



Diversity Inclusion Cohesion and Equality



REPORT

2012
2015

OBJECTIVES

2016
2019



Prevention Protection Response

Making West Midlands Safer

WEST MIDLANDS FIRE SERVICE

www.wmfs.net



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Councillor John Edwards

Chair, West Midlands Fire and
Rescue Authority



Phil Loach

Chief Fire Officer, West Midlands Fire Service

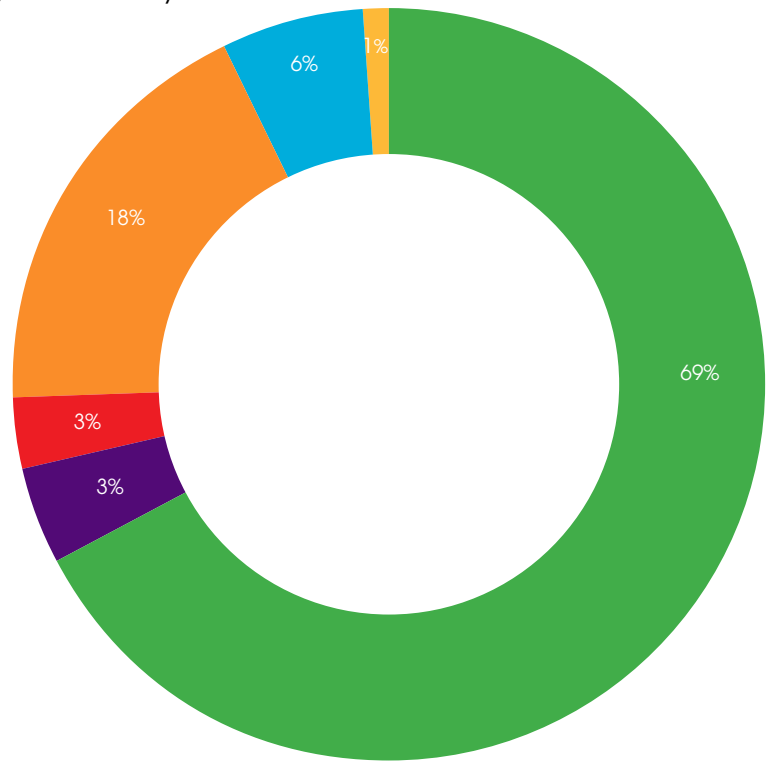
West Midlands Fire Service (WMFS) serves a population of 2,469,100¹ million people living in 988,593² dwellings. It covers the cities of Birmingham, Coventry and Wolverhampton and the Metropolitan Boroughs of Dudley, Sandwell, Solihull and Walsall.

(A detailed map of our Community Fire Stations and Fire Safety Centres can be found on our website www.wmfs.net).

Communities Profile:

West Midlands Fire Service Area of Service

The WMFS area of service has one of the most diverse populations in the UK with high proportions of Black and Minority Ethnic Groups.



- English/Welsh/Scottish/Northern Irish/British
- White Other
- Mixed
- Asian/Asian British
- Black/African/Caribbean/Black British
- Other ethnic group



Our approach to Diversity, Inclusion, Cohesion and Equality

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How Diversity Inclusion Cohesion and Equality supports The Plan 2015-2018

The Plan 2015-2018 sets out WMFS priorities, how they will be achieved and the difference this will make for the people and businesses of the West Midlands. The Diversity, Inclusion, Cohesion and Equality (DICE) report and objectives are a key element in supporting the Plan. It is essential to The Plan that our communities and partners have the opportunity to contribute and shape the way we deliver services. This is supported by our community members' scheme. Key priorities within the Plan of communities and partnerships and developing a highly skilled and flexible workforce that delivers excellence in the community are directly supported by our Equality objectives.

The Plan also supports the DICE objectives with key performance indicators around disclosure of disability and numbers of female uniformed staff and staff from ethnic minorities forming part of the Plan, but more than this DICE objectives and considerations are a golden thread running through all that WMFS does in its three main areas of Prevention, Protection and Response.

- ▶ In **Prevention** knowledge of and engagement with the communities we serve helps inform our Community Safety Strategy. The better we understand the diverse communities which make up the West Midlands the more effective we can make our education and prevention activities
- ▶ In **Protection** our knowledge of our communities allows us to reduce the regularity burden on businesses and better target our advisory campaigns based on a strong understanding of our communities and the risks they face
- ▶ In **Response** building a diverse workforce which better reflects the communities we serve helps us be a flexible, confident and responsive service

We value service to the community by

- working with all groups to reduce risk
- treating everyone equitably and with respect
- being accountable to those we serve
- striving for excellence in all we do

We value diversity in the service and the community by

- treating everyone equitably and with respect
- providing varying solutions for different needs and expectations
- promoting equality of opportunity in employment and progression within the service
- challenging prejudice and discrimination

Our core values set out how we expect our employees to be the best they can be in keeping the West Midlands' communities safe

We value all our employees by practising and promoting

- equality and respect
- recognition of merit
- honesty, integrity and mutual trust
- personal development
- co-operative and inclusive working

We value improvement at all levels of the service by

- accepting responsibility for our performance
- being open-minded
- considering criticism thoughtfully
- learning from our experience
- consulting others



Our Commitment to Excellence in Equality & Diversity

DICE considerations are at the heart of the organisation's business planning processes and outcomes. To further embed this ethos within our organisation we are committed to the Fire and Rescue Service Equality Framework. This Framework assesses organisation excellence in the following 5 areas which you will see are reflected in our Equality Objectives 2016-2019 later in this report

- ▶ Knowing our Communities
- ▶ Involving our Communities
- ▶ Leadership, Partnership, and Organisational Commitment
- ▶ Building a Skilled and Committed Workforce
- ▶ A Responsive and Accessible Service

The areas above represent the updated sections of the Fire & Rescue Service Equality Framework which has been improved to be more focused for the sector. Section 3 (Performance and Achievements. Report on 2012-2015 objectives) of this report illustrates our progress in the last 4 years against the objectives set under the older framework

By making this commitment towards achieving Excellence in The Fire & Rescue Service Equality Framework we are raising the expectations of our people, our communities, partners and employees to deliver services and demonstrate practices which reflect the principles of the General Duty in all that we do.



Our approach to Diversity, Inclusion, Cohesion and Equality

West Midlands Fire Service Statement of commitment to **DIVERSITY, INCLUSION, COHESION, EQUALITY (DICE)**

The purpose of this statement is to set out West Midlands Fire Service's (WMFS) commitment and expectations with regard to how we work together with our colleagues, stakeholders and communities when considering Diversity, Inclusion, Cohesion and Equality. Our commitment is reinforced by our Individual Personal Development System (IPDS) and our core values with the purpose 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 protected 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 to be an organisation where people feel involved, respected and connected to our success in making West Midlands Safer.

Cohesion is defined by The Commission for Integration and Cohesion. Key aspects of this include having a widely shared sense of the contribution of different individuals and different communities to a future vision. Within this where people have a strong sense of individual rights and expectations and where positive relationships are nurtured through mutual trust and arbitrating between different interests. Those from different backgrounds have similar life opportunities, access to services and treatment and 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.

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 helping to keep the communities of the West Midlands 'Safe and Well'. 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 supported by legislation (Equality Act 2010) designed to address unfair discrimination, harassment and victimisation; advancing equality of opportunity and fostering 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, gender, sexual orientation. The protection offered to these protected characteristics varies under the Equality Act (2010) and therefore the Service provides proportionate consideration to these areas of work through the resources available.

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 considerations in all that we do to support the Service in achieving equality outcomes.

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 Equality Impact Assessments 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 [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.

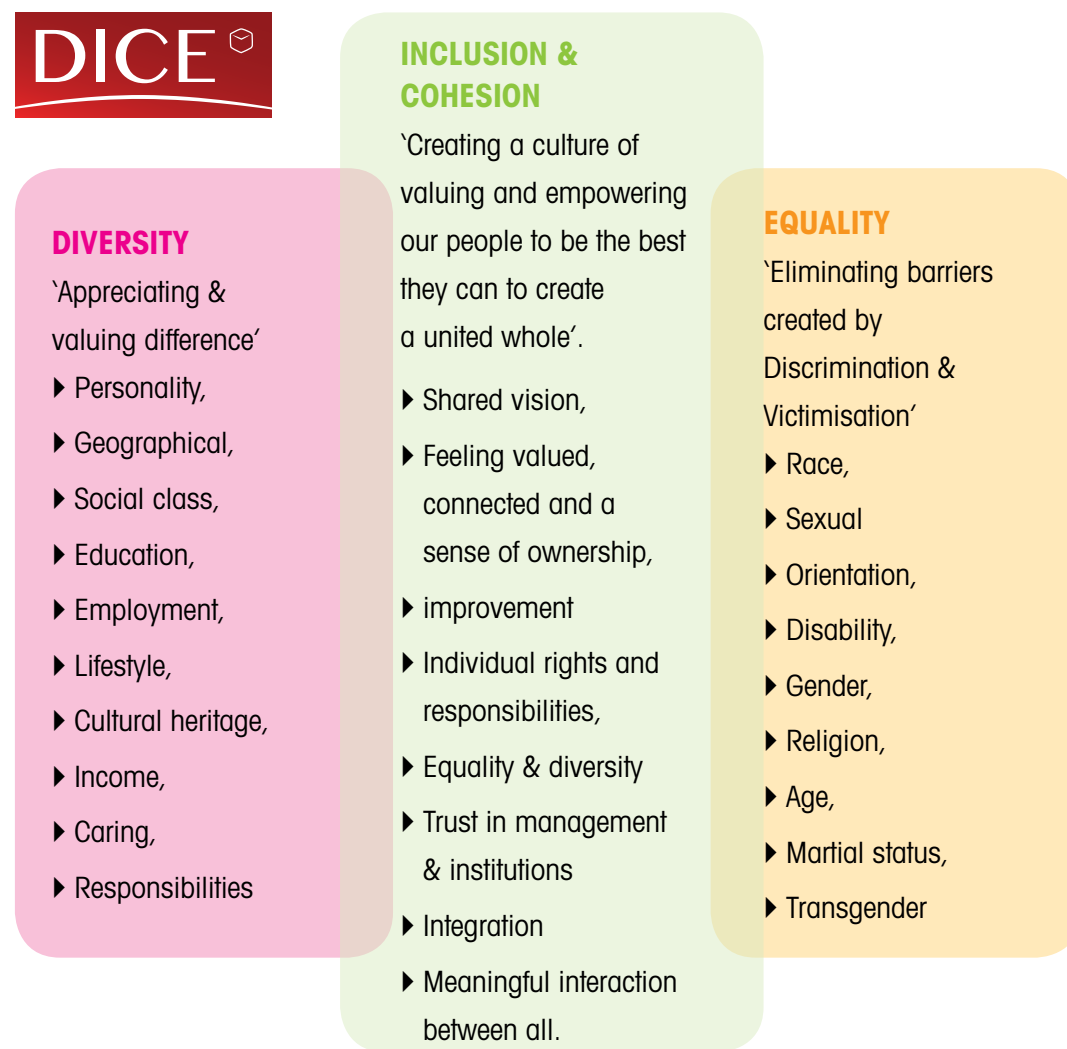
To outline expectations around behaviours, actions and personal accountability

The [Equality and Diversity Policy](#) provides information around Core Values, Personal Qualities and Attributes (PQA's) and expectations of behaviours from our employees, managers and stakeholders.

These commitments are also reflected through our [Core Values](#).

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

A visual overview of our commitment to these distinct but interrelated concepts is detailed in the following diagram



The Public Sector Equality Duty

The Public Sector Equality Duty, section 149 of the Equality Act 2010 came into force on 5th April 2011. This requires public bodies to consider the needs of all individuals when carrying out their day to day work: in shaping policy, in delivering services and in relation to their own employees.

The public sector Equality Duty is made up of a General Equality Duty which is supported by specific duties. The 'Public Sector Equality Duty' is the formal title of the legislation, the 'General Equality Duty' is the overarching requirement or substance of the duty, and the 'specific duties' are intended to help performance on the General Equality Duty

The General Equality Duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

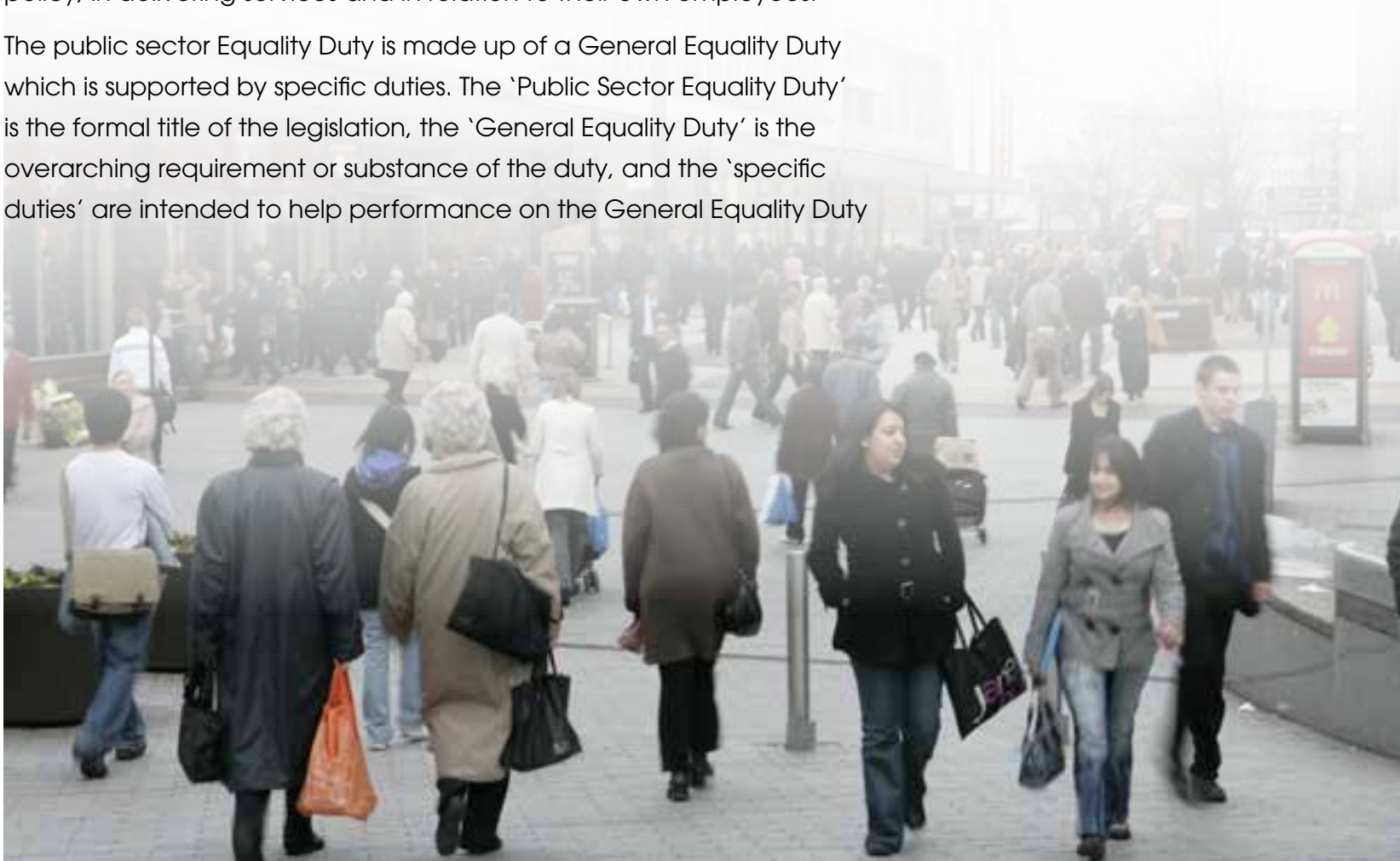
Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.

Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The protected characteristics are; Age, Disability, Gender Reassignment, Marriage and Civil partnership, Pregnancy and Maternity, Race, Religion and philosophical belief, Gender, and Sexual Orientation

These are often referred to as the three aims (or arms) of the General Equality Duty.



Our approach to Diversity, Inclusion, Cohesion and Equality

Specific duties

The Equality Act 2010, Specific Duties Regulations 2011 came into force on 10th September 2011. The Specific Duties help public bodies perform the Equality Duty better by requiring them to be transparent about how they are responding to the Equality duty, by publishing relevant, proportionate information showing compliance with the Equality Duty and to set equality objectives.

The purpose of this report is to further assist the West Midlands Fire and Rescue Authority in meeting our specific duties by outlining our progress against previously set objectives and outlining future key Equality Objectives which are aligned to the work 'The Plan' and have been developed to assist WMFS in its journey towards excellence

These duties and objectives are supported by the organisation policies;

- ▶ [Code of Conduct](#)
- ▶ [Dignity at work](#)
- ▶ [Pregnancy, Maternity, Paternity, Adoption & Shared Parental Provisions, Leave & Pay Policy](#)
- ▶ [And the Positive Action strategy](#)



Performance and Achievements. Report on 2012-2015 objectives

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This part of the report reviews WMFS progress against the Equality Objectives we set for 2012-2015. Here you will find a sample of the diverse range of work WMFS carries out as well as detailed equality data on our work force, these case studies represent only a small fraction of the work WMFS carries out towards our key principles of “improving lives to save lives “and making West Midlands safer

This report also represents a transition from the previous Equality Framework for Fire and Rescue Services (2012) to the current revised framework. Under the previous framework WMFS was awarded the ‘Achieving’ level of the Equality Standard, A key part of the journey towards achieving ‘Excellent’ Standard is the transition to the new framework. This is reflected in our objectives.

The report of progress you see illustrated in the following pages is based on our Equality Objectives 2012 which are aligned to the 2012 Equality Framework.



Performance and Achievements. Report on 2012-2015 objectives

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Service Delivery and Engagement

WMFS is constantly seeking to improve services and key to this improvement is engagement with the communities we serve. A vast array of engagement activities take place at our stations every year from station open days which bring education, information and fun to our communities to more specific engagement targeted at groups who are particularly at risk or vulnerable.

Here you will find a small sample of our activities from across the whole of our service delivery area and some specific examples from each of our 5 Command Areas of Birmingham North, Birmingham South, Black Country North, Black Country South and Coventry and Solihull.

Command Area Case Studies Birmingham

Aurora Youth Development Project

This is a programme for young people who have experienced the Criminal Justice Scheme and is focused on enhancing the young person's self-esteem, self-confidence and employability by encouraging self-belief and personal insight into their behaviour, plus learning how to work as part of a team.

The Programme covers a period of 10 – 12 months for young people aged 13 – 17 years and who are involved in the criminal justice system. The programme consists of three courses of four days duration where young people are referred from a variety of Agencies which can include the Youth Offending Scheme, Behavioural Support Services, Schools, Registered Social Landlords and West Midlands Police.



On successful completion of the first course each young person is assigned a personal mentor who will work with them on a regular basis for the duration of their involvement. To progress through the programme the young person must show improvements in behaviour, attitude and reduced offending. Classroom sessions are discussion based around the consequences of their actions; they are kept short with a number of practical exercises throughout the day. To reach the final stage the young person has to demonstrate that they have ceased all offending. The programme is funded by the Birmingham Community Safety Partnership and following external review has been confirmed as achieving all of its stated objectives and outcomes.

Performance and Achievements. Report on 2012-2015 objectives

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Ladywood fire station

As part of a multi-agency meeting, Crew Commander Danby planned an initiative to reach out and engage with young and old in Ladywood. This was to involve and empower different groups and charities in Ladywood:

- ▶ Reaching out and being inclusive of our younger and older members to support cohesion
- ▶ Working together for the same goals of making our community safer in Ladywood.
- ▶ Health and wellbeing

Ladywood fire crews brought in The Princes Trust youth intervention program, led by local Police. The group engages with young adults who are known to the Police. This group of 16 young adults aging from 16 to 19 and from all walks of life undertake a program of team building, motivation and cohesion to plan, design and complete a project within their community.

An initiative was planned to build an inner-city growing space at Ladywood Fire Station, to enable positive targeted engagement with our local young people along with the involvement of local community groups and residents and other partner agencies.

Crew Commander Danby used their local links with Birmingham Botanical Gardens, this enabled access to their Community Projects Inner City Growing Coordinator, as a team they gained their support with expert knowledge to produce a structure of planting and all year involvement



The project encompassed and embraced diversity and produced a more understanding group of people. There has now been over 12 months of community involvement and still has local residents using the growing space to produce vegetables and flowers.

This proactive involvement has seen the Police report a 45% reduction in Anti-Social Behaviour in the same time frame.

Performance and Achievements. Report on 2012-2015 objectives

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Black Country North

Reducing Risk - Educational group: Special Needs and Learning Difficulties

A weekly course with the aim of improving positive engagement with community members who have experienced learning difficulties and/or special educational requirements.

There are many vulnerable community members who are designated as high risk to the Fire Service as an organisation. Whether it be linked to the risk of arson or accidental fires, by building strong relationships with these individuals and educating them about the risks of fire, both to themselves and to others, the risk can be significantly reduced. This is evidenced by a reduction in the number of incidents attended relating to vulnerable people. Not only can education on fire safety be provided but it can be associated with the opportunity for individuals to improve their core skills such as literacy and numeracy. The course work is designed to ensure full participation and engagement by targeted clients where skills such as team building and leadership skills are encouraged. The Fire Service are working towards developing nationally recognised qualifications as part of this work and to run CV writing workshops with a view to helping people gain work placements and ultimately employment.

Tipton's Station

Open Day -

Sunday 4th August 2013

The event was a huge success, with support from local charitable and public service organisations and traders. The Fire Service offered many fun activities including a bouncy castle, zorbing balls, face painting, live jazz music, Zumba, road traffic collision and chip pan fire demonstrations, food, drinks and much more.



Officers were also on hand to offer fire safety advice and provided plenty of safety leaflets for people to take away and share with relatives, friends and neighbours designed to help keep them safe. Colleagues from the Police and Ambulance services were also in attendance to offer support and guidance to the local community.

Around 400 people visited the event and raised over £700 for various charities. Some of the money will be going directly back into the local community. We'd like to thank the Mayor of Sandwell, Councillor Mrs Linda Horton and fellow Councillors for attending and the local community for showing such great support and we look forward to making next year's event even bigger and better!

Performance and Achievements. Report on 2012-2015 objectives

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Coventry and Solihull

One Body One Life (OBOL)

The One Body One Life programme was awarded the highly coveted Inspire Award by The London Organising Committee of the Olympic and Paralympic Games (LoCOG) for its creative and ground breaking work with children and their families, designed to encourage them to lead healthier lifestyles. The Award recognises innovative and most importantly sustainable improvements, which was the overriding aim of the Olympic Legacy Award. The Award was presented in 2012 by the world famous Olympic athlete David Moorcroft OBE and the Chief Executive of LoCOG.

OBOL is a Coventry City Council community based weight management programme for families and individuals who want to lead a healthier lifestyle. It is an 8 – 10 week programme delivered across Coventry aimed at helping people to make real and sustainable changes to their lives by looking at their eating and exercise habits. Run by qualified coaches, weekly sessions include a fun and interactive exercise session, healthy eating sessions which include healthy eating tips and demonstrations.

Hosted on local Community Fire Stations

Also included are regular health checks so that participants can see at firsthand the changes the programme is making, all of which is underpinned by motivational coaching which help people make achievable changes in their eating and exercise habits. Many of the sessions are hosted on fire station premises, with fire fighters engaging in



the programme to deliver the interactive exercise session based on their operational activity. The 'on station' sessions also provide the opportunity for WMFS to give advice and support to reduce the risk of accidental fires in the home. This partnership arrangement gives mutual benefit as it provides free accommodation for the OBOL team and opportunities for WMFS to deliver their home fire safety messages.

Performance and Achievements. Report on 2012-2015 objectives



Organisational Case Studies

Community members

Launched in 2014 our community members scheme allows members of our communities to get involved in a wide variety of ways to help support and shape the services that WMFS provide. By 2015 the scheme had over 1000 members of the community signed up and continues to grow. We have set robust targets for this scheme in the DICE objects found in this report and more details on how you can get involved can be found at the back of these report.

[▶ LINK TO **COMMUNITY MEMBER'S** VIDEO](#)



Performance and Achievements. Report on 2012-2015 objectives

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Vulnerable Persons officers

WMFS have seen an increased number of employees becoming Vulnerable Person Officer's (VPO's) since 2011. The role of the VPO's is to provide specialist support for fire crews when dealing with individuals with complex multiple risk factors requiring more in depth support to keep them safe. VPO's receive more specialist training in drug and alcohol awareness, disability and dementia awareness and supporting those with sensory impairments. The number of VPO's within the brigade is approximately 120. There is a wide diverse spread across the brigade to cater for the multicultural community.

The VPO's receive training and are kept up to date on the changing environment. Best practise is constantly communicated to each of the VPO's from the different command groups. The VPO's are a key element in keeping the communities of the West Midlands 'Safe and Well' and support the WMFS view of fire risk as a health asset and to our commitment to mitigate health inequalities and the Marmot Principles.

The NHS, public health and social care are facing tough challenges with demand for their services outstripping resource and capacity to respond. However, they recognise the success the Fire and Rescue Services have had in reducing demand through investment in prevention activity, and are now looking to colleagues in the fire sector to help them replicate this.



We know that a great many of the causes of poor health outcomes are the same as those that determine risk from fire. Frailty, poor mental health, obesity, smoking, alcohol and substance abuse – amongst other things – place major stress on health services and represent some of the key factors involved in fatal fires. WMFS sees this as a fantastic opportunity to work together for mutual benefit of the communities of the West Midlands.

Performance and Achievements. Report on 2012-2015 objectives

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Specialist Deaf team

We have a team of specially trained staff who help keep the deaf community safe. In the last 4 years they have carried out over 450 home visits to members of the deaf community and attended 4 Deaf events. The team are trained in British Sign language (BSL) with one team member at BSL level 6, four members at BSL level 2 and three at BSL level 1. Four more members of staff are currently in training.



Performance and Achievements. Report on 2012-2015 objectives

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School Program

WMFS are still actively working with schools in the West Midlands to educate the children and young people with a range of safety issues including:

- ▶ Fire safety through Spark Packs
- ▶ Road Reduction
- ▶ Personal Safety through 'Your Choice- Your safety' activity.

The Spark Packs have advanced in their development within the last 2 years and is currently now electronically where the children are able to work together as a class and use the touch screen to problem solve and enjoy the educational input from the fire crews.

We also engage with young people in a wide variety of station based projects, increasing awareness of risks for young people but also helping them become more aware of health issues like diet and exercise.



Performance and Achievements. Report on 2012-2015 objectives

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Road Casualty Reduction Team: Engage Youth Empowerment Services Event (EYES)

West Midlands Fire Service Road Casualty Reduction Team (RCRT) actively engaged with over 300 members of our community at two youth engagement events held at Heath Town Park and Pendeford Park, Wolverhampton.

The RCRT had a MG 6 GT sports car on display at each event. Young drivers and passengers asked a variety of questions with regards to speed and in-car safety.

RCRT discussed the dangers associated with speeding and non-seatbelt wearing, and were able to highlight other issues such as tiredness, driver distractions and drink and drug driving.

The MG being the main attraction at the event allowed the RCRT to provide vital road safety information to the highest 'at risk' group of being killed or seriously injured in road traffic collisions.



Performance and Achievements. Report on 2012-2015 objectives

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Sharing Best Practice

Accessing and Supporting those Diagnosed with and Living with Dementia.

Work is undertaken to develop our partnership engagement to target people within our communities who are diagnosed with and live with dementia. Clive Robinson, Community Risk Reduction Officer undertook specific training and became our first Dementia Champion. WMFS was the first Fire and Rescue Service to gain 'Marmot Status' for recognition of its work to reduce health and social inequalities and its embedding of the Marmot principles in the delivery of its prevention work. WMFS is also one of the leading services working with the Chief Fire Officers Association in its work on 'Fire as a Health Asset'

Work included:

- ▶ A prescription for a home safety check upon diagnosis of the condition from Health and Social Care partners
- ▶ The Command becoming Dementia Friendly through the delivery of Dementia Friends sessions at Coventry, Foleshill, Canley and Binley to raise awareness of the condition. The sessions were open to partners and community, with many attending.
- ▶ A joint presentation at a Dementia Conference with Birmingham Command in May 2014 provided information to community and professionals about WMFS' journey to becoming Dementia friendly and why dementia increases risk and vulnerability to fire.
- ▶ Home Fire Safety advice and information on the Coventry and Warwickshire Living Well with Dementia Website which this has involved a collaborative approach with Warwickshire Fire & Rescue Service
- ▶ Engagement and active participation at our Local Dementia Action Alliances and the Birmingham & Solihull Dementia Partnership Forum
- ▶ Each station in the Coventry and Solihull area now has Dementia champions to increase awareness for our crews.

Sutton Coldfield Station

Following an altercation with local youths whilst attending an incident in Sutton Town Centre, Crew Commander Cox approached his Watch about carrying out some activities to interact with the age and demographic they faced difficulties with.

Crew Commander Cox identified what resources would be required and which local groups he would need to forge new partnerships with, to ensure the success of the project.

The support at Brigade level was unanimous, which led him to invite outside bodies into Sutton fire station to provide a presentation, of what he was about to start. He wanted them to start gauging their thoughts and encouraging their support in believing this would be advantageous to all.

These parties were West Midlands Police, the Casualty reduction team, the arson task force, all local secondary schools, local Youth inclusion groups and Sutton Municipal Charities. Such was the success of the delivery that all in attendance signed up and he gained full independent sponsorship for the first 5 courses.

This led to the start of the Sutton Youth Project, which takes young people from vulnerable backgrounds, (young offenders, victims of crime and physically disabled, special needs) and places them on a course with main stream children. The course mirrors that of the initial Fire Fighters training, with elements of citizenship.

The local press, who advertised the course, took referrals and attended secondary schools to promote the course. Also to address any concerns or questions potential candidates may have.

When the young people started the course, the fire crews spoke to the group, outlining the expectations of them whilst participating in the course. The fire crews wanted to promote community cohesion and provide positive role models, however due to its success it has since gone on to encompass educational elements, life skills, charity work and experience attributable to employment. All these elements are supported and delivery of educational sessions, such as the Heart Start which are carried out by our supportive course partners, West Midlands Ambulance Service for example.

A Pass out Parade was organised on completion of the course and all of the supporting partners attended. They gave their support to all the young people who had completed the course and received their certification. All schools had attended; West Midlands Police were also in attendance, as were Brigade senior officers, the press and Andrew Mitchell the local MP.

The course has been such an outstanding success that it has been recognised at Aspire level within the Brigade. Externally we have won an award from The Princes Trust and David Cameron's Big Society Award for which we are immensely proud.

**Youth Emergency Services (YES)
Collaboration in partnership with
The Future Melting Pot (TFMP).**

The Future Melting Pot is working in partnership with WMFS to deliver a youth engagement platform for emergency services. TFMP established an executive board and engaged the wider emergency services to this agenda. This project facilitated a multiservice interoperability across the different segments of these organisations that aim to engage, prevent and protect our youth from risk. This is done through enabling and empowering young people giving them a voice to express their concerns to senior managers in the emergency services.

YES works to represent the diverse communities of young people across the West Midlands, providing them with a platform to improve quality and frequency of consultation with WMFS. As a part of the community membership scheme, YES will aim to improve the awareness of the work that WMFS delivers to its communities and increase the public value of how WMFS engages with local communities and organisations. Furthermore by allowing young people to have a voice in shaping emergency service policy, YES will help increase the contribution WMFS receives from its diverse communities in shaping some of the organisation's key policies.



Performance and Achievements. Report on 2012-2015 objectives

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Leadership and Inclusion

Attributes of leadership can be displayed at all levels; each and every person within the service is encouraged to promote DICE within the service. An individual's commitment to DICE is assessed as part of a behavioural framework used in all promotion/selection processes.



Strategic Enabling Team (SET)

A key part of West Midlands Fire Service's vision for leadership and inclusion has been the creation of a diverse strategic management team in the form of the Strategic Enabling Team (SET). As part of a commitment to Equality and Diversity at the very highest level of management within WMFS the previous corporate board structure was replaced with a much broader Strategic Enabling Team as the key decision makers within the organisation. This increased the number and diversity of the Strategic managers within SET. This allows for a much greater diversity among those making the key decisions which affect the organisation with SET comprising of around 21% female members, 14% BME and 14% that have declared a disability demonstrating its diversity.

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Race Equality Forum

In 2014 the first Race Equality forum was launched with the opening event attracting over 100 participants who were able to have open and honest discussions around issues of Race for employees and in service delivery. Members of SET attended allowing for employees to speak directly to strategic managers. Since the initial event four other smaller more focused events have been held continuing the engagement with BME staff with a structured plan for the forum to create positive change within the organisation.

Within this plan WMFS and the Race Equality Forum have made a commitment to work together on issues of:

- ▶ Empowering through networking, shadowing and coaching
- ▶ Progression
- ▶ Addressing representation of BME at different levels of management

Many members of staff including those in leadership positions and members of the Race Equality forum also helped create a video celebrating Black History month and the role models who inspired them.

[▶ LINK TO **BLACK HISTORY MONTH** VIDEO](#)



Performance and Achievements. Report on 2012-2015 objectives

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Affinity

The internal women's network group changed its name from 'We are Women @ West Midlands Fire service' to 'Affinity' to represent a more inclusive approach. Supported by members of SET the group has had a very positive impact on the organisation not only organising various development and social events but also impacting on policy via research into the experiences of members of staff who have been on maternity leave.

As a group 'Affinity' has influenced and provided improvements in the following areas.

- ▶ Reaching For The Stars Programme
- ▶ Leading Excellence
- ▶ Maternity Policy including new maternity uniform trials
- ▶ Individual progression and development
- ▶ Provided confidence and support network opportunities
- ▶ Networking Women Fire Service Weekend Funding
- ▶ Supported and raised awareness of International Women's Day
- ▶ Understanding different issues across the Organisation
- ▶ Modesty Packs
- ▶ Facilities Review

Affinity
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Dignity for All

The Dignity for All Project is a fantastic example of some of the work that has been commissioned across all 38 Stations within the organisation.

The aims of the project were to;

Provide a multi-purpose Dignity room on every station for use by **ALL**.

A private space for purposes such as women returning to work following maternity leave- who wish to carry on expressing milk, for prayer, for any one with medical needs or simply to have some quiet time. All dignity rooms have been refurbished/ built to ensure high levels of individual privacy- including indicator locks and blinds.

We have also provided a separate Male and Female Locker room on every station to provide all employees with a space for personal effects and privacy.

As part of the ongoing improvements to station facilities – we are also raising the specification for ablution refurbishments. Ensuring that all forthcoming refurbishments consider the privacy level for individuals, providing separate changing cubicles and lobby entrances where possible. This creates a more inclusive environment for all our employees helping to embed a culture where staff feel respected and relaxed in the workplace.

There have been many consultations between the surveyors, and Station Commanders, including some Station Management attendances. There has also been a considerable amount of consultation between the Unions and ourselves, to try and achieve the best possible solution for providing these facilities on every station within the constraints of an existing building.

We have also had some liaison with our Occupational Health team, to ensure the referral process is in place for employees who may require refrigerated facilities within the Dignity Room for storage of breast milk, or medical supplies.

35 of the 38 stations have been completed to date- with the final remaining sites planned for completion before the end of 2015.

All of the proposals have been made in support of increasing and improving facilities on stations for existing employees.

We have also undertaken a full review of all our community fire stations to ensure that they are able to facilitate the use of our community rooms on station and plan suitable facilities improvements in the future. This allows us to engage fully with our communities in a wide range of activities and make our Fire stations truly part of the communities they serve.

WMFS is working towards creating a culture that embraces the principles of equality and diversity through practicing inclusion and cohesion. A key element of this was confirming the permanent move of the former Equality & Diversity team from a narrow Human Resources function to a much broader internal and external remit reflected in the change of the team to the Diversity Inclusion Cohesion and Equality team within the Operations directorate. This is alongside the role of the Strategic Enabler for DICE at the heart of all strategic and operational decision making within SET. The change reflects the role of the DICE team evolving from a traditional equality role focusing on to a much greater internal and external focus in enabling all areas of the organisation to embed DICE considerations, including community involvement, in all that the service does such as its work with Corporate Communications, Service Delivery in command areas and social/ health inequalities.

The role of the DICE function is to provide strategic direction and 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, educational campaigns, improve employee and community relations and activities to profile and embed our commitment to DICE into our ways of working the function delivers this through examples illustrated throughout this document.

- i. As a change agent to deliver leadership and transformation towards a positive organisational culture. For example, through employee engagement including projects, initiatives, educational campaigns, communication and engagement.
- ii. As 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.
- 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. To 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
- vi. To support 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. To provide 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.

Performance and Achievements. Report on 2012-2015 objectives

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Employment and Training

We are consistently working towards taking an inclusive and considerate approach to ensure that all of our employees are treated with dignity and respect and that they have equality of opportunity at work. We are proactively ensuring our employees have a comprehensive understanding of the communities that they serve.

WMFS People Support has delivered a range of Learning and Development programs to foster a skilled and motivated workforce, including an Effective Manager program using blended learning to cater for a range of learning styles and a Personal effectiveness series (Insert a logo from this?) These programs have been developed to engage the staff from groups who don't normally engage with learning and development.

WMFS has also a dedicated positive action officer to lead on and development short, medium and long term initiatives to help ensure WMFS is reflective of the communities we serve. This officer is supported by 15 volunteer positive action advisors from across WMFS.

Seeking innovation and value for money WMFS has developed a Distributed Training Model which supports a wide range of learning styles and needs among our employees allowing everyone to learn in a way best suited to them. This is supported by a dedicated E Learning team developing new resources and supporting employees with specific Dyslexia support software where needed.

Positive Action DICE team

Unusual Suspects Dyslexia Awareness Campaign

To raise awareness of dyslexia within WMFS and encourage people to come forward and seek support, six members of uniformed staff were interviewed on video talking about what it is to be dyslexic and how it affects them at home and in the work place. The volunteers ranged from Fire fighter to station commander and included a fire inspection officer and members of the operations training team who most people would not expect to be dyslexic , they were not the 'Usual suspects' . The personal and moving accounts from the individuals had a big impact both internally, encouraging people to talk openly about being dyslexic and externally attracting considerable media attention, including ITV central news and BBC local radio. It was also recognised and listed as good practice by the Department of Work and pensions (DWP) and highlighted in their Accessible Britain campaign. Several Dyslexic charities including the British Dyslexia Association praised the video for its impact and the project was shortlisted for two national and one regional awards.



▶ <https://www.youtube.com/watch?v=k93ovK6LFLw>

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Buddy Scheme, Reaching for the stars.

WMFS recognises that one of the key elements to an engaged workforce and developing a learning culture within the organisation is access to coaching and mentoring, especially for underrepresented groups within the workforce. To that end the DICE team have developed two programs specifically targeted at underrepresented groups but open to all employees to take a fully inclusive approach. Details of our workforce profiles can be found later in this document.

Reaching for the Stars Personal Development course

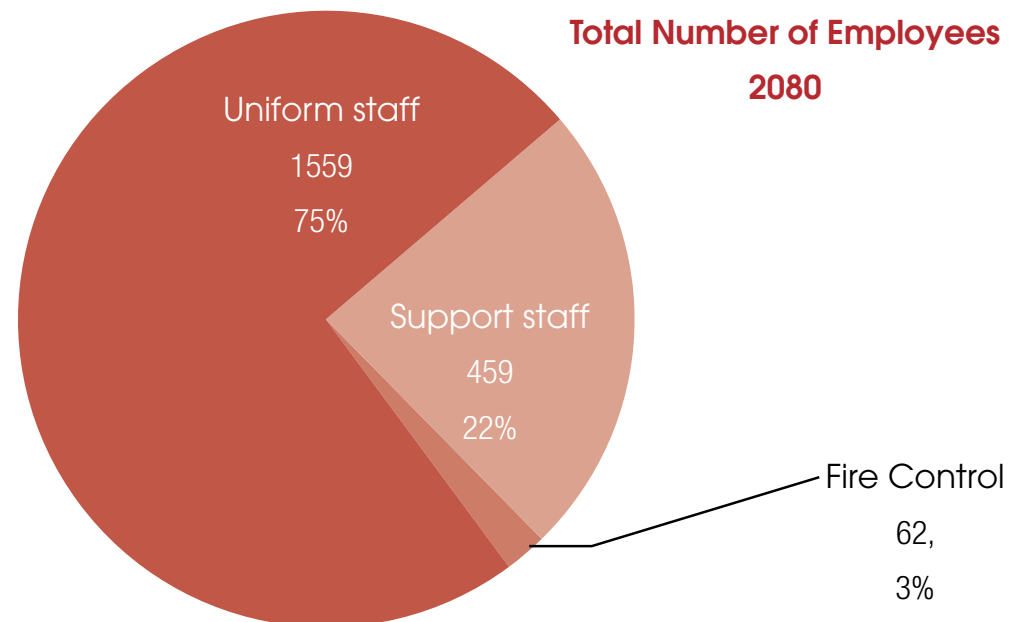
A 5 week course, open to all staff, this course focuses on personal development and reflection allowing individuals to identify the barriers at work or in their personal life that are holding them back from excelling. Nearly one hundred employees have attended the course from a very diverse range of backgrounds. Feedback has been overwhelmingly positive with many of the attendees going on to seek other development opportunities, promotions and many becoming buddies for others in the organisation, helping to build a cohesive and engaged workforce

'Buddy Scheme'

As part of a wider organisational commitment to be a 'Learning Organisation' the Buddy scheme was created by the DICE team to ensure that all members of the organisation no matter what their role, grade or background, had access to an experienced member of staff who could act as a 'Buddy' / mentor to them. The scheme now has around 40 'Buddys' who have volunteered their time and experience to help others within the organisation develop. The 'Buddys' represent a diverse range of backgrounds, roles and skills from cleaners to strategic managers all bring different skills and experiences to the scheme so there is a 'Buddy' to suit everyone no matter what they need.



Workforce profile



Gender profile



	TOTAL	Male	Female
All staff	2080	1694	386
		81.4%	18.6%
Uniform staff	1559	1480	79
		94.9%	5.1%
Support staff	457	208	249
		45.5%	54.5%
Fire Control	64	6	58
		9.4%	90.6%

- ▶ Affinity women’s network
- ▶ Dignity rooms on stations as part of dignity for all project
- ▶ Research into maternity experience for female employees

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Race profile

- ▶ Creation of Race Equality Forum
- ▶ Targeted development for underrepresented groups

▶ [LINK TO BLACK HISTORY MONTH VIDEO](#)



	TOTAL	Not Stated	Other	Black	Asian	Mixed	White Other	White Irish	White British
All staff	2080	24	18	85	58	47	62	16	1770
		1.2%	0.9%	4.1%	2.8%	2.3%	3.0%	0.8%	85.1%
Uniform staff	1559	13	14	59	17	39	52	11	1354
		0.8%	0.9%	3.8%	1.1%	2.5%	3.3%	0.7%	86.9%
Support staff	457	9	4	25	41	8	10	4	356
		2.0%	0.9%	5.5%	9.0%	1.8%	2.2%	0.9%	77.9%
Fire Control	64	2		1				1	60
		3.1%	0.0%	1.6%	0.0%	0.0%	0.0%	1.6%	93.8%
Community Profile Data WM area			1.6%	6%	18.9%	3.4%	4.1%	1.6%	



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Age profile



- Dementia Awareness
- Safe and Well checks
- Vulnerable People Officers



	TOTAL	66+	56-65	46-55	36-45	25-35	17-24
All staff	2080	15	99	671	731	533	31
		0.7%	4.8%	32.3%	35.1%	25.6%	1.5%
Uniform staff	1559	1	15	476	599	451	17
		0.1%	1.0%	30.5%	38.4%	28.9%	1.1%
Support staff	457	14	83	166	111	69	14
		3.1%	18.2%	36.3%	24.3%	15.1%	3.1%
Fire Control	64	6	1	29	21	13	
		0.0%	1.6%	45.3%	32.8%	20.3%	0.0%

Notes:

Fire Control staff in Uniformed posts are recorded as Fire Control, so the numbers of female uniformed staff are accurate. (N=6)

Uniformed staff in Non-Uniformed posts are recorded as Non-Uniformed. (N=3)

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Disability profile

	TOTAL	Not stated	Prefer not to state	Not disabled	Disabled
All staff	2080	376	103	1533	68
		18.1%	5%	73.7%	3.3%
Uniform staff	1559	301	89	1134	35
		19.3%	5.7%	72.7%	2.2%
Support staff	457	66	13	346	32
		14.4%	2.8%	75.7%	7%
Fire Control	64	9	1	53	1
		14.1%	1.6%	82.8%	1.8%

- ▶ Dyslexia awareness campaign
- ▶ Campaigns to encourage staff to disclose disabilities
- ▶ Specific workshops for managers on managing staff with disabilities
- ▶ Dementia Awareness
- ▶ Dedicated Deaf team
- ▶ 3 Special Educational Needs (SEN) Young Firefighters Associations (YFA)



Around 10% of West Midlands population have a disability which has a severe effect on their everyday life with an additional 10% having a disability which has a lesser impact on everyday life.

Performance and Achievements. Report on 2012-2015 objectives

Sexual Orientation profile

- ▶ WMFS continues to support and attend Birmingham Pride each year
- ▶ Support other agencies LGBT forums while developing our own
- ▶ Raises awareness of LGBT issues via training and DICE champions



	TOTAL	Not Stated	Prefer not to state	Heterosexual	Gay/ Lesbian	Bisexual
All staff	2080	915	212	922	18	13
		44.0%	10.2%	44.3%	0.9%	0.6%
Uniform staff	1559	702	169	659	16	13
		45.0%	10.8%	42.3%	1.0%	0.8%
Support staff	457	194	38	224	1	
		42.5%	8.3%	49.0%	0.2%	0.0%
Fire Control	64	19	5	39	1	
		29.7%	7.8%	60.9%	1.6%	0.0%

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Religion and Belief profile

- Creation of dignity rooms on all stations allowing a space for quiet reflection
- Use of West Midlands Chaplaincy service on many of our stations
- Ongoing work with a variety of faith organisations

	TOTAL	Not stated	Prefer not to state	Other	None	Pagan	Scient-ologist	Humanist	Sikh	Muslim	Jewish	Hindu	Buddhist	Christian
All staff	2080	867	181	58	297	8	1	2	18	18		12	2	616
		41.7%	8.7%	2.8%	14.3%	0.4%	0.0%	0.1%	0.9%	0.9%	0.0%	0.6%	0.1%	29.6%
Uniform staff	1559	686	145	47	213	7	1	2	6	9		3	1	439
		44.0%	9.3%	3.0%	13.7%	0.4%	0.1%	0.1%	0.4%	0.6%	0.0%	0.2%	0.1%	28.2%
Support staff	457	161	32	10	67	1			12	9		9	1	155
		35.2%	7.0%	2.2%	14.7%	0.2%	0.0%	0.0%	2.6%	2.0%	0.0%	2.0%	0.2%	33.9%
Fire Control	64	20	4	1	17									22
		31.3%	6.3%	1.6%	26.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	34.4%
Community Profile Data WM area		6.4%		0.6%	20.2%	>0.1%	>0.1%	>0.1%	4.3%	12%	0.1%	2.2%	0.3%	53.7%





2016-2019 DICE Objectives

These Objectives have been developed by consultation with departments, research into current influences and reference to internal intelligence. They have been developed in accordance to the Equality and Human Rights Commission guidance document 'Objectives and the equality duty; a guide for public authorities'

The table below outlines objectives split into aspirational or stretch objectives and foundation or baseline objectives followed by how the objectives impact on the 9 Protected Characteristics.

The table outlines which area of the excellence framework the objectives impact on so that the objectives not only fulfil our legal duties as a public sector organisation under the Equality Act 2010 but also help address areas of development towards achieving excellence which were identified by the Strategic enabler for DICE in the scrutiny report 1st September 2014. The main areas of development identified were around the areas of 'Knowing your communities' and 'Involving your communities' and you will see this reflected in the focus of many of the objectives.

2016-2019 DICE Objectives

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Aspirational Objectives

These objectives are more Aspirational objectives designed to stretch the organisation and demonstrate our commitment to developing organisational culture and creating long term sustainable change.

DICE Objective	Area of Equality framework for Fire and Rescue services
We will deliver improved engagement and support for those groups identified as being at higher risk from health inequalities, fire or enforcement action	Knowing our Communities Involving our Communities Responsive and accessible service
We will promote positive action initiatives to specifically engage with employees from under-represented groups to engage with organisational development as well as their own development	Building a Skilled and Committed Workforce
In a climate of austerity, we will take a long term approach to recruiting a diverse workforce. Positively influencing the perceptions of people from under-represented groups and enabling their engagement with the service	Building a Skilled and Committed Workforce
<ul style="list-style-type: none"> ▶ We will continue to provide ongoing learning and development programmes open to all employees but specifically target under-represented groups and continue to create an inclusive and diverse workforce which reflects the communities we serve. ▶ We will specifically prioritise: ▶ Progression of uniformed women to supervisory roles ▶ Progression of uniformed Black and Minority Ethnic (BME) to supervisory, middle and strategic manager roles ▶ Progression of non-uniformed BME and women to supervisory, middle and strategic manager roles ▶ Improved declaration of all equality monitoring and understanding the diversity within these ▶ Representation of employee with disabilities in all levels of management 	Knowing our Communities
To take a strategic approach to monitoring /gathering information about the communities we serve to support wider organisational learning and sharing best practice to include all service support functions of ICT, Finance, Procurement, People Support Services communications, data management and administration so that we can meet the differing needs of our diverse communities	Knowing your community
We will engage with 600 schools each year with our 'Schools Safety Quiz' which promotes a positive attitude to safety among young people and to promote FRS careers among young people from under represented groups	Involving our Communities Building a Skilled and Committed Workforce

Core Objectives

These are Smart objectives that are fully achievable and will provide steady and measurable progress against Equality objectives over the next four years.

They will allow the organisation to demonstrate internally and externally that we are progressing and will serve as a tangible commitment to furthering Equality (DICE) Outcomes.

Equality Objective	Area of Equality Framework for Fire and Rescue Services
Reenergize our Core Values supported by engagement from Stakeholder groups and increased awareness of DICE issues, including the use of the DICE champions and a disability awareness campaign to help increase the percentage of employees who declare disability status and improved understanding of practicing inclusion and cohesion	Leadership, Partnership and Organisational Commitment
Expand Community Members scheme to reach 5,000 members by 2018. Membership will reflect the makeup of the communities we serve (target set in consultation with corporate Comms based on current trends and with the caveat that quality of engagement not total numbers are important)	Involving our Communities
Living the Values E learning for all staff • Target 100% of staff having completed the training within 2 years Deliver a range of learning and development opportunities for all employees to enhance understanding of DICE considerations through collaborative working with employee forums.	Building a Skilled and Committed Workforce
Build and sustain our employee engagement groups Affinity and Race Equality Forum. Create and foster new employee groups for Disability, Faith, and LGBT	Building a Skilled and Committed Workforce Leadership, Partnership and Organisational Commitment
New External web site with greater accessibility and interactivity designed with consultation and feedback from community members, site live by end of 2016 • Involvement of community members in the design of safety campaigns (ongoing)	Involving our Communities Responsive and accessible service
We will develop a sophisticated demographic 3 year profile of our workforce Using our demographic profile, we will develop an annual positive action plan to implement and evaluate activities and create an evidence based approach to delivering outcomes.	Building a Skilled and Committed Workforce
Understanding the age profile of our workforce, we will develop and target our wellbeing initiatives to mitigate the potential impact of an ageing workforce	Building a Skilled and Committed Workforce
We will build a successful DICE Advocate team that engages with our communities to establish sustainable and productive engagement and a longer term external positive action approach	Knowing our Communities Involving our Communities
We will conduct 100,000 specific needs based targeted 'Safe and Well' visits to our most vulnerable in the community over the next four years.	Responsive and accessible service Knowing our Communities
In support of our Vulnerable People officers and 'Safe and Well visits' the specialist deaf team will carry out 180 visits to homes among the deaf community over the next four years	Responsive and accessible service Knowing our Communities

We hope that through this report you have received an overview of how we are working towards achieving excellence in Equality and Diversity and how WMFS fulfils its General and Specific Duties under the Equality Act 2010

We welcome feedback from all stakeholders and members of the public which we hope to consider when reviewing our objectives and in publishing further equality data in the future.

If you wish to obtain any further Information with regard to our Diversity, Inclusion, Cohesion and Equality work, please contact a member of the Diversity, Inclusion, Cohesion and Equality (DICE) team by:

Telephone: **0121 380 6214 / 6239**

Email: dice@wmfs.net



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0800 389 5525

For more information:

E-mail:

communitymembership@wmfs.net

Telephone:

0121 380 7322

Website: **www.wmfs.net**

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