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

Event Sponsor:

AFSA
Asian Fire Service Association
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!

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

INTEGRATED COMMUNITY LEADERSHIP
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) FFireE DLinh, Chief Fire Officer and Chief Executive, Staffordshire Fire and Rescue Service

Peter Dartford QFSM MA BEng (Hons) FFireE DLinh, Chief Fire Officer and Chief Executive, Staffordshire Fire and Rescue Service
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 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.

Merhaban Sadiq
AFSA Interim Chair
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 and 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

## Programme Outline

### Day 1 – Thursday November 13th 2014

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

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

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<td>14:30 - 15:30</td>
<td><strong>Workshops (choose 1 from 4)</strong></td>
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| 14:30 - 15:30 | **Workshop 1** | 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 |
| 14:30 - 15:30 | **Workshop 2** | Collaborative Leadership and Community Budgets Supporting Prevention Outcomes  
Chair: Judith Doran, Director of People, Staffordshire FRS  
Peter O’Reilly, Director of Prevention and Protection Greater Manchester FRS and Kate Staples, Head of Communities Community (CIC), Staffordshire FRS |
| 14:30 - 15:30 | **Workshop 3** | 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 Protect, Staffordshire Fire Emergency Services (Pakistan) |
| 14:30 - 15:30 | **Workshop 4** | 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 |
| 15:30 - 16:15 | **Session Chair:** Lee Howell,  
CFO Devon and Somerset Fire and Rescue Service |                                                                                                                                                   |
| 15:30 - 16:15 | **Plenary 4** | Sharing Our Story  
Sarah Rennie, The Wisdom Factory                                                                                                                                 |
| 16:15 - 17:00 | **Plenary 5** | 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

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<td>Rebecca Bryant, Executive Director/Deputy Chief Executive, Staffordshire FRS</td>
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<td>09:10 - 09:30</td>
<td>Plenary 6</td>
<td>Des Prichard, Chief Fire Officer and Chief Executive, East Sussex Fire and Rescue Service</td>
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<td>09:30 - 10:00</td>
<td>Plenary 7</td>
<td>Dr Kim Mather, Keele University</td>
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<td>10:00 - 10:30</td>
<td>Plenary 8</td>
<td>Rebecca Bryant, Executive Director/Deputy Chief Executive, Staffordshire FRS</td>
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<td>11:00 - 11:15</td>
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<td>Panel members to be confirmed</td>
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<tr>
<td>11:45 - 12:15</td>
<td>Plenary 10</td>
<td>Roger Kline and Middlesex University and Diane Dunlevey, Staffordshire FRS</td>
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<tr>
<td>12:15 - 12:45</td>
<td>Plenary 11</td>
<td>Professor Geoff Beattie, Edge Hill University</td>
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<td>12:45 - 13:15</td>
<td>Plenary 12</td>
<td>Steve McGuirk, CFO, Greater Manchester FRS</td>
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<tr>
<td>13:15 - 14:00</td>
<td>Lunch &amp; Networking</td>
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# Programme Outline

**DAY 2 - 14th November 2014**

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

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<tr>
<td>14:00 - 15:30</td>
<td>Drama Activity</td>
<td>Exploring values-based leadership through drama based learning</td>
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<td>15:30 - 16:00</td>
<td>Conference Panel 5 – End of Conference Q&amp;A</td>
<td>Chair: Len Bloomer, Chair of Stoke-on-Trent and Staffordshire Fire Service Authority</td>
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<tr>
<td>16:00</td>
<td>Summary and Close of Conference</td>
<td>Host CFO, AFSA Chair and next host of AFSA National Conference 2015 – Paul Hancock, CFO, Cheshire FRS</td>
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## 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 Adviser 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  
**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 APPG’s 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  
**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 HSI 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 Bukhari
Bridging Cultures Coordinator, Greater Manchester FRS

Yasmin Bukhari 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.
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*
**Mehran Sadiq**

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

Mehran Sadiq has been in post with Tyne and Wear Fire and Rescue Service for over seven years. Working in community engagement, Mehran 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, Mehran worked as an interpreter, entrepreneur, owned his own business and managed in the private sector.

Mehran 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, Mehran 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, CDi, FiDo, MBA, MCIPD, MIPE**

*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.

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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 has 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.

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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.

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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
CFO & E&D Lead - Mohammed Ali, West Yorkshire Fire and Rescue Service & Rehana Iqbal, Staffordshire Fire & Rescue Service

REGIO NAL LEAD S

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 – Northamptonshire 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
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

Follow us on twitter @PFDchamps
telent understands the different challenges faced by every service when it comes to transforming Control Room Services

- You want to maximise the return on financial investment by optimising your existing environment - we have end to end Systems Integration capability and a proven track record
- The people and process challenges can be significant - being vendor agnostic, we can support you through your technology choices
- We have unique experience in delivering and integrating Command and Control, Mobile Data Terminals and Station End Equipment across multiple vendors

**telent** has recently deployed two end to end dynamic mobilising Command and Control Systems, and are soon to contract on the country’s 1st post FiReControl all new regional collaboration Command and Control System

Contact us to find out about our experiences to date and how we may help you invest in the best technology and service solutions to reduce risks and save lives.

services@telent.com  
www.telent.com
We recruit a truly diverse workforce
Everyone here has an equal opportunity to find their pot of gold

The co-operative

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
Next Issue of "Diversity Frame"
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, Neil Pickersgill MBE – Greater Manchester FRS, Mehrban Sadiq – 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.
November 2014 in Staffordshire.

The AFSAs are the national conferences in Staffordshire. The plan is to consult with the local community about the challenges facing the service and to engage with the local stakeholders to develop ideas for improvement. The event is also an opportunity to discuss the importance of local government and the service's role in providing a better service to the community.

In Staffordshire, we strongly believe that we can offer our residents an integrated service. This means working with other agencies to ensure that we meet the needs of the community, even when they are not obvious. We also believe that we can engage with the community at a deeper level of understanding and experience in order to achieve a higher level of knowledge and expertise.

Mr. Darlington said: “This high-profile conference will see experts from a range of organisations bring their knowledge and experience to the table. We want to hear their insights and experiences during the conference. The event will enable delegates from all over the country to gain new perspectives and learn from those with first-hand experience of working with the community.”

Fire and Rescue Service

Conference 2015 national conference will host the next conference is scheduled to take place in September. AFSAs will host the next conference in 2014. The conference will focus on the role of the Fire and Rescue Service in the community and the challenges facing the service today.

Future Events

Issue 1: October 2014

Diversity Frame
In Pictures
AFSA London "10 Years On" - 17/10/14

Recent Events
It was an extremely successful evening.

Awards and recipients.

The guests included the Deputy Commissioner of the London Fire Brigade, Graeme Dexter. See opposite for a full list of the Fire Brigade, Graeme Dexter.

The AFSA, the AFSA’s founder, Over 100 guests attended the celebration 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 AFSA’s annual general meeting (AFSA) was held on the 17th of October. The event included the AFSA’s 10th anniversary celebration of the founding of the Association.

On Friday 17th October, the Civic Reception was held at Southwark Town Hall, London.
Collective impact will continue to grow from strength to strength over the coming years. After a diverse Executive committee that has led us to where we are today, we have a team with a passion for driving the sector forward. We are proud to be leading the way in promoting the value of AFSA within the FRS sector and beyond. We have a broad and diverse membership that includes professionals from all sectors of the economy.

AFSA Focus

The value of AFSA is clear to those who appreciate the importance of responsible and ethical decision-making in business. The Executive Committee is committed to delivering the benefits of AFSA to our members and supporters.

AFSA's success is due to the hard work of our members, who are committed to driving the sector forward. Our mission is to support those who are committed to ethical and responsible decision-making in business.

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AFSA Development Day

AFSA Development Day is an annual event that brings together members of the AFSA community to discuss and learn more about the sector. The event is held in October each year and is an opportunity for members to network and share their experiences.

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The outcome of the initiative(s)

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

and to chair workshops and plenary sessions.

The GMFRS Corporate Leadership Team was involved in identifying suitable speakers and workshops. The task was taken on by the task & finish group.

The responsibility to identify suitable speakers and workshops was taken on by the task & finish group. A small task and finish group was established consisting of AFSA National Advisor, the Event Manager and the leadership team.

Implementation: Who was helped and how?

Planning was made easier.

Using the learning from previous conferences and the use of an existing template, the conference planning and preparation stages were defined.

Planning for the conference started 12 months in advance. A small task and finish group was established to plan the conference consisting of AFSA Executive members and GMFRS staff.

Pre-ceremonies are likely to take place in the future.

The conference gave speakers a platform to share good practice but also to look at how to use the partnerships to ensure quality and inclusion is valued and celebrated.

Two days highlighted the need to bring diversity into the profession in service, bringing across the country was about to get it was all about partnerships working. The agenda over the two days cemented the changes made to the future of the public sector.

The 2013 conference was organised with an international dimension. The themes would be in partnership with the CoG.

The AFSA National Conference for 2013 was hosted by Greater Manchester Fire & Rescue Service.
Welcome to "Diversity Flame"

When it comes to equality, diversity and inclusion, AFSA is committed to being the voice of the service profession. AFSA is the leading source for continuing education and professional development. Our influence is felt in the highest levels of the service industry, and we are clear at the center of thinking. Our newsletters and webinars provide a platform for sharing new and innovative ideas to take forward the work of AFSA members and the public we all serve.

Our activities indicate the importance of working even more so in 2014. This year, AFSA has no doubt been busy by our clear and extremely pleased to present this exciting and approved item, our first ever newsletter. As we read, reflect, and discuss and contribute to this issue, we are the recent opportunity to reflect and look ahead into the year ahead.

Putting together a newsletter provides an excellent opportunity to reflect and look ahead. The newsletter is the day to light the diwali. The name Diwali comes from the Sanskrit word "Dipavali," meaning "lights." It is festival of lights and celebrates the victory of light over darkness.

Happy Diwali - 23/10/14

Black History Month

October

Black History Month

Issue 1: October 2014

Diversity Flame

AFSA

African American History Month in the USA.

During the month of October, many in the UK
Panel members were: Dave Boyle, AC SFRS, Jackie Le Fevre, Umar Zamman, Diane Duxbery, Umesh Prabhu and Robin Ilia.

Q: Which is more important - Culture or Strategy?

Strategy depends on principles and people working and behaving in the correct manner.

Strategy and strategy implementation within these teams is a critical component that supports culture.

We do so much work involving teams that it is important to embed these cultures in the workplace.

A good leader removes the gates and instead concentrates on encouraging a culture of openness and honesty. If the gates are closed they must be forced open—this will indicate a culture of leadership.

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.

We need to be able to deal with the gatekeepers and the obstacles to strategy needs to be relevant but without culture it is meaningless.

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 strategy needs to be relevant but without culture it is meaningless.

Question: Which is more important - Culture or Strategy?
A Pictorial Review
Conference Scrap Book - Conference Details
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 both sectors face when dealing with communities, both in relation to financial cuts and how the services might change in this difficult time. With this in mind Peter asked how the services might continue to effectively engage with communities, when the number of front line fire fighters has been reduced by 25%.

Peter explained how the Fire and Rescue services are not exempt from this reduction and the challenges faced by the Fire Service nationally as well as locally. The number of businesses from the Black and Minority Ethnic community (BME) that face prosecutions increases community tensions and challenges the perceptions of the Fire Service. Peter 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 recruitment framework.

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 self-harm and suicide.

In this workshop Peter O’Reilly, ACFO, explained the three main challenges GMFRS faced when working with diverse cultures and communities, and how they were able to address these challenges to ensure the Fire Service is able to effectively engage with communities.

Workshop 3: ‘Scared to offend – the challenge of working with diverse cultures and communities in fire safety enforcement and community 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 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 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 the perceptions of the Fire Service.

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Workshop 3: ‘Scared to offend – the challenge of working with diverse cultures and communities in fire safety enforcement and community engagement’.
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
- What three items would you take with you?
- The groups were 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. The group was then asked to pick out the responses of each group and the values, current organisational values and the decision-making process looks at personal, organisational, some of which are loosely explained.

Hamas’s hierarchy of needs is a good starting point for creating a list of organisational values. Below are some of the personal values that are highest in need and are part of the hierarchy:

- Food
- Water
- Shelter
- Safety
- Social needs
- Esteem needs
- Self-actualisation

Maslow’s hierarchy is a pyramid of human needs, with the most basic needs at the bottom, moving upwards to self-actualisation at the top of the pyramid. In this exercise, the group was then asked to identify which values were right for your organisation.

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 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.

Maslow’s hierarchy is a good starting point for creating a list of organisational values. Below are some of the personal values that are highest in need and are part of the hierarchy.

- Food
- Water
- Shelter
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- Social needs
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She stated that values are energy-based constructs that represent idealised existence. 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 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.

She ended with a quote from Gandhi: “Be the change you want to see in the world!”
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 the importance of 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 need for high standards of customer care to people first and emphasising the need to work with partners and work in a partnership with partners.

Ross also emphasised the importance of outcomes and the need to work with partners to achieve these outcomes. He highlighted the ‘Govan Hill Hub’ that brought together partners to improve community safety and wellbeing in a very diverse and deprived community with a range of challenging issues.

This session looked specifically at the importance of outcomes and the need to work with partners to achieve these outcomes. He highlighted the ‘Govan Hill Hub’ that brought together partners to improve community safety and wellbeing in a very diverse and deprived community with a range of challenging issues.

He concluded by stressing that adopting a mainstreaming approach involved identifying risks and working with key stakeholders to address these risks.

He set a challenge for the audience by asking all those present to consider how they could mainstream equality into their work and how they could work with partners to achieve these outcomes.

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He emphasised the importance of outcomes and the need to work with partners to achieve these outcomes. He highlighted the ‘Govan Hill Hub’ that brought together partners to improve community safety and wellbeing in a very diverse and deprived community with a range of challenging issues.
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 circumstances. If it is only good people who are prejudiced, that would also have such a strong effect. Most people who are prejudiced would not have such a strong effect. Most people who are prejudiced would not have such a strong effect. Most people who are prejudiced would not have such a strong effect.

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 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."
Plenary 4: Mistakes are made by us all

Dr Umesh Prabhu, Medical Director, Wrightington, Wigan and Leigh NHS Foundation Trust

At the time of writing this report, Dr Umesh Prabhu had just returned from the post-conference report of the Asian Fire Service Association (AFSA) AGM & Development Day 2014, which took place on 2-3 November 2014. The event was held at the IET London: Savoy Place in London, UK.

Dr Umesh Prabhu is the Medical Director of Wrightington, Wigan and Leigh NHS Foundation Trust. In his presentation, he discussed the importance of patient safety in the National Health Service (NHS) and the challenges that medical professionals face in maintaining high standards of care.

Dr Umesh Prabhu highlighted the fact that each year, 20,000 patients in the NHS die due to medical errors, and 55,000 suffer for more than 6 months or are permanently disabled. He emphasized that a significant portion of these errors are due to systems failures.

Dr Umesh Prabhu also noted that 1 to 5% of doctors have performance issues, and 5% of doctors' behavior is so disruptive that it puts patient safety at risk. In addition, 1 in 17 doctors either drink excessively or take drugs, and 15% of doctors' performance may be affected due to ill health during their lifetime.

Dr Umesh Prabhu explained that the majority of these tragedies are preventable. He discussed the importance of leadership, teamwork, communication, and resource management in improving patient safety.

Dr Umesh Prabhu mentioned the Mid Staffordshire NHS Foundation Trust, which was the subject of a public inquiry conducted by Robert Francis QC. The report highlighted the need for improved patient safety and the importance of ethical leadership.

Dr Umesh Prabhu concluded by encouraging medical professionals to look after themselves and their colleagues, as burnout and stress can significantly affect their performance.

Dr Umesh Prabhu emphasized the need for continuous improvement in the NHS and the importance of patient safety in all areas of healthcare.
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.

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 restricted to any particular religion, culture, type of society or social strata.

Aisha focused particularly on the killing of Shafilea Ahmed, whose murder highlighted the lack of consistent liaison between the relevant education and social services, housing and police during the period Shafilea was a victim of domestic violence at the hands of her parents. Aisha believes Shafilea 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 ensure we can 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 and girls. 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 other agencies involved in addressing violence against women in Britain.

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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 Mr 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 that need to change public services, and how they are administered.

The Scottish Fire Service is playing a leading role in delivering what the people want to see. What's been happening in minority communities is something that only the service can do. Alasdair closed his address by describing an example of how the service could play a real difference in reducing small fires and the elimination of antisocial behaviour. He quoted a recent example of how the service could play a real role in providing reassurance and building confidence in Scotland.

Plenary 3:

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

Dr Aisha K. Gill, University of Roehampton

Dr Aisha K. Gill (B.A., M.A. [Di], 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'.

Aisha sensitively clarified the concept of "honour" as being notoriously difficult to define. She went on to say that it is the most basic level of a person's identity to which they can belong. She went on to say that it is the people who follow what is considered to be socially good behaviour, they are honoured; if people follow what is considered to be morally wrong, they are shamed. She went on to say that it is the role of the British government to ensure that people follow what is considered to be socially good behaviour in this context. She went on to say that it is the role of the British government to ensure that people follow what is considered to be morally wrong. She went on to say that it is the role of the British government to ensure that people follow what is considered to be socially good behaviour in this context.
Plenary 1: Equality is being invited to the party, inclusion is being asked to dance
Umar Zamman, Former Chair AFSA

Umar opened his presentation with a quote from Nelson Mandela: “Sometimes it falls upon a generation to change the world and make history.”

He stressed the importance of raising the profile of equality and inclusion and the need for leaders to be more inclusive. He argued that actions need to be matched with words and that diversity and inclusion are key to creating a successful organisation.

He went on to discuss the role of leadership and the importance of setting the right environment, creating a culture of respect and inclusion. He emphasized the need for organisations to have a framework that promotes diversity and inclusion.

Umar concluded by saying that equality is being invited to the party, while inclusion is being asked to dance. He argued that while equality focuses on bringing historically excluded people into the organisation, inclusion is about using the talents of these people to benefit the individual and the organisation.

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 thank you to the AFSA. He referred to the 2013 National Conference in Manchester as “challenging”, “uncomfortable”, and “enthusiastic”. Following this conference, Alasdair was committed to an event in Scotland and was delighted to host this AGM and Development Day.

He explained the Scottish government’s reforms of public services, including those reforms relevant to the FRS. He outlined the government’s five objectives that underpin its core objective of creating 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) wealthier and fairer Scotland.

He went on to discuss the importance of collaboration and the need for organisations to work together to achieve their goals. He talked about the need for leaders to be role models and to create a culture of collaboration.

Alasdair concluded by saying that the Scottish Fire and Rescue Service needs to be more collaborative and to work together to achieve the best results for the people of Scotland.
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 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
I hope you enjoy this report and look forward to your feedback.

I look forward to seeing you there.

My 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 and maximise our resources. The service through high quality research and national and regional events is needed to produce a report and lead the way in partnership working.

The FRS 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 their local communities. There are so many examples of good practice and collaboration that deserve a more detailed and extended discussion.

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On behalf of the AFSA I have taken on board the messages from this AGM and Development Day and will discuss these with delegates 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.

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I hope you enjoy this report and look forward to your feedback.
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 everyone who came along and made it such a success.

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AFSA AGM & DEVELOPMENT DAY 2014

POST CONFERENCE REPORT

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Change - Building a Culture of Collaboration

2014
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2014

Asian Fire Service Association

AFSA

Event Celebration
YEAR FIVE 2008 - 2013