



Equality, Diversity and Inclusion Scheme

2022-2027

LEICESTERSHIRE
FIRE and RESCUE SERVICE



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Forward

We are pleased that Leicestershire Fire and Rescue Service is able to share its Equality, Diversity and Inclusion (EDI) Scheme for 2022–27. The scheme provides an overview of the Combined Fire Authority’s ambitions to continue improving equality of opportunity for everyone who lives and works in Leicester, Leicestershire and Rutland.

The Combined Fire Authority (CFA) continues to make a substantial contribution to the economic, social and overall wellbeing of the region and this proposed EDI Scheme should ensure everyone in the Leicester, Leicestershire and Rutland (LLR) area, irrespective of background, benefit from our contribution.

We have made some achievements over the last few years in promoting EDI and picked up some national awards and recognition for various pieces of work that we have undertaken. We have taken the opportunity to refresh our objectives considerate of the revised Equality Framework for the Fire and Rescue Service (FRSEF), the outcomes of Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) and the implementation of the Fire Standards Core Code of Ethics.

We continue to build inclusive workplaces and we will develop this further in order to make it an integral part of our workplace culture. We also intend to build on some of the work we have been doing in our diverse communities, using statistical data to inform decision making and improving the delivery of services to all our communities.



Callum Faint

Chief Fire and Rescue Officer



Nicolas Rushton

Chair of the CFA

Governance

The CFA is the Fire and Rescue Authority for the administrative areas covered by Leicester City Council, Leicestershire County Council and Rutland County Council. Each of those councils appoints a number of its own councillors to be members of the CFA.

Currently, the CFA comprises 17 Members. The number of elected members on the CFA put forward by each of the three councils is proportionate to the number of electors in their respective area. The councillors on the CFA also reflect the political make-up of the constituent authorities. Annually one of the members is elected, by the other members, to be the Chair. The Chair is the political head of the CFA.

The CFA's professional adviser and Chief Executive is the Chief Fire and Rescue Officer who is supported by two Assistant Chief Fire and Rescue Officers.

The CFA provides emergency fire and rescue services for communities within Leicester, Leicestershire and Rutland. It also enforces fire safety laws, provides advice on fire safety matters and carries out a wide range of other community safety activities.

The CFA operates a total of twenty strategically located fire stations which are in turn supported by a Service Headquarters, Central Training unit, Supplies and Maintenance departments.

Management Structure

The management structure at Leicestershire Fire and Rescue Service (Service) is headed by the Chief Fire and Rescue Officer, who is supported by two Assistant Chief Fire and Rescue Officers and five Area Managers. These form the component parts of the Senior Management Team (SMT) of the Service.

For further details of our organisation structure, please visit our website leics-fire.gov.uk

Our Plan and Organisation Values

The CFA's equality, diversity and inclusion plans are fully in line with the corporate plan.

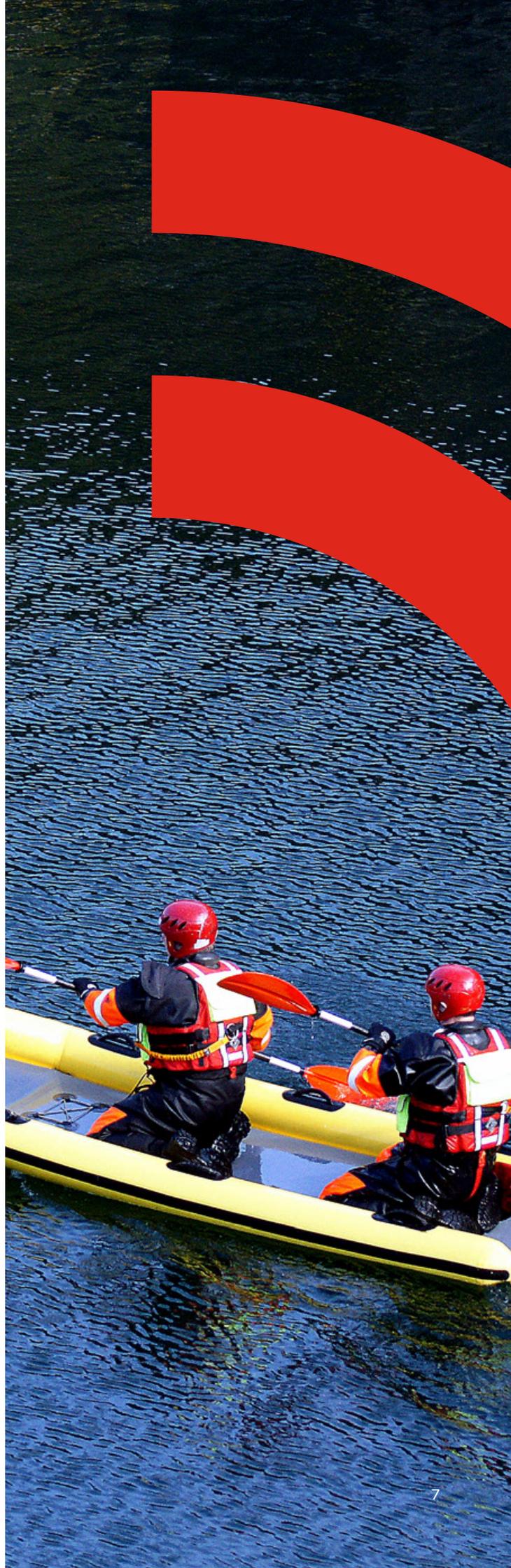
An initiative was undertaken in 2019 which included a number of activities designed to provide all members of staff with the opportunity to contribute towards establishing an agreed set of values and behaviours for the Service. These included workshop events, a staff survey and advocates seeking the views of staff.

The outcome of these activities were the behaviours our staff most commonly admired and what we will strive to be. These are:



These will become what we are and be embedded throughout the Service supporting EDI principles by positively influencing recruitment, promotion, appraisals and performance management.

For further details about our strategic aims and organisational values, please see Our Plan by visiting our website leics-fire.gov.uk



Core Code of Ethics

The National Fire Chief's Council and the Local Government Association has recently introduced a Core Code of Ethics (Core Code) which is designed to guide all Fire and Rescue Service (FRS) employees in their day-to-day conduct, providing professional standards of practice and behaviour to carry out business honestly and with integrity and to underpin organisational culture. It provides the expectations for how employees should behave in any given situation, to assist with decision-making. This code complements our own values and behaviours of Professional, Positive and Honest.

The Service will strive to conduct all our activities efficiently, to the highest ethical standards and in compliance with legal obligations.

Ethics are a cornerstone of professionalism. Ethical behaviour is crucial to maintain public trust and confidence, and to continue to build a reputation which people value and are aware of. This Core Code will also support the Service in improving the culture

and the diversity within it, and will also ensure that an ethical approach is embedded into all areas of service.

The Core Code reflects best practice principles and has been designed to underpin the way we serve our communities, carry out our role, and work together. It is intended to become the common foundation across all FRS in England.

The FRS Core Code identifies five primary ethical principles that are specifically applicable to the FRS. Each of these primary principles is described by a statement that, taken together, signify what good practice by all employees of the FRSs will look like. They lay out the precise forms of ethical conduct and behaviour that every FRS will adhere to in all its activities and in ensuring its employees, feel valued and respected.



Leicestershire Fire and Rescue Service

The Five Fire and Rescue Service Ethical Principles



Putting Our Communities First: We put the interest of the public, the community and service users first.

Integrity: We act with integrity including being open, honest and consistent in everything we do.

Dignity and Respect: Making decisions objectively based on evidence, without discrimination or bias.

Leadership: We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, Diversity & Inclusion (EDI):

We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Workplace Profile

The workforce numbers and profile fluctuates throughout the year as a consequence of staff that leave and those we subsequently recruit. The establishment number consists of approximately 700 contracts with some posts able to be undertaken by the same person, known as dual contracts.

In analysing the workforce data, dual contracts are considered as separate contracts and this is done in order to reflect the workforce data submitted to the Home Office as part of our fire statistics return. Otherwise the Full Time Equivalent (FTE) data would disregard all dual contracts which make up a significant number of our establishment.

The most up to date Workforce Profile figures are contained in our Annual Equalities Report which can be found on our website leics-fire.gov.uk/equality

The Community Profile

There is a diverse range of communities across Leicester, Leicestershire and Rutland and we have a responsibility to plan for and respond to emergency incidents that occur. These incidents are not just fire related, they include road traffic collisions, flooding and other emergencies where people are at risk.

We deliver a number of community safety based activities to prevent people becoming harmed in the event of fire and other incidents that occur. We work within the homes of those that are vulnerable from fire using a person centred approach, able to refer them to partner organisations as necessary to provide greater health and wellbeing support. We deliver programmes for those in education covering fire and road safety, using our resources to make a positive impact.

We work with those responsible for buildings where communities work, visit for leisure purposes or reside at, assisting them to keep them safe and compliant with legislative requirements.

It is essential that we are able to deliver services across all communities without discrimination or bias, as well as attract and attain a diverse workforce in order to do so, not just those in operational roles, but throughout all of our professional support departments.

We also do business with a range of providers and suppliers and want to ensure that we only source services and goods from those that operate ethically and have effective equality, diversity and inclusion policies.

Demographics of Our Service Area

Every ten years a count of all people and households is carried out known as a census. It is the most complete source of information about the population. The latest census was held on Sunday 27 March 2011.

Every effort is made to include everyone, and that is why the census is so important. It is the only survey which provides a detailed picture of the entire population, and is unique because it covers everyone at the same time and asks the same core questions everywhere. This makes it easy to compare different parts of the country.

The information the census provides allows central and local government, health authorities and many other organisations to target their resources more effectively and to plan housing, education, health and transport services for years to come.

The census data collected in March 2021 was not available at the time this document was being reviewed.

Leicester, Leicestershire and Rutland comprises of three constituent authorities. The number of people living in the three areas according to the mid-year 2020 estimates are:

Population

Authority	Total Population	 Male	 Female
Leicester	329,839	162,884	166,955
Rutland	40,476	20,773	19,703
Blaby	101,950	49,650	52,300
Charnwood	188,416	94,974	93,442
Harborough	95,537	47,084	48,453
Hinckley and Bosworth	113,666	55,917	57,749
Melton	51,394	25,078	26,316
Northwest Leicestershire	104,809	51,724	53,085
Oadby and Wigston	57,313	27,823	29,490

Source: Mid-2020 Population Estimates, ONS 2021. Produced by the Business Intelligence Service, Leicestershire County Council, 2021.

These figures are helpful; however, they only show the population by gender. The census 2021 information will provide us with greater detail including protected characteristics which are needed to be able to tailor services effectively and provide the CFA with a baseline of data for comparison purposes.

Who is Responsible

The Elected Members and the Chief Fire and Rescue Officer have overall responsibility for this EDI Scheme. Monitoring of progress for the EDI Scheme will sit with the Strategic Equality, Diversity and Inclusion Board (SEDIB), while the coordination of the day-to-day running of the scheme rests with the Tactical Equality, Diversity and Inclusion Board (TEDIB) and the EDI Manager.

Equality Plans and Processes

In order to support the delivery of this EDI Scheme, managers and teams will work together to deliver the activities listed within the Action Plan to achieve the objectives.

Why We Need the Equality Scheme

Equality, Diversity and Inclusion are three principles that help to create a fair society where everyone gets equal opportunities.

Equality is about equal opportunities and protecting people from being discriminated against while diversity is about recognising respecting and valuing differences in people. Meanwhile, inclusion refers to an individual's experience within the workplace and in a wider society, and the extent to which they feel valued and included.

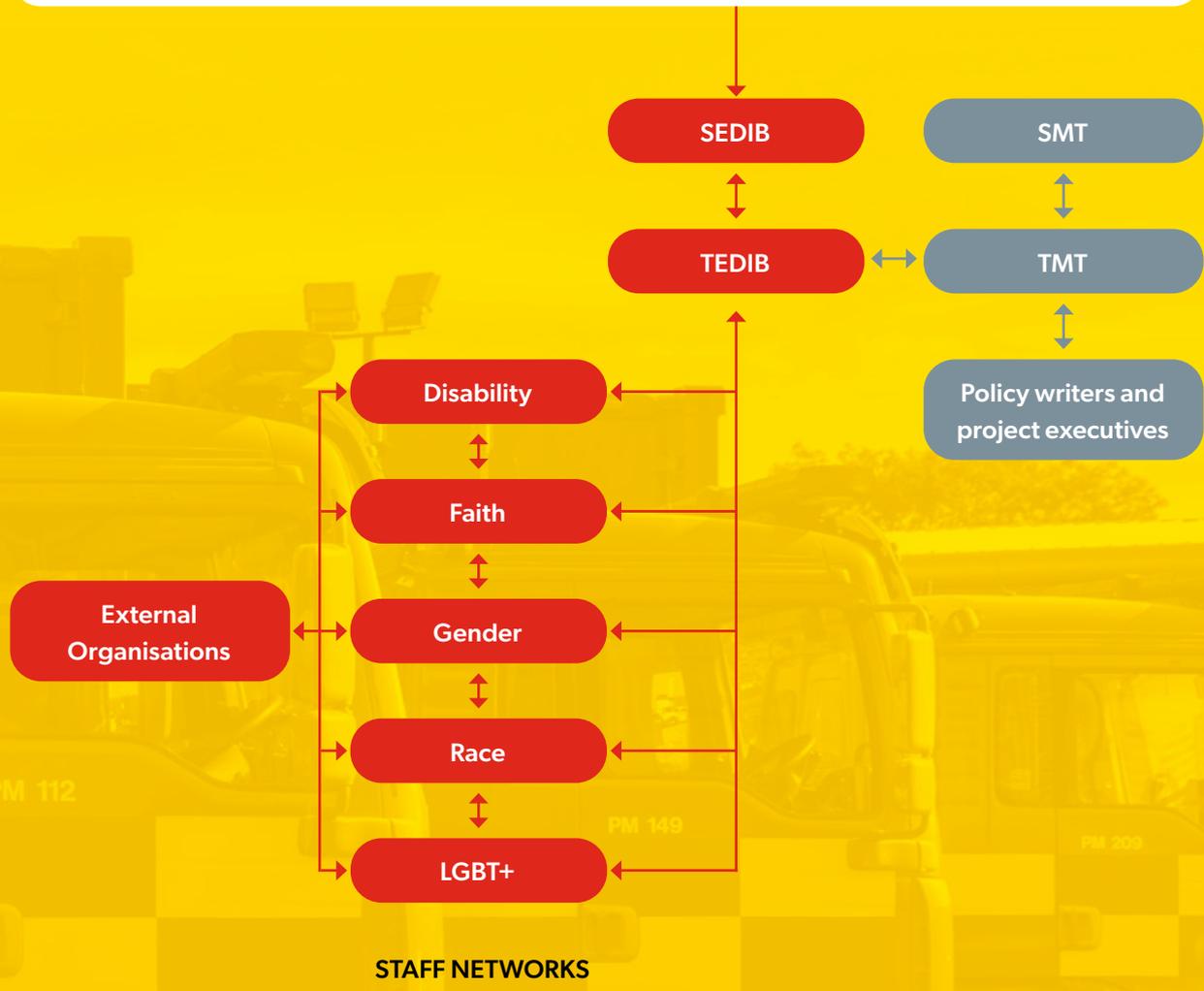
We value diversity and recognise that different people bring different experiences, ideas, knowledge, and culture, and that this difference brings great strength. We want people to bring themselves to

work completely. We believe that discrimination or exclusion based on individual characteristics (Age, Disability, Gender reassignment, Marriage or civil partnership, Pregnancy and maternity, Race, Religion or belief, Sex, Sexual orientation) or unique difference (e.g. caring responsibilities) represents a waste of talent and a denial of opportunity for a great career in the fire and rescue service.

The CFA believes that equality, diversity and inclusion is at the centre of good practice benefiting the workforce and communities, and is therefore committed to embedding good equality practices in all its functions.

EDI Scheme 2022 – 2027 (All Protected Characteristics)

The EDI Scheme outlines how the CFA will meet the general and specific duties as specified in the Equality Act 2010. It also sets out how the CFA will promote equality in the way it operates as a Service and how it relates to the community it serves.





Legislation

The Equality Act 2010 provides the legislative framework for which all listed public sector organisations are expected to comply, specifically:

- 🔊 Section 149 of the Equality Act 2010 (the public sector equality duty)
- 🔊 The Equality Act 2010 (Specific Duties) Regulations 2011
- 🔊 The Equality Act 2010 (Specific Duties and Public Authorities) Regulation 2017

The Public Sector Equality Duty

Our EDI Scheme confirms how the CFA intends to meet its statutory obligations in relation to the public sector equality duty. It also includes the CFA's equality objectives for the specified period. The objectives are outlined on page 21 of this document.

As a public authority, the CFA has both a general duty and specific duties, aimed at eliminating unlawful discrimination and advancing equality of opportunity across all nine protected characteristics.

The General Duty

The general equality duty requires all public sector bodies (that are subject to the Act) to have due regard to three general areas when exercising their functions. These are:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act (minimising disadvantages suffered by people due to their protected characteristics).
2. Advance equality of opportunity between people who share a protected characteristic and those who do not (taking steps to meet the needs of people from protected groups where these are different from the needs of other people).
3. Foster good relations between people who share a protected characteristic and those who do not (encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low).

The general equality duty will also apply to any organisation that undertakes functions on behalf of a relevant public authority. This includes private and voluntary organisations which have been engaged to carry out public functions on behalf of a public authority. An example of this is the work we do with the British Red Cross and similar organisations.

The Specific Duties

There are two pieces of secondary legislation (regulations) that outline the specific duties imposed on listed public authorities in order to help them meet the General Duty.

Equality Act 2010 (Specific Duties) Regulations 2011 requires all listed public sector organisations to:

-  **Publish equality objectives**
-  **Publish equality information**
-  **Publish information used for any analysis and decision making**
-  **Publish information about engagement**

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires all listed public sector organisations, with at least 250 employees, to publish annual information to show whether there is a difference in the average pay of their male and female employees.

Please see page 24 (Publication) for details of how the CFA intend to meet the specific duties.

Protected Characteristic

The Equality Act 2010 provides protection against unlawful discrimination, bullying and harassment for the following nine protected characteristics (previous referred to as equality strands):

1. Age
2. Disability
3. Gender
4. Marriage and Civil Partnerships*
5. Pregnancy and Maternity*
6. Race
7. Religion or Belief
8. Sexual Orientation
9. Transgender or Gender Reassignment

*Advancing equality of opportunity and fostering good relations does not apply

Enforcement

The Equality and Human Rights Commission (EHRC) has the legal power to enforce both the general and specific duties. The EHRC can also issue a Notice of Compliance to any public authority failing to meet its equality duties. A Notice of Compliance requires a public authority to provide information about how they will comply with the general or specific duties, including what steps they will take.



Achievements 2020–2025

The achievements against the equality objectives set out in the EDI Scheme 2020–2025 are shown below:



Develop an inclusive culture where all staff are valued

- Developed and implemented organisationally agreed values and behaviours which promote diversity and inclusion
- Undertook a cultural audit in order to fully understand the cultural barriers to EDI at LFRS



Increase knowledge and understanding of EDI across the workforce

- Reintroduced EDI as a sift at both application form and interview stage in the recruitment process
- Procured e-based EDI refresher training which should be assessment based (and compulsory at three years of service)



Increase our knowledge and understanding of our diverse communities

- Reviewed all operational development folders for new recruits to include a folder on “knowing our communities based on local district demographics”
- Reviewed the promotion process to include verifiable EDI competencies at each promotion level



Develop a culture of evidence based decision making

- Reviewed existing EIAs to ensure that they remain current and relevant
- Used local demographics to inform and shape district plans and local engagement activities
- Reviewed EDI data collection process in Fire Protection in order to establish impact of enforcement activities based on protected characteristics



Increase workforce diversity

- Implemented a Positive Action plan based on good practice and lessons learnt from previous wholetime recruitment campaigns



Increase communication of EDI for staff and communities

- CFO/POs published positive and recognition of EDI related articles in Service Matters
- Staff Network leads published regular news updates/positive articles in Service Matters (at least every quarter)
- Reviewed EDI website pages regularly with up to date data/information and language
- Reviewed the use of social media to increase/ maximise reach of local demographics





Equality, Diversity and Inclusion Scheme 2022–2027

The CFA has set a number of objectives that set out a clear picture of its long-term commitment to embed equality, diversity and inclusion in all areas of the Service. This means that this EDI Scheme will focus on areas that will drive the organisation towards making EDI an integral part of the culture and values of the Service. The CFA has also considered other factors to inform this EDI Scheme including:

- HMICFRS report/s of 2019 and 2020
- Revised Fire and Rescue Service Equality Framework (FRSEF)
- National Joint Council (Inclusive Fire Service Group Improvement Strategy)
- National Fire Chiefs Council – People Strategy
- Equality monitoring and analysis of the workforce and service data
- Equalities annual reporting and analysis
- Benchmarking results
- Staff input (staff networks and commissioned reports)
- The Core Code of Ethics
- Employers Network for Equality and Inclusion
- Women in the Fire Service

Equality

Objectives 2022–2027

The CFA equality objectives for 2022–2027 are:

-  Develop an inclusive culture where all staff are valued
-  Embed knowledge and understanding of EDI across the workforce
-  Increase our knowledge, understanding and needs of our diverse communities
-  Embed a culture of evidence based decision making
-  Promote equality in commissioning and procurement activity
-  Increase diversity across the workforce

Equality Information

Publishing equality information is a legal requirement under the specific duties of the Equality Act 2010.

The CFA will publish information which will include information relating to people who share a relevant protected characteristic who are:

- Its employees
- Affected by its policies and practices (for example, service users)

The information will be published in a manner that is accessible to the public so that it enables service users, staff, the EHRC, regulators and other interested parties to assess the equality performance of the organisation.

The CFA will publish relevant equality information on our website: leics-fire.gov.uk

Equality Analysis

The public sector equality duty does not impose a requirement for public sector organisations to undertake Equality Impact Assessments (EIAs). However, it does require listed public bodies to have due regard to each of the three parts of the General Duty. This means that listed public bodies must consciously consider the need to eliminate discrimination, advance equality and promote good relations.

Public sector bodies should also publish the information used for any analysis and decision making.

The CFA intends to continue utilising Equality Impact Assessments (EIAs) as a means of evidencing the impact of its functions, policies and practices on all protected characteristics. The Service will continue to use EIA outcomes to inform policy development.

Engagement

As part of the specific equality duties, public authorities are required to publish information about the engagement they have undertaken.

By engaging with different groups, other service providers and stakeholders in our service area we can:

- 🔊 Identify particular needs, patterns of disadvantage and poor relations
- 🔊 Understand the reasons for disadvantage, low participation rates and poor relations
- 🔊 Design initiatives to meet these needs and overcome any barriers
- 🔊 Identify opportunities to promote equality and foster good relations
- 🔊 Contribute to filling gaps in equality information
- 🔊 Contribute in determining priorities
- 🔊 Identify the relevance of our functions to equality
- 🔊 Analyse the equality impact of particular programmes, policies or proposals
- 🔊 Check the quality, relevance and comprehensiveness of our information

The CFA will use a number of strategies to ensure it actively engages with other service providers, stakeholders and the different communities within Leicester, Leicestershire and Rutland.

Consultation

The CFA will consult with staff, representative bodies and interested external stakeholders before publishing this EDI Scheme. We will ensure that feedback received from any consultation exercise is fully documented, considered and incorporated into the EDI Scheme where appropriate.

Review

The EDI Scheme will be reviewed quarterly by the Strategic Equality, Diversity and Inclusion Board (SEDIB). The review will be based on the objectives and associated action plans.

The results of the review will be supplied to the Chief Fire and Rescue Officer and elected members as and when required and will be published, annually, on the Service's website. This will form part of the Equalities Annual Report.

The EDI Scheme will be subject to an annual refresh to remain current.



Publication

The Equalities, Diversity and Inclusion Scheme, together with the annual updates (Annual Equality Report), will be published on our website at leics-fire.gov.uk

This document will be made available to all departments, stations, partners, local equality organisations and interested parties on request, either as a one off or on an on-going basis.

The Equalities, Diversity and Inclusion Scheme will be made available in other formats upon request.

Please contact our Equality, Diversity and Inclusion Manager about this Scheme or if you would like it in an alternative format.



Compliments and Complaints

For information regarding the complaints procedure or to lodge a complaint, please visit our website. Alternatively, you can contact the Service Information Team on the contact details below:

Service Information Team
Leicestershire Fire and Rescue Service
Birstall
LE4 3BU
Tel: 0116 210 5555
Email: info@leics-fire.gov.uk



Appendix One

Equality, Diversity and Inclusion Scheme 2022–2027 Action Plan

This action plan is intended to support the delivery of the CFA’s objectives. Although the EDI Scheme runs until 2027, some of the actions listed below may not be completed until after this period. However, the overall impact of the plan is likely to be realised by 2027.

Objective 1: Develop an inclusive culture where all staff are valued

Action	End Date	Why	Responsible
Undertake a staff survey including questions sets that link to inclusivity	March 2023	To seek employee feedback on their feelings of being included and sense of belonging	Area Manager (AM) Service Assurance
Respond to the findings of the staff survey in relation to inclusivity	March 2024	To develop and deliver an action plan designed to improve workforce inclusion and belonging	AM Community Risk
Review on boarding, probation and exit interviews to include question sets that link to inclusivity	March 2023	To better understand how our staff feel about being included and sense of belonging, enabling areas for improvement to be developed	AM People and Organisational Development
Develop the skills of our managers to facilitate a reflection of levels of engagement within Performance and Development Discussions	April 2025	To enable line managers to better understand how valued their teams feel, enabling local measures to be considered	AM People and Organisational Development
Take action based on themes linked to organisational culture that are identified within bullying and harassment, grievance and disciplinary cases	March 2024	To better understand how our staff feel about being included and sense of belonging, enabling areas for improvement to be developed	AM People and Organisational Development
Provide a range of non-formal development interventions for individuals from underrepresented groups	March 2024	To enable bespoke development solutions that meet individual needs	AM People and Organisational Development

Objective 2: Embed knowledge and understanding of EDI across the workforce

Action	End Date	Why	Responsible
Embed workplace EDI advisors across stations and departments	March 2023	Provides local access to support relating to EDI themes	AM Community Risk
Include assessment of skills and behaviours in the recruitment and promotion processes that are in line with the Core Code of Ethics and our values	October 2023	To improve how we assess the skills and behaviours of employees relating to Equality, Diversity and Inclusion	AM People and Organisational Development
Deliver a series of workshops covering EDI and themes linked to the Core Code of Ethics	March 2023	To better improve the knowledge and understanding of EDI matters across our workforce	AM Community Risk
Deliver monthly engagement sessions with operational crews and departments	December 2022	To enable our workforce to have uncomfortable conversations relating to EDI matters	AM Community Risk
Deliver phase two mandatory EDI training across the workforce looking at unconscious and conscious bias	March 2024	To better improve the knowledge and understanding of EDI matters across our workforce	AM Community Risk
Deliver phase three mandatory EDI training across the workforce looking at emerging issues	March 2025	To better improve the knowledge and understanding of EDI matters across our workforce	AM Community Risk
Deliver equality impact assessment training	March 2024	To enable our workforce to better consider EDI implications when developing processes	AM Community Risk
Embed Ethical and Inclusive leadership into Organisational Development interventions that are in line with the Core Code of Ethics and our values	March 2025	To develop a work culture that enables people to be their authentic self, and be empowered to have a voice, challenge, and share experiences	AM People and Organisational Development



Objective 3: Increase our knowledge, understanding and needs of our diverse communities

Action	End Date	Why	Responsible
Develop links within communities that we have limited engagement with through community initiatives and station based activities	March 2023	To better understand what communities think of the services we deliver, assisting us to shape them in the future	ACO Service Delivery
Strengthen our representation at the Independent Advisory Groups	March 2023	Improve our understanding of what communities need, assisting us to shape them in the future	ACO Service Delivery
Improve the visibility and management arrangements of our internal Network Groups	March 2023	To strengthen attendance levels within the groups to better appreciate the needs of our workforce	AM Community Risk
Listen and appreciate the feedback received from communities	March 2023	To better understand what communities think of the services we deliver, assisting us to shape them in the future	ACO Service Delivery



Objective 4: Embed a culture of evidence based decision making

Action	End Date	Why	Responsible
Undertake timely reviews of equality impact assessments	March 2024	To ensure our processes consider EDI requirements	AM Community Risk
Implement and embed the findings from the cultural audit	March 2024	To assist us to remove barriers associated with EDI	AM Community Risk
Develop and improve the use of demographic data	March 2025	To better inform our decision making process supporting all our communities	AM Service Assurance
Improve our range of evaluation tools	March 2023	To assist us to gather and use a greater range of information supporting the decision making process	AM Service Assurance
Review the provision of facilities across our estate and practices associated with them	December 2024	To ensure our estate facilities and their use are suitable for all, removing any barriers to inclusion	AM Community Risk

Objective 5: Promote equality in commissioning and procurement activity

Action	End Date	Why	Responsible
Encourage minority businesses to tender for relevant projects and services	March 2024	To improve equality of opportunity for minority businesses	AM Business Support
Develop means to signpost minority businesses to information supporting their ability to trade with us	March 2023	To improve equality of opportunity for minority businesses	AM Business Support
Develop processes to ensure EDI is considered when procuring goods and services	March 2024	To ensure businesses we trade with have EDI policies in place and ethical supply chains	AM Business Support
Review of the CFA Constitution	March 2024	To formally include promotion of EDI when undertaking procurement activity	ACO Service Delivery



Objective 6: Increase diversity across the workforce

Action	End Date	Why	Responsible
Create a new post and recruit for a Positive Action Lead within the Service	September 2023	To better assess, develop and co-ordinate positive action activity	AM People and Organisational Development
Research, design, deliver and measure the impact of a range of positive action activities for internal and external recruitment	March 2025	To better understand the barriers preventing underrepresented groups from accessing employment, progression and engagement opportunities	AM People and Organisational Development
Review specifications and provision levels of operational equipment	March 2025	To improve the success rate of diverse candidates during recruitment testing	AM Response
Review and implement a plan to improve working practices of each department	March 2024	To make working practices more attractive to diverse communities	ACO Service Support
Monitor Adverse Impact of all relevant people processes (including Changes to Establishment)	March 2027	To provide assurance that no communities are discriminated against when making decisions that affect the make-up of the workforce	AM People and Organisational Development
Review the content of recruitment marketing materials	December 2022	To better inform communities of the inclusive nature of the Service	AM People and Organisational Development
Review the locations and methodology associated with where job opportunities are advertised	December 2022	Improve the reach to all communities making them aware of job opportunities available within the Service	AM People and Organisational Development



**SAFER
PEOPLE
SAFER
PLACES**



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