



Integrated Community Leadership Working in Partnership to drive Equality, Inclusion & Participation to inform & Secure Prevention Outcomes

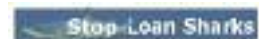
Thursday 13th & Friday 14th November 2014
Venue: Best Western Plus, Stoke On Trent, The Moat House, Staffordshire

Hosted by:
Staffordshire Fire
& Rescue Service



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Integrated Community Leadership Working in Partnership to drive Equality, Inclusion & Participation to inform & Secure Prevention Outcomes

WELCOME TO THE 6TH AFSA CONFERENCE



Peter Dartford
QFSM MA BEng (Hons) FIFireE DUniv,
Chief Fire Officer
and Chief Executive,
Staffordshire Fire
and Rescue Service



Merhban Sadiq
AFSA Interim Chair



Staffordshire
Fire and Rescue Service
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Hello and welcome to the AFSA international conference in the city of Stoke.

As the joint hosts of AFSA 2014, one of the most important things we are all keen to do is make connections and share good practice.

We hope you'll enjoy the conference and build your knowledge of cutting edge diversity and inclusion best practice. But the real aim of this conference is to bring you - the best and brightest - together. By sharing ideas and developing partnership working and collaborations, you can help push the diversity and inclusion agenda to a new level.

Thank you and have a great conference!

MANY THANKS TO OUR SPONSORS

AFSA would like to thank all our generous sponsors who support this conference.



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Foreword



Welcome from the Hosts

Dear Colleague,

Welcome to the seventh Annual AFSA Conference. This year's theme, "Integrated Community Leadership Working in Partnership to drive Equality, Inclusion & Participation to inform & Secure Prevention Outcomes" is designed to address the important challenges facing not just the fire and rescue services but also our partners and the communities we serve.

Staffordshire Fire & Rescue Service are proud to host this important event with AFSA. More than ever, the complexity of today's challenges requires us all to harness the skills and energies of many disciplines and organisations and applying them to develop and implement effective solutions, working with local people to deliver positive outcomes.

AFSA is a unique organisation in the Fire Service. They continue to organise innovative events and also conduct creative, multidisciplinary research to inform the approaches we take to address the challenging issues we face, with our partners to provide solutions that will contribute to improving services leading to better outcomes for all.

During these two days, leading academics, experts, Government officials, implementers, advocates and activists from around the world will discuss definitions of 'Integrated leadership' and how we can work together to address equality and inclusion issues through upstream preventative approaches both in terms of our workforce and service delivery arrangements.

There have been many changes to the fire service during my career. The most significant being the recognition that prevention is better than cure and that there is a great deal that we can do to improve the lives and well-being of our communities, much of which goes beyond the traditional expectations of our organisation. By changing the way we

work within communities, levels of fire casualties have dropped to their lowest ever levels and fire and rescue service staff are now contributing to the improvement of many other social outcomes, including health, education, crime and disorder reduction and economic development.

We hope this conference will provide you with the ideas and new partnerships that will enhance your professional network and activities. Most importantly, we hope you leave our conference with a sense of optimism, invigorated that you are part of an ever increasing family of dedicated professionals increasingly working in partnership with others to make the UK a healthier, safer more secure and prosperous place for all. We also hope you continue to engage with AFSA throughout the year as we work together to deliver better outcomes.

We are very grateful for the support of the joint AFSA & Staffordshire FRS conference events team. This conference would not have been possible without their efforts, enthusiasm, commitment and dedication.

Enjoy your time in Staffordshire. We wish you a safe journey home and look forward to seeing you again at the AFSA National AGM & Development Day 14th & 15th May 2015 to be hosted by Tyne and Wear FRS.

Peter Dartford QFSM MA BEng (Hons) FIFireE DUniv,
Chief Fire Officer and Chief Executive, Staffordshire Fire and Rescue Service



Peter Dartford
QFSM MA BEng (Hons) FIFireE DUniv,
Chief Fire Officer
and Chief Executive,
Staffordshire Fire
and Rescue Service



Merhban Sadiq
AFSA Interim Chair

Introduction

Welcome from the AFSA Interim Chair

The preparations for the conference highlighted the power of working together to break down barriers and connect individuals and organisations.

The success of putting together this conference has paved the way for AFSA to engage with others in new ways. As a membership-led body, AFSA has an important role to play. Through our work we share the UK Fire Service's best and most attractive assets – knowledge, skills, education and our willingness to challenge and debate the issues facing society in terms of equality and inclusion.

This year we've put together a two day programme that allows experts from the UK and abroad to share their knowledge and expertise. This exchange builds trust in the Fire Service and strengthens its standing across the public sector.

Feedback from previous AFSA conferences from speakers and delegates has confirmed the respect and warmth expressed for the Fire Service and AFSA in its role as a leader in the field of equality and inclusion. Having recently become the Interim Chair I have quickly recognised how AFSA is seen as a great asset for the Fire Service in managing the challenges that face it. But I recognise there is also much more that we can learn from our partner's home and abroad and how we must not be complacent in the face of change and uncertainty.

This conference is further recognition of the importance the FRS is giving to equality and inclusion as a vital part of how it engages with diverse communities and

collaborates with key partners. We welcome the opportunities this brings, but recognise that we will have to work even harder to stay relevant and to maintain a strong voice within and outside the Fire Service. To do this we must continually examine the value and impact of our work. We must also challenge ourselves to do more. This year, members of AFSA have returned energised from meetings with ministers, chief fire officers and FRS staff, excited by the support they've received to work together and build for the future.

I am ambitious for us to make an even greater impact on an even larger scale across all of our work areas. I am also ambitious for AFSA to do more regionally. This conference is the start of that dialogue and a chance to open new doors to showcase the latest thinking and practice and to celebrate the talent, knowledge and creativity that exists within the Fire Service.

This conference is about helping staff from diverse backgrounds from the Fire Service and beyond to develop contacts and



Introduction



relationships to help equip them with the skills, knowledge, experience and confidence that they need to contribute to the success of the Fire and Rescue Service while at the same time enhancing their career prospects.

To ensure that we are on target to achieve these ambitions, I have led the executive in a rigorous review of our strategic approach. We have re-committed to being an effective body representing and supporting the FRS which will grow faster and create more value for the Fire Service and for everyone who uses it. We will work on a larger scale through joint projects with like-minded partners and the imaginative use of new technology.

We know that know that equality and inclusion play an important part in building trust and creating influence for the Fire Service. These are interesting and challenging times. The need for an independent and objective voice has never been greater. This is an important opportunity for our voice to be heard and to continue to be a positive influence for change.

It promises to be an exciting two days that provide an excellent opportunity to look at the importance of shaping cultures.

I would like to thank the host, the speakers, the workshop facilitators and the organisers for giving up their valuable time.

Finally, I look forward to seeing you at the AFSA AGM and Development Day on 14th and 15th May 2015

Enjoy the two days.

Merhban Sadiq

AFSA Interim Chair





Jagtar Singh,
National officer AFSA

Introduction

From the AFSA National Advisor

The theme of AFSA 2014 conference is *"integrated leadership driving equality, inclusion and participation to inform and secure prevention outcomes"*.

This conference is significant in several ways. First, it is a follow-up and an extension to last year's National Conference and May 2014's AGM and Development Day hosted by the Scottish FRS. Secondly, it marks ten years since the inception of AFSA, which was celebrated recently at an event hosted by the London Fire Brigade. Thirdly, the keen interest in the conference indicates that issues of diversity and inclusion are as fundamental to the Fire Service as they are more generally in society.

This conference is a fantastic opportunity for participants to come together to work actively on developing strategic actions to expand diversity and inclusion. In organising the conference, AFSA Executive Committee hopes that it will serve not only as a source of insight, but also as a call to action. The conference aims to facilitate substantive and far-reaching discussions, recommendations and subsequent actions.



The programme reflects the themes & concerns raised most frequently by our members:-

- **The need for increased collaboration** - across different sectors and which allows for shared policies, effective and current research and integrated programmes to increase diversity and inclusion.
- **The need for flexible and creative solutions** - embedding diversity and inclusion increasingly means expanding our own ways of thinking beyond simple, traditional approaches.
- **The need for sustainable change** - it's crucial that mechanisms by which change is sustained and maintained are established.
- **The need for long-term strategic planning** - we must formulate a strategy for increasing diversity which is connected to the overall mission of participating organisations and institutions.

At this conference we want to hear specific and practical recommendations on reforms that you think are required. These recommendations will then be presented to senior leaders as part of the post conference report. This is a very ambitious two day programme and we thank you for giving us the ideas and the themes for the conference and for sharing your views and insights as to how best to rethink, reform, and re-energise the Fire Service. A new renaissance is on our doorstep so let's do our part to make the most of it. ***Let's not miss the chance for change.***

Jagtar Singh
National Officer - AFSA

Introduction

Message from AFSA retired members.



Following our attendance at last month's AFSA 'ten year celebration', we thought we'd share our experience of being retired members of the AFSA Executive Committee.

As founding members of AFSA, we are keen to support the association upon retirement. So it's been increasingly satisfying to see the growth of AFSA over the last decades. In ten years we have expanded our membership from just a single organisation to 33. We have welcomed the creative way AFSA has continued to tap into a ready pool of willing and capable retirees from the Fire Service to support serving staff and the work of AFSA.

There is no doubt that retired executives possess numerous skills and competencies which can be utilised. While not all retirees are interested in continued involvement, many are anxious to serve. Retirement, therefore, does not mean the end of our involvement in AFSA activities. Rather, it's the beginning of a new and interesting chapter in our lives. Below is just a snapshot of the contributions we continue to make to the work of the AFSA;

- We have served on AFSA Executive Committee and regional committees in an advisory capacity.
- Deployed our knowledge of the Fire Service workplace to establish links with executives to open doors and generate support for AFSA activities.
- Used our networking skills to work with specific organisations to garner support, not just to become members but to take an active role in AFSA's development.
- Mentored and coached AFSA Executive members and staff.
- Assisted in fund raising and charity work activities.
- Offer advice and support on workforce matters when requested.
- Support Trade Unions.



Being a retired member and serving on the AFSA Executive Committee is a great challenge. It provides us with the opportunity to apply the skills and experience we've gained from our combined experience of 120 years' service.

Our involvement has been both energising and greatly satisfying. We continue to accomplish things, crucially giving back by helping people and in the process taking AFSA forward.

Encouragingly we have had very good conversations with former senior executives of the Fire Service who are keen to support AFSA members and help AFSA move forward.

We look forward to meeting you at the conference.

***Jagtar Singh
Michael Ogwo,
Manjit Singh
Wayne McCollin***



Programme Outline

DAY 1 - 13th November 2014

Venue:

Best Western Plus, Stoke-on-Trent, The Moat House, Staffordshire

Time	Day 1 – Thursday November 13th 2014	Speakers/Panelists
09:00 - 10:00	Arrivals & Registration	
10:00 - 10:10	Welcome To AFSA Conference	Peter Dartford, CFO, Staffordshire FRS and Mehrban Sadiq, Interim Chair AFSA
Plenary 1		
10:10 - 10:30	Fire Service - The New Reality	Peter Holland - H.M. Chief Fire and Rescue Advisor
10:30 - 11:00	Serving and protecting communities and our staff - Shaping future Fire Service delivery - The Staffordshire experience	CFO Peter Dartford, Staffordshire FRS
11:00 - 11:30	Key Note Speaker Minister's Speech	Penny Mordaunt, MP
11:30 - 12:00	Conference Panel 1 Chair: Rebecca Bryant, Executive Director /Deputy Chief Executive, Staffordshire FRS	Panel members to be confirmed
12:00 - 13:00	LUNCH & NETWORKING	
Plenary 2		
13:00 - 13:30	Values-based leadership, the NHS experience post - Francis	Rob Webster, CEO NHS Confederation
Plenary 3		
13:30 - 14:00	Global perspective professionalism and ethical leadership	Professor Rajan Madhok, CLN Director
14:00 - 14:30	Conference Panel 2 Chair: Peter Dartford, CFO, Staffordshire FRS	Panel members to be confirmed



Programme Outline

DAY 1 - 13th November 2014



Venue:

Best Western Plus, Stoke-on-Trent, The Moat House, Staffordshire

Time	Day 1 – Thursday November 13th 2014	Speakers/Panelists
14:30 - 15:30	Workshops (choose 1 from 4)	
Workshop 1		
14:30 - 15:30	Community Safety, Apprenticeships and Prevention Chair: John Edwards, Chair, West Midlands FRS	Yasmin Bukhari, Bridging Cultures Coordinator, Greater Manchester FRS and Glynn Luznyj, Head of Risk Reduction, Staffordshire FRS
Workshop 2		
14:30 - 15:30	Collaborative Leadership and Community Budgets Supporting Prevention Outcomes Chair: Judith Doran, Director of People, Staffordshire FRS	Peter O'Reily, Director of Prevention and Protection Greater Manchester FRS and Kate Staples, Head of Communities Community (CIC), Staffordshire FRS
Workshop 3		
14:30 - 15:30	Community Engagement and Prevention Home and abroad Chair: Dean Stevens, Director of Prevent and Protect, Staffordshire Fire	Mehrban Sadiq Community Safety, Prevention and Education and Interim Chair of AFSA, Tyne and Wear FRS, Dr Rizwan Naseer, Director General Punjab Emergency Services (Pakistan)
Workshop 4		
14:30 - 15:30	Road Safety and Partnership Working Chair: Nick Croft, Senior Advisor, Road Safety Support	Rehana Iqbal, Community Safety Officer, Staffordshire FRS, Irene Williamson, Road Safety Officer, Staffordshire FRS, Roger Whittle, Road Safety Officer, Staffordshire FRS, Inspector Rob Gilligan, Staffordshire Police
	Session Chair: Lee Howell, CFO Devon and Somerset Fire and Rescue Service	
Plenary 4		
15:30 - 16:15	Sharing Our Story	Sarah Rennie, The Wisdom Factory
Plenary 5		
16:15 - 17:00	Embedding prevention with an equality and inclusion strategy involving senior leaders	Mehrban Sadiq, Interim Chair AFSA
17:00	Day 1: Close	
19:00 until Midnight	AFSA Charity Dinner and Awards Ceremony, 2014	



Programme Outline

DAY 2 - 14th November 2014

Venue:

Best Western Plus, Stoke-on-Trent, The Moat House, Staffordshire

Time	Day 2 – Friday November 14th 2014	Speakers/Panelists
	Session Chair: Dave Walton, ACO West Yorkshire Fire Service	
09:00 - 09:10	Welcome to day 2	Rebecca Bryant, Executive Director/Deputy Chief Executive, Staffordshire FRS
Plenary 6		
09:10 - 09:30	Leaving a legacy - the experience of a Chief Fire Officer	Des Prichard, Chief Fire Officer and Chief Executive East Sussex Fire and Rescue Service
Plenary 7		
09:30 - 10:00	Neo-liberalism at work: a case study of the reform of the emergency services	Dr Kim Mather, Keele University
Plenary 8		
10:00 - 10:30	Transformational change and systems thinking in the FRS	Rebecca Bryant, Executive Director/Deputy Chief Executive, Staffordshire FR
Plenary 9		
10:30 - 11:00	The Community of Interest Management (CICM) and the importance of partnership working	Eelco H, Dykstra M.D, Visiting Professor, International Emergency Management, George Washington University
11:00 - 11:15	Conference Panel 3 – Q&A Chair: Dave Walton, ACO West Yorkshire Fire Service	Panel members to be confirmed
11:15 - 11:45	BREAK AND NETWORKING	
	Session Chair: Paul Hancock, Chief Fire Officer, Cheshire FRS	
Plenary 10		
11:45 - 12:15	Policy and practice in FRS Research	Roger Kline and Middlesex University and Diane Dunlevey, Staffordshire FRS
Plenary 11		
12:15 - 12:45	Implicit prejudice and its effect on everyday life, including the selection of candidates for posts	Professor Geoff Beattie, Edge Hill University
Plenary 12		
12:45 - 13:15	Leadership On Fire	Steve McGuirk, CFO, Greater Manchester FRS
13:15 - 14:00	LUNCH & NETWORKING	

Programme Outline

DAY 2 - 14th November 2014



Venue:

Best Western Plus, Stoke-on-Trent, The Moat House, Staffordshire

Time	Day 2 – Friday November 14th 2014	Speakers/Panelists
14:00 - 15:30	Drama Activity Exploring values-based leadership through drama based learning	Enact Solutions – drama-based specialists
15:30 - 16:00	Conference Panel 5 – End of Conference Q&A Chair: Len Bloomer, Chair of Stoke-on-Trent and Staffordshire Fire Service Authority	Panel members to be confirmed
16:00	Summary and Close of Conference	Host CFO, AFSA Chair and next host of AFSA National Conference 2015 – Paul Hancock, CFO, Cheshire FRS

Profile of Speakers

Peter Dartford QFSM MA BEng (Hons) FIFireE DUniv

Chief Fire Officer and Chief Executive, Staffordshire Fire and Rescue Service

Peter Dartford joined Hertfordshire Fire Brigade in 1982 as a Fire-fighter and served at a number of stations, becoming a Junior Officer in 1987 and progressing to Divisional Officer level in 1994.

Between 1990 and 1995, Peter undertook a part-time study course at South Bank University, on completion of which he was awarded a Bachelor of Engineering Honours degree in Fire Safety Engineering. In 2003 he completed the Brigade Command Course at the Fire Service College and was awarded a Master's Degree in Management by Coventry University for the work he completed as part of that programme.

In February 1999, Peter joined Staffordshire Fire and Rescue Service as Senior Divisional Officer, initially as Head of Central Operations, then Divisional Commander for North Staffordshire. In January 2001, he took up the post of Assistant Chief Fire Officer, with responsibility for Community Protection. In May 2005 he was promoted to the position of Deputy Chief Fire Officer and took on responsibility for the

organisation's strategic planning and performance management arrangements.

Peter was appointed Chief Fire Officer/Chief Executive in April 2008.

In 2009 Peter was appointed as a Fellow of the Institution of Fire Engineers and in September 2014 became President of the Chief Fire Officers Association. He has also been awarded an Honorary Doctorate by Staffordshire University for his work in relation to the impact of ageing and dementia on vulnerability and for his leading role in the transformation of the fire and rescue service.

Peter was awarded the Queen's Fire Service Medal in the New Year Honours, 2014.



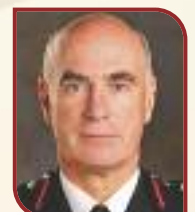
Peter Holland

H.M. Chief Fire and Rescue Advisor

Peter Holland was appointed Chief Fire and Rescue Advisor on 28 January 2013.

Peter joins the Department for Communities and Local Government following a career in fire and rescue spanning more than 40 years. His wide-ranging experience includes frontline fire

fighting, senior management, the leadership of two brigades, International President of the Institution of Fire Engineers, and a national role as President of the Chief Fire Officer's Association.





Penny Mordaunt MP

Parliamentary Under Secretary of State at the Department for Communities and Local Government

Penny Mordaunt MP was appointed Parliamentary Under Secretary of State at the Department for Communities and Local Government on 15 July 2014.

She was educated at Oaklands RC Comprehensive School and at Reading University where she read Philosophy. Penny worked for Conservative Central Office, becoming Head of Broadcasting under William Hague. In 2000 she served as Head of Foreign Press for George W. Bush's presidential election campaign.

In Parliament, Penny served on the European Scrutiny Committee, Defence Select Committee, and as chairman of the APPGs for Life Science

and for Ageing and Older People. In autumn 2013 she was appointed Parliamentary Private Secretary to the Secretary of State for Defence, Rt. Hon. Philip Hammond MP. Penny worked as an aid worker in post-revolutionary Romania before and during university. She was director of communications at Kensington and Chelsea Council and the Freight Transport Association and was a director of Diabetes UK, the Community Fund and the Big Lottery Fund. In 2004 Penny founded a media company, which she sold in 2010.

Rebecca Bryant

Executive Director/Deputy Chief Executive, Staffordshire Fire and Rescue Service

Becci joined Staffordshire Fire and Rescue Service in 2005 after serving with both Cheshire Fire Service and Bedfordshire and Luton Fire and Rescue Service. She took up the role of Deputy Chief Executive on January 1st 2014 having previously undertaken the roles of Director of Organisational Development and Area Commander within Staffordshire.

Over the last four years Becci has lead the Service through various transformative changes using the Vanguard Method to Systems Thinking. This has seen a restructuring of the Service, a new crewing model for whole-time stations and a new approach to vehicle procurement and maintenance. Most recently she has spearheaded a project which has delivered a single fire control between Staffordshire and the West Midlands Fire Service. Her current responsibilities include providing the strategic direction for the continued transformation of the Service along with the

development of a range of shared services with Staffordshire Police.

Becci is a published author within the Systems Thinking arena and has successfully completed academic studies with the University of Central Lancashire, the University of Warwick and Keele University. She is the Lead Facilitator for the Cross Sector Leadership Exchange Leading into Action programme and supports the development of the CSLE Leading into the Future Programme on behalf of CFOA.



Steve McGuirk CBE, QFSM, DL, MA BA(Hons), BSc, FRSA, FIFireE

County Fire Officer and Chief Executive of Greater Manchester Fire and Rescue Service

Steve joined the Service in 1976 and has over 37 years experience in the Service, having served in Greater Manchester, Birmingham, Royal Berkshire and West Midlands, before being appointed Deputy Chief Fire Officer of Cheshire Fire and Rescue Service in 1998, and Chief Fire Officer in 2000. He was appointed County Fire Officer and Chief Executive and returned to Greater Manchester Fire and Rescue Service in 2009.

Steve holds a Masters Degree in Management, an Honours Degree in Political and Social Science, and a BSc in Fire Safety, Technology and Management. He attended the Civil Service 'Top Managers' programme in 2003. He is a Fellow of the Institution of Fire Engineers and served on the International Council in the 1990's. He was also a Board member of the Chief Fire Officers Association (CFOA) for over seven years, leading for the Association on Human Resources and Equality matters. He was President of the CFOA from 2007-2008 and now leads on resilience matters, and was the Principal Adviser on Fire and Rescue matters to the Local Government Association. Steve has undertaken a unique assignment in Fire and Rescue terms when, for over nine months in 2003, he was both 'interim' Chief Fire Officer of

South Yorkshire, as well as Chief Fire Officer of Cheshire. He was awarded the Long Service and Good Conduct Medal in 1996, the Queen's Fire Service Medal in 2002, and the CBE in 2005 for his work in South Yorkshire.

He is now the UK's longest serving Fire Chief, having completed 14 years service at this most senior level and, during that period, has also gained extensive experience in the governance of public authorities. This includes giving evidence to Select Committee Enquiries and the Public Accounts Committee of the UK Parliament. In his private life, Steve is a Deputy Lieutenant for the County of Greater Manchester and a Trustee/Board Member of a number of charities, as well as being Honorary President of the North Manchester Scouting Association.



Rob Webster

CEO, NHS Confederation

Rob joined the NHS Confederation as Chief Executive in February 2014. He has worked in healthcare since 1990, taking on national leadership roles in the Department of Health on policy, transformation and delivery.

He has been a Director for both the Prime Minister's Delivery Unit in the Cabinet Office and a national public/private partnership. Rob has also been a successful chief executive in the NHS, running commissioning organisations and providers of NHS services. He has chaired formal Cancer, Primary Care, Community Trust and

Learning Disability Networks. He has a history of effective partnership working and a strong commitment to system leadership. Rob is defined by a values-based approach to leadership. He was recently recognised by NHS Employers for his work as a "personal, fair and diverse" Champion.



Professor Rajan Madhok MB BS MSc FRCS FFPH

Independent Consultant

After a long and successful career in NHS management Rajan Madhok retired as the Medical Director at NHS Manchester in 2012 and now works independently managing a range of projects in the UK and overseas.

A medical graduate from Delhi, India he came to the UK in 1980. He initially trained as an orthopaedic surgeon in the NHS and then switched to public health. Over the years he held increasingly senior leadership positions as director of public health and medical director in various places in England.

He is currently the Chair of the Open Access Education Initiative Charity (www.peoples-uni.org); Overseas Advisor to Indian Confederation for Health Care Accreditation

(www.icha.in); and Chairman of British Association of Physicians of Indian Origin (www.bapio.co.uk). He was a Council member of the GMC, UK from 2009-12. Amongst other awards he was identified as one of the 50 BME Pioneers by the HSJ in 2013.

He is passionate about the NHS and recently walked 300 miles (Jarrow March) to protest about the current state of the NHS (read more on the above website).



Yasmin Bukhariy

Bridging Cultures Coordinator, Greater Manchester FRS

Yasmin Bukhariy has over 20 years of working in the area of Equality & Diversity and Community Safety in the public sector. In her current position Yasmin is employed by Greater Manchester Fire & Rescue Service in the prevention & Protection Directorate.

Yasmin's past employers have included Bury Council, Greater Manchester Police and Tameside Racial Equality Council.

Yasmin is currently a Board member for MOSAIC, a national charity founded by HRH The Prince of Wales in 2007. Mosaic's mentoring programmes create opportunities for young people growing

up in the most deprived communities to realise their potential.

Yasmin has worked extensively on sensitive issues such as community safety, racism, bullying, preventing violent extremism, domestic violence and hate crime.



John Edwards

Chair, West Midlands FRS

Councillor John Edwards is Chair of West Midlands Fire and Rescue Authority (WMFRA) and has had a connection with the Fire and Rescue Service as a Fire-fighter and politician for several decades.

As Chair of WMFRA in the late 1980s he was part of the campaign by the Association of Metropolitan Authorities, Fire Brigades Union and Chief/Assistant Chiefs Fire Officers Association that led to the legislation to outlaw

lethal foam-filled furniture. He is currently a member of the LGA Fire Services Management Committee and leads the Fire Sprinkler Campaign Group. John has been a member of Sandwell MBC for 35 years.





EVENT CELEBRATION



Glynn Luznyj

Head of Risk Reduction, Staffordshire FRS

Glynn is an operational officer who has worked in Staffordshire Fire and Rescue Service for 18 years.

He leads a central team with references for fire prevention and protection. Glynn's previous experience includes a number of years as an operational Fire-fighter, progressing through junior management roles into his current position as a Group Manager. Much of his work has involved managing operational fire stations and staff members.

Glynn's work priorities are focussed on ageing safely, home safety and community wellbeing, technical fire safety and working closer with the

business communities. He has also had recent experience of working closer with the public and private sectors, which he believes will become even more important in meeting the demands that face all public services.

Outside work he enjoys spending time with his family and is involved in sports, particularly football, although his playing days have now been replaced by coaching a junior team which includes his twin boys.

Peter O'Reilly

Deputy CFO Greater Manchester Fire and Rescue Service Fire and Rescue Service

Peter O'Reilly joined Greater Manchester Fire and Rescue Service in March 2011 as Director of Prevention and Protection after serving for 21 years with Northern Ireland Fire and Rescue Service.

He served in Belfast for most of his career as a Fire-fighter, Junior Officer and District Commander, before moving to Ballymena as an Assistant Area Commander. He became the Area Commander for Northern Area Command in 2009.

His current responsibilities include Community Engagement, Community Education, Health and Safety, Fire Safety Enforcement and Fire Investigation. Currently the Strategic Lead for Competency within the Chief Fire Officers Association (CFOA) Prevention, Protection and Road Safety Directorate and the national lead for the Fire Engineering and Technical Standards

Group. Also Chair of the CFOA North West Prevention and Protection Forum. Since joining Greater Manchester Fire and Rescue Service Peter has overseen the complete restructuring of the Prevention and Protection Directorate. Recently, GMFRS employed Community Safety Advisor Apprentices. These apprentices were recruited directly from GMFRS Youth Development programmes - a first for a UK Fire and Rescue Service. Peter has travelled widely to study, with successes accredited by The University of Ulster, University of Central Lancashire, Warwickshire University and Harvard University.



Kate Staples

Head of Safer Communities Community (CIC), Staffordshire FRS

Kate Staples joined Staffordshire Fire and Rescue Service in 2009 as a Home Fire Risk Technician. She was then appointed to the role of Community Safety Officer in South Staffordshire where she worked with partners to help achieve local priorities and in particular the safety and wellbeing of vulnerable people. In 2013 Kate became the Head of Safer Communities Community Interest Company (CIC).

She is currently studying Charity and Social Enterprise Management, part time at Anglia Ruskin University and also has a BA Hons (Ed) in Performance and Visual Art which she gained at the University of Birmingham. Safer Communities CIC is a social enterprise which supports and delivers initiatives across

Staffordshire and Stoke-on-Trent. It is a cross sector partnership with Staffordshire Fire and Rescue Service, Fire Support and Groundwork West Midlands. The company's mission is to work with partners to develop active citizenship and support initiatives through social enterprise that will help Staffordshire to become safer.



Irene Williamson

Road Safety Officer, Staffordshire FRS



Roger Whittle

Road Safety Officer, Staffordshire FRS



Mehrban Sadiq

Community Safety, Prevention and Education and Interim Chair of AFSA, Tyne and Wear FRS

Mehrban Sadiq has been in post with Tyne and Wear Fire and Rescue Service for over seven years. Working in community engagement, Mehrban is passionate about ensuring that the Fire Service and the community can work together to keep people safe.

During his time with the organisation he has championed a number of innovative initiatives to not only create a safer community, but also to help educate staff on the needs of various communities. His contribution was recognised nationally when he won the CLG National Equality and Diversity Award 2010 and was also awarded AFSA Man of the Year 2013 for his work with the international Punjab emergency project. His commitment to equality and diversity extends far beyond BME work, with notable contributions to work around LGBT, disabilities, mental health and older people.

Prior to joining the Fire Service, Mehrban worked as an interpreter, entrepreneur, owned his own business and managed in the private sector.

Mehrban is a long time member and supporter of the AFSA and has been a board member for the last three years. He was nominated firstly as Member Secretary, then became Vice Chair and is currently the Interim Chair.

In his spare time, Mehrban dedicates himself to community work and also enjoys spending time with friends and family.



Sarah Rennie

Director, The Wisdom Factory CIC

Sarah studied Law at Cardiff University and graduated with a first class degree and the school's prize for law. After her professional exams in Nottingham, she moved to Birmingham to train as a solicitor at an international law firm. Upon qualification, Sarah practised property litigation.

In 2010, Sarah set up her own company as a disability consultant to many national companies including Network Rail and National Express West Midlands. It was during this time she began working for Staffordshire Fire and Rescue Service (SFRS).

Sarah is now a Director of The Wisdom Factory CIC; a social enterprise creating wisdom for knowledge, skills and experience. The role enables her to perform challenging work and

make use of her research and analytical experience. During this time, she has delivered the disability awareness training for all staff at the award-winning new Library of Birmingham. Continuing to serve on SFRS' Equality and Diversity Advisory Panel is a rewarding privilege.

Outside work, Sarah volunteers as a Trustee of the Access Committee for Birmingham and as a member of Sisters of Frida, an experimental co-operative of disabled women.



Des Prichard OBE, QFSM, CDir, FIoD, MBA, MCIPD, MIFE

Chief Fire Officer and Chief Executive East Sussex Fire and Rescue Service

Des Prichard joined Buckinghamshire Fire and Rescue Service in 1976, transferring to Bedfordshire Fire and Rescue Service in 1984. Between 1991 and 1994 he was a lecturer in command leadership and management at the Fire Service College, moving to East Sussex Fire and Rescue Service in 1995 to take up the post of Assistant Chief Fire Officer, Deputy Chief Fire Officer in 1996 and Chief Fire Officer and Chief Executive in 2001.

He gained a Diploma in Management Studies at Putteridgebury College in 1991 and a Masters of Business Administration at Henley 1994. Des became a Chartered Director of the Institute of Directors in 2006 and a Fellow in 2009.

Elected as Chairman to the Association of Principal Fire Officers in 2001 and elected to the Chief Fire Officers' Association Board in 2004. Des has significant experience of working with local and national politicians and senior civil servants and has given evidence at Parliamentary Select Committees.

Des has experience of working with the EU, currently leading discussions for the European Fire Services on the Working Time Directive

and as part of the pan-European Fire Safety Strategy 2020.

As a founder member of the Cross Sector Leadership Exchange, Des is on the Board of a Fire, NHS and Police body that supports the development of senior leaders in the public sector alongside providing opportunities for cross sector working.

Awarded the Long Service and Conduct Medal in 1996, the Queen's Fire Service Medal in 2006 and an OBE in 2011. Des is closely involved with the development of the Executive Leadership Programme with Warwick Business School and is working with Sussex University to support women in leadership roles.





Dave Walton

ACO, West Yorkshire Fire Service

Dave Walton is the Assistant Chief Fire Officer and Director of Service Support at West Yorkshire Fire and Rescue Service (WYFRS).

He previously served with West Midlands Fire Service (WMFS) for 28 years, where he was most recently Acting Assistant Chief Officer/Director of Technical and Operational Support. During his time with WMFS, Dave started out as a Fire-fighter and has served as City of Coventry Commander, as well as in a number of policy and training roles, before becoming Director of Technical and Operational Support.

Dave has also held a number of specialist roles during his time with the Fire and Rescue Service. He is the national lead for hazardous materials for the Chief Fire Officers' Association (CFOA) and a member of the National Operations Committee.

The Fire Service is in Dave's blood; he was born in a fire station, and his father, a Yorkshireman, served as a Fire-fighter in Birmingham.

Dr Kim Mather

Keele University, Lecturer

Dr Kim Mather is a lecturer in Human Resource Management at Keele University and is the Course Director for part-time postgraduate Industrial Relations/HRM courses.



Her research interests include labour management and the nature and organisation of work in the UK public sector, and public sector industrial relations.

She has published her work on changes in the labour management and labour processes of public sector workers, and their responses to these changes in a range of academic journals.

She has also contributed several book chapters that debate the dysfunctional effects of

organisational change, the concept of trust in employee relations, and the changing nature of professional and managerial work. Her current research activity focuses on workplace industrial relations in the Fire Service, and the impact of austerity on the labour management, labour process and attitudes to work of 'front-line' workers in discrete parts of the UK public sector including the emergency services (fire; police; ambulance), education (schools, Further Education, Higher Education) and the NHS.

Professor Eelco H, Dykstra

M.D, Visiting Professor, International Emergency Management, George Washington University

Eelco Dykstra has 25 years of international emergency management experience in a wide variety of settings. He combines research and theoretical policy with extensive field experience in the USA (Katrina, 9/11), Turkey (Earthquake), Bosnia (ethnic conflict), East Africa (1998 US Embassy bombings), Indonesia (earthquakes and ethnic conflict) and the Middle East.



After having witnessed the various European, US, African and Asian approaches to emergency management systems and their stakeholders, he recently developed an innovative, worldwide initiative called "The International Katrina Project" (IKP).

An acclaimed presenter and motivator, also for interdisciplinary, cross-cultural and inter-sector audiences, he provides 'infotainment' and thrills audiences with his reality-fiction stories that are based on the 'lessons learned' he and his colleagues picked up from their world-wide experiences, travel and project assignments.

A rare speaker and moderator able not only to cover issues from the 'board-room' to the 'engine-room' but one who is equally at ease in front of audiences from government entities, private sector companies, knowledge brokers, the media, and the population at large.

After five years as a visiting research professor of International Emergency Management at the George Washington University in Washington D.C., he is currently back in Europe to take audiences through startling "What if...?" scenarios and help them draw their own conclusions and recommendations.

Paul Hancock

Chief Fire Officer, Cheshire FRS

Paul joined Cumbria Fire Service in 1985 and served in a variety of operational and technical roles, including Station and Divisional Command, progressing to Assistant Chief Fire Officer with responsibility for Community Risk Management, ICT and Business Continuity.

Paul moved to Cheshire Fire and Rescue Service in 2007 as Deputy Chief Officer with responsibility for Emergency Response, Human Resources and Asset Management and was appointed to Chief Fire Officer and Chief Executive in October 2009.

In addition to his responsibilities within

Cheshire Fire & Rescue Service, he is the Project Director and Executive Director for North West Fire Control and is the Vice President of the Chief Fire Officers Association.

He has a Masters in Business Administration and is a Fellow of the Institution of the Fire Engineers.



Lee Howell

Chief Fire Officer, Devon and Somerset Fire and Rescue Service

Lee was appointed as the Chief Fire Officer of Devon and Somerset Fire and Rescue Service in January 2009. He is also the Chief Fire and Rescue Advisor to the Welsh Government, the Deputy Chairman and Trustee of the Fire-fighters Memorial Trust and Independent Chairman of the Arson Prevention Forum.

He was formerly a Corporate Director (Public Protection) for Suffolk County Council and Chief Fire Officer of Suffolk Fire and Rescue Service (appointed aged 35). He previously served in Royal Berkshire and Essex Fire and Rescue Services as well as working as one of Her Majesty's Inspectors of Fire Services advising Ministers, primarily regarding the modernisation change agenda and the development of the Fire and Rescue Service Act 2004. More recently, he initiated a pan-European Fire Safety Strategy, launched at the Committee de Regions in Brussels and this is currently being implemented through the Federation de European Union Fire Officer Association. He was the President of the

United Kingdom Chief Fire Officers Association in 2011/12 and was awarded the Queens Fire Service Medal in the 2014 New Year's Honours list.

His interests include polar travel and in 2011, he manually hauled a sledge for 120 miles to the Geographic North Pole, raising money for Charity. He holds a Master's Degree in Business Administration and a Bachelor's Degree in Fire Safety Engineering. He is a Fellow of the Royal Society of Arts and a Fellow of the Institution of Fire Engineers. He is married, has two children and lives in Devon.



Roger Kline

Middlesex University

Roger Kline BA (Hons) FRSA, is Research Fellow at Middlesex University Business School. His areas of research are public sector workplace culture in particular around patient safety and race discrimination.

He was a member of the Higher Education Equality Challenge Unit Board (2006-2008) and the Higher Education Working Party on Race and Degree Attainment (2007-2008). He has authored guidance on race equality in the NHS and most recently researched **"Discrimination by Appointment"** (2013) and **"The Snowy White peaks of the NHS"** (2014). Roger was a member of the Social Work Reform Board (2010-2013) and was co-chair of its Employment Standards Working

Group. He is the author of numerous guides on equality at work.

Roger has developed innovative approaches to professional accountability for professionals in health and social care, and is co-author with Michael Preston Shoot of **Professional Accountability in Social Care and Health: Challenging Unacceptable Practice and its Management (Sage 2012)**.





Diane Dunlevey

Staffordshire FRS

For the past ten years Diane has been employed by Staffordshire Fire and Rescue Service in the role of Equality and Diversity Manager. As well as being a member of the Prevent and Protect Team, supporting all elements of the print agenda, Diane develops and implements equality and diversity strategies, policies and procedures that impact on staff and service users as well as the development of service level agreements with partners to support the implementation of appropriate initiatives to improve equality and diversity practices across the Service.



Diane led on the benchmarking of equality and diversity against the Fire and Rescue Service National Equality Framework, of which the Service achieved the Excellent Level in January 2013, one of only six Services in the UK to do so.

Diane was an adviser to the development of the 'Chief Fire Officer Association National Older Persons Strategy' as well as the Staffordshire Fire and Rescue Service 'Children and Young Peoples Strategy' and 'Older Persons Strategy'. Diane is an executive member of the Asian Fire Service Association and supports the membership of Staffordshire Fire and Rescue Service as an active supporter

of Stoke-on-Trent's LGBT network, Rights and Equality Council, Human Rights, understanding of Religion and Belief, Disability in terms of a potential increased level of risk.

Diane has a keen and active interest in social justice at a local, national and global level. Diane has published research in an exploration of the barriers into higher education, as influenced by ethnicity, as the project manager on a European Social Fund project. She is also published in relation to the Race Relations (Amendment) Act 2000.

Professor Geoff Beattie

Edge Hill University

Geoff Beattie is Professor of Psychology at Edge Hill University. Previously, he was Professor of Psychology at the University of Manchester and a Professorial Research Fellow in the Sustainable Consumption Institute at that university.



He was Visiting Professor at the Bren School of Environmental Science and Management at the University of California Santa Barbara in 2012. He received his PhD from Trinity College Cambridge and is a Fellow of the British Psychological Society (BPS). He was also President of the Psychology Section of the British Association for the Advancement of Science.

He is the author of 19 books, with various Chinese, Taiwanese, Korean, Brazilian, Italian, Finnish and German editions and over 100 articles in academic journals, including *Nature* and *Nature Climate Change*. He was awarded the Spearman Medal by the BPS for 'published psychological research of outstanding merit',

and the Mouton d'Or for the best paper in semiotics in 2010. In the past few years his research has been funded by the ESRC, the E.U. through the FP7 framework, and Tesco. He has explored how implicit attitudes might impact on behaviour in two recent books, 'Why Aren't We Saving the Planet? A Psychologist's Perspective' and 'Our Racist Heart? An Exploration of Unconscious Prejudice in Everyday Life.' Both were published by Routledge. He has presented a number of television programmes on BBC1 ('Life's Too Short'; 'Family SOS'), Channel 4 ('Dump Your Mates') and UKTV ('The Farm of Fussy Eaters'), and was also the resident on-screen psychologist for Channel 4's Big Brother for eleven series, specialising in body language.



Judith Doran

Staffordshire FRS

Judith Doran has worked at Staffordshire Fire and Rescue for three years as Director of People with responsibility for Human Resources, Business Transformation, Occupational Health, Workforce Development, and Corporate Services.

Her background is primarily public sector HR in the NHS and Higher Education. Judith is leading on the cultural change programme within Staffordshire Fire and Rescue and has recently been involved with the development

of a cultural framework that supports the vision and values of the service. She is also currently developing a number of initiatives to optimise the health and wellbeing of staff, particularly during times of change.



Dean Stevens

Director of Prevent and Protect – Staffordshire FRS

Dean joined Staffordshire Fire and Rescue Service in 2009 where he is currently the Director for Prevention and Protection. The Service has a clear organisational view as to the value of the preventative agenda in that prevention is better than cure and in today's economic climate prevention is also cheaper than cure. Moreover, in terms of cause and effect, you cannot deal with problems in isolation, thus the necessity for joint working and 'real' cross sector leadership.

He currently represents 'fire' on RoSPA's National Home Safety Committee, has held the CFOA national lead for smoke alarms and is active within the Prevention, Protection and Road Safety Directorate.

He holds a First Class Honours Degree in Education from Greenwich University, a Diploma in Management Studies, is a qualified teacher and has recently been accepted to undertake a PhD with Chester University to study the impact

of prevention from a fire service perspective particularly its relationship to wider public value and health outcomes.

Prior to Staffordshire, Dean served with Essex Fire and Rescue Service and has worked as a tutor at the Fire Service College. Family remains a real priority and time is spent with his family, coaching football, playing golf and trying to negotiate with two teenagers!





Background

AFSA – History

The AFSA was formed in 2003 by four Asian firefighters (Manjit Singh, Pavinder Singh, Akwala Deol, and Davinder Sodi) who wanted to see better representation and progression within the workplace particularly in the uniformed roles. Hence, the birth of AFSA.

From this the AFSA grew into a larger association which embraced all London Fire Brigade staff and had a core of national associate members from operational, non operational and fire rescue service support staff recognising and taking account of the vast span of religions and cultures from across the whole of the Asian continent.

This has enabled the AFSA to provide excellent consultation to fire and rescue services, government and others with regard to many issues ranging from recruitment, fire safety and clothing. It has commissioned and undertaken research and made valuable contributions to charities and international aid. We have formed strategic partnerships with CLG, FBU (the Fire Brigade Union) under-representative groups, Networking Women in the Fire Service (NWFS) and many community groups.

About us

The Asian Fire Service Association (AFSA) is an independent and inclusive employee-led support group which aims to raise the profile of Asian staff and associated issues.

The AFSA works with the Fire and Rescue Services (FRS) to mainstream issues around equality and diversity in two priority areas:

- Service provision
- Employment policy and practice

The AFSA's main source of income is the £800 per annum received from each of its Corporate Members. We have traditionally done further work to generate income through the development of various products e.g. community handbooks/conferences etc.

AFSA's direction and behaviour are governed by:

- Our existing vision
- Our existing core values
- Our proposed four strategic cornerstones and accompanying objectives

Our vision remains (what we are seeking to become): the AFSA will work with the National Fire and Rescue Service and supporting agencies to enhance equality, diversity and associated values.

Our core values reflect the values of the Fire and Rescue Service and remain (determining the way we operate and enabling us to achieve our vision):

Service to the community – and our united purpose – to improve the quality of service.

Our People – we look to harness the collective strength of staff from the FRS.

Diverse communities – we are prepared to stand up and be counted; we continually seek to develop new and better ways of working with and for diverse communities.

Continuous improvement – we understand the FRS, the many challenges it has overcome and the transition it is now undertaking. We are authoritative and have proven expertise in helping to deliver better services to staff and the public.

Membership

The AFSA has 30 corporate members. Membership is open to all Fire and Rescue Services in the form of corporate membership, individual membership and associate membership for non-Fire and Rescue Service employees. The Association is inclusive to **all**.

Background

AFSA Executive Committee 2014/15

Chair (Interim)	- Mehrban Sadiq, Tyne and Wear Fire & Rescue Service
Joint Vice Chair	- Preith Shergill – West Midlands Fire & Rescue Service
Joint Vice Chair	- Daryl Oprey, Humberside Fire & Rescue Service
National Officer	- Jagtar Singh
Strategic Co-ordinator	- Mohamed Jogi
General Secretary	- Yasmin Bukahriy – Greater Manchester Fire and Rescue Service
Vice General Secretary	- Mohammed Ali – West Yorkshire Fire and Rescue Service
Treasurer	- Balbir Singh
Vice Treasurer	- Wayne McCollin

Communications, Cultural Event and Partnership Coordinators - Rubina Bhatti, Lancashire Fire & Rescue Service & Rehana Iqbal, Staffordshire Fire & Rescue Service
National Advisor Equality and Diversity - Dalvinder Ray, Hampshire Fire & Rescue Service
Advisor Local Government Association - John Edwards – West Midlands Fire and Rescue Service
Minute Secretary - Michael Ogwo
Charity Coordinators - Jagtar Singh & Mehrban Sadiq, Tyne and Wear Fire & Rescue Service
CFOA E&D Lead - Mohammed Ali, West Yorkshire Fire and Rescue Service & Rehana Iqbal, Staffordshire Fire & Rescue Service

REGIONAL LEADS

NORTH

Interim Chair – Muhammad Ali – West Yorkshire FRS

Covering – Scotland, Tyne and Wear Fire and Rescue Service, Northumberland, Tyne and Wear, County Durham and Darlington Cleveland, West Yorkshire, South Yorkshire, North Yorkshire, Humberside

NORTH WEST

Chair - Yasmin Bukahriy – Lancashire Fire and Rescue Service

Covering – Cumbria, Lancashire, Merseyside, Greater Manchester, Cheshire

EAST MIDLANDS

Chair - Warren Ellison – Northampton shire Fire and Rescue Service

Covering – Derbyshire, Nottinghamshire, Lincolnshire, Leicestershire, Northamptonshire

WEST MIDLANDS

Chair - Preith Shergill – West Midlands Fire Service

Covering – Staffordshire, Shropshire, West Midlands, Warwickshire, Hereford and Worcester

EAST OF ENGLAND

Chair - Ajmal Khan – Suffolk Fire and Rescue Service

Covering – Norfolk, Suffolk, Cambridgeshire, Bedfordshire, Hertfordshire, Essex

LONDON

Chair – Shilla Patel

SOUTH CENTRAL

Chair – Dalvinder Ray – Hampshire Fire and Rescue Service

Covering – Buckinghamshire, Oxfordshire, Berkshire, Surrey, Hampshire, West Sussex, East Sussex, Kent, Isle of Wight

SOUTH WEST

Chair - Michelle Smitham – Devon and Somerset Fire and Rescue Service

Covering – Gloucestershire, Avon, Wiltshire, Dorset, Devon and Somerset, Cornwall



Conference Notes

Personal, Fair and Diverse Health and Social Care

Bringing the values of the NHS Constitution to life

The NHS Employers organisation is working to create a network of champions who are committed to taking some action, however small, to create a personal, fair and diverse NHS.

Sign up to the PFD campaign at www.nhsemployers.org/pfd

Personal, Fair and Diverse app

The app is available for iPhone and Android users. Download the free app to your smartphone www.nhsemployers.org/pfdapp





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As a business that truly values diversity, we're immensely proud to be ranked 3rd on the 2013 Stonewall Workplace Equality Index – the only retailer to appear in the Top 100. And the fact that g3 magazine readers voted us their 'LGBT Network Group of the Year' at the 2013 g3 & Out In The City Readers' Awards, we think, speaks volumes about our genuine passion for diversity and inclusion too.

Our inclusive employee LGBT network Respect, has over 1200 members and offers networking, mentoring, development and social opportunities to our people across the UK. And, this proactive commitment to practicing what we preach is also reflected in our team members, who are all as individual and diverse as the communities and customer base that they serve.

We are passionate about equal opportunities and welcome a broad diversity of talent to apply.

Please take a look at our wide range of career opportunities at www.co-operative.jobs



Charity Raising Events

Conquering the 3 Peaks in 24 Hours - Shilla Patel

Whilst being inspired on a volunteer African Impact "Photography and Conservation Education" project at Thanda Game Reserve near Durban in South Africa in March I made a decision to undertake the 3 peaks challenge to raise funds for "The Happy Africa Foundation" (THAF). This involved walking and running with 6 fellow women up and down the 3 highest mountains in the UK, i.e. Ben Nevis, Scattell Pike and Snowdon, all within 24 hours. We also had a fantastic support group of female drivers, who also fed and watered us. Some of the team included a team leader for fire inspecting officers from the London Fire Brigade, a watch manager from West Yorkshire Fire and Rescue Service, a retained fire fighter and a crew manager from Northamptonshire Fire and Rescue Service. As a team we managed the challenge in 21 hours and 39 minutes, which resulted in being awarded with a silver medal. This was one of the toughest challenges I have undertaken, mentally and physically. With some fantastic support, kindness and effort from my colleagues, friends and family I have managed to raise £1,486.25 (including gift aid) for THAF, which is a phenomenal amount. Having such an affiliation and passion for Africa, I contacted the project manager at Thanda where I have agreed the funds to be spent. We have decided on new toilets to be built at a local crèche. Having visited the crèche, this is much needed. I will be returning to the project in Thanda in January, so will update everyone on their progress. To find out more about the fantastic work "The Happy Africa Foundation" and "African Impact" undertake go to www.happyafricanfoundation.org and www.africanimpact.com



An attempt to make the world's largest naan bread took place in Hampshire at the Eastleigh Mela on the 6th July 2014. The aim was to beat the world record whilst raising money for The Fire Fighters Charity, Water Wells Project and Hampshire Hurricanes.

Hampshire firefighters help create world's biggest naan

<http://www.itv.com/news/meridian/story/2014-07-05/world-record-attempt-to-make-worlds-largest-naan-bread/> and <http://www.bbc.co.uk/news/uk-england-hampshire-28189969> and YouTube video - <http://youtu.be/21UvDBN9ZZA>

Next Issue of "Diversity Flame"

We hope you have enjoyed reading the first issue of "Diversity Flame" and that you feel empowered to get involved and learn more. This is your newsletter so feel free to contribute to the next issue by contacting your AFSA chair. Many thanks to everyone who have contributed to this issue.

Charity Raising Events

International Development – Punjab
Rescue 1122, Pakistan

Punjab Rescue 1122 is the largest emergency humanitarian service in Pakistan with an infrastructure that encompasses all 36 Districts of the Punjab. It was initially set up as a medical response agency and has since developed a fire and rescue capability in response to the major risks inherent in the Punjab region. In 2013 a project was initiated through AFSA to undertake humanitarian aid work in conjunction with Punjab Rescue 1122. In April 2014 a small team of five members, Mohammed Ali – West Yorkshire FRS, Neal Pickersgill MBE – Greater Manchester FRS, Mehrban Sadig – Tyne and Wear FRS, Keith Trotter – Tyne and Wear FRS and Mohammed Riaz – AFSA Official Photographer travelled to the Punjab to undertake a scoping study of Punjab Rescue 1122, and to initiate the foundation for future liaison and potential training provision.

Whilst in Pakistan the team were welcomed by the Director General of Punjab Rescue 1122, Dr Rizwan Naseer, and were invited to look at a number of areas where the team's expertise could be utilised to assist in developing existing practices, policy and procedure, or develop new ways of working and ideas. The existing Training Academy was looked at and practical training courses scrutinized. A visit to the Governor of the Punjab, Mr Mohammad Sarwar was arranged and a Memorandum of

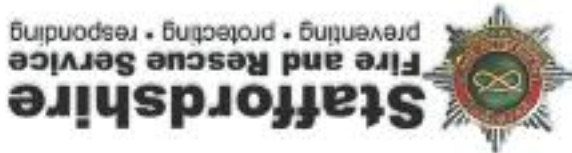


Understanding agreed and signed between AFSA, and Punjab Rescue 1122, this being overseen by the Governor. A visit to the site of the new Training Academy was organised and detailed discussion took place around the new training tower provision and fire-ground facilities. The team also visited Islamabad and met with the District Emergency Officer and the Prime Minister of the Kashmir to introduce the team and explain the scoping study and future assistance that AFSA may be able to provide as part of a continuing training and development project. Also whilst in Islamabad a visit was undertaken to the existing Urban Search and Rescue Facility (USAR) that was initially provided by funding from the Swedish Civil Contingencies Agency (MSB). A great deal of planning was undertaken to ensure the limited time available to the team in Pakistan was put to the best use and the output maximised given the time constraint and limited resources. This was accomplished by agreeing an initial itinerary and schedule of delivery prior to travelling and also being flexible once the team arrived.

Some of the areas covered during the visit included training syllabus verification and comment, flashover and backdraft simulator design specification, fire tower design amendments, USAR training, review of the Draft Punjab Fire Prevention & Community Safety Act and a review of Emergency Medical Response.

Following the scoping visit to Punjab Rescue, a detailed report has been produced and key areas identified and placed in priority rating. Another visit is being scheduled to take place around March 2015 to continue with the development and the training needs that have been identified. Director General Dr Rizwan Naseer has been invited to attend the National Conference in November hence the visit being moved to next year.

Future Events

STAFFORDSHIRE TO HOST NATIONAL
CONFERENCE – 13/14 November 2014

A national conference exploring equality, inclusion and leadership is to be held in Stoke-on-Trent. Staffordshire Fire and Rescue Service are hosting the high profile event – entitled 'Integrated Community Leadership' - in partnership with the Asian Fire Service Association (AFSA). Chief Fire Officer and President of the Chief Fire Officers Association Peter Dartford will attend the meeting at The Moat House on November 13 and 14.

Fire Minister Penny Mordaunt, MP, is scheduled to give a keynote speech along with the Government's Chief Fire and Rescue Advisor Peter Holland. Chief Fire Officers from Greater Manchester, Devon and Somerset, East Sussex and Cheshire will share their experiences during the conference which will attract delegates from all over the country. Staffordshire's Executive Director/Deputy Chief Executive Rebecca Bryant will discuss transformational change and systems thinking while representatives from the NHS, Keele University and Edge Hill University will cover a range of topics.

Mr Dartford said: "This high profile conference will see experts from a range of organisations travelling to Stoke-on-Trent to share their knowledge and experience in order to achieve a deeper level of integration within our communities, for the benefit of local people.

"In Staffordshire, we strongly believe that we can offer our residents a far better service if we work closely with our partners. We come into contact with many of the same people, a lot of whom have complex needs, so it makes sense for our organisations to be integrated with each other as well as with the communities that we serve".

On the 12th of September AFSA National Officer Jagtar Singh and AFSA strategic coordinator Mohamed Jogi met with the vice chair of CFOA and CFO of Cheshire FRS Paul Hancock and the Equality Lead Erin Fulton. The purpose of the meeting was to discuss Cheshire's wish to host the next AFSA national conference in 2015. Traditionally the AFSA conference is offered to the CFOA president in the first few months of their presidency, this then establishes the support of the President and CFOA for the equality agenda and also to engage with the Fire Minister and other key stakeholders.

The meeting was very productive. We were very happy to accept Cheshire FRS's offer to host the next conference. The meeting highlighted a strong willingness to address issues such as enforcement, compliance and fire safety involving minority groups and the importance of sharing practice across the AFSA membership. Evidence based practice and the importance of working with universities and the fire service. Tranon trust was also emphasised. All parties agreed to work together to plan and stage a conference that supports the challenges facing the FRS. The plan is to consult with AFSA at the national conference in November 2014 in Staffordshire.

Cheshire FRS to host
2015 National
Conference

Recent Events

AFSA London "10 Years On" – 17/10/14 In Pictures



AFSA Founders Award (Akwala Deol, Manjit Singh, Parvinder Singh and Davinder Sodhi presented by Deputy Commissioner Rita Dexter (LFB))



Recent Events

AFSA London "10 Years On"
17th October 2014

On Friday 17 October the Sir Frederick Delve Suite at Southwark Training Centre, London, became the venue for the 10th anniversary celebration of the founding of the Asian Fire Service Association (AFSA). The event included the group's annual general meeting; an Emotional & Social Intelligence development workshop; and the reception and awards ceremony/dinner and dance. The event was hosted by the Chair Shilla Patel who later formally stepped down after nearly 6 years in post, to be succeeded by Surjit Singh (Watch Manager from Kentish Town).

This '10 Years On' decennial was a celebratory milestone event and recognition of the hopes, commitment, dedication and achievements of AFSA's founders. Over 100 guests attended the celebratory event to witness the London Fire Brigade being awarded in recognition for their huge support, dedication and continued commitment to tackling issues affecting Asian staff and the community.

The guests included the Deputy Commissioner of the London Fire Brigade, Rita Dexter. See opposite for a full list of the awards and recipients.

It was an extremely successful evening.



AFSA London Awards

The Founders Award

Akwal Deol, Manjit Singh,
Davinder Sodhi and Parvinder
Singh

The AFSA Leader/ Champion
Award

Sukhvinder Padayachee
(previous AFSA Chair), Karen
Claydon, Jagtar Singh, Surjit
Singh, Shilla Patel, Deputy
Commissioner Rita Dexter and
Commissioner Ron Dobson

AFSA Organisation Award

London Fire Brigade – Deputy
Commissioner Rita Dexter

The AFSA Charity Champion
Award

Emma Watling & Shilla Patel

The Team/Department Award

Community Safety

AFSA Positive Role Model
Award

Patricia Robinson-Grant, Pat
Oakley, Jackie Adams-Bonitto,
Dawne Stephenson and Kush
Saini

Breaking the Glass Ceiling
Award

Shilla Patel

Recent Events

AFSA Development Day – “Moving Forward”

By Jose Merino, Masters (HRM) Student, Birmingham City University, (Observer at the development day).

West Midlands Fire Service (WMFS) was delighted to host the Asian Fire Service Association (AFSA), Executive Development day on the 29th of August at the WMFS Headquarters organised by Preith Shergill, Vice Chair AFSA and Strategic Enabler for Diversity Inclusion Cohesion Equality (DICE) at WMFS. Preith commissioned an independent consultancy ‘Working progress’ led by Gem Duncan, MA (Cantab) whose remit was to engage (confidentially) with all Executive members prior to the development day so that critical issues around trust, governance, strategy and contribution through the design of the development day could be discussed in a transparent, engaging and constructive way. Questionnaires were sent out to all members of the Executive and detailed responses were received through email and telephone discussions with over 10 members of the Committee.

The development day was a real success with 20 Executive and AFSA members attending in an atmosphere of collaboration, constructive challenge and a spirit of making progress. The facilitated work was focused on the characteristics of voluntary work, the effectiveness of different communication means and the creation of a contract to encourage an open and honest discussion.

The Executive acknowledged the successes of AFSA and its phenomenal rate of growth in a short period of time and the impact of this on issues of governance. They identified expectations of how we can improve the role of the Executive. They prioritised issues and agreed actions that included the definition of roles and resources to support these; transparency in financial, governance and strategic decision making and improving communications internally and externally. In the afternoon the Executive explored priorities moving forward from a strategic perspective aligned to the AFSA Business Strategy. A real moment that brought the executive together was when the contribution and impact of retired members was discussed. The Executive felt humbled listening to the offer from retired members to withdraw from the committee, but the Executive unanimously requested their continued support and guidance; this reflected the values of AFSA of respecting everyone’s contribution. It was recognised that AFSA is where it is today because of the support, guidance and mentoring of retired members. The participants finished expressing their satisfaction with the outcomes of the session with adjectives such as hope, relief, enlightenment, loyalty, passion, commitment and success. A final report from Working Progress with decisions from the day and with their further recommendations is being produced for the Executive.

On reflecting on AFSA’s journey, Preith Shergill stated: “this was an important step forward for AFSA as an organisation and its members. We are continuing with our development journey as an Executive with further development days: the next of which is taking place in London on 17 October. The Executive team’s commitment comes from the principles of inclusion, people who have attended AFSA events will know that there is the warmth and openness that reflects the Asian culture. We deliver our collective voice within the sector and through our partners such as the NHS, Ambulance Service the Police. Our ability to bring discussion around core diversity and inclusion issues such as ‘race equality within the FRS’ sector, alongside the awareness and education of those cutting edge issues such as ‘Asian LGBT or grooming young girls’ demonstrates the value of AFSA within the FRS sector and beyond. We have a talented and a more diverse Executive committee than any Board within the sector, I’m confident that our collective impact will continue to grow from strength to strength over the coming years.”

Recent Events

AFSA National Conference 2013
Greater Manchester FRS

The ASFA national conference for 2013 was hosted by Greater Manchester Fire & Rescue Service in partnership with the Co Op.

The 2013 conference was organised with an international dimension. The themes would incorporate issues which are reflected globally and also in line with the changes the public sector across the country was adhering to – it was all about partnership working. The agenda over the two days highlighted the need to bring inclusivity to the forefront in services, sharing across partnerships, to ensure equality and inclusion is valued and celebrated.

The conference gave speakers a platform to share good practice but also to look at how to use the evidence from the conference to influence the Sir Ken Knight's Review and the changes the Fire & Rescue Services are likely to face in the future.

Planning and preparation

Planning for the Conference started 12 months in advance. A small task and finish group was established to plan the conference, consisting of ASFA Executive members and GMFRS staff. Using the learning from previous conferences and the use of an existing template, the conference planning was made easier.

Implementation: Who was helped and how?

The finish & task group was established consisting of AFSA National Advisors, the Event Manager and Prevention & Protection Staff from GMFRS. An independent company was used to identify how to secure value for money for conference facilities and hotel accommodation.

The responsibility to identify suitable speakers and workshops was taken on by the task & finish group. The GMFRS Corporate Leadership Team was involved in identifying suitable speakers and to Chair workshops and plenary sessions.

A group was set up to organise the evening award ceremony and dinner dance.

The outcome of the initiative(s)

A huge success, with excellent feedback from delegates attending the two day conference. This led to Scotland Fire & Rescue Service becoming a corporate member and hosting the AFSA's Annual General Meeting 2014.

The learning from the planning of the conference would further enhance future AFSA national conferences.



Black History Month October

During the month of October many in the UK will be celebrating Black History Month. The origins of BHM go back to 1926 when Carter G Woodson, editor for thirty years of the Journal of Negro History, established African Caribbean celebrations in America. BHM is held every October in Britain, and February in the USA and Canada (also referred to as African-American History Month in the USA). <http://www.black-history-month.co.uk/>



Happy Diwali – 23/10/14

Diwali is the day to light the divas, ignite the rockets and burst crackers. But it's also the time to be safe. From the fireworks and all the sparklers.



The name Diwali comes from the Sanskrit word "Dipavali", meaning "row of lights". It is celebrated by Hindus, Sikhs and Jains. http://www.bbc.co.uk/nature/human/planetexplorer/events_and_festivals/Diwali

Welcome to "Diversity Flame"

Putting together a newsletter provides an excellent opportunity to reflect and look ahead. As the recently appointed interim chair this is my first newsletter as chair and I am extremely pleased to present this exciting newsletter. AFSA has no doubt been busy but crucially it has been focused and influential and will continue to be even more so in 2014.

Our activities indicates the importance of working together, demonstrating leadership and AFSA members giving up their valuable time to take forward the work of AFSA on behalf of members and the public we all serve. Our influence at the highest levels is being recognised and we are clearly at the centre of thinking. Our forthcoming national conference provides the platform for AFSA to cement its place as the voice of the Fire service when it comes to equality, diversity and inclusion.

Enjoy the newsletter - Mehrban Sadq, Interim Chair AFSA

Conference Details

End of AGM & Development Day panel

Panel members were: Dave Boyle, AC SFRS, Jackie Le Fevre, Umar Zamman, Diane Dunlevy, Umesh Prabh and Robin Iffa.

Question: Which is more important - culture or strategy?

Summary of key points:

- Strategy needs to be relevant but without culture it is meaningless. We need to be able to deal with the gatekeepers and the obstacles to culture change.
- Organisations need to recognise that culture is not a single entity.
- To change culture we must challenge the status quo - that is an indicator of good leadership.
- If the gates are closed they must be forced open - this will encourage a culture of openness and honesty.
- A good leader removes the gates and instead concentrates on hearts and minds. A culture is best measured when we all behave in line with the values of the organisation when no one is watching.
- We do so much work involving teams that it is important to embed within these teams the expected behaviours that support culture and strategy implementation.
- Strategy depends on principles and people working and behaving in the correct manner.



2014



Conference Details Conference Scrap Book - A Pictorial Review



Conference Details Development Workshops 1-3



that of local communities, he said, was the lack of fire fighter recruitment

Another challenge faced by the Fire Service nationally as well as locally is the number of businesses from the Black and Minority Ethnic community (BME) that face prosecutions. This increases community tensions and challenges those communities' perceptions of the Fire Service.

Peter then went on to talk about the approaches GMFRS has taken to try to resolve some of these challenges. This has resulted in the development of a new structure involving the recruitment of Community Safety Teams, Community Safety Advisers, Local Volunteers, Business Safety Teams, Business Safety Advisers, Business Safety Risk Assessors, and Business Fire Safety Inspectors. All these roles are supported by competency frameworks.

Peter highlighted the vision for GMFRS is to create a safer Greater Manchester, a workforce that reflects its communities, a strong and sustainable economy, a robust self-supporting society and a reduction in the future demand on its services.

Workshop 3: 'Scared to offend – the challenge of working with diverse cultures and communities in fire safety enforcement and engagement; Peter O'Reilly, ACFO – Greater Manchester FRS

In this workshop Peter O'Reilly, ACFO, gave an overview of his career in Northern Ireland where he experienced at first hand both sectarian violence and racism. Peter emphasised some of the challenges currently being faced by the public sector in relation to financial cuts and how Fire and Rescue services were not exempt during this difficult time. With this in mind Peter asked how the services might continue to effectively engage with communities. With a 25% reduction in front line fire fighters the biggest challenge to developing the service's profile to reflect





Conference Details Development Workshops 1-3

Workshop 2: 'Values based leadership' Jackie Le Fevre, Director Magma Effect

Jackie Le Fevre delivered an interactive workshop which she started by asking the group to complete a true and false questionnaire and to then discuss the responses as a group.

The groups were then asked what they wanted to achieve from the workshop. The responses were:-

- Passing values upwards
- Who defines the values for the organisation?
- Individual values/ organisational values conflict
- Exploring commonalities between values



The group was then given an exercise: A meteor is to hit the earth in the next two weeks which will cause major disasters such as tsunamis, earthquakes etc. You have been given a seat on a space ship that will take you to another planet economically similar to earth. What three items would you take with you?

The groups were instructed to find 2-3 people with similar responses to the exercise. All groups were provided with an envelope which contained values listed on slips of paper and each delegate was asked to pick their top three.

On completion of the exercise Jackie read out the responses of each group and explained that there was a spread of values - a good sign as this implies that values were not imposed on groups. An environment in which individuals can work on their own and within agreed organisational values is ideal.

She outlined that there are many ways of identifying which values are right for your organisation, some of which are loosely based on Maslow's hierarchy of needs. The decision-making process looks at personal values, current organisational values and the desired organisational values. The group explored Maslow's hierarchy as a pyramid of human needs, with the most basic such as air, food and shelter at the bottom, moving upwards to self-actualisation at the top of the hierarchy. Self-actualisation is the highest level of need and is about fulfilling potential, which is only possible after all the needs below it have been met. Maslow's hierarchy is a good starting point for creating a list of organisational behaviours and for assigning values to each level.

She stated that values are energy-laden constructs that represent idealised existence the way we want to live. She ended with a quote from Gandhi: **"Be the change you want to see in the world!"**

Conference Details Development Workshops 1-3

Workshop 1:

**'Using the equality
mainstreaming duty to
embed a culture of
inclusivity'**

**Ross Haggart, Area Manager
and Head of Prevention and
Protection, Scottish Fire
Service and Elaine Gerrard,
Equality and Diversity
Manager, Scottish Fire Service**

This session looked specifically at the legal duty applicable to Scotland in mainstreaming equality. Ross explained that in practice this meant taking into account the diverse needs of communities in Scotland and reflecting these needs in all service planning and delivery activities. He stressed that this process was not about terminology but about putting people first and highlighting the need for high standards of customer care to different communities.

He also stressed the importance of evidence-based assessment that took into account equality and human rights. He referred to the work undertaken by the Prevention and Protection Directorate and the specific integration of equality when considering community safety, enforcement, fire investigations and fire engineering.

He then set out the context of the mainstreaming activities with reference to the Police and Fire Reform Act (2012), the Fire Service Framework for Scotland (2013) and the Vision and Business Plan of the Scottish FRS.

He stressed the importance of local plans and, in relation to Scotland, the Christie Commission Report which highlighted the

importance of working with partners who were focused on outcomes and who were willing to share data and evidence.

As an example of this partnership he highlighted the 'Govan Hill Hub' that brought together partners for the benefit of the local community to improve community safety and wellbeing in a very diverse and deprived community with a range of challenging issues. These challenges included 53 different languages, a population of which 40% was drawn from ethnic minorities and with the highest percentage of privately let properties in Scotland. Key actions included developing appropriate pathways, effective engagement with partners, school visits and developing community action themes. A fire alarm response review was implemented in collaboration with the private sector owners of commercial premises. An outcome of this hard work has led to the Fire Service being perceived as a valued partner which takes an active role in community initiatives.

He concluded by stressing that adopting a mainstreaming approach involved identifying risks and working with key stakeholders to address behaviour, in addition to developing the links between community values and risky behaviour. Finally, he set a challenge for the audience by asking all those present to answer the following question:

**How can equality be
mainstreamed into my area
of work?**





He concluded by urging us not to blame the system as we are all an integral part of the very system we blame. He said there are many good people who want to see change and he encouraged us to work with those people and to bring in the change in our own fields of work and to be the best leaders we can.

We were given food for thought about our own ability to affect change which Umesh reinforced with a quote from Vikram Seth's novel 'A Suitable Boy': "If it is only bad people who are prejudiced, that would not have such a strong effect. Most people would not wish to imitate them - and so, such prejudices would not have much effect - except in exceptional times. It is the prejudices of good people that are so dangerous".

Conference Details Plenary Sessions 1-4



Conference Details

Plenary Sessions 1-4

Plenary 4: Mistakes are made by us all, but what causes man to decide to change the culture of medicine?

Dr Umesh Prabh, Medical Director, Wrightington, Wigan and Leigh NHS Foundation

Until 2010 Umesh was a consultant paediatrician with an impressive portfolio of national roles. Currently, he is the Medical Director of Wrightington, Wigan and Leigh Foundation Trust. Bringing the speaker section of the Development Day to a close Umesh gave delegates an insight into patient safety in the NHS and despite a delicious lunch Umesh kept us all wide awake with his style and wit on a subject not usually delivered with such passion, humanity and humour. Umesh explained to us 'the good, the bad and the ugly of the National Health Service!'

Umesh told us that:

- Each day 200 patients are seriously harmed in our NHS
- Each year 20,000 patients die due to medical errors
- 55,000 suffer for more than 6 months or are permanently disabled

Umesh made it abundantly clear that a number of these shocking statistics are down to systems failures but went on further to say:

- 1 to 5% of doctors have problems with their performance
- 5% of doctors' behaviour is so disruptive that it puts patient safety at risk
- 1 in 17 Doctors either drink excessively or take drugs
- 15% of doctors' performance may be affected due to ill health during their life time

Umesh has made it his mantra that if someone acts early most of these tragedies are preventable. From his extensive research and practice he pointed to the list below to explain what goes wrong in the NHS/employee patient relationship:

- Poor leadership

- Bullying and victimisation

- Poor communication

- Poor HR policies and procedures

- Locums/agency staff

- Staff afraid to raise concerns

- Poor QA systems

- Poor performance management

Burnt out/stressed staff

Ivory tower leadership

To put some of this into context for the delegates, Umesh talked about the Mid Staffordshire NHS Foundation Trust which first hit the headlines in 2009 and was subsequently the subject of a public enquiry conducted by Robert Francis QC.

Umesh said that doctors and nurses should look to their own conscience and that patients should always be put first and that doctors should take leadership roles. Within a public sector leadership role Umesh believes it is about responsibility - not power and authority. He said there is no challenge more challenging than the challenge to improve yourself.





Conference Details Plenary Sessions 1-4



Shafiea may still be alive if it had not been for the failure of the relevant agencies to communicate effectively. "A catalogue of errors potentially led to her death," she said. Aisha asked why, when she was treated in hospital for ten weeks after swallowing bleach, it was not flagged up by the hospital. There was ample opportunity to pick up the danger signs.

'Honour' killing and violence, Aisha explained, is an important resource for academics, practitioners and students working in the areas of gender-based violence internationally and in Britain. Moreover, what knowledge, understanding and resources does the public sector, including the fire services, need to enable us to recognise such violence when empirical evidence and opinion informed by anthropology, criminology, legal reasoning, history, political science and psychology is so readily available?

Aisha concluded by suggesting we need to bring robust strategies to tackle "honour" based violence into all the services which address violence against women in Britain. Police, the courts, the NHS and schools all need to place the protection of women and girls at the top of their agendas. There is a need for better working relationships between the police and specialist "violence against women" organisations in all communities. Yet, as domestic violence resources are cut, victims of "honour based violence" continue to suffer - and so do all women who are victims of violence. The lack of specialist services, including safe shelters for victims and the general underfunding of support services (especially those for black and minority ethnic communities), needs urgent attention so that women's and children's safety in exiting domestic violence is not compromised. The Development Day was left with these disturbing thoughts and plenty to reflect on in relation to our own strategic and practical work.

In the west there is a tendency, Aisha identified, to perceive so called honour killings as exclusively related to specific cultural traditions. They are often depicted as confined to Muslim communities although they are not, in fact, restricted to any particular religion, culture, type of society or social strata.

Aisha focused particularly on the killing of Shafiea Ahmed, whose murder highlighted the lack of consistent liaison between the relevant education and social services, housing and police during the period Shafiea was a victim of domestic violence at the hands of her parents. Aisha believes

notions of justice. This allows us to completely overlook that, first and foremost, these cases are of violence against women and the concept of honour is being used to legitimise the continued oppression of women.

Conference Details

Plenary Sessions 1-4

Alasdair informed the audience about the Christie Commission which examined the future delivery of public services by the Scottish government in 2010. The Commission operated independently of the government and resulted in a decision by the government not to make any compulsory redundancies among the 280,000 staff under its direct control. This was announced by John Swinney, Cabinet Secretary for Finance and Sustainable Growth in Scotland.

Alasdair agreed with Christie and Mir Swinney that a key factor in securing stability, sustainability and growth is valuing the contribution that public sector workers, including FRS employees, can make towards the economy. Providing reassurance about their roles in a growing economy promotes confidence in living standards, lifestyles and future working opportunities, all of which contribute to enhanced social cohesion.

He suggested, however, that compulsory redundancies create a culture of fear which undermines commitment and performance. Alasdair is under no illusion that change is required, but it is the people that need to change public services, and doing nothing, he argued, is not an option. The Scottish Fire Service is about improving emergency responses; prevention and protection, equality of access and closer relationships with communities. The Fire Brigade Union in Scotland, Alasdair stated, is no longer adversarial and there is a strong collaborative working relationship with the Scottish FRS and the FBU. Alasdair closed his address by describing an example of how fire fighters, who played football with "bored, disaffected" youth on a council estate, was an example of how the service could make a very real difference in reducing antisocial behaviour, incidences of small fires and the elimination of malicious calls.

Alsha sensitively clarified the concept of "honour" as being notoriously difficult to define. She went on to say that at its most basic level, it refers to a person's righteousness in the eyes of their community and is often employed as a term to ensure that people act morally. In this respect, if people follow what is considered to be socially good behaviour, they are honoured; if not, they are shamed.

Dr Aisha K. Gill (B.A., M.A. [D], PhD (University of Essex)) PGCHE, is a Reader in Criminology at the University of Roehampton and gave the Development Day a hard hitting, disturbing and evidenced-based presentation entitled *'The murder of women and girls in the name of so-called honour'*.

Plenary 3: The scandal of forced marriage/honour-based violence and the role of culture

Dr Aisha K. Gill, University of Roehampton

Alsha said that by focusing on the subject of honour, such violence is too often explained away by cultural stereotypes - allowing society to dismiss these cases as something that only happens in minority communities with their "outdated"





Conference Details Plenary Sessions 1-4

Plenary 1:

Equality is being invited to the party, inclusion is being asked to dance

Umar Zaman, Former Chair AFSA

Umar opened his presentation with a quote from Nelson Mandela:

"Sometimes it falls upon a generation to be great, you can be that generation"

He began by focusing on seven key areas as the road map for equality and inclusion.

He articulated powerfully the value of inclusion and the importance of workplace culture and daily practices that supported diversity. Fire Service business activities must be aligned with the aspiration to be inclusive if we are to maximise the value of diversity and turn inclusion into a reality. Leadership and governance, a strategic customer focus, communication, supplier diversity, organisational development and monitoring and evaluation are all key factors in promoting a positive equality and inclusion agenda.

He argued that we must go beyond the idea of equality - we must perform the actions of inclusion. Equality looks at compliance and how historically excluded people are brought into an organisation and its services. Inclusion focuses on how the talents of these people can be cultivated for the benefit of the individual and the organisation.

He stressed the importance of aligning the systems, processes and practices of an organisation. Furthermore he argued that ***"you've got to put the structures in place to create the right environment. You've***



got to have a framework, processes and structures that can work beside your leadership to create a participatory and inclusive environment"

Umar concluded by stating that making diversity and inclusion part of business as usual will not come about unless leaders and organisations take deliberate steps to be more inclusive.

Plenary 2:

Change - building a culture of collaboration in the Scottish Fire and Rescue Service
Alasdair Hay, Chief Officer, Scottish Fire and Rescue Service

Alasdair opened his presentation with a heartfelt thanks to the AFSA. He referred to the 2013 AFSA National Conference in Manchester as ***'challenging'*** and at times ***'uncomfortable'*** and ***'enthusied'***. Following this conference Alasdair was committed to an event in Scotland and was absolutely delighted to host this AGM and Development Day to further explore the experience that the AFSA offers to be ***'challenging in your thinking'***

Alasdair placed Scotland's public services in context for delegates and outlined the Scottish government's reforms of public services, including those reforms relevant to the FRS. He explained to delegates the government's five objectives that underpin its core objective - to create a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable economic growth, namely a: (1) greener (2) healthier (3) safer and stronger (4) smarter (5) wealthier and fairer Scotland.

Welcome and introduction

Pat Watters, Chair of the Scottish Fire and Rescue Service



The Development Day was opened by Pat Watters, Chair of the Scottish Fire and Rescue Service. Pat first entered local government in 1982 as a member for East Kilbride serving on Strathclyde Regional Council, before moving to South Lanarkshire Council in 1995.

Pat served as Convention of Scottish Local Authorities President from 2001 until taking up the post of Scottish Fire and Rescue Service Board Chair in 2012.

Pat was clearly very proud of what has been achieved in Scotland. He joked that when the concept of building one service, from the eight working across the whole country was first presented, the Scottish Fire and Rescue Service consisted of just himself and Alasdair Hay. In the second week of September, 2012 the Scottish Fire and Rescue Service that we know today was born and now comprises 9,500 staff, with the single aim of protecting its staff and the Scottish public.

Pat made reference to two especially difficult and tragic incidents that had faced the Service. Firstly, the fire which occurred on 23rd May, 2014 at the Charles Rennie Mackintosh Glasgow School of Art and how 90% of the prestigious building and 70% of its art work had been saved. Secondly, the police helicopter which came down on the Clutha Bar in the centre of Glasgow on Friday 29 November resulting



Pat Watters
Chair of the Scottish Fire and Rescue Service



in the death of ten people. He said the protracted nature of the tragedy said a lot about the Service and its dedicated staff and went on to quote the First Minister Alex Salmond, who said *"that's what we do"*. Pat was very clear that the success of the Scottish Service was based on a close partnership with its staff. He said that for the Scottish FRS, equality and diversity was about how they deliver the service and how they treat their staff. Pat closed by stating that *"staff do their job and they do it well"*.

Pat Watters
Chair of the Scottish Fire and Rescue Service





2014

Mehrban Sadig



Interim National Chair
Asian Fire Service
Association (AFSA)

Summary - Continued

task. While the Fire Service must be proud of its progress and are seen as leaders in the diversity arena, in the coming year this needs to be a continuous effort on every front, as the service undergoes change to drive the high performance and business demands.

Similarly, discussions with delegates identified how the AFSA could best support the FRS in meeting these challenges:

- The AFSA needs to encourage and highlight fire and rescue authorities who are beginning to collaborate with police and ambulance services to ensure that equality, inclusion and diversity remain an integral part of their collaboration and in doing so demonstrate how they are achieving better outcomes for the public and maximising their resources.



- Address the inclusion agenda within the context of the recent £75 million transformation fund allocation from the government to fire and rescue authorities in 2015 to 2016 to help deliver blue light collaboration, alongside other innovations that drive reform.
- Continue to work towards transforming people's experience of work within the Fire Service through high quality research and national and regional events that empower individuals and influence public policies and organisational practices.
- Lead the way in partnership working with diverse organisations including business and voluntary sectors, government and academia.

Our intention was not to produce a report that generated more noise than practical action. It is absolutely clear that we all need to work together to meet the challenges facing the FRS and in doing so earn community confidence.

On behalf of the AFSA I have taken on board the messages from this AGM and Development Day and will be addressing them at the next AFSA National Conference on the 13th and 14th of November, 2014. The Conference promises a thought provoking programme of events including high level roundtable discussions, stimulating panel debates and relevant contributions from influential speakers. We look forward to seeing you there.

I hope you enjoy this report and look forward to your feedback.

Mehrban Sadig

Interim National Chair
Asian Fire Service Association (AFSA)

Summary AFSA AGM & Development Day 2014

Mehrban Sadiq, Interim National Chair (AFSA)

This post conference report provides a summary of the development day hosted by the Scottish FRS. Over 100 Delegates from across the public sector came together to engage in stimulating and innovative debate. Sponsored by Telent, the Co-Operative and NHS Employers a mix of speakers, workshops and lively networking filled the busy schedule. I would like to thank the hosts, speakers, workshop facilitators and organisers for giving up their valuable time. Also, a big thank you to everyone who came along and made it such a success.

During the lively debate, delegates identified the following key messages for the FRS;

- The importance of **collaboration** with other local services in helping fire and rescue authorities to transform the way they are run to meet the changing needs of communities.
- The need to tackle the root causes and invest in **prevention and protection** – and for blue light services to collaborate at all levels to drive this change.
- The importance of **collaborative leaders** possessing knowledge, skills, and dispositions that enable them to carry out leadership actions such as optimising assets, seeking new solutions, sustaining focus, promoting trust and setting and monitoring goals and progress.
- As fire and rescue professionals we need to ensure that the service we deliver is efficient and proportionate and provides **value for money** to the taxpayer. We need to be confident that we are using community resources effectively to achieve the best possible **outcomes for our communities**.
- Understanding the **demographics and capabilities of the workforce** and driving the rapid development of skills and capabilities to meet changing business conditions.
- **Values-driven organisations** are the most successful organisations. Understanding employee's needs—what people value—is the key to creating a high performing organisation. When organisations support employees in satisfying their needs, they respond with high levels of employee engagement and willingly bring their commitment and creativity to their work.
- Years after the formal inception of our Diversity & Inclusion initiative, many other organisations now understand the importance of diversity and inclusion in the workplace. Still, some view it as a problem to be solved. The Fire Service needs to continue to approach diversity as a source of opportunity, enrichment, and new thinking. As one delegate commented 'it isn't a job to us, it's an element of our culture. It is central to our 21st Century talent strategy and our lasting success'.
- There's a big **difference between a commitment and its outcome**. Achieving diversity goals is no small

POST CONFERENCE REPORT





AFSA AGM & DEVELOPMENT DAY 2014

POST CONFERENCE REPORT

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END OF AGM & DEVELOPMENT DAY PANEL
 Which is more important - culture or strategy?

NHS Employers

The co-operative
Here for you for life

service • commitment • value

telent

Working together for a safer Scotland

SCOTTISH
FIRE AND RESCUE SERVICE

Conference was hosted by The Scottish Fire & Rescue Service



POST CONFERENCE REPORT

AFSA AGM & DEVELOPMENT DAY 2014

Asian Fire Service Association

AFSA

