25 October 2017

(1) MEMBERS OF THE AVON FIRE AUTHORITY

Councillors Barber, Butters, Jama, Lake (Chair), Shah, Wilton and 1 Labour vacancy

(2) APPROPRIATE OFFICERS

(3) PRESS AND PUBLIC

Dear Member

You are invited to attend a meeting of the Inclusion and Diversity Committee to be held on Thursday 2 November 2017 commencing at 10.30am.

The meeting will be held in Meeting Room 4 (First Floor of the Operations Building), Police and Fire HQ, Valley Road, Portishead, Bristol, BS20 8JJ.

The Agenda is set out overleaf.

Yours sincerely

Guy Goodman
Clerk to the Fire Authority
Notes

Attendance Register: Members should sign the Register which will be circulated at the meeting.

Code of Conduct – Declaration of Interests: any Member in attendance who has a personal interest in any matter to be considered at this meeting must disclose the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent. A Member having a prejudicial interest must withdraw from the meeting room whilst the matter is considered.

Emergency Evacuation Procedure:

- If the fire alarm sounding Members must leave the building by the nearest exit.
- The assembly point is situated in the Visitor's car park.

Exempt Items: Members are reminded that any Exempt reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Clerk at the conclusion of the meeting for disposal.

Inspection of Papers: any person wishing to inspect Minutes, reports, or a list of the background papers relating to any item on this Agenda should contact Kathln Baty on 0117 926 2061 ext. 231 or at Police and Fire HQ, Valley Road, Portishead, Bristol, BS22 8JJ but only by appointment and during normal office hours.

Public Access: under Standing Order 21 and providing 2 clear working days’ notice has been given to the Clerk (the.clerk@avonfire.gov.uk) any resident or representative of a business or voluntary organisation operating in Bristol, South Gloucestershire, Bath and North East Somerset or North Somerset Council may address the Fire Authority or one of its Committees (for no more than 5 minutes) to present a petition, make a statement, or as leader of a deputation. This is a time limit of 30 minutes for Public Access

Reports: reports are identified by the relevant agenda item number.

Substitutes (for Committees only): notification of substitutes should have been received from Group Leaders by the Clerk prior to the meeting.
A G E N D A

1. Apologies for Absence
2. Emergency Evacuation Procedures
3. Declaration of Interests
4. Chair’s Business
5. Terms of Reference – Consideration of Committee name, further development and sign off
6. Public Access
7. Inclusion and Diversity Improvement Board
8. HR & Equalities Update
10. Community Safety – Case Study
11. Date of Next Meeting – Thursday 12 April 2018 (10.30am)
Avon Fire Authority

Inclusion and Diversity Committee

TERMS OF REFERENCE

Membership

There will be 7 Members of the Committee.

Meeting Frequency

The Committee will meet 4 times per Municipal Year.

Reporting to

Minutes are presented to the Fire Authority.

Purpose & Function

To keep under review the Fire Authority’s compliance with its duties under the Equalities Act 2010 and make recommendations to the Fire Authority and/or the Service Management Board as necessary.

Lead Officer

Assistant Chief Fire Officer
1. **SUMMARY**

This report advises the Committee of the establishment of an Inclusion and Diversity Improvement Board. The Board will monitor and challenge continual improvement for inclusion and diversity across the organisation.

2. **RECOMMENDATIONS**

The Committee is asked to:

a) Note and support the initial work and direction of the Inclusion and Diversity Improvement Board

b) Note the Chairperson and Terms of Reference (TOR) of the Inclusion and Diversity Improvement Board

3. **BACKGROUND**

3.1. On Thursday 2 February 2017, the previous Minister for Policing and the Fire Service announced an independent inspection, led by Dr Craig Baker, into a number of allegations made against Avon Fire Authority.

3.2. The inspection was established under Section 10 of the Local Government Act 1999 (“the 1999 Act”). The inspection considered the Fire Authority’s compliance with its Best Value duty under Section 3 of the 1999 Act which required the authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

3.3. The report concluded that, in the Lead Inspector’s opinion, the Fire Authority is failing with its duty under Section 3 of the 1999 Act and made a number of proposals for improvement in the areas of governance, leadership, culture and external scrutiny. The proposals include:
• a review of the Service Management Board to ensure they have the necessary experience and capabilities to plan and deliver the transformational change required;
• a de-layering exercise with regards to the Senior Management board with a focus on culture change and professionalism;
• a review of the Fire Authority’s Integrated Risk Management Plan; and
• the introduction of a programme board to drive change and support the Senior Management Team.

**Improvement programme**

3.4. Following the publication of the Statutory Inspection report, the Fire Authority approved a 62-point improvement action plan at its extraordinary meeting held on Thursday 27 July 2017.

3.5. The improvement programme is centred around an improvement architecture including three internal boards, as follows:

- an Internal Improvement Board (chaired by the Interim Chief Fire Officer (CFO))
- a Procurement and Transport Improvement Board (officer representation provided by the Assistant CFO for Service Delivery); and
- an Inclusion and Diversity Improvement Board (officer representation provided by Assistant CFO for Service Delivery Support).

3.6. These boards are supported by a newly-formed Internal Improvement Team, headed up by an Area Manager and also including a Station Manager and two members of support staff. Together, they form a dedicated team to support the delivery of the improvement action plan and provide both knowledge of the organisation and programme management support.

---

![Diagram](image-url)  
*Fig. 1: Improvement architecture*
3.7. Acknowledgment is sought from the Inclusion and Diversity Committee regarding the Inclusion and Diversity Improvement Board, Chair and Terms of Reference (as set out in the Appendix).

3.8. The direction of travel and the reporting structure of the Inclusion and Diversity Improvement Board will be via updates through the Internal Improvement Board.

3.9. The initial work associated with the Inclusion and Diversity Improvement Board will be to develop a work programme that supports the action plan for continual improvement. Progress has already started with the recent recruitment campaign and the introduction of new trainee firefighters into the organisation. Members will be aware that the Fire Authority has agreed to employ an Inclusion Officer to work with the Equality and Diversity Officer and Human Resources Department to provide the expertise and support within every aspect of the work. This will link to the mission, vision and values to drive diversity, inclusion, cohesion and equality across the organisation and externally via engagement within the communities of Avon. As part of the improvement architecture, the Inclusion and Diversity Improvement Board will review existing practices and culture and provide recommendations and direction of travel for the organisation to achieve its mission, vision and values.

**Stakeholder engagement**

3.10 A full stakeholder analysis will be undertaken as part of the internal and external improvement boards and processes. The full scope of interested parties has been identified and will be engaged on the journey of improvement and its final outcome and resolutions. Initial stakeholders are linked to the improvement architecture and these include the following:

- Home Office
- External Improvement Board
- Our employees
- National Fire Chiefs Council (NFCC)
- Stand Against Racism and Inequality (SARI)
- The community that is served by Avon Fire and Rescue service
- Members of the Fire Authority
- Local Government Association (LGA)
- Representative bodies
- Constituent authorities
- Local Resilience Forum multi-agency partners
3.11 Work is ongoing and in its early stage to undertake a cultural review of the organisation and publish the results of this review internally and externally. The aim is to provide an independent analysis of the culture within the organisation and highlight good and exemplary practice and provide recommendations of future development and improvement. The Internal Improvement Team will be recommending providers to undertake a cultural review and recommending this to the Fire Authority at the December Fire Authority meeting.

3.12 A service level agreement is in the process of being agreed with Stand Against Racism and Inequality (SARI) to provide advice, support, training and professional challenge to the organisation and through the Inclusion and Diversity Improvement Board.

4 CONSIDERATIONS

4.1 Contribution to Key Policy Priorities

Work associated with this paper will cut across, review and update numerous policies within the organisation.

4.2 Financial Implications

None

4.3 Legal Implications

Any services procured from SARI will need to be in accordance with the procurements arrangements set out in Contract Standing Orders.

4.4 Equality & Diversity Implications

Work associated with this paper will review and update numerous policies and work within the service with equality and diversity implications and improvements.

4.5 Corporate Risk Assessment

None

4.6 Environmental/Sustainability Implications

None

4.7 Health & Safety Implications

None

4.8 Crime & Disorder Implications
None

5  BACKGROUND PAPERS
Statutory Inspection Report (June 2017)

6  APPENDIX
Inclusion and Equality Improvement Board – Terms of Reference

7  REPORT CONTACT
Simon Shilton, Assistant Chief Fire Officer (Service Delivery Support), extension 234.
Inclusion & Diversity Board Terms of Reference

Avon Fire and Rescue Service (AFRS) are committed to creating a workplace that is fully inclusive in order to help reflect the wider modern diverse society we live and in which public services now operate. The Inclusion and equalities board will provide scrutiny and professional challenge to the service to ensure all directorates and departments deliver our statutory obligations. The board will provide challenge and scrutiny to achieving excellence to ensure that AFRS makes a difference to inequality across the service area to reduce risk from fire and other emergencies to make our communities safer. To continue to challenge and evaluate our journey to Excellence as defined by the Equality Framework for Fire and Rescue Services.

The board will provide scrutiny, support and professional challenge with 4 key areas of the service in mind:

- Leadership
- Culture
- Change
- Governance

These key areas of the organisation will be considered against its diversity, inclusion, cohesion and equality. It will promote transparency, opportunity and employment to be recognised as an employer of choice that is a career for anyone but recognising that it is not necessarily a career for everyone. This will send a positive signal to employees, potential employees and our communities.

The Inclusion & Equality Board deals with the following issues which are known as its terms of reference:

- To ensure that equality, fair treatment and social inclusion are integral to AFRS decision making processes.
- Act as a constructive forum on key inclusion and equality strategies and policies.
- Contribute to the setting of inclusion and equality performance targets where applicable.
- Monitor effectiveness of formal partnership agreements in relation to inclusion and equality issues.
- Receive and challenge service performance reports for service delivery and human resources in relation to the workforce.
- Identify priority areas requiring improvement and progress in relation to inclusion and equality issues to meet service priorities.
- Review and monitor the effectiveness of the corporate inclusion and equality training.
- Receive information of relevant new legislation and statutory changes and the potential impact on service delivery or the workforce.

Membership

Membership of the board will consist of two representatives from the fire authority, one representative from the FBU, one representative from unison, a member of the Service Management Board (ACFO), Inclusion and Diversity Manager, member of Stand Against Racism and Inequality (SARI). The board will be chaired by a SARI representative. Meetings will be held bimonthly at a pre-arranged venue.
1. **SUMMARY**

This report provides an update on actions taken since April 2017.

2. **RECOMMENDATIONS**

The Committee is asked to note the content of the report.

3. **BACKGROUND**

3.1. At the Equalities Sub-Committee meeting in April 2017 an update was provided on the ‘Yes You Can’ Wholetime recruitment campaign. The recruitment and selection process has now concluded and 14 new recruits commenced their induction training on 16 October 2017. Of the 14 recruits appointed, 3 are BME (21%) and 2 female (14%).

3.2. In advance of the campaign launch a number of recruitment awareness events were held which were attended by 196 people, 30% were female and 14% BME. The advertisement was launched at the start of May 2017 and generated 783 applications, of which 133 (17%) were female and 75 (9.5%) were BME. The 2008 campaign resulted in 7% female and 7% BME applicants.

3.3. The Human Resources Department monitor the success rate at each stage of the selection process and this helps educate the strategy for the next campaign. A review is conducted to identify potential barriers or adverse impact upon under-represented applicants and assess if these are objectively justified because they are essential tests which accurately measure the standards required for the role of Firefighter or if they can be amended to minimise or eradicate any areas which have an increased adverse impact upon under-represented groups. The main area of concern was the strength
tests which replicates lifting and extending a ladder. Those who failed were all female. Contact will be maintained with these candidates and additional advice and training guidance will be provided on strength training to enable them to meet the required standard. Training and guidance events will be set up on Stations to enable candidates to practice the tests and receive advice and support from the Lead Fitness Advisor and other Officers.

3.4. Planning has commenced for the next recruitment campaign. It is recognised that additional work needs to be undertaken to further improve the number of BME applicants. A number of meetings have been held with partner and community organisations to help with targeted advertising. The use of social media was critical in attracting applicants. The Communications Manager will ensure greater use of targeted social media advertising within high density BME population areas. The new recruits will be interviewed and these will be shared on social media to help potential applicants identify role models, particularly those from under-represented groups.

3.5. An advertisement for the post of Inclusion & Diversity Manager for the Fire Authority has been circulated externally and amongst community groups. Once appointed the post holder will be responsible for developing and implementing systems that will promote and increase workforce diversity and embed a culture of inclusion and cohesion across the organisation.

3.6. The Assistant Chief Fire Officer (Service Delivery Support) represents the Fire Authority on the Race Equality Leaders Group and is working collaboratively with partner organisations to help inform our Inclusion & Diversity Strategy. The HR Manager represents the Fire Authority on the Race Equality HR Leaders Group along with counterparts from Bristol City Council, NHS, UWE and Avon & Somerset Police to share good practice and identify how we can work collectively to increase workforce diversity and ensure positive messages are promoted to our under-represented groups.

3.7. The Inclusion and Diversity Improvement Board will be established which will be chaired by an external independent organisation. The Board will provide scrutiny, support and professional challenge to the Fire Authority.

3.8. The Fire Authority is exploring the implementation of a ‘Diversity Champions’ scheme based upon the model used within Avon & Somerset Police. In addition, the introduction of staff support groups are being explored which will initially comprise of an LGBT support network and will be expanded to include other under-represented groups.

3.9. In addition, work is under way to explore participating in the Leonard Cheshire ‘Change 100’ scheme, which is about creating opportunities in the workplace for disabled people. The “Disability Confident” self-assessment has been completed which enables the organisation to renew certification as a “Disability Confident Employer”. The next stage in this process is to progress to “Disability Confident Leader”.


3.10. Work has commenced in respect of the mandatory requirement to report on the gender pay gap. The Fire Authority is required to publish data by 30 March 2018.

3.11. As part of Black History Month the Equality & Diversity Officer attended the event ‘Making Connections’ which was jointly hosted by Bristol BME Voice, Voscur and Avon Fire Authority. Representatives included SARI, Asian Health and Social Care Association, Bristol and Avon Chinese Women’s Group, Dhek Bhal, The Care Forum, Bangladeshi Bristol Women’s Group and United Communities. In addition, the organisation participated in the Emergency Services Event held on 1 October at Police & Fire Headquarters Portishead. This provided an opportunity to publicise both recruitment opportunities and community engagement work.

3.12. The Fire Authority has been invited to attend the MTM Awards in December which celebrates the excellence and achievements of Asian, Black & Ethnic Minorities.

4. CONSIDERATIONS

4.1. Contribution to Key Policy Priorities
None

4.2. Financial Implications
None

4.3. Legal Implications
None

4.4. Equality & Diversity Implications
There is a legal duty under the Equality Act 2010 and Public Sector Equality Duty to eliminate unlawful discrimination and advance equality of opportunity and good relations between those with protected characteristics and others.

4.5. Corporate Risk Assessment
None

4.6. Environmental/Sustainability Implications
None

4.7. Health & Safety Implications
None
4.8. Crime & Disorder Implications

None

5. BACKGROUND PAPERS

None

6. REPORT CONTACT

Simon Shilton, Assistant Chief Fire Officer (Service Delivery Support), extension 234.
1. SUMMARY

This report provides an update on the ongoing work of the partnership between the Fire Authority and the Gambia Fire and Rescue Service.

2. RECOMMENDATIONS

The Committee is asked to recommend to the Fire Authority:

a) Continued support for the partnership by donating redundant appliances and equipment to GAFSIP.

b) The use of the Fire Authority’s premises for fundraising activities by GAFSIP.

3. BACKGROUND

3.1 The Fire Authority has been involved in a partnership with the Gambia Fire and Rescue Services for 26 years. Members have consistently supported the partnership over that period.

3.2 Links with the Gambia were established in 1991. In 2006 GAFSIP was established as a Charitable Trust.

3.3 The objectives of the charity are:

- The preservation and protection of health by the provision of fire and rescue vehicles and equipment to the Gambia enabling them to provide a life-saving and humanitarian service.

- To advance education in relation to all aspects of preserving and protecting health for the benefit of the public of the Gambia.
• To strengthen and sustain the partnership to aspire local communities through the promotion of equalities, and acknowledgement of achievements.

3.4 The current Trustees are:
• Cllr Colin Barrett
• Cllr Mike Drew
• Chief Fire Officer / Chief Executive
• Dave Price
• Ry George (Treasurer)
• Kathlin Baty (Secretary)

Fundraising

3.5 Fundraising is regularly discussed by the Trustees of the Charity. GAFSIP represented their work at the recent local emergency services day held at Police & Fire Headquarters on 1 October 2017. Talks were also carried out during 2016/2017 to promote the work of the charity.

3.6 The Trustees have also asked that consideration also be given to further communication to all staff to encourage voluntary fundraising activities for the Charity, as well as the promotion of Gift Aid donations. GAFSIP aims to provide a presence at local events such as the Harbour Festival and Balloon Fiesta where the Charity can contribute to the Fire Authority’s objective of giving fire safety advice to members of the public and generating Home Fire Safety visits.

Training Visit

3.7 The next planned training visit is scheduled for March/April 2018. Volunteer trainers will be sought in the normal manner to ensure GAFSIP is able to provide the mix of staff required to provide the planned training, whilst ensuring staff are selected from across the organization to ensure minimal impact on service delivery. The frequency of training trips has also recently been reduced to every 18 months in line with staffing forecasts.

4. CONSIDERATIONS

4.1 Contribution to Key Policy Priorities

See paragraph 3.5 above.

4.2 Financial Implications
The Gambian Ministry for the Interior helps to support costs of shipping redundant appliances and equipment from the Fire Authority, other UK Fire services and companies. In 2016, the Ministry contributed £30,000 to the Charity to support shipments.

GAFSIP raises the profile of the Fire Authority in the press, and reduces environmental impact due to redundant equipment not going to landfill sites. For example, the recent breathing apparatus sets going to the Gambia saved approximately £4,000 in disposal fees for the service.

4.3 Legal Implications

None

4.4 Equality & Diversity Implications

GAFSIP work enables Bristol City Council to work towards their objective of fostering good relations between different communities.

4.5 Corporate Risk Assessment

None

4.6 Environmental/Sustainability Implications

See paragraph 4.2 above.

4.7 Health & Safety Implications

None

4.8 Crime & Disorder Implications

There is the potential that if old equipment is sold rather than donated to GAFSIP it could be used inappropriately resulting in damage to the Fire Authority’s reputation and mistrust by the general public. For example, fire appliances have been used for stag/hen parties in Bristol City Centre in the past.

In the current climate there must be some caution to ensure that uniform and equipment is not being sold on for use by un-licensed companies.

5. BACKGROUND PAPERS

None
6. **APPENDICES**

1. Letter of support from Rt Hon Dr. Liam Fox MP.
2. Letter of appreciation from Chief Fire Officer of Gambia Fire and Rescue Service.

7. **REPORT CONTACT**

Paul Kirk, Station Manager, extension 8050.
Gambia and Avon Fire Service in Partnership Charity – (GAFSIP)

My constituent, Paul Kirk, who is a Trustee of this charity has asked for my support for the work they do. I gather that Avon Fire and Rescue Service have been supporting the charity for 25 years. During this period their support has saved the lives of countless firefighters and members of the public living in the Gambia. This work has also saved the properties of some of the poorest communities in Africa and enabled tourists from the UK visit this country with increased protection.

The charity has created over 1000 jobs and has raised aspirations and achievement in local communities. The charity shows that Bristol City Council promote equalities and have helped to narrow the gap in different communities. Over the years, the Gambian government have assisted in supporting the cost of shipping of redundant UK fire service equipment, uniform and appliances, which are of great value to their country. This has led to a local reduction in landfill waste and reduced costs to the fire service, shown by the recent saving of £4,000 from the redeployment of breathing apparatus sets.

People originating from Gambia and neighbouring African countries visiting or residing in the UK are incredibly proud of this affiliation with Avon Fire and Rescue Service, as are the firefighters within this brigade.

I would certainly like to add my enthusiastic support for admirable work done by this charity and very much hope that its activities will be able to continue to the benefit of all those involved, whether in the UK or the Gambia.
FIRE & RESCUE HQ
9 Ecowas Avenue
Banjul

Tel: (00220) 4228839 / 4228211
Fax: (00220) 4224031
e-mail: gfrs@qavel.qm

20th October 2017

David Price
Coordinator
GAFSIP
Avon Fire and Rescue Service
Temple Back, Bristol
England

Dear David,

LETTER OF APPRECIATION

The shipment arrived yesterday, the 19th October 2017. It was off-loaded today, Friday, the 20th October 2017. Thank you.

What would we do without GAFSIP? We have 295 newly confirmed recruit Firefighters and without GAFSIP, how would we kit them? The new government is beginning to see in real terms what this partnership means to the Brigade. We wish you could come for our 19th Fire Service Open Day next month in Bansang to meet them. I mean our new Minister of the Interior, Mr. Mai Ahmed Fatty and perhaps President Adama Barrow of The Republic of The Gambia.

We are following the developments at your end and we hope your new management at Avon would lend their support to this partnership that has achieved so much. Definitely GAFSIP has built the Gambia Fire and Rescue Service (GFRS) and you guys have earned the everlasting admiration of The Gambian people.

Once again thank you for the unwavering support.

ROGER BAKURIN
Chief Fire Officer

Preventing – Protecting – Responding
Chief Fire Officer Roger Bakurin QRG
Community Safety - Case Study

A is a man in his 70s who now lives alone very frail, malnourished and weak.

Our first interactions were back in February 2012 where a referral was made to us from a Unitary Authority Care and Repair.

Between 2012-2015 we had 3 calls of controlled burning where advice was given by the Officer in Charge.

In February 2015 we had a referral from Care and Repair, which we carried out a Home Fire Safety visit jointly with a social care provider. On this visit the appropriate fire alarms and deaf alarm system were installed.

In December 2015: we responded to a 999 call which turned out to be controlled burning. A Home Fire Safety visit was carried out and concerns were raised and a Safeguarding referral was made.

2016 was the recorded start of criticism from neighbours, the majority of calls came from the same person.

A number of calls were received in early 2016 around the lighting of fires which were all deliberate and under control and advice was given.

On 29 June 2017 the Vulnerable Adults Team were asked to attend a multi-agency meeting by Environmental Health. It was disappointing to hear the approach they were taking over A. It became very apparent that there was great pressure from the local community to do something about him being an anti-social nuisance. At this meeting we had been misquoted to have said A was lighting fires inside the property.

That afternoon the Team carried out a visit and shared the findings with all involved. We found a very vulnerable old man who was in need of immediate care and support, not a person who was anti-social and causing a nuisance. A was a malnourished weak frail old man who would be vulnerable to financial exploitation. As a result of the findings the Team called a multi-disciplinary meeting.

The following week 6 July 2017 a Level 3 multi-agency visit was carried out at the property with Social Services and Health colleagues. A mental health assessment and needs assessment was made and the appropriate level of action and care was decided.

On the 11 July 2017 a multi-disciplinary meeting was held. With help from mental health and Social Services we were able to change the mind set and approach to A as a vulnerable adult in need not an anti-social nuisance. At this meeting an action plan of interventions were decided.
Having gained the trust of A, the Team has remained the lead between agencies in the early stages until A was happy with the situation. Regular updates and feedback has enabled great collaborative interventions across all agencies and disciplines.

As an addition to our normal level of interventions, the Team was able to deploy the Community Resilience Team (CRT) in collaboration with the Police and the Unitary Authority waste disposal to clear the front garden to make the property and the owner look less vulnerable.

Outcomes

- A has the appropriate level of fire detection and advice
- Risk information shared with Crews
- Mental health have assessed his needs
- Social Services have put together a comprehensive care package
- Property looks less vulnerable
- Emergency works have been carried out to the property
- Financial support has been put in place
- Meals on wheels are now attending
- Possibility of rehousing
- Health review with GP ongoing
- Signposted to Independent living services, RVS and Age UK
- A positive demonstration to other agencies of collaborative working to achieve positive outcomes and goals
- Changed mind sets when working with vulnerable adults.