

Scottish Fire and Rescue Service Mainstreaming Report 2019



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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Accessibility of the content of materials is just as important as 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 please get in touch at ***SFRS.equality@firescotland.gov.uk***

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PART 1 - INTRODUCTION

Introducing the Scottish Fire and Rescue Service

This report is published on behalf of the Board Chair, Kirsty Darwent and Chief Officer, Martin Blunden of the Scottish Fire and Rescue Service (SFRS) and is in accordance with our legal duties under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, as amended.

Regulations require the SFRS to publish a report that demonstrates the steps it has taken to mainstream equality across the organisation and 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 discrimination, harassment and victimisation (GED1);
- Advance equality of opportunity between different groups (GED2); and
- Foster good relations between different groups (GED3)

This is our fourth Mainstreaming Report and continues to provide updates on progress since our previous reports published in 2013, 2015 and 2017.

Within this report you will find details on the following:

- The steps that the SFRS has taken to mainstream the general equality duty across the organisation
- Progress made towards achieving the SFRS' 5 corporate Equality Outcomes
- The Equality Outcomes that we will work towards achieving over the next two years
- Employee information together with details on progress that the SFRS has made in gathering and using the information to better meet the general equality duty
- Information on the gender composition of our Board members
- Current pay gap information relating to gender, ethnicity and disability

The Scottish Fire and Rescue Service is a national emergency service whose main purpose is to work in partnership with communities and others in the public, private and third sectors to improve the safety and well-being of the people of Scotland. Our services are delivered through 356 stations which cover the 30,414 square miles of Scotland's unique and diverse city, urban, rural, remote rural and island landscapes.

As a national service, we are proudly committed to our community planning role. Local Senior Officers engage with local authorities, community groups and partners to better understand local risks and identify how best to respond to them. Our strategic plan sets out our priorities and objectives which in turn influence how our resources and assets are used. Our priorities and goals are also aligned to the Scottish Government's National Outcomes including:

- We live longer, healthier lives (National Outcome 6);
- We live our lives safe from crime, danger and disorder (National Outcome 9);
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others (National Outcome 11); and
- Our public services are high quality, continually improving, efficient, and responsive to local people's needs (National Outcome 16).

PART 2 – SFRS PROCESS

Why we mainstream equality

SFRS has committed to a process of mainstreaming equality, diversity, inclusion and human rights since its launch in 2013 because it makes sense in a public service to consider the needs and aspirations of the public we serve.

Mainstreaming equality has the benefit of ensuring that people's needs 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 inconvenience. This in turn encourages participation and engagement from communities.

SFRS recognises that 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 enhance 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 simple having equality as a standing agenda item at every meeting. In everything that it does and as part of its decision making 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. SFRS is committed to doing so.

How we mainstream equality

Mainstreaming equality lies at the heart of our governing documents. The Fire and Rescue Framework for Scotland 2016 and the SFRS Strategic Plan 2016-19 set out in detail how we would respond to the needs of Scotland's diverse communities. At this strategic level the importance we place on providing fair and equitable access to our services is clear to see and will continue as we develop our draft Strategic Plan for 2019 onwards.

At a practical and operational level the Equality and Diversity Charter is central to our approach for mainstreaming equality. Setting out roles and responsibilities it outlines our decision making pathway to ensure that equality is embedded throughout our activities.



The decision making pathway for mainstreaming equality



Leadership and Scrutiny

Whilst it is recognised that all employees of the SFRS have a role to play in mainstreaming equality and acting as leaders who implement our values and principles, it is also accepted that strong, committed direction from the most senior members of our organisation is vital to foster a culture where equality is given priority status.

The Board and Strategic Leadership Team have a critical role in ensuring that the decisions the SFRS makes support the general equality duties. Part of this role includes scrutinising the equality impact assessments of any policy decisions that they are being asked to make. All governance papers include a section highlighting any equality issues that may arise or require action to eliminate or minimise adverse impact. The handling of equality issues is covered in guidance notes issued to the Strategic Leadership Team and the Chairs of the SFRS Committees.

Importantly, visible leadership on equality issues is important for any organisation mainstreaming equality. In 2018 the Director of Strategic Planning and Performance delivered a presentation to the Asian Fire Service Association annual conference outlining how this organisation mainstreams equality and supports colleagues and communities. Members of the Board attended Glasgow Pride and other high-profile engagement events with senior managers.

The Strategic Leadership and Senior Management Teams, supported by other senior managers within the directorates, are focused on ensuring that the SFRS develops an inclusive culture where mainstreaming is ingrained through the integration of positive behaviours in everything we do. Our Chief Officer, Martin Blunden joined the SFRS in early 2019 and has already outlined his vision to employees of a supportive, positive and healthy workplace where everyone feels respected as a colleague and confident in the role they deliver on behalf of the SFRS.

A Staff Survey was carried out during 2018 and the commitment from the Strategic Leadership Team to take action in response to the survey returns was evident in the significant post survey employee engagement that took place. In addition a national action plan was developed prioritising the three most common themes which emerged from employees responses and each Directorate and Service Delivery Area carried out focus groups to address issues that were particularly relevant to their area of the business and develop a series of local actions to address these.

Specialist Equality 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 Team provide advice and guidance to Directorates and Service Delivery Areas to assist them to identify and meet the equality obligations as they relate to each of their functions of the SFRS.

The E&D Team provide a co-ordinating role for corporate, multi-function equality initiatives such as Corporate Parenting and provide the main focus of contact between the SFRS and national equality bodies.

During 2018 an Equality and Diversity Review was carried out to assess the extent to which SFRS colleagues were confident in their responsibilities for delivering a mainstreamed approach to equality, diversity, inclusion and human rights.

The review was conducted through one-to-one interviews, a questionnaire and desk-top analysis. The findings of the review provided evidence that there was a clear understanding of equality and diversity across the organisation, however, that the level of knowledge, at both a general and a practical level, around inclusion and human rights was less firmly rooted. There was good evidence of equality and diversity being mainstreamed into the day to day working practices of colleagues in all Directorates and Service Delivery Areas and some areas of particular strength in our Prevention and Protection initiatives at both corporate and local levels.

The review provided a series of improvement measures to be implemented during the course of 2019/2020 to further strengthen our approach to mainstreaming. Initiatives which will be developed in the coming year include refreshing our approach to the Equality and Human Rights Impact Assessment process, establishing an Equality, Diversity, Inclusion and Human Rights Partnership Group and improved co-ordination of our response to emerging equality related legislation such as Community Justice.

Equality and Human Rights Impact Assessment Process

The Equality and Human Rights Impact Assessment Process continues to be one of the most important tools that the SFRS uses to mainstream equality.

This process enables equality and human rights to be embedded in to the design of policies and practices and the SFRS regards Equality and Human Rights Impact Assessments as being an integral part of each overall policy. All staff, not just managers or those responsible for developing policies or practices, are encouraged to read and familiarise themselves with the Assessments as it may provide instruction for policy implementation as well as a means of assessing performance and addressing any discrepancies between intended impact and actual impact.

Within the SFRS impact assessment process we not only incorporate all of the protected characteristics as required by law but we also look at the needs of those with caring responsibilities or at socio-economic disadvantage, as well as considering the human rights implications for our decision-making and policy developments. Social and economic disadvantage may lack the legal basis that the protected characteristics possess in relation to impact assessments but the SFRS maintains the 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 protected characteristics and socio-economic inequality, such as the link between disability and unemployment or the link between older people and social exclusion. A further consideration for the SFRS is the link between the incidents of fire and other emergencies and socio-economic inequality. The SFRS recognises social and economic disadvantage in its widest sense from poverty or low levels of economic activity to lifestyle factors such as drug or alcohol dependency or geographic isolation.

As part of the 'business partnership' approach described above the E&D team work in close collaboration with policy owners to ensure that equality considerations are fully incorporated into the full development, implementation and monitoring of policies and other relevant activities. Whilst the policy owners are responsible for the Impact Assessment and its outcomes the E&D practitioners provide support and guidance in identifying negative impacts and how these may be addressed and maximising opportunities to promote potential positive impacts. To develop greater capacity and confidence amongst policy owners to mainstream equality and human rights impact assessments into their work the E&D team have developed and delivered an ongoing programme of classroom based training which aims to raise awareness and improve the practical skills of policy owners. These training sessions are delivered on a rolling basis to small groups of staff who may be involved in the impact assessment process or who may need a refresher.

The improvement measures that will be introduced during 2019/20 will seek to strengthen this impact assessment process including the compliance measures around ensuring timely completion of assessments, enhancing policy development to more carefully consider the implementation stage so that the intended impact of a policy or practice and the actual impact are as close as they can be.

PART 3 - 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 and delivering 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 meet the needs of the service recipient at the point of service delivery.

EQUALITY OUTCOMES

In 2017 the SFRS introduced 5 Equality Outcomes, 3 of which are directly related to service provision and are outlined below. 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 within SFRS.

EO 1 People from all Scotland's community groups are safer in their homes and on our roads.

EO 4 People from across all communities are enabled to live lives free from hate crime, harassment and domestic abuse/violence.

EO 5 People from across all Scotland's community groups benefit from their engagement and interactions with the Scottish Fire and Rescue Service.

Our service delivery Equality Outcomes are relevant to all protected characteristics.

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 in 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 also has a crucial role in reducing the occurrence of such incidents or the negative impact of incidents when they do occur. SFRS Prevention and Protection measures fully embrace a mainstreamed approach to equality. The SFRS' Prevention & Protection Strategy reflects the Service's approach to reducing inequalities, with its stated commitment to "*understand the extent of social inequality and health across Scotland...*"

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.

At a local level we can use our incident data to help prioritise those corporate initiatives most relevant to a specific local authority area. Our 32 Local Plans are currently being revised and incorporate a mainstreamed approach to equality. By this we mean that local priorities are based on local evidence of incident types and affected parties.

We have developed a range of initiatives to specifically address those most at risk and in need such as *Ageing Safely – Living Well: A Framework for Older People*, 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 enable a full risk analysis of individuals and households beyond those limited to one partner agency. And, each of our Prevention and Protection Teams (Community Safety Engagement, Fire Investigation and Fire Safety Enforcement/Fire Engineering) in turn has addressed the equality issues relevant to their area based on this information.

Our community liaison and engagement initiatives have the further ambition of reducing the occurrence of deliberate fire setting. Working with communities with a particular focus 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 on Equality Outcome 1 – CPR in Schools

SFRS is an established community partner and works with national and local government agencies, communities and other bodies to deliver joint initiatives and share resources and knowledge. Partnerships such as the Reform Collaboration Group in which we participate with Police Scotland and the Scottish Ambulance Service is an example of a formalised and longstanding joint arrangement at a corporate level. IN addition SFRS seeks out new worthwhile initiatives to work with others to progress or accepts invitations to support those with a good idea and who are looking for some support or partnership working.

The Evening Times newspaper and the British Lung Foundation launched a campaign to train every school pupil in Scotland in CPR. This is a worthwhile venture in its own right and supports our corporate ambitions to assist community sustainability and save lives. We were delighted to be able to support this campaign and with our experience of working and training young people we were an obvious partner for the Evening Times.

23 of the 32 Scottish local authorities joined the initiative in early 2019 with the remaining authorities agreeing to participate at a later time.

With around 3,000 out-of-hospital cardiac arrests in Scotland every year and with a survival rate of just 1 in 12 this is an important safety matter. By training Scotland's young people to be able to administer first aid and CPR we are building community resilience for today and the future. As a programme rolled out across all schools in the local authority area it provides opportunities for all pupils, irrespective of their background, to receive training, engage in meaningful activities and participate and contribute to public life.

Relevant protected characteristics: age, disability and social and economic disadvantage

Service Delivery Case Study on Equality Outcome 4 – Human Trafficking

“By working with our partners, we will continue to pro-actively develop our skills and awareness to keep those most vulnerable in our communities safe from harm.”

After human trafficking was identified as an issue within the City of Glasgow area, as well as a priority area for the Scottish Government, local SFRS teams contacted partners within Police Scotland’s National Human Trafficking Unit (NHTU) to establish how SFRS could help to address this issue within Glasgow.

Following initial contact, NHTU have delivered awareness training to the Area’s Community Action Team and the Fire Safety Enforcement Team. A series of training is now being planned to provide the same input to the 55 fire station watches across the city. This will provide our frontline staff with the awareness they need to identify any areas of concern that could point to human trafficking and a route to refer these incidents to Police Scotland for further investigation.

Although still in the early stages of the roll-out, staff who have received the training have already used their new skills to raise concerns and highlight what was believed to be human trafficking to Police Scotland. This has allowed our partners at Police Scotland to directly target their resources to certain premises in order to address this.

To fulfil our statutory duties against human trafficking and exploitation, there is also real potential for this project to be rolled out across the SFRS, targeting areas with similar concerns.

Relevant protected characteristics: sex, pregnancy & maternity, disability, social and economic disadvantage, age, sexual orientation, race, religion & belief

Service Delivery Case Study on Equality Outcome 5 – Working with Young People

St Rochs Secondary School for deaf education

Our colleague Crew Manager Steven Morrison has taken the initiative to learn British Sign Language and has since put this into practice in the community and youth engagement activities in his Area, the City of Glasgow.

This is what Steven shared about his recent experience as a mentor to a young person with a hearing impairment and working with St Rochs Secondary School.

I signed up to be an MCR pathways mentor last year and was assigned a mentee with a hearing impairment at the start of the year. I mentioned in my initial interview that I had Sign Language qualifications I studied a few years ago in night classes for two years, so I was a good match for the mentee.

We both like art so we draw each other pictures of superheroes and anime every week. Through discussions with the mentee I asked if she had ever visited a fire station or knew

what to do in the event of a fire. Through this discussion it was apparent that she knew some things but not a lot of others like for instance how does a deaf person phone 999?

So I approached the school faculty, primarily the deaf section and offered to deliver a fire safety talk using sign language.

The staff were very enthusiastic about the opportunity to have an emergency services worker who can speak in sign language delivering a talk and appreciative. I showed up on the day and delivered a talk on fire safety.

I had to google this myself but I researched how a deaf person would phone 999 in the event of a fire and there is a text service available which you register to use as a deaf person so in the event of an emergency you text 999 and it will give you options on who you're looking to contact. None of the students or teachers knew about this and were incredibly grateful to learn about it.

I introduced myself and I told them stories of incidents I had attended over the years I asked if they have smoke detectors, what were the main hazards in the home to look out for, and distributed literature such as the 999 text service, HFSV leaflets and finished up on one where I had to carry out CPR which was my opportunity to teach them CPR with the best CPR team given a box of chocolates as a prize. At the end they asked some questions in sign language, sometimes the teachers had to translate some words for me but we understood each other very well. A lot of the students had hearing devices on as well so some could hear to a degree.

A Project Officer representing Glasgow City Council who was on secondment also attended the meeting and offered her support which was great as I was nervous about delivering this presentation. The Project Officer also mentioned this visitation on her report back to the Council and how much it had benefitted the children.

Subsequent to this visit, I then arranged for the children and teachers to come to Cowcaddens Fire Station to do Fire Fighter for a day where we will give them Fire engine familiarisation, get them to don PPE and run out hose and project water through them. Also to go through the crawling galleries which is a type of obstacle course you need to search to get through to simulate working in confined space.

Relevant protected characteristics: age and disability

PART 4 - MAINSTREAMING EQUALITY IN THE WORKPLACE

In 2013 the SFRS published two employment related equality outcomes which are outlined below. 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 within SFRS.

EO 2 Establish the Scottish Fire and Rescue Service as an employer of choice for people across all equality characteristics.

EO 3 We will seek to improve our record in employing women in all functions and all levels within the organisation.

Our employment Equality Outcome 2 is relevant to all protected characteristics. Equality Outcome 3 is relevant on the grounds of sex and pregnancy and maternity.

The responsibility for developing employment policies that embrace equality rests primarily with the People and Organisational Development Directorate, however, the responsibility for implementing those policies and embedding a culture of inclusivity rests with line managers and their teams across the SFRS. Moreover, there are many other functions that influence the workplace environment and the wellbeing of our colleagues such as those involved in projects relating to the provision of workplace equipment.

Pay Gap Information

Based on data available at January 2019 in relation to staff earnings, and in accordance with ACAS best practice, the following mean and median statistics were published in April 2019 within the SFRS' Gender Pay Gap Report.

The mean gender pay gap between male and female employees in SFRS is 4.42%. The median gap is 5.92%.

We are required to publish both figures as the two measure different things. The mean measures the difference between the average male and female salary, while the median is calculated using the midpoint salary for each gender. The median averages are useful as they are not distorted by very large or very small pay rates.

The most recent national figures for the median gender pay gap show that this "fell from 2017 to 2018, to stand at 8.6% among full-time employees. The gap among all employees is higher (17.9%), driven by more women working in part-time jobs, which are lower paid" (Office for National Statistics, October 2018).

The median gender pay gap for SFRS is significantly lower than this at 5.92%. Furthermore, the SFRS mean gender pay gap has fallen from 5% in 2017 to 4.42% in 2019. A range of actions have been identified to further reduce the gender pay gap within SFRS.

The full Gender Pay Gap Report 2019 can be found [here](#).

Workforce Monitoring

Our most recent data set was published in August 2018 as part of the SFRS: Fire Safety and Organisational Statistics Scotland 2017- 18, the full document is available on our website here. Information on workforce is presented as a snapshot below at 31 March 2018.

Staffing data is extracted from the iTrent database, which is the single HR and Payroll solution for SFRS. In 2017 – 18 the Service introduced a 'Sensitive Information' Working Group. This group consisted of representatives from all relevant functions namely ICT Systems Development, Human Resources, Equality and Diversity and Communications. Their main role was to encourage employees to update their sensitive data on the 'Employee Self Service' system. The group encouraged more individuals to complete the data but it is acknowledged that this should be encouraged regularly to ensure we have up to date and relevant data on the demographics of our workforce. This group will be reinvigorated in 2019 to develop an ongoing communications plan to support and encourage this.

- On 31st March 2018 Scottish Fire and Rescue Service (SFRS) had a total headcount of 7,776 staff, which is down 0.7% on the total last year.
- The largest proportional change is in the control staff group which increased by 24 (14.5%) in the last year, bringing the total up to 189.
- The 3,546 wholetime operational staff (full-time firefighters) make up the largest staff group at 46% of the workforce. This was a reduction of 2.7% on last year's headcount for wholetime operational staff.
- Retained Duty System staff make up the second largest group accounting for 37% of staff with a headcount of 2,863. This is relatively unchanged on previous years.
- The number of support staff has increased slightly (by 1.0%) to 846.
- For wholetime operational, retained and volunteer staff the workforce is predominately male (95.1%, 94.0% and 83.4% respectively).
- For control staff the balance is the reverse, as 83.6% of staff are female. This, like the gender balance of operational staff, has varied little in recent years.
- The gender balance for support staff is more even overall with 56.3% of staff being female.
- The different types of support staff are unevenly balanced however, with 94.5% of Administration staff, 72.2% of Professionals and 57.5% Technical Support being female. For Technical Support this 57.5% proportion for the headcount of female staff reduces to 47.2% when full-time equivalent is considered, as there are many part time roles in this category.
- In contrast, 66.4% of Service Managers are male and 62.5% of specialist/Technical staff are male.

- The number of volunteer staff has increased by 5.1% to 332 staff.
- Two thirds (64%) of SFRS volunteers are in the Argyll and Bute local authority area with a further 19% in the Highlands. The Highlands also have the largest number of retained staff at 538 (19%), followed by Aberdeenshire at 275 (10%).
- Overall the gender balance of SFRS staff does not vary much year-to-year remaining around 87% male.
- There have been only small variations in these proportions over recent years and while there has been an increase in the number of female wholetime staff this remains proportionally very low.
- 0.6% of SFRS employees are recorded as having a disability. This figure is considered to be smaller than the typical number of employees with a condition that would be classified as a disability under the Equality Act 2010.
- 1.2% identify as being from a black or minority ethnic heritage when including those identifying as White - other. Removing those identified as White-other 0.7% identify as black or minority ethnic.

We use employee data as an integral part of our Equality and Human Rights Impact Assessment process as the case studies in this section illustrate.

A number of improvements will be made in how the SFRS captures and uses its workforce data. As noted above, iTrent will continue to be developed to allow a full data set across all protected characteristics and as it relates to employment practices to be reported.

Workplace Case Study Equality Outcome 2 – Modern Apprenticeships

As part of the SFRS' Balancing the Workforce Profile Action Plan and the SFRS' commitment to be an Employer of Choice for Scotland's communities, work has been undertaken in in 2018/19 partnership with Skills for Justice to develop a SFRS Firefighter Modern Apprenticeship.

In Scotland, Modern Apprenticeships combine in work training and experience with a recognised SVQ qualification. This means new firefighters joining SFRS since April 2018 will undertake their three year development programme as a Modern Apprentice.

In offering a Modern Apprenticeship for the Firefighter role, it is hoped that this will assist SFRS in promoting this role and attracting increased interest from a broader spectrum of prospective candidates and will assist in furthering SFRS's strategic aim of achieving a workforce that reflects the communities it serves. Additionally in introducing a Modern Apprenticeship for firefighters SFRS is demonstrating its commitment to supporting Scottish Government's Developing the Young Workforce strategy.

This has been further supported by the introduction of Modern Apprenticeships across a range of Support Staff roles within the Service and further work will be undertaken to

develop and promote these going forward to ensure a range of opportunities are available in support of the above.

Relevant characteristics: age, disability and sex, race

Workplace Case Study Equality Outcome 2– Staff Survey

In 2018, the SFRS undertook their first ever staff engagement survey. From an equality and diversity perspective, specific questions around discrimination and bullying and harassment in relation to the protected characteristics were asked. Employees who responded that they had experienced such behaviour in the workplace were also asked to identify who the behaviour was from e.g. a colleague or a manager and if they had reported incidents they experienced and/or witnessed.

These questions were similar to other public sector organisations, which allows the SFRS to identify areas or trends which may require follow up and provide a benchmark against similar organisations.

2161 SFRS employees (a response rate of 28%) across all roles in the Service, completed the survey. Following analysis of the results, focus groups were held throughout the Service, to tease out the findings and determine actions to address some of the key themes identified.

Corporate and Local Action Plans have subsequently been developed which incorporate the actions being taken forward and progress around these will be communicated regularly to SFRS staff and published on the SFRS employee intranet. Follow up surveys are planned every two years which will also provide the opportunity to measure progress against these action plans.

Work has started already to understand what the results are telling the Service, particularly in relation to bullying and harassment as the responses do not correlate with SFRS performance data in respect of these issues. As part of this, the Service have committed to reviewing the processes for reporting and addressing unacceptable behaviour in the workplace, as well as identifying any areas where immediate intervention is needed.

Another key action being progressed which will respond to the outcomes of the survey, is a review of Recruitment and Selection practices within SFRS to ensure that related policy, process, guidance documents and practices not only comply with legislation but that they are reflective of the needs of the Service, are user friendly, the candidate experience is positive and that selection processes are fair, valid and objective.

Relevant Protected Characteristics: All

Workforce Case Study Equality Outcome 4 – Career Ready

Career Ready is a UK wide charity and currently runs its programme of work placements and one to one mentoring in 122 schools across Scotland. Local Authorities are key partners within the scheme as is Scottish Government who has been running this programme for 6 years.

The SFRS began piloting this two year programme in September 2018 with two female students in the East Service Delivery Area, with a four week work placement taking place in June/July 2019.

This valuable initiative supports the 'Balancing the Workforce Profile' Action Plan's aim to increase the diversity of SFRS' workforce as part of its key priority to create opportunities for young people of all backgrounds to engage with the SFRS as a prospective employer at an early stage. This initiative is a valuable tool to allow the SFRS to raise its profile as an employer and inform schools and young people about the many careers it can offer. It also assists in challenging any misconceptions around the types of roles available and who carries them out which can be a significant barrier to attracting a broad range of people to SFRS roles.

Relevant characteristics: age, disability and sex.

Workforce Case Study Equality Outcome 3 – Positive Action and Balancing the Workforce

For effective service delivery it is important that the SFRS workforce reflects the diverse communities we serve. In addition to this SFRS shares Scottish Government's ambitions for an inclusive economy and equality of employment opportunity for all. SFRS's Balancing the Workforce Profile Action Plan has been developed for this purpose and aims to coordinate a range of actions to address imbalances in our workforce profile and is aligned to SFRS strategic objectives, particularly to being an employer of choice.

The widest gap between the Scottish population and our workforce is the gender gap and female candidates are the least represented group within our uniformed roles. The decision was therefore made to target this specific group in terms of recent positive action (PA) initiatives ahead of the 2019 Wholetime Firefighter recruitment campaign, s targeting this group may also include representation from other underrepresented groups such as BAME or LGBT. This was accompanied by a communications strategy which aimed to attract applicants from all underrepresented groups (see below).

Events: Information events for women only were undertaken throughout March 2019, ahead of the wholetime campaign.

The focus of the events was to provide a full insight into the role of a firefighter, opportunities to try out equipment and fitness tests as well as an overview of the application process and what to expect throughout the various stages of the recruitment and selection process. The purpose of the events was to provide a welcoming atmosphere where participants were encouraged to freely ask questions in a comfortable environment.

In total, five events were held across Scotland with a total of 173 woman attending. This was a significant increase from the last events held which totalled 53 attendees. Feedback was requested and evaluated to inform future events - 86% of the attendees found the day beneficial and 82% said it helped them understand the role.

Publicity: The corporate communications strategy to support the wholetime firefighters campaign built on the 2016 and 2017 #PeopleLikeYou campaigns in encouraging people from all walks of life to become firefighters and effectively #BreakTheMould. There were two waves to the promotional strategy, the first provided information ahead of the campaign and the second focused on positive firefighter stories, the firefighter role and the application

process. The images and pictures used throughout the campaign reflected the target audiences.

The #BreakTheMould hashtag was used throughout the campaign and aimed to attract applicants from diverse groups to apply. Social media channels were used to promote the campaign, including Facebook, Instagram Stories and Twitter threads to generate engagement. The corporate communications campaign targeted individual public figures, where relevant to the firefighter stories, who are well documented supporters of underrepresented groups.

12.7% of the applications for this most recent recruitment campaign were from women, an increase on 8.2% in the 2017/2018 campaign. A long term positive action strategy is currently being developed which will build on the success of these events and develop a programme of positive action initiatives aimed at attracting applicants from a broad range of communities and backgrounds to all roles within the SFRS.

Relevant characteristics: age, disability and sex.

Board Diversity

The SFRS has a Board comprised of 13 members including a Chair and Vice Chair. In 2019 the composition of the Board is 7 women (including our Chair) and 6 men.

Appointment to the SFRS Board is made through the Scottish Government's Public Appointment Process and appointments must have the final approval of the relevant Minister. Whilst the SFRS has limited ability to directly influence the appointments process it does have some capacity to encourage applications from women from diverse backgrounds. Both the Strategic Leadership Team and the SFRS Board have previously noted on record their support and commitment to the Government's 50/50 by 2020 campaign for Boards in Scotland.

The Gender Representation on Public Boards (Scotland) Bill continues through Parliament and the SFRS will respond to the specific requirements as a listed authority when the Bill is enacted and formal guidance on responsibilities is released. In the meantime, the SFRS will continue to support the Government in promoting gender diversity on Public Boards by raising the profile of Board opportunities in our engagement activities.



Should you require further information on any of the above please contact the Equality and Diversity Team in the first instance and they will be able to provide you with the information or direct you to the appropriate section.

SFRS.equality@firescotland.gov.uk

Or by telephone to: Elaine Gerard, Equality & Diversity Manager
01698402230



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