendix G) to support internal performance management. The strategy brings together our various diversity, inclusion, cohesion and equality, strategies and approaches. This is to provide direction on how best to synergise, simplify and provide leadership in the management of these; in an environment where we are financially challenged and need to demonstrate innovation, creativity, agility and value for money. This strategy clearly outlines the key areas of Service Delivery and Service Support that need to demonstrate DICE outcomes for our communities.

3.24 The DICE strategy outlines three key reasons for expanding the functions remit, these are:

- ◆ Engaging with and better understanding our diverse stakeholders and communities and building on the experiences and insight of our diverse employees will help us to *design and deliver more effective services*.
- ◆ Valuing the contributions of everyone, including people from under-represented groups and ensuring equality, will *make a positive difference to organisational innovation, efficiency and performance*.
- ◆ Positive reputation internally and externally will improve our ability to *attract and retain the best talent and have stronger relationships with our stakeholders and communities*.

3.25 The DICE statement and DICE strategy will be communicated and implemented in the forthcoming quarter to support our journey towards excellence.

## LEADERSHIP & INCLUSION

3.26 The purpose of the Enabling Leadership Campaign (eLc) is to support a changing culture that promotes inclusion and cohesion of our employees at all levels. The campaign is supported by the Chief Fire Officer and senior managers alongside through the participation of the Chairman and Scrutiny members.

3.27 Following, the eLc event that was undertaken in September 2013, a follow up event focusing around "Trust and Transparency" was undertaken in February 2014. The first event attracted 120 people and the second approximately 100. One of the immediate areas of feedback in the first and second events was the diversity of people within the room and how the event enabled them to connect with other people in different roles and directorates across the organisation. The profile of the attendees included employees from different under representative groups and also a range of green and grey book staff. We also specifically targeted employees from directorates who tend to be less engaging in corporate events as well as employees below supervisory level. Approximately 64% of attendees in both events was supervisory level or below (green and grey book); approximately 36% senior and middle managers.

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- 3.28 The outcomes of both events continue to be communicated to employees through sharing information and encouraging engagement by producing a newsletter and interactive alfresco site.

## **PREVENTION, PROTECTION & RESPONSE**

- 3.29 The Service is increasing its work in focusing on Black Minority Ethnic media groups to leverage the education and awareness of our Prevention, Protection and Response work within these diverse communities. This has included a five day filming schedule with the Sikh channel in the last quarter. Asian people represent 18.9% of the communities of the region and this programme will target some of these communities to raise the profile and range of our work. Birmingham Command also held a two day Christian faith and community leaders, (including from Black Minority Ethnic backgrounds), event at WMFS Headquarters to engage them with Home Fire safety messages and developing Home Fire safety referral pathways.
- 3.30 Some examples of local engagement events in the last quarter include:
- a. 'Connecting People - Changing Lives' was held at West Bromwich Town Hall, and was organised by West Midlands Fire Service in conjunction with Sandwell Council. More than 50 organisations dedicated to caring for Sandwell's more vulnerable residents joined forces for this networking event. The six-hour event's main focus was a 'marketplace' at which professionals who have regular contact with the borough's more vulnerable children, adults and families have a chance to forge new working links to improve local service delivery.
  - b. Walsall Command has delivered courses for offenders working with adult probation services for the last 18 months. The course enables offenders to gain skills and a BTEC qualification over 8 weeks. Offenders have included those with convictions for petty crimes and those who have been convicted of street robbery, or taking without consent. Of the 6 courses undertaken, approximately 50 offenders passed the course and less than 1% have re-offended.

- c. Wolverhampton Command undertook a Family in Focus week, working with Wolverhampton Homes to encourage their socially excluded families to actively participate. The event included a fire safety programme; encouraged through using a sports theme.
- d. Coventry has undertaken a blue light project and the Coventry boot camp project in partnership with West Midlands Police and Ambulance Services. The Blue light project allowed the young people to learn skills from all three professions, through a week of activity. On the last day young people undertook a simulation of a public order incident testing the skills that they had learned. Some of the young people were Police officers, some were Fire fighters and some were the Ambulance crew. The Coventry Boot camp project targets young people between 16-24 years old who are not in employment or training. The programme specifically targets BME people to address local issues of inclusion (Appendix H).

## **EMPLOYMENT & TRAINING**

- 3.31 During the Firefighter Recruitment campaign 2013, Scrutiny Committee agreed to consider the firefighter recruitment process as part of its work programme. Members of the working group observed some elements of the selection process and were able to speak with both assessors and candidates.
- 3.32 Our recruitment and selection processes are designed to identify those candidates who have the ability to meet the needs of our local communities through prevention initiatives as well as having the skills to react to a range of incidents. The psychometric tools used for firefighter recruitment are being refreshed to ensure that they continue to provide an accurate assessment method. Job analysis has commenced to determine the skill sets, competencies and behaviours required of a high performing firefighter with a view to developing appropriate screening tools to support the process of recruitment.
- 3.33 Our Recruitment and Selection policy has recently been refreshed and published. The demographic profile of the workforce continues to be monitored and supports our Equality approaches.

- 3.34 A Crew Commander has recently been recruited into the HR Resourcing Team in the role of Positive Action Coordinator. Initially this will be for a period of 12 months and will be responsible for developing targeted recruitment awareness campaigns and initiatives to promote the role of the firefighter to our under represented groups. Additionally a number of firefighters have been recruited into Awareness Adviser roles and will support our positive action work outside of their normal working hours. Analysis from the 2013 campaign will inform the Service's positive action work over the coming months.
- 3.35 The HR and DICE teams have worked collaboratively to update the Equality Policy and Attendance Management policies so that they are meeting compliance with the Equality Act 2010. The Policies are being supported by a range of guidance that will enable managers and employees to understand their rights and responsibilities and how to manage equality issues within the workplace and within Service Delivery.
- 3.36 After being established for nearly two years, an evaluation session was held with members of the We are Women @ WMFS Forum. Alongside identifying achievements, the group reviewed the outcomes and approaches they would like to adopt moving forward. The outcomes achieved through the group so far include:
- i. Enabled research into the views around having a Women's forum within the Service so that we can understand people's perceptions around gender equality issues.
  - ii. Engaging and consulting around the facilities review and supporting the implementation of this moving forward.
  - iii. Contributing to obtaining Welfare packs for Operational Women.
  - iv. Supporting development of female employees via the Women in the Fire Service national network.
  - v. Promoting International Women's days through activities.
  - vi. Promoting Continuous Personal Development (CPD) opportunities such as Reaching for the Stars, Buddy Scheme and eLc.
  - vii. Enabling work place counselling and personal development support.

- viii. Advice and consultation around Uniforms for female fire fighters.
- ix. Consulting and providing feedback on organisational policies, attendance policy and providing advice on Equality Policy.
- x. Group reviewing progression issues with uniform female.
- xi. Networking and providing support through the group to each other.
- xii. Continuous Professional Development around maternity issues, personal resilience and career development through inviting speakers (sessions open to male and female employees where relevant).
- xiii. Open dialogue with the Chief Fire Officer, Phil Loach and how Women can progress within WMFS.
- xiv. Creating a more positive culture for women in the Fire Service and supporting their confidence to progress and contribute.

3.37 A review was also undertaken of the Asian Fire Service Association (AFSA) national affiliation and local forum. As the most diverse region outside of London, our involvement with AFSA demonstrates our commitment and our work as a practitioner across the FRS sector, as well as other public sector partners and providers. The Service has been able to place race equality on the organisational agenda over the last four years raising the awareness of race equality issues within Employment, Community Engagement and Service Delivery. This has been demonstrated through:

- i. The Service good practice has been recognised through the national Personal, Fair Diverse awards, including the Leadership award for the Chief Fire Officer (2013), the Women of the Year award to the E&D manager (2012) and Community Engagement awards to Watch Commander Adam Harper (2011) and a Partnership Award for our work with East End Foods (2010).
- ii. The Chief Fire Officer, Chairman and Authority Scrutiny committee members and strategic managers attending and contributing to the AFSA conference at Greater Manchester in 2013 and at the AFSA conference hosted by WMFS in 2012.
- iii. The Strategic Enabler for DICE through her role as Vice Chair for AFSA meeting with the Fire Minister to influence his views around equality and diversity and profile the work of WMFS. Also responding to the AFSA response to the Ken Knight report 'Facing the Future' on behalf of WMFS and FRS services.

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- iv. WMFS are official partners to the national research currently being undertaken by CFOA, AFSA and Middlesex University to look at race equality within the FRS sector.
- v. Our involvement with AFSA has served to meet the needs of individual members within WMFS who have benefited from the networking, learning and development events, mentoring and being able to contribute to wider equalities agenda. AFSA members have had the opportunities to influence national policies and legislation through consultations, ensuring that AFSA membership's voices are heard from the grass roots upwards. This has included AFSA work with responding to the Governments Red Tape Challenge around the Equality Act 2010, National Sprinklers Campaign and working with Communities and Local Government on the Fire Kills campaign.

3.39 An evaluation of the Personal Effectiveness Course 'Reaching for the Stars' was undertaken in the last quarter. As a positive action course, one of its aims was to target under representative groups to participate in undertaking the course so that they are enabled to engage more confidently with the Service. The course had:

- 78 delegates who have undertaken the course. With a 98% attendance rate overall. This includes attending the course once a week for five days.
- Of the attendees, 50% uniform and 50% support staff.
- 61% were White and 39% BME.
- 47% were female and 53% male.
- 6% of attendees were disabled.

3.40 Other outcomes from the evaluation included:

- 92% of delegates went onto access the buddy scheme.
- 80% of delegates attended through recommendation.
- 83% said that they made positive changes at work as a result of the course.
- 8 delegates went onto become buddies themselves.
- 28 people attended a senior manager's feedback and evaluation session.
- R4S members contributed to the Enabling Leadership events: Connect and Contribute.
- Highest AREAS OF IMPACT include:

- a. Building confidence/ self esteem.
- b. Improving communication.
- c. Self discovery.
- d. Network of diverse people.
- e. Supporting themselves and other.
- f. Managing conflicts.
- g. Recommending course to others including a desire to have managers attend the course.

- 3.41 A further evaluation study is currently taking place to ascertain the longer term benefits of the course and to assess future needs analysis. This includes exploring the impact of the course in terms of career progression, job satisfaction and impact on perceptions of the organisation and levels of participation by delegates.
- 3.42 In order to increase awareness of disability; a dyslexia stakeholder group was formed who have supported the development of procedures for dyslexia support. Some members of the group have worked with the DICE team to produce a video sharing their experiences of having dyslexia and the impact on their careers and coping strategies. The video will be used for supporting employees internally so that it may encourage their confidence to seek help; as well as with external agencies over the next quarter.
- 3.43 The DICE team continue to provide managers with coaching and support alongside technical advice on DICE issues; such as support with equality impact assessments, bespoke team development session in Command areas; advice on the development of the recruitment campaigns and progression model.

## **EVALUATION & GOOD PRACTICE**

- 3.38 Over the last quarter the Service continues to work at a strategic level to consolidate its position as an organisation that is recognised for delivering the Marmot recommendations. A report has been produced to provide case studies of work across the Command areas of how we add value to our communities by working collaboratively around health, welfare and safety issues contributing towards addressing the gap in social inequalities. The report has been endorsed by Sir Michael Marmot.

- 3.39 The Service is working internally to develop the understanding of our frontline staff of this strategic agenda as well as organising a national launch of the report to promote best practice.
- 3.40 Evaluation of DICE initiatives and community engagement events will be a continued focus as the Service moves forward to become more outcomes focused; however, we recognise that this requires a shift in work practices and culture and will require some development of capability within teams.

#### 4. **EQUALITY IMPACT ASSESSMENT**

This report and Equality Objectives within it respond directly to the General and Specific duties of the Equality Act and considers the Equality and Diversity issues that are pertinent to the needs of the Service. In doing so a range of equality data has been analysed and considered with regard to all the protected characteristics.

#### 5. **LEGAL IMPLICATIONS**

The report responds to our requirements under the Equality Act 2010; Public Sector Equality Duties 2011. The Equality Objectives 2012 – 2015 further advance our compliance with the General Duty and Specific Duties. The Objectives also support the organisation with better response to employment and service delivery legislative requirements.

#### 6. **FINANCIAL IMPLICATIONS**

The cost of producing the Equality and Diversity report and objectives for 2012-2015 would be accommodated within the existing budget provision.

### **BACKGROUND PAPERS**

Quick Start Guide: Public Sector Equality Duty  
Quick Start Guide: Specific duties  
Meeting the Equality Duty in policy and decision-making  
Engagement and the Equality Duty

The contact name for this report is Gary Taylor, Director (Operations)  
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Phil Loach  
CHIEF FIRE OFFICER

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## APPENDIX A EQUALITY & DIVERSITY OBJECTIVES 2012 - 2015

### ACCOUNTABILITY

The journey towards achieving excellence requires us to challenge ourselves and continuously improve. We recognise that inclusion strategies will form a key dimension to the Equality and Diversity agenda as we move forward. Some of our key specific and measurable Equality Objectives that promote accountability at all levels of the Service include:

1. Our *Strategic direction and drive* will continue to be given through our Authority and Corporate Board members. They will also monitor progress and provide scrutiny on our Equality and Diversity performance *through equality analysis* such as through quarterly reports and equality impact assessments. We shall continue to have an Equality and Diversity lead member on the Authority who will champion E&D issues at a strategic level.
2. Managers will lead in *identifying and embedding* Equality and Diversity actions into their local directorate/section plans and all employees will identify and promote relevant E&D principals and actions within their work accordingly.

### LEADERSHIP & INCLUSION

Attributes of leadership can be displayed at all levels; each and every person within the service is encouraged to promote Equality and Diversity which is reflected in our commitment to our core values in all that we do.

1. Authority and Corporate Board members will continue to demonstrate their commitment to Equality and Diversity through leadership actions and personal impact.
2. The Authority continues to profile and provide the support and resources required to deliver equality and diversity improvements.

### SERVICE DELIVERY AND ENGAGEMENT

The service is committed to using the appropriate and varied prevention, protection and response activities to meet the needs of our diverse communities.

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## **Prevention & Protection Activities**

1. Our local plans demonstrate the sophisticated way in which we use our intelligence data and risk mapping within the context of understanding the changing nature of who our communities are and the environment that they live in. We use this information to achieve better outcomes in our prevention, protection and response work. We will publish our local plans to communicate with residents and demonstrate our commitment to and understanding of the needs of our communities and set our accountability towards continuous improvement. In particular, by identifying 20% of the most 'at risk groups' with regard to home fires, road safety, personal safety and community safety and target our resources to make these communities safer.
2. We will continue to raise the awareness of our communities towards managing safety through a range of interventions and educational activities that promote community cohesion; such as through publicity, open days, schools visits, youth work, Safeside and local Station level activities.

## **Response**

1. We will be well prepared at all times and respond to all emergency response situations with the highest level of expertise, skills and abilities to reduce the risk of fires, road traffic incidents, injury and death.
2. We will ensure that our enforcement activities do not disproportionately impact any specific communities without reasonable justification. Where possible, where trends are identified we will make efforts to advise and provide guidance so that these communities be more proactive in responding to the requirements of the law.

## **EMPLOYMENT & TRAINING**

1. We will ensure that we tackle any barriers to communication development, inclusion and progression.
2. We will ensure that all of our employees are treated with dignity and respect at all levels regardless of their differences.

3. We will promote positive action initiatives to specifically engage employees from under representative groups to engage with organisational development as well as their own development.

## **SHARING BEST PRACTICE**

Monitoring, evaluation, sharing good practice and ensuring the best use of resources are the key to our aspiration of achieving and sustaining excellence in equality and diversity for our employees and our communities.

We will assess the effectiveness of our partnership work in achieving equality

**APPENDIX B**

**Phase 1 Scoring for Strategic E&D Themes of the Framework**  
as at December 2013 presented at the Scrutiny Committee in January 2014.

<b>Strategic Stream</b>	<b>Scoring based on submissions</b>
<b>1.</b> Knowing your communities.	<b>3</b>
<b>2.</b> Leadership, partnership and service commitment.	<b>3</b>
<b>3.</b> Community engagement and satisfaction.	<b>2</b>
<b>4.</b> Responsive services.	<b>2</b>
<b>5.</b> A skilled and committed workforce.	<b>2</b>

**APPENDIX C**

<b>Delivering Excellence in Equality and Diversity - Project Plan As at January 2014</b>		
<b>Phase 1</b>	Mapping of the organisations position with regard to achieving Excellence of the FRS Equality & Diversity Excellence Framework. Through Professional Judgement & Evidence referencing.	D/L 3 January Scrutiny Report.  Scrutiny presentation 20 January 2014
<b>Phase 2:</b>	Further scrutiny and gap analysis.  Develop an action plan for stakeholders  Review Equality Objectives	Q4, March 2014  Q1, June 2014  Q1, June 2014
<b>Phase 3</b>	Set up stakeholder/ delivery team  Strategic work streams to meet Equality outcomes/ objectives and close the gaps	Q1, June 2014  Q2 – Q3 2014
<b>Phase 4</b>	Review position with regard to going for excellence and approach	Q3 Dec 2014
<b>Phase 5</b>	Self Assessment Report (Q4 Jan –March 2014)	Q4 March 2015
<b>Phase 6</b>	Preparing for the Peer Assessment. (Q1 April 2015)	Q1 May 2015

## **APPENDIX D**

### **WMFS PROGRESS AGAINST THE FRS FRAMEWORK – RECOMMENDATIONS**

For: Corporate Board & Scrutiny Committee

By Preith Shergill – DICE Manager

#### **Knowing your Communities**

1. To undertake a risk based analysis of our prevention, protection and response work mapping against the protected characteristics and specific groups within the population of West Midlands that are adversely impacted under specific conditions. In particular, to review trends in evidence where under specific circumstances certain community groups become more vulnerable to fire, road accidents and other areas of our work. To analyse how effectively we mitigate risk in these areas.
2. To use this data to inform our service delivery work and to make the work of the Fire Service more relevant and reflective in the needs of our different communities and to involve and engage our communities with The Plan.
3. For the progress of these Recommendations to be measured and monitored by the Authorities Scrutiny Committee and through the Services Performance Management framework; in addition to enable effective implementation of these recommendations to form a delivery group of relevant stakeholders and action leads to ensure the effective delivery of these recommendations.

#### **Leadership, Partnership and Service commitment**

4. To continue with applying the Marmot Principals by using the Marmot model shared with the Scrutiny Committee that embeds the delivery of the principals and equality and diversity considerations when providing services to our communities. To use the model to build the understanding and capability of our frontline employees in considering the specific needs of different communities in providing interventions.
5. To continue to build upon our effective partnerships so that we increase the quality of our interventions such as HFC's to reduce risk to vulnerable people.

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6. To improve data collection that enables equality monitoring and/or analysis of the prevention interventions undertaken to see which community groups we are meeting the needs of where there maybe gaps in Service.

### **Community engagement & satisfaction**

7. To take proactive steps to demonstrate the engagement of the diverse communities of West Midlands in consultation, engagement and participation in shaping The Plan and our Services through the implementation of the Community Members scheme.

### **Responsive Services**

8. To demonstrate how the needs of different groups are considered in delivering effective communications strategies. To give specific focus on under representative groups and those that are marginalised within the population of the West Midlands; proportionate to their level of representation and / or risk profiles.
9. To demonstrate how the feedback received from communities is considered in communication, engagement and delivering services to deliver measurable outcomes.
10. To develop a stakeholder engagement group with internal and external stakeholders that provide support in monitoring progress, shaping and supporting the delivery of the DICE strategy and progress against the FRS E&D Framework. For the Service to proactively engage with our communities to drive the DICE agenda forward.

### **A skilled and committed workforce**

11. To review the targets set out in the Positive action strategy and corporate performance targets for under representative groups to be based on evidence and data. To include these within the DICE strategy demonstrating greater collaboration in the work of DICE and the Resourcing Team so that there is improved performance in the recruitment and progression of under representative groups in the next four years.

- 12.To develop positive action approaches so that they are developed from understanding more closely the barriers that specific under representative groups and their experience of WMFS internally and externally. To use this intelligence and involvement of these groups to deliver effective and relevant positive action initiatives. To evaluate the impact of different approaches. To use the Stakeholder group as mentioned above in point 6 above to drive these changes.
- 13.To carry out performance measures and evaluation of the initiatives that is implemented to understand their impact in delivering equality outcomes.
- 14.To undertake an equal pay audit or demonstrate how the Service has already considered equal pay arrangements through formal review and analysis.
- 15.To demonstrate how equality monitoring data gathered through employment monitoring processes is analysis and used to inform changes in practices.

### **Additional recommendations**

- 16.To support the directorates to deliver outcomes from initiatives that demonstrates progress against the DICE strategy through implementation and evaluation. Currently there is a trend of implementing policy statements with limited evidence of equality outcomes.
- 17.In view of the gaps and extent of capacity and capability required to close these gaps we recommend that Phase 3 of the strategic delivery towards achieving excellence is extended by 12 months.

**APPENDIX E**

**Amended timeframe proposal for achieving Excellence**

<b>Delivering Excellence in Equality and Diversity - Project Plan As at September 2014</b>		
<b>Phase 1</b>	Mapping of the organisations position with regard to achieving Excellence of the FRS Equality & Diversity Excellence Framework. Through Professional Judgement & Evidence referencing.	D/L 3 January Scrutiny Report.  Scrutiny presentation 20 January 2014
<b>Phase 2</b>	Further scrutiny and gap analysis.  Develop an action plan for stakeholders  Review Equality Objectives	Q4, March 2014  Q1, June 2014  Q1, June 2014
<b>Phase 3</b>	Set up stakeholder/ delivery team  Strategic work streams to meet Equality outcomes/ objectives and close the gaps	Q1, June 2014
<b>Phase 4</b>	Review position with regard to going for excellence and approach	June 2015
<b>Phase 5</b>	Self Assessment Report	To be assessed
<b>Phase 6</b>	Preparing for the Peer Assessment.	To be assessed

## APPENDIX F

### **West Midlands Fire Service statement of commitment to DIVERSITY, INCLUSION, COHESION, EQUALITY**

The purpose of this statement is to set out the Services commitment and expectations with regard to how we work together with our colleagues, stakeholders and communities. The goal of these commitments, reinforced by IPDS and our [core values](#), is to further improve our organisational culture through our working practices, behaviours and actions so that we bring out the best in all our people and deliver excellence against The Plan.

To support our understanding we have outlined the definitions of the terms Diversity, Inclusion, Cohesion and Equality and our commitment to these.

**Diversity** acknowledges and values the full range of differences between people both in the workplace and in wider society. Diversity acknowledges that entry into the workplace and an individual realising their potential once there can be influenced by a range of factors beyond the characteristics included within equality legislation, including social, economic and educational background, professional background, hierarchical level, working style, nationality etc.

***WMFS commitment to Diversity:*** *we accept each person as an individual. Our success and service delivery is built on our ability to embrace diversity – and we believe that everyone should feel valued for their contributions. By working together we will deliver the best possible outcomes for our people, our communities and our Service.*

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

***WMFS commitment to Inclusion:*** *we create a working culture where differences are not merely accepted, but valued; where everyone has the opportunity to develop in a way that is consistent with our vision and values. Our aim is be an organisation where people feel involved, respected and connected to our success in making West Midlands Safer.*

**Cohesion** is summarised below through the definition provided by *The Commission for Integration and Cohesion*:

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- Clearly defined and widely shared sense of the contribution of different individuals and different communities to a future vision.
- A strong sense of an individual's rights and responsibilities; people know what everyone expects of them, and what they can expect in turn.
- Those from different backgrounds have similar life opportunities, access to services and treatment.
- There is a strong sense of trust in institutions locally to act fairly in arbitrating between different interests and for their role and justifications to be subject to public scrutiny.
- There is a strong recognition of the contribution of both those who have newly arrived and those who already have deep attachments to a particular place, with a focus on what they have in common.
- There are strong and positive relationships between people from different backgrounds in the workplace, in schools and other institutions within neighbourhoods.

### **WMFS Commitment to Community Cohesion**

*To build an understanding with our communities, partners and employees of how we deliver prevention, protection and response to deliver our shared vision of making the West Midlands Safer. To proactively seek opportunities to support these strategic outcomes through collaboration, partnership and engagement to empower our employees and communities to build better relations and a more sustainable economy to reduce deprivation and to address risk.*

**Equality** is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential. Equality is backed by legislation (Equality Act 2010) designed to address unfair discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. There are nine protected characteristics: age, disability, gender reassignment, marital status, pregnancy and maternity, race, religion and belief, sex, sexual orientation.

**WMFS commitment to Equality:** *we promote equality by removing barriers, eliminating discrimination and ensuring equal opportunity and access for all groups of people, both within WMFS and externally amongst those organisations with whom we have formal relationships. We embed effective equality strategies in all that we do to support the Service in achieving equality outcomes.*

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A visual overview of our commitment to these distinct but interrelated concepts is detailed in Figure 1.0 below:

**How this statement can be used:**

This statement provides an overview of our commitment to DICE. It can be used within teams, project / policy development, when considering EIA's or when developing external and internal partnership projects.

In addition the Service has the following equality strategies/policies in place to support the implementation of our commitment stated above. These include:

**To measure performance against DICE**

*The [Diversity, Inclusion, Cohesion and Equality \(DICE\) Strategy](#)*: this provides an overview of the Services approach and performance with this regard.

*[Equality Objectives](#)*: outlines our strategic equality outcomes for our communities, partners and employees.

*[Positive Action Strategy](#)*, which focuses specifically on improving under representation within our workforce.

**To outline expectations around behaviours, actions and personal accountability**

The *[Equality and Diversity Policy](#)* provides information around expectations of behaviours from our employees, managers and stakeholders.

These commitments are also reflected through our *Core Values*.

For further information please contact the DICE team through [Equality&Diversity@wmfs.net](mailto:Equality&Diversity@wmfs.net)

FIGURE 1: OUR COMMITMENT TO DIVERSITY, INCLUSION, COHESION EQUALITY (DICE).



## **APPENDIX G**

### **Diversity, Inclusion, Cohesion, Equality (DICE) Supporting Strategy 2014/15**

#### **Supporting Strategy Owner**

Director: Gary Taylor, Director of Operations

SAG Lead: Preith Shergill, Equality and Diversity Manager

#### **1. OVERVIEW**

*‘Our communities are highly diverse and we must continue to meet their differing needs to achieve the delivery of our core Services of Prevention, Protection and Response’, The Plan. A breakdown of the diversity of our communities can be found in the [2011 Census information](#).*

Our approach to delivering services to the communities of the West Midlands. Can be found in the [‘Equality and Diversity Report and Objectives 2012-2015’](#).

WMFS is committed to [achieving the excellence level of the FRS Equality Framework](#), further information about which is available in The Plan.

*As a Public Service, WMFS realises the role it can play in making the region more economically viable, how we can contribute to empowering and building the capacity of the people of West Midlands and enable them to have better and safer lives.*

#### **2. OUR COMMITMENT TO DIVERSITY, INCLUSION, COHESION EQUALITY (DICE)**

To support the understanding of our employees, partners, stakeholders and communities to our commitment towards DICE, we have outlined the definitions of these terms and our commitment to these in the [WMFS Diversity, Inclusion, Cohesion Equality, commitment statement](#).

The purpose of this statement is to set out the Services commitment and expectations with regard to how we work together with our colleagues, stakeholders and communities.

The goal of these commitments, reinforced by IPDS and our [core](#)

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values, is to further improve our organisational culture through our working practices, behaviours and actions so that we can bring out the best in all our people and deliver excellence against The Plan.

### 3. PURPOSE

**The Plan states, ‘Despite the financial challenges facing the West Midlands Fire Service; Equality, Diversity and Inclusion is a key priority for us’.**

The purpose of this Strategy is to provide clarity and a unified approach of the Services commitment and direction to Diversity, Inclusion, Cohesion and Equality (DICE). To improve our performance against The Plan, in delivering services that meet the needs of our diverse communities.

The Service inspires to achieve the highest standards of performance “WMFRA is committed to providing an environment that encourages all staff to ‘be the best they can be’ in pursuit of excellence”<sup>1</sup>. Our behaviours, attitudes, policies, use of resources and outcomes all demonstrate to our employees, partners and communities our commitment to the basic principles of diversity, inclusion, cohesion and equality. *Therefore people, whether through our external interactions or through our employees internal, are vital to the delivery of this strategy reflected through our performance and outcomes*

This strategy proposes to bring together our various diversity, inclusion, cohesion and equality, strategies and approaches to provide direction on how best to synergise, simplify and provide leadership in the management of these; in an environment where we are financially challenged and need to demonstrate innovation, creativity, agility and value for money. This strategy clearly outlines the key areas of Service Delivery and Service Support that need to demonstrate DICE outcomes for our communities.

This is also reflected in the changes to the role of the E&D function which has evolved to drive the principles of DICE through providing more strategic leadership. As outlined in point in the section ‘Service Delivery Partner’ below.

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<sup>1</sup> The Plan 2014 - 2017

## ***Why Diversity, Inclusion, Cohesion and Equality is important to WMFS***

Engaging with and better understanding our diverse stakeholders and communities and building on the experiences and insight of our diverse employees helps us to *design and deliver more effective services*.

Valuing the contributions of everyone, including people from under-represented groups and ensuring equality, *makes a positive difference to organisational innovation, efficiency and performance*.

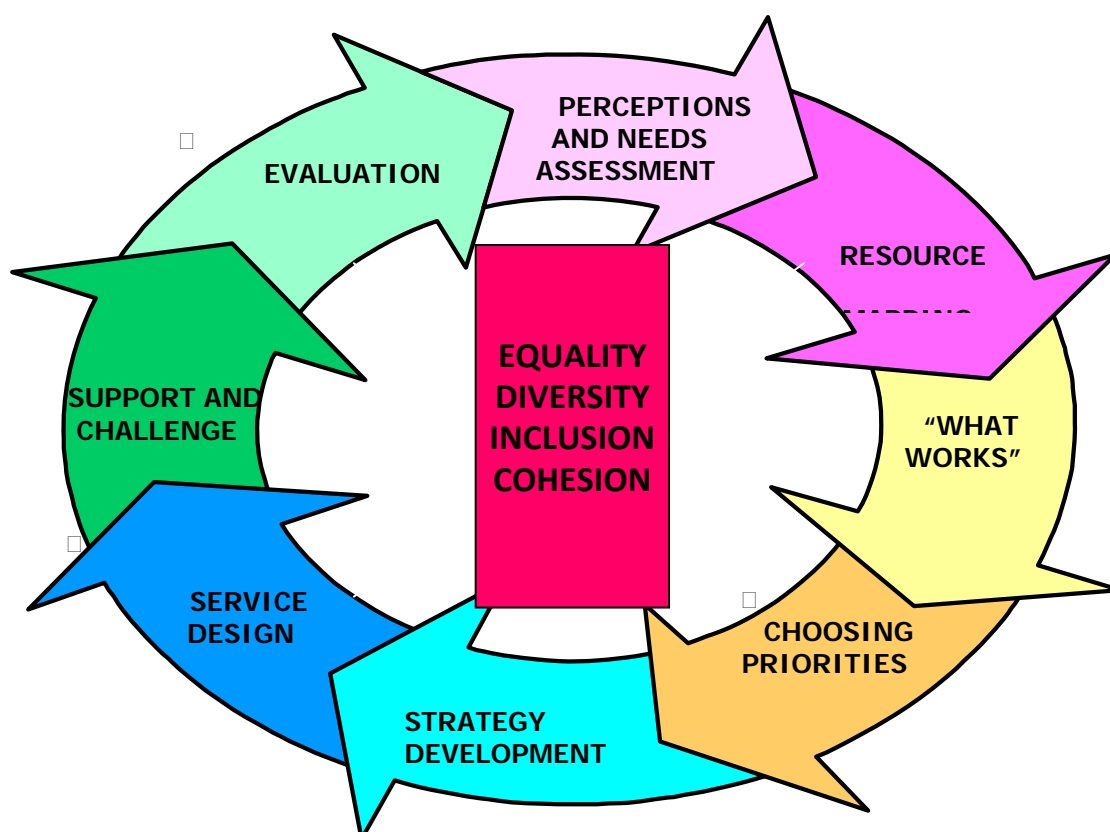
Positive reputation internally and externally will improve our ability to *attract and retain the best talent and have stronger relationships with our stakeholders and communities*.

### **4. CORE BUSINESS SERVICES (Supporting the delivery of The Plan 2014/17)**

As a key Public Service we will undertake our Equality duties and statutory requirements under the Equality Act (2010), through the delivery of this strategy.

The Service is working towards creating a culture that embraces the principles of equality and diversity through practicing inclusion and cohesion. To deliver this vision we are investing in and developing our people so that they can '*be the best they can*'. This vision will be delivered through our people when DICE principles and ways of working are consistently embedded into the work of our internal support functions and external service delivery and community engagement work.

This often means consciously thinking about DICE considerations through various aspects of our work as demonstrated below:



With this in mind, this strategy impacts all aspects of the services work and therefore is the responsibility of all: *employees, managers and stakeholders*.

This is often reflected through the use of the Service's Equality Impact Assessment Framework; but goes much wider to consider individual behaviours, influence, leadership and actions. It is with this understanding that the Service has the expectation for each manager and employee to consider DICE within their decision making processes and ways of working. Further details of employee and management behaviours and responsibilities are outlined in our [Equality Policy and Dignity at Work policy 02/17](#).

To manage our performance against Diversity Inclusion, Cohesion and Equality, we can broadly divide performance measures into two key areas of *Service Delivery* and *Service Support* outcomes.

## 5. SERVICE DELIVERY

*'The West Midlands communities are highly diverse and we must continue to meet their differing needs to achieve the delivery of our core services of Prevention, Protection and Response. In order to commit to this and efficient service delivery, we continue to work with Community Safety Partnerships to deliver prevention activities and improve*

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*outcomes for the West Midlands communities. We continue to work with local authorities, voluntary organisations and the private sector to achieve our vision of 'Making West Midlands Safer.' The Plan.*

Our DICE considerations and activities are developed, evolved and delivered through our Prevention, Protection and Response Level 2 Plans and through the work that is supported by the Corporate Communications Directorate and Community Safety teams. Key DICE outcomes can be demonstrated through:

1. Safety and prevention messages for all communities through our frontline staff and the work of our community engagement and corporate communications campaigns.
2. In managing our Integrated Risk Management we will target our resources in proportion to risk, meeting the needs of the most vulnerable individuals whilst still providing Services to all communities. In doing this, we are applying the principle of universal proportionalism; which has been cited by Sir Michael Marmot as key to addressing health inequalities.
3. By adopting and delivering our commitment to the Marmot Principles (see Appendix A).
4. To deliver prevention in its broadest sense, through addressing the behaviours that cause incidents and create risks.
5. By developing partnership work with other public sector bodies to deliver value for money services.
6. To improve the capacity of partnership agencies to promote DICE in all that they do.
7. To enable all communities to participate in the process of contributing to inclusion and cohesion community activities led by WMFS.
8. To communicate and demonstrate positive outcomes of DICE to our communities.
9. To enable communities to be safe and well.

## **6. SERVICE SUPPORT:**

There are a range of supporting strategies that reflect our commitment to DICE and are have interdependencies with this strategy of delivering DICE outcomes. These include:

1. **Governance:** informing, influencing and driving the DICE agenda as set out by the Authority and specifically through the Scrutiny Committee and strategic groups within the organisation.

2. **Our People:** the DICE strategy has a key role to play within recruitment, progression, positive action, employee relations, employee experience and talent management requiring a partnership and collaborative approach between Human Resources and DICE team to deliver outcomes. HR in particular, has a responsibility to eliminate discrimination and provide equality of opportunity within HR people management processes.
3. **Organisational culture and development:** This strategy is a key consideration in delivering organisational improvement, design and development initiatives. The collaborative approach through various change agents within the organisation need to continue to improve trust, accountability, ownership, and to encourage connecting and contributing.
4. **Procurement:** having equality considerations in rewarding tenders and services and their related processes is a key responsibility to our community.
5. **Corporate Communications:** supporting the corporate communications section in promoting positive messages with regard to our Services which demonstrate our commitment to DICE through a range of media platforms internally and externally.

## 7. AS A SERVICE DELIVERY PARTNER

The role of the DICE function is to provide strategic support in enabling leaders, managers and employees to deliver the outcomes of The Plan.

The Team delivers leadership support and strategic influence through technical advice, collaboration work, projects, campaigns and activities to profile and embed our commitment to DICE into our ways of working. This includes:

- i. As a change agent to deliver leadership and transformation towards a positive organisational culture. For example, through employee engagement including projects, initiatives, campaigns, communication and engagement.
- ii. Strategic, technical and specialist advice to the leaders of the organisation on equality and diversity strategies. Supporting the communication and understanding of sensitive and complex issues. In doing so, establishing an organisational profile of DICE work that impacts our internal culture, alongside demonstrating our commitment to communities and partners through our service delivery.

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- iii. To co-ordinate and work in collaboration with other functional leads and managers to further embed and deliver on our performance around DICE. For example, equality and positive action in recruitment and progression and better community relations and communication.
- iv. Lead and manage the planning, administering and delivery of DICE work and support the Governance of monitoring, review and evaluation through reporting regular progress to the Authorities Scrutiny Panel, and proposing remedial action where required.
- v. To empower and engage employees and build capacity in individuals and groups to understand and deliver skills required in promoting and embedding DICE. Developing a sophisticated understanding of managers and employees to consider the sensitivities and needs of the different communities or groups at work or within the community. Such as communication, cultural differences, designing relevant interventions and engagement. Examples of this work include bespoke learning and development sessions, employee forums, supported community partnership meetings, campaigns, coaching and issue specific workshops.
- vi. Supporting cohesion between different groups internally and externally through networking, developing capacity and promoting integration to build sustainable community relations and to meet our Specific Duties under the Equality Act (2010). In doing so representing the Service to our external partners, stakeholders and communities at a local, regional and national level.
- vii. Advice and assist officers in considering equality impact in decision making, such as developing policies through the Equality Impact Assessment framework and promote best practice within DICE work.
- viii. To enable the organisation to respond to its statutory requirements under the Equality Act 2010: in all practices, criterion and provisions of goods and services and employment. Providing technical and specialist advice to managers on related people management issues and case work.
- ix. A sophisticated and expert resource to consider the equality implications when planning service delivery, consultation, communication and engagement with community leaders, groups,

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partners and stakeholders as required by our specific and general statutory requirements.

## **8. LOOKING FORWARD**

It is intended that broader DICE strategic objectives will be proposed to reflect the performance delivery of this strategy, which will also include the revised Equality Objectives as required by the Equality Act 2010, which support our statutory requirements.

The Service is committed to achieving the Excellence level of the Fire and Rescue Service (FRS) Equality Framework and through meeting our Equality Objectives. However, both will be required to be reviewed in view of this strategy. We are migrating to the new FRS Equality Framework themes, which are:

- 1** Knowing your communities.
- 2** Leadership, partnership and service commitment
- 3** Community engagement and satisfaction.
- 4** Responsive services.
- 5** A skilled and committed workforce.

### **Measuring Performance**

The Strategy will be implemented through specific activities and actions which will be monitored through the Quarterly Performance Framework and through regular reports to the Authorities Scrutiny Panel.

### **Risk Assessment**

In view of the diversity of the West Midlands region, the equality profile of our workforce and further more the aspirations to be a key Public Service provider; the clear and obvious risk to the organisation of not having this strategy and in house specialists is that of breaching our statutory requirements.

Ultimately this would cost the organisation a great deal of financial loss alongside loss of reputation. Under equality legislation we are required to consider equality impact in all our service delivery and employment as well as procurement of goods. With the above risks in mind, the DICE team are best placed with the technical, professional knowledge and skills to address the organisational issues raised to mitigate or address these risks.

The DICE team provides the organisation to take a *strategic approach* to tackling DICE issues across the service; demonstrating success through our work and achievements through a shift in internal perceptions and culture as well as improving performance in Service Delivery.

## **Key Stakeholders**

Whilst DICE needs to be considered in all aspects of the Services work as outlined above; Human Resources, Communications and Operations are the key internal stakeholders to drive outcomes related to this strategy that are aligned to the Plan.

Human Resources need to ensure that employees are treated equally and that barriers are removed through implementing our equality duties in recruitment, retention, progression and development. Community safety is instrumental in delivering longer term positive action strategies and sustainable partnerships externally. Corporate communications is vital in developing community relations. In addition, we have a range of growing community partnerships which include grass roots communities representing specific groups and an engagement with diverse media organisations. As we increase our profile of inclusion and cohesion work we envisage some key stakeholders to emerge from our communities.

## **APPENDIX H**

### **Coventry Boot Camp**

This Programme Supports young people furthest away from the workplace to develop skills and confidence needed to enter employment and training.

WMFS work collaboratively with the following partners:-

Whitefriars Housing, Midland Heart Housing Association, Orbit Housing, Job Centre Plus, Henley College, Groundwork West Midlands, Citizens Advice Bureau and Coventry City Council.

WMFS delivers team building, Your Choice and Heart Start Sessions and members of the Command team support the day devoted to Job Application and Interview Skills. A Station Commander sits as a panel member at Dragon's Den, where young people in two teams present a Social Enterprise opportunity that they have developed and prepared.

£5,000 held by West Midlands Fire service in Coventry to help reduce the impact of migration on services has been allocated to Boot Camp to continue with their engagement of BME and new communities and opportunities to actively target onto the programme are being identified with;

- Coventry Refugee and Migrant Centre
- New communities manager with WM Housing Group
- West Midland Police local policing teams
- YMCA
- Coventry Youth Service
- Coventry Job Shop
- Positive Youth Foundation
- Children's centres
- Coventry Library and information service
- Local councillors
- Community Centres

### **Boot Camp:**

- Seeks to tackle worklessness, reduce economic inactivity and anti-social behaviour for young people aged 16 –24 years of age.
- Is a 2-week intensive activity programme, run three times annually, for up to 15 young people on each programme.

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- Provides a range of activities, coaching and one to one support improving confidence, self discipline, CV's, interview skills, team work. Encourages healthy competition, supports a community project, accommodates an intergenerational event, supports campers to raise their personal and professional goals and promotes the importance of pro-social behaviour.
- Works with local employers and local colleges to provide all Boot Camp participants with an apprenticeship, job, work placement, structured training.
- Provides all Boot Camp participants with a professional mentor to support & sustain them in their new destination.
- Delivered 8 programmes, serving 84 young people, 58 of whom have sustained their work placement and 15 have been from BME and new communities