



FIRE AND RESCUE SERVICE

Mainstreaming and Equality Outcomes Report

**Published on behalf of the Scottish Fire and Rescue Service and
the Board of the Scottish Fire and Rescue Service**

April 2015

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Accessibility of the content of materials is just as important as the accessibility of the format. In this regard the Service has written the Mainstreaming and Equality Outcomes Report with a broad audience in mind. The report must satisfy certain conditions for its content but we have tried to restrict unnecessary detail or multiple examples illustrating the same point to a minimum. Should you require more detail about a particular example described in this report or wish a full list of relevant examples please get in touch with Elaine Gerrard, Diversity Manager.

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PART 1 - Introduction

This report is published on behalf of the Board and Chief Officer of the Scottish Fire and Rescue Service (SFRS).

In 2013 the Scottish Fire and Rescue Service published a Mainstreaming Report, seven corporate Equality Outcomes and an Equal Pay Statement including our gender pay gap information and employee monitoring data.

This report provides an update on progress against those original achievements and is in line with the statutory reporting requirements to publish by 30 April 2015:

- A Mainstreaming Report outlining the steps the SFRS has taken to mainstream the general equality duty across the organisation
- A report on progress made towards achieving the SFRS's 7 corporate equality outcomes
- Employee information together with details on progress made in gathering and using the information to better meet the duty
- Updated gender pay gap information

PART 2 - Why we mainstream equality

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires the SFRS to publish a report that demonstrates the steps it has taken to mainstream equality across the organisation and, in particular, what steps it has taken to mainstream the three elements of the general equality duty - the duty to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation (GED 1)
- Advance equality of opportunity between different groups (GED 2)
- Foster good relations between different groups (GED 3)

Mainstreaming equality has the benefit of ensuring that the needs of our customers are identified and met at the point of service delivery. It has the further advantage of improving the capacity of the organisation to meet those needs as the responsibility for achievement does not rest with a small number of individuals. Those individual employees and teams that work with local communities are the ones best able to establish meaningful relationships with communities and ensure that their specific requirements are met.

The profile of the SFRS as a responsive and responsible public service is enhanced when communities believe that their needs are met within the core business functions of the SFRS not as an afterthought or as an inconvenience. This in turn encourages participation and engagement from communities.

Mainstreaming equality means not assuming that the circumstances, issues, challenges and needs of people who share a protected characteristic will be the same in every case. Recognising that humans are complex is key to developing a person-centred approach to public service provision. It is understanding that the protected characteristics can at times be limiting as labels and categorisations when trying to address underlying inequalities, improve social justice and improve the life chances of people in Scotland.

Mainstreaming equality means designing and delivering appropriate services within existing resources which is consistent with the principles of Best Value and the removal of unnecessary waste and duplication.

Finally, the SFRS accepts that mainstreaming equality means more than simply having equality as a standing agenda item at every meeting. In everything it does and in the decisions it makes it must consider the needs of those affected, how best it can improve the circumstances of employees and communities and remember the reason it is doing this is to improve the wellbeing, health and prosperity of the people living and working in Scotland.

PART 3 - The approach adopted by the SFRS

The approach adopted by the SFRS to support the mainstreaming of equality is threefold:

- Leadership from the Board and Strategic Leadership Team on the organisation's overarching commitment to equality
- The support of a professional Equality & Diversity Team operating as 'business partners' to directorates and colleagues across the organisation
- Making full use of the equality impact assessment provisions to design, implement and evaluate corporate decisions, policies and practices.

The SFRS came into existence on 1 April 2013 and must satisfy a number of ambitions set out in the Fire Framework for Scotland 2013 and the BluePrint for transformational change. Amongst these goals is the objective of 'demonstrating an embedded mainstreamed approach to equality and diversity' by 2016. The SFRS is currently engaged in meeting that target.

In contrast to some of our partners who provide social housing, personal care or detention facilities the nature of the public functions delivered by the SFRS lead to short, ad hoc interventions with individuals which are generally of a non-personal nature. Typically, the SFRS will interact with individuals through home fire safety visits, other safety education or engagement initiatives and when responding to emergency incidents. The SFRS takes steps to ensure that the equality issues associated with fulfilling these duties are met and, equally as important, identifies and pursues opportunities to influence the social justice agenda and reduce inequalities in a broader sense.

Leadership

The Board and Strategic Leadership Team have a clear role in ensuring that the decisions that the SFRS makes support the general equality duties. This includes scrutinising the impact assessments of any policy decisions they are being asked to make. Importantly, visible leadership on equality issues is important for any organisation embarked on mainstreaming equality. Since the 1st April 2013 the Board and Strategic Leadership Team have championed equality in a variety of ways such as issuing an article in the employee newsletter raising awareness of International Day Against Homophobia and being a key-note speaker at the Asian Fire Service Association conference and, of course, taking steps to embed equality into their strategies and directorate activities and ethics.

Next Steps

A revised Committee Framework will be introduced in 2015 which provides for **better equality and diversity scrutiny**. Coupled with **improved performance management systems** the SFRS will take the necessary steps to address gaps in equality performance management, scrutiny and **accountability**. Furthermore, the SFRS acknowledges the need to continue to **address workplace culture** through consistent and appropriate management making use of the Employee Partnership Forum for Board, Strategic Leadership Team and trades union partnership working.

In 2015 a **Board Equality Champion** was identified to further the promotion of equality in the work undertaken by the Board. The Champion and management will work closely to progress the obligations and ambitions of the SFRS on equality matters.

Equality and Diversity Support

The SFRS includes within its structure a small corporate team of professional equality and diversity (E&D) specialists whose primary role is to support the mainstreaming of equality across the organisation operating under a 'business partner' model.

The E&D practitioners provide advice and guidance to directorates to assist them identify and meet the equality obligations in each of the main functions of the SFRS.

Since the 1 April 2013 the E&D Team have been working closely with directorates and have been participants in a range of projects with the purpose of ensuring that equality and diversity are embedded in policy design. This focus on policy design arose from the understanding that all of the SFRS's future working practices will flow from corporate strategy and policy initiatives and for that reason it was essential to ensure that equality considerations were addressed in those high level processes.

The 'business partner' approach was adopted in recognition of the fact that equality and diversity only exist in as much as they are part of the things to which they are applied. By this we mean, for example, that equality in the recruitment process (such as selection processes free from unlawful bias or positive action initiatives) does not exist independently of the recruitment process. It is necessary, therefore, that the E&D practitioners understand in detail the nature of the functions and the ambitions of the SFRS's directorates in order to apply appropriate advice, identify relevant solutions and assist in a meaningful way which can influence policy design.

Next Steps

This focus on policy and strategy development since 2013 was appropriate in the transition phase of the SFRS establishing itself and its core policies as a single, national fire service. As we move into a period where corporate strategies and working practices are in place the focus of the E&D Team will shift towards addressing some of the priorities that are identified later in this report. In particular, attention will be given to developing the corporate suite of **equality policy initiatives** including an **E&D Charter and E&D Strategic Framework**, providing more **focused attention on those areas** of the organisation **where equality may be less embedded** and developing the mechanisms to support **closer scrutiny of equality performance**.

Equality and Human Rights Impact Assessment Process

Used properly the impact assessment provisions of the Equality Act 2010 (Specific Duties) (Scotland) 2012 provide the means by which organisations can mainstream the three elements of the general equality duty. The impact assessment process allows for equality to be embedded in to policy design, provides instruction for policy implementation and allows a means of assessing performance and any discrepancies between intended impact and actual impact. In short, the impact assessment process is the most useful tool at the disposal of organisations to mainstream equality. Most importantly, the impact assessment duty provides an opportunity to influence good policy design and implementation, a benefit which far outweighs the value of the presence of the impact assessment document itself.

As part of the 'business partnership' approach described above the E&D Team worked with policy owners to build equality considerations into their policies and develop the impact assessments as the policies progressed. While the policy owners remained the owner of the

impact assessments the E&D practitioners took the lead in ensuring the removal of potential negative impact and maximising the opportunities for the promotion of potential positive impact was identified and recommendations for achievement presented. Across the period of the fire reform process in excess of 90 impact assessments covering over 150 policies and procedures have been completed.

The impact assessment process employed by the SFRS incorporates the protected characteristics and has the additional features of considering social and economic disadvantage and human rights.

Social and economic disadvantage may lack the legal basis that the protected characteristics possess in relation to impact assessments but the SFRS maintains this issue on an equal basis with those characteristics defined by the Equality Act 2010. In part this is in recognition of the close link between the protected characteristics and social and economic disadvantage, such as the link between disability and poverty or the link between mental health problems amongst older people and social exclusion. A further consideration for the SFRS is the link between the incidents of fire and other emergencies and social and economic disadvantage. The SFRS recognises social and economic disadvantage in its widest sense from poverty or low levels of economic activity, chaotic home life, substance misuse to lack of participation in public life. The effect of considering social and economic disadvantage in the impact assessment process is twofold: it allows the protected characteristics to be more broadly examined and it allows the SFRS a further avenue to pursue its obligations for promoting the social justice agenda and addressing inequalities.

Next Steps

As the role of the E&D Team evolves so too does the role the team plays with the impact assessment process. Over the course of the next twelve months the E&D Team will implement a **development programme** to allow more policy owners to develop their own impact assessments. The E&D Team will continue to be available to provide specialist advice on policy matters and as part of this an **impact assessment evidence resource** will be launched providing colleagues with a range of relevant data for use in their impact assessments and policy design.

The role of the E&D Team will shift towards **scrutiny and performance** review of the impact assessment process. In addition to **quality assuring the impact assessments completed** on draft policies a programme of work will be developed to **test the extent to which policy owners are carrying out the monitoring and review elements** of their impact assessments. Where policy owners have identified ongoing equality monitoring measures within their impact assessments or steps that will be taken to mitigate any potential negative impact assessment these will be examined for completion and efficacy. A further feature of this programme of work will be to identify any discrepancy between the intended impact of a policy and its actual impact with a view to the SFRS amending the policy if this is deemed appropriate.

Impact assessments will be available to decision makers **earlier in the decision making process than they currently are**. Along with the Business Support Team the E&D Team are revising the recommended **equality scrutiny model** for the Strategic Leadership Team and the Board which will provide decision makers with information about the equality implications of policy at committee and policy development stages.

PART 4 - Mainstreaming Equality in Service Provision

The services provided by the SFRS are managed across the corporate functions of Prevention and Protection and Response and Resilience as well as in direct service provision through emergency call handling and local service delivery. Each function is responsible for designing policies and procedures that meet the equality duty at the point of service provision. In short, equality considerations are mainstreamed into policy and procedural design and those implementing our policies meeting the needs of the service recipient at the point of service delivery.

In 2013 the SFRS introduced a number of service delivery related Equality Outcomes. The examples in this section illustrate some of the progress the SFRS has made towards these outcomes as well as illustrating how these examples are evidence of a mainstreamed approach to equality. Appendix 1 to this report provides additional examples of activities undertaken to progress the equality outcomes and further the obligations of the general equality duty.

EO 1 People from all Scotland's community groups feel confident in contacting the Scottish Fire and Rescue Service for advice and information on relevant non-emergency issues.

EO 2 People with a disability; lesbian, gay, bi-sexual and transgender people (LGBT); ethnic minority people; older people and people from minority faiths are aware of the services provided by the Scottish Fire and Rescue Service, particularly how these can be adapted to meet their own individual needs.

EO 3 People from all Scotland's community groups are safer in their homes and on our roads.

EO 6 People from across all communities are enabled to live lives free from hate crime, harassment and domestic abuse/violence.

EO 7 Gypsy travellers and migrant workers are safer, better informed and confident in Scottish Fire and Rescue Service engagement.

The SFRS has critical obligations to respond to incidents of fire and other emergencies and in so doing ensure that the needs of those affected are met. Our Operational Incidents in Practice equality impact assessment sets out the broad range of measures that are appropriate in this regard. It supports all of our incident response operational procedures addressing the issue that the personal characteristics of individuals involved in incidents can have an influencing role on the outcome of the incident.

The SFRS takes great pride in the way it addresses operational incidents but it has a crucial role in reducing the occurrence of those incidents ever happening. Prevention and Protection measures fully embrace a mainstreamed approach to equality. The SFRS's Prevention & Protection strategy (2013-2016) reflects the Service's approach to reducing inequalities, with its stated commitment to "*understand the extent of social inequality and health across Scotland...*" Related, and specified, actions in this area to be completed through the life of the strategy are to:

- *Empower communities by calling on them to help make places safer by considering how they can lower their risk from fire*
- *Enhance and target the delivery of programmes designed to improve home, road and water safety*

- *Support strong and resilient communities and, in so doing, reduce the incidence of fire antisocial behaviour*
- *Support Local Senior Officers to increase opportunities to work with at risk, or hard to reach, citizens*
- *Find innovative ways to engage with communities and sign post those at risk using multi agency approaches*
- *Strengthen local connections by introducing the dedicated Local Area Liaison Officer role within Community Action Teams*

A purpose of the SFRS is to limit the likelihood of fire occurring and reduce the negative impact of such incidents when they do happen. Profiling our incident data and working with partners helps us identify those groups and individuals most at risk. The SFRS carried out a Strategic Assessment to identify groups and geographic areas profiling different types of risk such as higher incidents of accidental dwelling fires or increased risk of flooding. Using incident data we can identify those groups who are most likely to be at risk from the occurrence of fire and other emergencies or where the outcome of the incident is less favourable compared to other groups. We further profile risk and need at the level of the individual considering a range of factors such as lifestyle factors and solitary living.

We have developed a range of initiatives to specifically address those most at risk and in need such as an Older Persons Framework, initiatives addressing vulnerable adults, working with mental health workers and disability support assistants to ensure that appropriate safety interventions are deployed. We work with partners to share information to progress a full risk analysis of individuals and households beyond those limited to one partner agency.

Our community liaison and engagement initiatives have the further ambition of reducing the occurrence of deliberate fire setting. Working with communities and especially young people the SFRS aims to influence anti-social behaviour (ASB). Reducing ASB has a positive impact on surrounding communities and also on the specific individuals involved by seeking to provide them with life skills, knowledge and more constructive outlets with the hope that it improves their life chances.

Service Delivery Case Study 1 – Firefighters’ Heritage Trail

Working directly with communities to:

- ***Improve relationships between the SFRS and communities and within those communities***
- ***Enhance our environment***
- ***Encourage participation in public life***

The Scottish Fire and Rescue Service have a proud history with much emphasis on honouring the Firefighters who died to save the lives of others. During 2010 serving and retired Firefighters commemorated the 50th Anniversary of the Cheapside Street Fire Disaster in Glasgow, at which 10 Firefighters lost their lives as a result of a massive explosion at a distillery and whisky storage facility. In preparation for this 50th Anniversary, the decision was taken to commemorate the disaster in a significant way, including the refurbishment of the monument in the City Necropolis and by the placing of a marker on the site of the disaster.

Furthermore, it was decided that as a tribute to the many lives of Firefighters sacrificed in the service of the City of Glasgow at other fires, that suitable markers should also be placed on the street sites of these occurrences. This was the conception of the Firefighters’ Heritage Trail project idea and a committee was formed to take this concept forward.

The project aims were agreed to:

- Design, commission and install memorial plaques at key sites around Glasgow to form the basis of a heritage trail
- Work with community groups researching and exploring the history surrounding the trail sites, relevant periods in time and creating reminiscence sessions
- Explore archive material and living history involving volunteer retired Firefighters and all volunteer community participants to inform creative projects and record oral history
- To create public art with local community groups
- To create a guide, web presence, and guided tours
- To hold a community launch event

The project had many facets and aimed to capture a wide audience, however the public volunteers were from targeted groups who would not usually be likely to access or participate in their heritage, for example excluded young people, primary school children and isolated older people. These groups were chosen to both offer opportunities for these groups to be involved in creating the projects and also to best understand how SFRS can involve communities in their heritage. Specific involvement with these groups included:

- The design and production of artwork to interpret, explore, communicate and illustrate a particular site
- Targeted approaches to identifying and engaging the relevant groups, fire safety messages and co-ordination from the Partnership Unit
- 'FireReach' training sessions with Community Safety staff

Evaluation and Outcomes

An initial evaluation of the project to develop and create the Heritage trail was carried out, with the following benefits included in its findings.

The community involvement had an immediate impact by engaging directly with local communities offering an additional interpretation to the trail and making it accessible to the public.

Opportunities were created for socially excluded groups across a diverse age range to participate and become involved in projects and learn about their city's heritage.

Project activities were diverse in order to facilitate engagement and maintain interest, and included construction work, design, painting, creating artwork, creative writing, reminiscence, oral history, animation and film making.

The community groups benefited from:

- increased confidence
- learning new skills
- increased understanding of heritage
- social skills
- practical skills
- inspiration and creativity
- intergenerational experiences
- an increased awareness of their local area
- an increased awareness of community safety

The project demonstrated an active commitment to contribute to, and widen, social exclusion by working with people considered to be marginalised and seldom heard, including young

people with challenging behaviours, looked after young people, those excluded from mainstream education and those far removed from the labour market

Additional unexpected activities were also offered to meet the needs of the groups, such as:

- inspiration trips to the Fire Museum and Heritage Centre in Inverclyde
- visits from current Firefighters to discuss employability and their fire service careers and experiences
- input from the Prevention & Protection Partnership Unit staff to promote fire safety
- FireReach training sessions

Relevant characteristics: social and economic disadvantage; age; gender; race and disability

Service Delivery Case Study 2 – SFRS & NHS Tayside Link Worker

Working with partners and stakeholders to:

- ***Improve service outcomes for service recipients***
- ***Share expertise and resources***

Following discussions between SFRS, NHS Tayside, Local Authorities (Angus, Dundee, Perth & Kinross) and Alzheimer's Scotland it was agreed that SFRS would appoint a Community Fire Safety (CFS) Link Worker in order to develop and maintain effective partnerships with a range of agencies including health and social care teams, and provide interventions including joint Home Fire Safety Visits (HFSV) in the homes of vulnerable adults at risk of domestic fires.

On appointment, the Link Worker visited Community Health Teams managing people with mental health disorders or vulnerable older people within the City of Dundee. Fire Safety awareness training was delivered to these teams at their own place of work. This training highlights the multiple risks to fire which client groups with complex health problems may be exposed to.

Simultaneously, a SFRS Fire Safety Referral form was integrated into NHS Tayside's Multi-Disciplinary Information System (MiDiS). This system is used by all NHS Tayside staff to record interventions with service users. Key SFRS staff were identified and given approved access to the MiDiS system in order to access NHS HFSV referrals and process them through the Community Safety Engagement Toolkit (CSET).

The CFS Link Worker (or other key SFRS staff involved in the process) arranges a HFSV (usually in communication with the referrer) and carries out a visit (ideally as a joint visit with the referrer). Following the visit feedback is supplied to the referrer through the MiDiS system. This ensures that there is a 360 degree process from the point of referral back to the referrer.

Outcomes

In the pilot phase of the partnership arrangements with NHS Tayside, 63% of the HFSV's (87 of 138) were conducted jointly between the SFRS Link Worker and Community NHS teams. The results of this approach were reflected in feedback from partners which indicated that the interventions were very positive and a culture of 'high trust' between SFRS and NHS had been established from a baseline of virtually no contact or awareness. This provides some clear indication of public services working together and sharing resources to improve the quality and effectiveness of public service interventions, focussing on prevention and increasing the safety and wellbeing of those most at risk.

Relevant characteristics: age; disability and social and economic disadvantage

Service Delivery Case Study 3 – Community Improvement Partnership

Working with partners and stakeholders to:

- ***Reduce risk from fire and other emergencies***
- ***Improve environment***
- ***Improve life chances of people living in Scotland***

In August 2010, Glasgow Housing Association (GHA) and Strathclyde Police agreed to trial a concept deploying police officers on secondment to create a multi-agency team to respond to, and prevent, anti-social behaviour (ASB). The partnership commitment to this initiative was augmented by the inclusion of the SFRS Station Manager to work directly with a dedicated Police Inspector and GHA management. This unique approach to partnership working resulted in the creation of the Community Improvement Partnership (CIP). In June 2013 a further SFRS Watch Manager was seconded to GHA to support the Station Manager in consolidating the operational day to day management of the CIP.

CIP Aim

The CIP was created to support GHA processes and to ensure that the management of information contributed to achieving outcomes shared jointly by all three organisations. The aim of the CIP therefore is:

“To work in partnership to identify community concerns and produce sustainable solutions in respect of ASB and tenant vulnerability”

Definition of the CIP

The CIP aims to drive sustainable change in both the behaviour of tenants and the way GHA deals with ASB and tenant vulnerability by allowing partners to actively contribute to joint outcomes.

CIP Process

The GHA processes for managing community information centres on the Housing Officers, who have a responsibility to manage their own individual housing areas. The responsibility of each staff member to capture all community information is clearly defined and Housing Staff have been provided with specific training to recognise all relevant issues, including specific fire risk recognition.

Housing Office Tasking and Coordination Meeting

Local tasking meetings are held fortnightly in every Housing Office, where on-going and emerging issues are discussed. This allows a managerial overview of the risks arising across the community, specific to GHA residents, as well as providing a forum to ensure that resources are allocated effectively, and to identify where good practice can be captured and shared.

The Housing Office Manager or other appropriate representative chairs each meeting, and attendees include Housing Officers, Neighbour Relations Officers (who deal with all issues relating to crime and anti-social behaviour), Neighbourhood Environmental Teams, local SFRS Station Managers and local Community Police. Agencies or individuals will be invited to tasking meetings where a specific need is identified.

SFRS Local Responsibility

The referral pathway from GHA to SFRS for HFSV's is automated but any follow up actions of specific relevance to local Station Managers requires face to face contact with Housing

Office staff. The periodic attendance of local Station Managers at tasking meetings ensures that updates can be given with regard to:

- HFSV updates
- Adults at risk of harm/Adults in need updates
- Facilitating Youth Diversionary courses
- Facilitating Young Fire Setters interventions
- Involvement in Case Studies and Conferences

Training

SFRS is committed to providing on-going training to GHA staff through Fire Safety Experiential Training, which is delivered by Community Action Team staff. This training continues to be offered to GHA and Police staff as it provides them with the necessary knowledge to identify vulnerable tenants and how to refer them for HFSV. This training has led to 2,389 HFSV referrals being submitted through the CIP process since May 2011.

Outcomes

In GHA property, there has been a reduction of 14.7% in accidental dwelling fires between 2006/7 and 2012/13. 56% of the reduction of 254 accidental dwelling fires across all Glasgow (2008-2013) can be directly attributed to GHA property. The significance of this figure is put in context by the fact that GHA have approximately 14% (41,500), of the overall number of properties in Glasgow (301,513).

There has been a reduction of 56.5% in secondary fires between 2006/07 and 2012/13 within 20 metres of a GHA property.

There have been zero fire deaths since 14th July 2011 in GHA property. From March 2003 to July 2011 there were 57 fire deaths in GHA property.

This multi-agency approach to targeting improvements in relation to the prevention of fire and its consequences has resulted in safer communities and healthier lives, and has significantly reduced the financial burden associated with the cost of fire in these areas.

In addition, the following key statistics have been gathered in relation to GHA and Police Scotland:

- Reduction of ASB across GHA tenancies from 18% to 5% (Based on Police Scotland data)
- Increase in tenancy sustainment from 78% to 86.8% (Based on GHA data)
- Decrease in persons not feeling safe at night from 32% to 10% (Based on GHA Customer Satisfaction Surveys)
- Increase in total number satisfied with the area in which they live from 80% to 87% (Based on GHA Customer Satisfaction Surveys 2009-2013)
- Over 500 staff trained on how to recognise the significance of information, intelligence and vulnerability
- Drugs seized with a street value of £15,827
- 1,893 Scottish Intelligence Reports processed by the CIP-Intelligence Unit onto the Police Scotland's Scottish Intelligence Database (SID).

Relevant characteristics: social and economic disadvantage; age; disability; race; religion and belief and sex.

Next Steps

The SFRS will continue to **embed** equality considerations into **procedural design and train its staff to deliver appropriate public services**. Furthermore, we will continue to apply a

person-centred approach to identifying risk - **prioritising and tailoring our services to aid those at risk and in need.**

Through this current round of reporting it is evident that there is scope to **improve the recording, analysis and scrutiny of equality performance.** In this regard work has commenced to align the equality outcomes with the development of the Strategic Plan 2016 - 2019 and the associated mechanisms for planning, scrutinising and reporting.

PART 5 - Mainstreaming Equality in the Workplace

In 2013 the SFRS published two employment related equality outcomes. The examples in this section illustrate some of the progress the SFRS has made towards these outcomes as well as illustrating how these examples are evidence of a mainstreamed approach to equality.

EO 4 Establish the Scottish Fire and Rescue Service as an employer of choice for people across all equality characteristics.

EO 5 Provide a positive and healthy workplace culture which welcomes, embraces and develops people from across all equality characteristics.

Appendix 1 to this report provides additional examples of activities undertaken to progress the equality outcomes and further the obligations of the general equality duty.

The responsibility for developing employment policies that embrace equality rests primarily with the People and Organisational Development Directorate. The responsibility for implementing those policies and embedding a culture of inclusivity rests with line managers and their teams across the SFRS.

In response to the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the SFRS carried out following a pay review in March 2013 using due diligence data collected from the antecedent organisational under the terms of their transfer to the SFRS in 1 April 2013 and from this, published an equal pay report.

This exercise was repeated in March 2015 using SFRS workforce data, and the Equal Pay Report for 2015 will be published by 30 April 2015.

The Gender Pay Gap figure is calculated to reflect the differences between average hourly rates of men and women. The closer this figure is to zero then the less likelihood of pay gap inequalities. The Equal Pay Report, as at **2 March 2015** indicates that:

- The gender pay gap figure for all employees is 11.3%
- The gender pay gap figure for Uniformed employees is 5.8%
- The gender pay gap figure for Support employees is 16.4%

Occupational segregation refers to the differences in the distribution of women and men across different occupational categories and job types. The Equal Pay Report as at **2 March 2015** indicates that:

- 12.6% of all SFRS employees are female; 87.4% male
- 7.5 % of Uniformed employees (all categories including WT, RDS and Control) are female; 92.5% male
- 54.4% of Support employees are female; 44.6% male

Following the conclusion of the Pay and Reward Job Evaluation project, consideration will be given to any remaining issues and these will be incorporated into either the SFRS Equal PAY Action Plan or the Positive Action Review – Action Plan, as appropriate.

In the period to 31 December 2014, the SFRS reported the following employment monitoring data;

	WDS	Control	RDS	VDS	Support	TOTALS	
No. of Employees	3919	241	2948	392	873	8373	
Employees aged 50	598	83	634	94	397	1806	21.57% as a % of the whole organisation
Employees by gender Female	165	196	173	56	475	1065	12.72% as a % of the whole organisation
Employees by gender Male	3754	45	2752	335	398	7284	86.99% as a % of the whole organisation
Employees who consider themselves to have a disability	8	5	8	0	7	28	0.33% as a % of the whole organisation
Number of Black and minority ethnic employees in the workforce	24	0	4	1	9	38	0.45% as a % of the whole organisation

Age Range	WDS	Control	RDS	Volunteer	Support
Under 20	1	0	4	22	2
20-29	244	32	424	47	63
30-39	1216	49	678	60	155
40-49	1863	77	1154	161	256
50-59	596	81	591	90	282
60 and over	0	2	74	12	115
Total	3920	241	2925	392	873

The SFRS is still in the process of developing an integrated HR/Payroll system which will greatly enhance the future capability of the SFRS to analyse and interrogate workforce data in order to facilitate the provision of additional information required by the Equality Act 2010 such as:

- pregnancy,
- maternity,
- marriage and civil partnership
- flexible working,
- leavers and new starts
- training and development

The electronic recruitment portal used by the SFRS is currently in the process of being upgraded by its external supplier and will provide a better means of collating data on the SFRS's appointment process. Recruitment activity since April 2013 has been very limited

due to the Transfer and Matching Process and workforce structure design necessitated by the establishment of a single, national fire and rescue service.

The employment data captured by the SFRS has been used to inform the design of policies and practices and features as key evidence in the equality and human rights impact assessments. In addition to the data listed above the SFRS took steps to capture other relevant employee information for some key corporate decisions. An example of this is the proposed disposal of premises and realignment of some functions where information was sought about the potential impact on individual employees arising from caring responsibilities they may have. A suite of Change Management Policies was developed with the objective of mitigating as far as possible any negative impact that may arise from the potential relocation of work premises.

Workplace Case Study 1 – Positive Action

The workforce profile of the SFRS does not reflect the profile of communities served. The former Scottish fire services engaged in a range of initiatives to attract applicants from underrepresented groups into the workplace with limited effect. In 2013 the Board of SFRS requested the establishment of a project to identify potential barriers to joining the fire service and recommend a sustainable model for future positive action in recruitment initiatives.

The project used questionnaires and focus groups with existing employees and people from the communities currently underrepresented in the SFRS workforce. The results of the project were interesting in a number of respects and are currently the subject of an improvement plan.

Participants who were not employed by the SFRS identified a number of measures that in their view might increase the number of applicants from within their communities. These included raising the profile of the range of jobs available within the SFRS, working directly with community groups, using social media, hosting recruitment events for specific groups such as women only events and ensuring reasonable adjustments on the grounds of disability were available. While it was reassuring that the measures identified were already in use by the SFRS it was less clear why their existence is not more widely known.

Participants who were existing employees of the SFRS expressed some issues more relevant to their personal experiences working in the fire service and their attitude towards their employer past and present rather than specific issues around the potential barriers to people applying to join the Service. These are considered within the section on the Cultural Audit.

What remains unclear from the study is why, even when they are aware of measures identified above, people do not apply for jobs in the fire service and, in particular, what is it about the role of firefighter that may not be universally appealing. What is certain is that positive action makes the recruitment process better and the bigger the potential pool of applicants the better the calibre of the successful candidate. Activities identified to be continued and improved upon include: using role models and outreach activities with underrepresented groups; reviewing our practices around exit interviews and grievances to identify potential issues affecting particular groups and taking steps to ensure that personnel involved in recruitment and selection participate in a manner free from conscious and unconscious bias.

Relevant characteristics: age; disability; sex; race; sexual orientation; religion and belief and social and economic disadvantage.

Workplace Case Study 2 – Cultural Audit

A Cultural Audit survey was carried out during 2014 and followed-up with 48 focus groups representing employees from every staffing group and geographic location. Development work is currently being carried out on the findings of the Audit and full details cannot be provided at this time.

A number of issues have already been identified including six Levers for Change which were identified as of particular relevance to our employees:

- Employee Involvement
- Upward Communication
- Objectivity and Transparency in Selection and Placement
- Use of Rewards
- Total Influence
- Effective Communications for Learning

As with the internal respondents for the Positive Action survey a number of employees raised issues regarding workplace culture and employment practice that fell short of meeting their specific needs and requires further attention. As we develop our improvement plan on the Audit and on the Positive Action survey we will continue to monitor issues raised by our employees for trends which may affect particular areas, employee groups or individuals who hold a protected characteristic. We will carry out further focus group sessions with those individuals who responded to the Positive Action survey identifying potential concerns about past or present work experiences with a view to obtaining a better understanding of these concerns. In particular we will continue to reflect on the suitability of our employment practices in meeting the stated needs of our employees and we will explore the establishment of an employee network for women.

Relevant characteristics: age; disability; sex; race and sexual orientation

As noted earlier in this report the impact assessment process has been used to influence good policy design and not just record the final policy decision. A number of policies have particular significance in mainstreaming equality and promoting a positive workplace culture.

The SFRS's Code of Conduct has specific provisions around membership of private organisations where there could be a potential clash with the values of the SFRS. Some private organisations which may be of a political or religious nature promote attitudes of intolerance or hostility towards other sections of society. Where activities associated with membership of a private organisation has the effect of creating a hostile working environment for another colleague or acts as a deterrent to a member of the public engaging with the fire service this may constitute a breach of the Code of Conduct.

The SFRS will be implementing a Dignity and Integrity at Work Policy which addresses key employment provisions of the Equality Act 2010 as well as promoting a positive working environment and measures to address instances of bullying or harassment.

Next Steps

In addition to pursuing the improvement measures identified with the Positive Action project and the Cultural Audit there is the continued need to **evaluate the impact of our**

employment practices and management interventions. Earlier in this report we described the role for the Equality & Diversity Team in scrutinising the application of the impact assessment findings to policy implementation and in so doing we will work with POD and managers to ensure that our employment practices are achieving their objectives in a fair and equitable manner.

A priority will be to continue to pursue the implementation of the **HR/Payroll System** which was identified in 2013 as the means by which the SFRS will be able to fully comply with the duty to gather, use and report on employee data by protected characteristic.

In 2014 we asked employees if there was interest in establishing employee networks for lesbian, gay, bi-sexual and transgender staff and another for ethnic minority employees. There was insufficient interest to progress these groups. During 2015/16 we will review that position and **consider the establishment of a network for our female employees.**

Part 5 - Conclusion

This report sets out the steps the SFRS has taken to mainstream equality, provide an update on progress on the equality outcomes and address the reporting requirements for gender pay and employment monitoring. In so doing it does not attempt to provide the full range of initiatives carried out by the SFRS that are relevant on the grounds of equality nor the full detail or complexity of the initiatives that are highlighted within the body of this report. As noted earlier should you require further details of the initiatives described in this report or additional examples of initiatives undertaken to mainstream equality and progress the equality outcomes these can be obtained by contacting the Diversity Manager.

To comply with the reporting timeframe of the Regulations this report is being published as a stand-alone document. It will be aligned with the Annual Report later in 2015.

APPENDIX 1

Table 1 illustrates some of the progress against the equality outcomes. Not every initiative has been listed and the full detail of the initiatives is not provided here. A complete matrix of linked activities and further detail of specific initiatives can be obtained by contacting the Diversity Manager.

Table 1

	EO1	EO2	EO3	EO4	EO5	EO6	EO7	GED 1	GED 2	GED 3
The Standard Operating Procedures for incident response are supported by an equality impact assessment outlining the range of equality issues that may arise such as responding to incidents involving individuals with a disability, language barrier or other characteristic that may require a tailored approach. This is mirrored for our Command & Control emergency call handling function.		X	X			X	X	X	X	
The SFRS's Prevention & Protection strategy (2013-2016) reflects the Service's approach to reducing inequalities, with its stated commitment to <i>"understand the extent of social inequality and health across Scotland..."</i> Related, and specified, actions in this area to be completed through the life of the strategy are to: <ul style="list-style-type: none"> • Empower communities by calling on them to help make places safer by considering how they can lower their risk from fire • Enhance and target the delivery of programmes designed to improve home, road and water safety • Support strong and resilient communities and, in so doing, reduce the incidence of fire antisocial behaviour • Support Local Senior Officers to increase opportunities to work with at risk, or hard to reach, citizens • Find innovative ways to engage with communities and sign post those at risk using multi agency approaches • Strengthen local connections by introducing the dedicated Local Area Liaison Officer role within Community Action Teams 	X	X	X			X	X	X	X	X

Providing appropriate services that meet the actual needs of Scotland's communities depends on understanding and engaging with those communities. The fire service in Scotland has a history of strong community liaison with formal education and safety programmes as well as informal relationship building through activities such as station open days and support of local charities and initiatives. The SFRS has developed a Consultation and Engagement Framework to generate more productive relationships with and between communities.	X	X	X				X	X	X	X
Production of a Youth Engagement Framework with positive outcomes in terms of educational attainment and individual aspiration, including: <ul style="list-style-type: none"> • SCQF Accreditation for Youth Engagement Modules (Fireskills) • The Fireskills programme providing young people with a range of universal skills to allow them to flourish and reach their full potential • Fire-Setters: a policy for intervening directly with young people who display a fascination for fire, and to alter perception and change behaviour at the earliest opportunity 	X	X	X					X	X	X
Development of a means to communicate essential home safety information via web based platform to include audio and pictorial materials, with the potential to overcome language and impairment barriers.	X	X	X							X
SFRS involvement in Health and Social Care Integration strategic planning to ensure negative outcomes from fire are considered when developing local integrated services for vulnerable persons being supported in the community. This would be an alternative to acute hospital care or the care home environment			X					X	X	
The Safeguarding Policy and Procedures for the Protection of Children and Adults at Risk of Harm provide robust guidance and referral mechanisms to ensure those identified at risk are referred on to the appropriate agencies, and then receive the necessary care and support	X		X			X		X	X	X

required										
Case Conferencing and Case Study procedures are used to learn lessons from the most serious, and potentially serious, incidents, and share information by working in partnership to highlight the causes e.g. chaotic lifestyles and links with alcohol and drug misuse			X			X	X	X	X	
Proposed Heritage Framework, to take SFRS heritage direct to communities, and use as a means to engage and inspire young people presently disengaged from education and/or employment. The Framework outlines how we will utilise our history and strong branding to engage with communities, and includes plans for the use of fixed and mobile museums	X	X	X				X		X	X
The SFRS are committed, in partnership with Scottish Government's Joint Improvement Team, to develop and share the mutual benefits offered by use of 'telecare', 'telehealth' and 'assistive technology' as a means to support healthy and safe community living	X	X						X	X	
The SFRS is currently undertaking the procurement of a new Command & Control System a key feature of which is to support the receipt of emergency calls from persons with a speech or hearing difficulties through the nationally supported services such as 'Next Generation Text', Emergency SMS 999, or the HELP999 app.	X	X	X			X	X	X	X	
'Join Scotland's Fight Against Fire' has been the CSE media campaign, with this year's campaign concentrated on the bonfire period, and focused on older persons safety, utilising TV and radio adverts running from November through to January. In addition, the SFRS ran an editorial campaign with the Daily Record / Sunday Mail and No.1 magazine featuring articles about fire safety. The television and editorial features were designed to reach a target audience of older people and the socio demographic group of C2DE (the section of our community which is most often at risk from fire, including those who depend on welfare for income, pensioners and residents in areas of multiple deprivation. With additional, targeted campaigns through the year supported particular thematic issues	X	X	X					X	X	

and at risk groups. This are outlined on the CSE Campaign Calendar with various degrees of support including press releases, local initiatives and use of social media										
The SFRS are establishing closer links with the Third Sector. The Partnership Unit has a dedicated member of staff seconded from the Third Sector who is supporting this work through the provision of guidance to staff and investigating alternative methods of CSE delivery through volunteering and social enterprise models. The Service is in the process of recruiting a member of staff who will work on a full time basis with Voluntary Action Scotland to further strengthen our links with the sector, particularly via the Third Sector Interfaces	X	X	X			X		X	X	X
Introduction of a Scottish Community Safety Engagement Toolkit (CSET) to record, prioritise, value and re-schedule HFSV's for at risk households and individuals. This includes systematic means for partner agencies to refer directly into SFRS priority lists based on partner recognition and concern over issues of household fire safety	X	X	X			X	X	X	X	X
The SFRS are involved in locally developed partnerships with Health and Social Care to share information on assessment of household risk, and provide positive interventions to improve home safety i.e. HFSV's including providing information and advice, installing smoke and heat alarms where necessary	X	X	X			X	X	X	X	X
Development and design of 'Go Safe' (web based) educational materials to introduce Fire Safety to young people. This is linked into the curriculum for excellence at an early years stage, supported by modular content relevant to continuous learning throughout primary and secondary school years, http://www.gosafescotland.com/	X	X	X			X	X	X	X	X
Introduction of a new Code of Conduct with specific provisions around membership of private organisations where there could be a potential clash with the values of the SFRS. Some private organisations which may										

be of a political or religious nature promote attitudes of intolerance or hostility towards other sections of society. Where activities associated with membership of a private organisation has the effect of creating a hostile working environment for another colleague or acts as a deterrent to a member of the public engaging with the fire service this may constitute a breach of the Code of Conduct.				X	X			X	X	X
Development of a Dignity and Integrity at Work Policy which addresses key employment provisions of the Equality Act 2010 as well as promoting a positive working environment and measures to address instances of bullying or harassment.				X	X			X	X	X
Introduction of a suite of core employment policies such as managing attendance, discipline, grievance and recruitment and selection				X	X			X	X	X
Development of revised Professional Behaviours and Equality training courses and e-learning modules. A specific feature of this revised programme is the promotion of positive behaviours and the issue of unconscious bias.				X	X			X	X	X
We participate in Stonewall's Champions Programme, are members of the Networking Women and in the Fire Service and as members of the Asian Fire Service Association we jointly hosted a conference in June 2014 inviting staff representatives and community stakeholders.	X	X	X	X	X	X	X	X	X	X
We invited LGBT and ethnic minority staff to establish and participate in employee networks with very limited interest. We will continue to explore this option and also consider the establishment of an employee network for our female staff members.				X	X			X	X	X