



# **Scottish Fire and Rescue Service Mainstreaming Report 2017**

## Accessing this report

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**[SFRS.equality@firescotland.gov.uk](mailto:SFRS.equality@firescotland.gov.uk)** to discuss how we can take steps to accommodate your needs.

The accessibility of our published materials is an important feature in making the Scottish Fire and Rescue Service transparent and accountable. Where we can we will provide printed materials in large print documents and formats suitable for use with screen readers. The Mainstreaming and Equality Outcomes Report is also available on our website as an audio file.

Our website functions well with Google Translate to provide individuals access to our web content in languages other than English. Should you require a print version of one of our key documents in a language other than English we will accommodate this request where we can.

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 or wish a full list of relevant examples please get in touch with George Simmonds, Equality & Diversity Liaison Officer.

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## **PART 1 - INTRODUCTION**

### **Introducing the Scottish Fire and Rescue Service**

This report is published on behalf of the Board and Chief Officer 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.

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

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' 7 corporate equality outcomes
- The Equality Outcomes that we will work towards achieving over the next four 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 best how 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**

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 discrimination, harassment and victimisation (GED1);
- Advance equality of opportunity between different groups (GED2); and
- Foster good relations between different groups (GED3)

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.

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 in the decision 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.

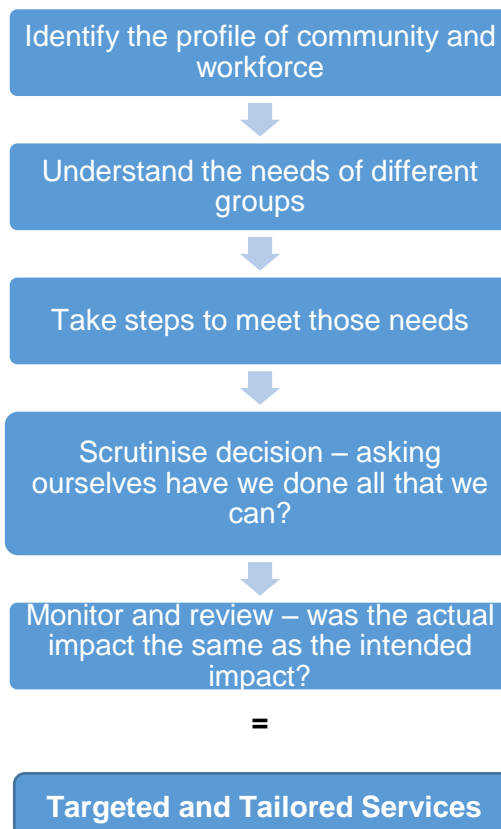
## How we mainstream equality

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 will 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.

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 papers include a section highlighting any equality issues that may arise or need action taken 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. The Board continues to have an 'Equalities Champion' who regularly attends different events concerning equality and diversity, including participation at the 2016 Asian Fire Service Conference in London. In 2016 the Senior Management Team nominated a Gender Equality Champion. This is an evolving role and was identified in response to the findings of the Cultural Audit and the Positive Action in Recruitment project.

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.

## 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 identify and meet the equality obligations in 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.

## 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 allows equality and human rights to be embedded in to policy design and the SFRS regards Equality and Human Rights Impact Assessments as being an integral part of the overall policy. All staff, not just managers or those responsible for developing policies, 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 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, 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.

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 remain in control of the Impact Assessment the E&D practitioners provide support and guidance in identifying negative impacts 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.

### **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 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 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.

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.

Appendix 1 of this report provides more detailed examples of activities undertaken to progress the equality outcomes and further the obligations of the general equality duty. It also provides information about the revised Equality Outcomes agreed for implementation from 2017.

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...*"



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.

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 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 – Social Impact Pledge**

In 2016 we signed up to the Social Impact Pledge, a Scottish Government initiative aimed at increasing the social impact of public sector organisations across Scotland. Our first three commitments are;

#### **Commitment 1**

By participating in our Fireskills Employability Award Programme we aim to improve the employment chances of young people.

#### **Commitment 2**

By working closely with our partners we aim to make homes safer for people at a higher risk of unintentional harm.

#### **Commitment 3**

We will maximise the use of our Community Fire Stations to expand community safety capability and capacity.

Commitments 2 and 3 build upon the work we showcased in our 2015 Mainstreaming Report about the partnership arrangement between SFRS and Tayside Link Worker to help identify and support those most vulnerable in our communities for a range of risks from fire related emergencies to slips, trips and falls. Not only have we continued to progress this approach to community safety in Tayside region but we have expanded it into other geographic areas.

Recent figures show that 64% of emergency admissions in the Scottish Borders were a result of falls at home and three out of four of these were people over the age of 75. Operating in partnership with Scottish Borders Council Safer Communities Teams, Cheviot Healthcare Teams and Home Energy Scotland this project delivers an extension to our established Home Fire Safety Visits. Targeting higher risk groups such as the elderly and under 5s, it involves a holistic approach to the assessment of risk in the home, focusing on the prevention of slips, trips and falls. Home Energy Scotland complements this programme by completing home energy assessments to identify any circumstances of fuel poverty and energy inefficiency.

This commitment involves focusing joint resources on a particular issue for wider improved community outcomes. It will positively contribute to the Health and Social Care Integration agenda, and keeping people safely in their own homes for longer.

Sharing our resources contributes towards effective partnership working and enhances community health, safety and wellbeing by closely integrating our Community Action Team with the Perth and Kinross Councils' Community Safety Wardens. Perth Community Fire Station will play host to 12 Community Wardens, their Manager and Administrator. This means close relationships can be built with our own Team to significantly expand community safety capability and capacity. For example this will include delivering joint Home Safety Visits incorporating wider risk reduction measures. A similar arrangement is being developed in Aberfeldy where a Rural Warden will be located in our Community Fire Station there. The Rural Warden will deliver Home Safety Visits on our behalf as well as establishing community links with services, particularly with a strong focus on Health and Social Care Integration.

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

## **Service Delivery Case Study 2 – Violence Against Women and Girls**

The Scottish Fire and Rescue Service shares the Scottish Government's vision of a strong and flourishing Scotland where all individuals are equally safe and respected.

At a national level we are playing our part in tackling violence against women and girls both as an employer and as a public service provider. We are a member of the Scottish Government's Capability and Capacity Working Group looking at delivery plans for the Equally Safe agenda. As part of this we have rolled out a training programme in collaboration with Medics Against Violence that will be delivered to firefighters throughout Scotland. The main aim of this training is to further increase the capacity of our employees to deal with violence against women and girls in relation to service delivery. Alongside this initiatives we are developing materials and guidance on handling situations of domestic abuse when it arises in the workplace. We are developing a section of our intranet to provide further information and further resources that will expand our employee's knowledge around the violence against women and girls agenda. It will provide guidance on how to relate these issues to different roles within the SFRS and can also signpost for help and further advice.

There are also initiatives at the local level. One example can be found in East, North and South Ayrshire where our Local Area Liaison Officer represents the SFRS on the 3 Violence Against Women Partnerships within Ayrshire. This effectively champions the work of the partnerships both internally and out in the communities, using our good public image to

reinforce the message that violence against women and girls is unacceptable. It is also recognised that women who suffer domestic abuse may also have drug and alcohol problems or experience mental health issues which are often contributory factors in accidental dwelling fires.

Over the past few years the SFRS, as part of the Violence Against Women Partnerships, have been actively involved in local planning groups from the 16 Days of Action campaign and have been involved in a variety of awareness raising events and activities, including: Employees signing the 'White Ribbon Pledge'; Supporting and attending Partnership events such as 'Reclaim the Night' Walks and, staffing stalls at supermarkets to encourage members of the public to sign the 'White Ribbon Pledge' and also raised awareness of the new Disclosure scheme ('Claire's Law').

The 16 Days of Action Campaign was also highlighted at an organisational level through an all-staff promotion

**Relevant protected characteristics: sex, pregnancy & maternity, disability, social and economic disadvantage**

### **Service Delivery Case Study 3 – Working with Young People**

Working directly with young people can provide them with opportunities to develop life skills, participate in activities that educate and build confidence in a structured and secure environment. In addition to enhancing the lives of young participants this engagement can help filter safety messages to parents and guardians who may otherwise be engaging with the SFRS.

#### **Glasgow Cook Safe**

The 'Cook Safe' project, designed in partnership with Sparcs (a charity working to support the south-east of Glasgow to become a better, safer and healthier place for residents to live), aims to tackle the dangers of fire in the home whilst educating participants to eat more healthily and to avoid using chip pans full of hot oil. These are still in widespread use in some parts of the country. Sparcs supplies community cooks who provide hands-on cooking sessions and discuss the benefits of a healthy diet with all of the programme participants, supported by our staff who deliver a dramatic Chip Pan Fire Demonstration and talk through other fire risks such as smoking and alcohol. This initiative is designed to support groups of people most at risk including elderly people, people with mental health support needs, individuals with addiction issues and youths aged 17 who have been provided with their first property as part of Supported Independent Living. Audiences can range from 10 to 100 people at any one session. Some of the benefits include giving young carers the confidence to cook for members of their family. This experience helps them to overcome their fear of accidentally causing a fire in the home. It has also been delivered for a number of homeless hostels whose members were causing unwanted fire alarms, and as a result the false alarms have decreased.

#### **Firefighters in Galashiels mentor youngsters**

Eight youngsters participated in a six-week youth initiative in the Scottish Borders.



The youngsters made weekly visits to Galashiels Fire Station and participated in a wide range of programmes, designed to equip them with valuable life skills including fire safety, leadership, team building and CPR skills.

The programme was delivered by the Scottish Borders Community Action team and was also supported by Police Scotland, Scottish Ambulance Service and Youth Borders.

During the course the young people worked towards a Bronze Youth Achievement Award, which is a level 4 qualification on the Scottish Credit and Qualifications Framework.

This makes it easy for employers and further education providers to recognise the achievements of the young people can support them progress into employment or college.

**Relevant protected characteristics: age**

## **Service Delivery Case Study 4– Corporate Parenting – Jemma MacDonald’s Story**

In 2016 the SFSR developed its Corporate Parenting Plan in line with the Children and Young People (Scotland) Act 2014.

What does good Corporate Parenting look like in action? As a care experienced young person and a development assistant with Family Firm, I am hopefully going to answer some of these questions by telling you my story and how the Fire Service had a positive impact on my life as a teenager growing up in the Care System.

At the start of my life I was born into a loving family where I lived with my mum, dad and younger brother, taking for granted things like toys, food, electricity and heating. Up until the age of four we had a relatively good upbringing where we attended nursery and school every day and our parents had a good relationship. As I hit the age of four I started noticing that my parents were violent and abusive to each other, my father came from a well-known family and was known to the Police for a number of different things. My parents split up but although I was aware of what went on my father was still a big part of our lives until he was charged with GBH with intent and sentenced to 8 years in prison. Although violence and abuse is something no child should have to witness, life at home was bearable. At least with my father around we never went without, there was always food in the cupboards and someone to look after our little family.

When my father was sent to prison my mother began to struggle, she could no longer cope with a mortgage to pay, a house to run and two children to look after. We had continuous involvement with the Police and Social Work Services and had been taken into emergency foster care a handful of times but were always returned to our mothers care. Quite quickly after my father was sentenced my mother turned to Alcohol to “numb her pain” inviting anyone who wanted to drink or party to do so in our home. By the age of 6 my education had started to go downhill as I wasn’t attending school very often and when I did I was tired, hungry, dirty and quite often aggressive towards teachers. During this time my mother entered into a heavy drug addiction, leaving me to take on the parenting role at home. It began with little things, such as cooking, cleaning and the washing which then progressed into the more maternal things. It was as if our roles had been reversed, I would get up in the morning and make breakfast then I would have to make sure my mother was up and dressed before I could get myself and my younger brother ready for school. I managed it for a while then avoided school as much as I could. Sometimes we could come home from school and the doors would be locked, I knew automatically that those were the bad days. That’s when the police or neighbours would get involved. Pretty soon, what was a loving family home became party central and kept deteriorating until one day everything that I had done to look after my family fell apart.

In 2003 at the age of eight I witnessed a serious assault between two men in our home and in a heartbeat my whole world was turned upside down. For me, it was normality but to Social Services and the police it was enough to place us on witness protection with our mother. Over one hundred miles away, one year passed and nothing had changed. That’s when we were eventually removed from our mothers care.

Although life at home was a mess and I had lost out on my childhood, I still had my family. I was part of something that no one could change. She was my mother, he was my father and my little brother was my best friend. We had each other and that was enough for me. But going into the care system is like opening the doors to a whole new world, one that I didn’t want to be part of. In the space of a year I had moved about five or six times and each time I packed my bags I lost a sense of who I was. I felt like a shell, I was there but felt empty

inside. Eventually in 2004, the same month as my 9<sup>th</sup> birthday a foster family had been found that could take siblings on a long term placement. I'll admit I was delighted, they seemed nice and my brother was happy. Everything was going really well then a couple of years passed and my brother's placement broke down. I was told that our foster carers couldn't cope with his behaviour so we were getting split up. Looking back now, it affected me more than I realised at the time. I hit self-destruct mode and stopped caring about school or keeping myself safe. Surprisingly I sailed through the first three years of High School and hit a dead end. I lost all my motivation and couldn't care less about my education, family or foster carers. My placement was breaking down and I was never home. I would wander the streets with my friends doing what I wanted, when I wanted. I didn't want to be somewhere I didn't feel welcome.

By the age of 14 both my social worker and my guidance teacher were concerned about my attitude towards school so she sat down with me to discuss the Hi-FiReS course and what it was about. She explained to me that the course was part of the Duke of Edinburgh Award but as it was low in numbers she could get me a place if I wanted to attend. At first I was hesitant but I thought why not? It's one more night I can be away from home and not have to get under anyone's feet.

At first Hi-FiReS was an excuse to get out the house but once I walked into Wick's tiny fire station I was in my element. I was so used to everything being risk assessed that I couldn't grasp the concept that I was allowed to help extinguish a fire, or crawl through a smoky room to save a dummy. For the first time in my life I didn't have to pretend to be someone else, I wasn't spoken down to and I didn't have all eyes on me trying to work out what I was feeling. There wasn't anyone checking to see if there was a slight chance that the course would cause more harm than good "considering my background"... No. As soon as I walked through those doors I was a fire fighter for a few hours! I could forget about what was going on at home and focus on something I enjoyed. I had responsibility, fun and excitement back in my life.

Before I started the course my guidance teacher warned me that if there were any more incidents at home or at school then I couldn't go to Hi-FiReS that week. At first I wasn't fazed but the more I attended the course the more I was determined to keep my head down and avoid all arguments, I was even enjoying school more. At the end of that 10 week course I was absolutely delighted at what I was a part of. Not only did I get recognition for everything I had achieved, I had built positive relationships with the guys that ran the course. I was part of something which meant that I was treated just like everyone else who attended. Yes the guys knew I was fostered but that was it, I was treated like an adult and that is one of the things I will always take from the course.

It probably sounds odd to some people but when you've had a childhood full of adults and professionals knowing every tiny detail of your life you feel like you have to act up, to give them something to talk about. I stopped caring what people thought of me until I took part in Hi-FiReS. At the age of 14 I didn't know what a corporate parent was, I don't think anyone did and that's why I value everything about the course. The guys at Wick fire station were the perfect corporate parent and they didn't even realise. I genuinely think that the course was the making of me being able to respect and trust professionals in my life but the crew in particular helped me change my attitude towards authority figures. I have the upmost respect for all the guys who taught that course. They taught me to be confident and to keep going when I wanted to quit. They taught me to laugh when I wanted to cry and they taught me that even when you don't work directly with young people you still have the capability to make a difference.

Once I finished the course I stuck in at school, I also got myself a job to keep busy as my placement reached breaking point. In 2011 my life changed dramatically for the last time, my

placement broke down so I had no other option but to move into my own little house. I had a house to run and a job to go to but I was determined to keep on at school and finish my exams. I fell pregnant with my son that same year and once again had professionals telling me that I wouldn't cope being a mother. So I decided that once I finished my exams I was going to move away and start a new life and that is exactly what I have done, for me and no one else.

I am now 21, have control over my own life and couldn't be happier. Now that I am settled in my own house and in a city that I love I can focus on putting my all into a job that I can never get bored of. As a development assistant with Family Firm I help to improve the outcomes for care experienced young people who are just like me when I was growing up. The fact is that I can now use my experiences of being in care to make that difference in someone's life.

So, how can Corporate Parenting actually work for the SFRS in practice and the wider impact we can have on care experienced children and young people?

I first told this story at a corporate parenting training session in 2015 and suggested that as Corporate Parents, could the SFRS not introduce a similar course in Highland but aim it at Care Experienced Young People? I then told my story in the Highland Council Chambers where it was streamed online for everyone to see! I made a suggestion as a young person and didn't think that it would come to anything but it is now 2016 and we are almost about to have our first group of Care Experienced Young People attend a 10 week Hi-FiReS course! If that isn't exciting enough, we have more than one area in Highland that we will be piloting this course!

That's good Corporate Parenting!

**Written by Jemma MacDonald**

## **PART 4 - 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. 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**

In 2015 we reported our gender pay gap information in our Mainstreaming Report and separately on our website. Our Equal Pay Policy Statement covering gender, disability and ethnicity will be published separately, and in full, on the SFRS website.

The average hourly rate for men and women from all staffing groups within the SFRS is specified below:

- The average hourly rate for males from all staffing groups within the SFRS is £14.23.
- The average hourly rate for females from all staffing groups within the SFRS is £13.53.

This equates to a Gender Pay Gap between the male and female staff of the SFRS of 5% with men, on average, receiving higher pay than women.

### **Workforce Monitoring**

Our most recent data set was published in August 2016 as part of the SFRS: Fire Safety and Organisational Statistics Scotland 2015-16 - the full document is available on our [website](#). Information on workforce is presented as a snapshot on 31 March each and the data set for 2016-17 will be published separately to this report in the SFRS: Fire Safety and Organisational Statistics Scotland 2016-17 which will be available on our website.

Staffing data is extracted from the iTRENT database, which is the single HR and Payroll solution for SFRS. It is important to note that, as the system remains a work in progress and employee and departmental information has not yet been fully aligned to validated posts and directorates, the extracted data remains under constant change until it accurately reflects the Service's new working structure. The Service is committed to this work being completed in



2017 as part of the People and Organisational Development (POD) Directorate. It is the intention in 2017 to move towards greater functionality in the self-service features of the system which will allow employees to enter information regarding their personal information, including protected characteristics, without involving administrative personnel. It is anticipated that this direct access facility will encourage more employees to disclose protected characteristics.

### **Workforce Main Points from 2015-16**

- On 31 March 2016 there were 7,933 members of SFRS staff (including volunteer staff), a decrease of four per cent (348 staff) between 31 March 2015 and 2016
- The biggest change in percentage terms was in control staff, which decreased by 12 per cent (27 staff members) between 31 March 2015 and 2016.
- The gender split varied between staffing types: around 95 per cent of wholetime operational and RDS staff were male (3,523 and 2,707 staff respectively). Similarly 84 per cent of volunteer staff were male (286). While 84 per cent of control staff were female (171 staff). In the support staff category (non uniformed staff ranging from Service Manager through technical support and administration) the gender split was 56 per cent female and 44 per cent male (463 female staff and 365 male)
- The age range with the largest proportion of SFRS staff was the 45-49 year old category (23 per cent or 1,813 staff members). A further 17 per cent (1,387) were in the 40-44 age range.
- The staffing type with the biggest numerical change between 2015 and 2016 was wholetime operational staff, which showed a decrease of four per cent (166 staff) from the 2015 figure.
- The gender split has remained consistent over the last seven years: on 31 March 2016 male staff members made up 87 per cent of the total SFRS workforce.
- As of 31 March 2016 less than one per cent of all SFRS staff were recorded as belonging to an ethnic minority group, as has been the case in each of the seven years that these statistics have been produced. To put these figures into context, the minority ethnic population in 2011 was just over 200,000 or 4% of the total population of Scotland (based on the 2011 ethnicity classification). Around 44 per cent of all SFRS staff members' ethnicity is not recorded
- As of 31 March 2016, 0.1 per cent of SFRS staff were recorded as having a disability, slightly lower than the previous year at 0.3 per cent. There remains a high proportion of staff whose disability status is unknown.

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.

<p><b>Workplace Case Study 1 – Workforce Diversity and Wholetime Recruitment Campaign</b></p>
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Wholetime firefighters represent the largest employee group in the SFRS. This group has low levels of staff turnover prior to retirement age. The combination of these features is a contributory factor in the workforce profile illustrated earlier in this report.

In 2016 we launched a campaign to recruit over 100 Wholetime firefighter trainees. This was an unusual opportunity for the SFRS to take steps to address the imbalance in the workforce profile in that this was going to be the largest single intake of trainees in Scotland in almost a decade.

Previous research carried out by the SFRS and other fire authorities highlighted that while our recruitment processes and practices were not in themselves acting as a barrier we were not attracting sufficient numbers of candidates from diverse backgrounds to alter our workforce profile. It appeared that there remained a perceived barrier that a career as a firefighter was not open or known to everyone. In speaking with different community groups we recognised that the role of firefighter was not widely understood, that there was a misperception about the level of fitness required and that in considering career choices the fire service was not an option that readily sprung to mind.

To tackle these obstacles the SFRS launched its recruitment campaign with a strong marketing campaign under the banner #PeopleLikeYou. This campaign showcased real firefighters from diverse backgrounds and sought to dispel some of the myths associated with the role. Print media articles and social media were heavily utilised to raise the profile of the SFRS as a relevant career option. Over a million hits were recorded via Facebook regarding the campaign. Using the 'boost' function of Facebook we targeted young women in Scotland. Our Twitter feeds were re-tweeted by organisations such as Stonewall Scotland with links to LGBT role model case studies.

The marketing campaign was backed-up by a series of open days where we continued to promote a realistic message about the role of firefighter and a career in the SFRS. A little under 1,000 people attended these events.

In the 2016 campaign 7.9% of applicants were women and 13.7% of successful applicants were women. Whilst this percentage of appointees is significantly higher than the existing Wholetime staffing profile (4.2% women) there clearly remains a significant gender imbalance in our operational workforce and further work to be done across gender and other under-represented groups. In this regard, we continue to utilise the diversity within our existing workforce to raise the profile of the SFRS as an employer of choice for all of Scotland's communities.

***Relevant characteristics: age, disability, sex, race and sexual orientation***

## **Workplace Case Study 2 – Firefighter Fitness Working Group**

The fitness standards applied by the SFRS aim to promote good health and fitness amongst employees. This incorporates the requirement for operational employees to demonstrate the appropriate level of fitness necessary to fulfil the functional demands of their role.

A 'Firefighter Fitness Working Group' (FFWG) was established in the SFRS to review the existing and emerging evidence base for firefighter fitness.

The scope of the FFWG has included a review of the following: Existing evidence (literature review); emerging research; impact of age and gender; fitness testing procedures and fitness support and guidance

The Department for Communities and Local Government and subsequently Home Office and the National Joint Council for Local Authority Fire & Rescue Services (the Secretariat comprising the LGA and the FBU) developed a best practice guide around fitness. This guidance further highlights fitness as a shared responsibility between employer and employee. It's about being a supportive employer and understanding the individual needs that people may have and how these could potentially impact on their role and fitness levels.

Recently the CFOA FireFit steering group in association with the University of Bath delivered their findings with regard to drill ground fitness tests.

In relation to gender this has included continuing to review policies and practices in relation to menopause, pregnancy and maternity and general fitness to ensure we are being as supportive as we can.

In relation to age, it is recognised that fitness levels may decline with age; however this may be mitigated by fitness training and maintaining a healthy lifestyle.

As a supportive employer we need to provide individual firefighters with individual and tailored support to maintain their levels of fitness for the duration of their career. To do this effectively we must monitor by protected characteristic so we can tailor programmes where appropriate.

**Relevant Protected Characteristics: age, sex, race and sexual orientation**

### **Workforce Case Study 3 – Procuring Equipment and Resources**

In January 2014, the Asset Management department in Finance and Contractual Services, in conjunction with key internal directorates, embarked on Service-wide project to standardise breathing apparatus.

The Equality and Diversity Team were involved throughout this lengthy process. Potential impacts on the protected characteristics of Religion and Belief, Race, Disability and Sex (gender) were identified through the EIA process. The type of harness, face mask and weight were the areas where a variety of options would help minimise these impacts.

This was incorporated within the tender specifications and assessment processes where appropriate to do so. Suppliers were asked to be able to provide bespoke pieces of BA equipment, where deemed required, to meet the needs of individuals with particular protected characteristics. An example of this was issuing personal masks should individuals require face fitted for a smaller or larger mask.

In addition to this, a mix of Firefighters participated within the practical observations section of the tender process to ensure, where possible, we met the diverse needs of all SFRS operational employees.

**Relevant characteristics: age, disability, sex and race**

### **Board Diversity**

The SFRS has a Board comprised of 12 members including a Chair and Vice Chair. Between 2013 and 2016 the composition of the Board was 2 women and 10 men. During 2016 the membership of the Board was subject to renewal under the Public Appointments Process and following this process the composition of the SFRS Board is 5 women and 7 men.

As noted above, 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.

## **PART 5 – EQUALITY OUTCOMES**

Equality Outcomes are those priorities where the SFRS has evidence to suggest that particular attention is appropriate for one or more of the protected characteristics.

Equality Outcomes should:

- Be ‘a result which you as an authority aim to achieve in order to further one or more of the needs mentioned in the general equality duty’
- Be established for the organisation as a whole
- Be based on evidence to establish priorities for the organisation as it relates to the protected characteristics
- Be focus on efforts and use of resources most effectively to further the needs of the general equality duty
- Be proportionate to the scope of the inequality, the ability to address it and the life span of the Equality Outcomes (i.e. 4 years)
- Be related directly to the core business of the SFRS but not be a simple restatement of those corporate obligations

In 2013 the SFRS published a set of Equality Outcomes:

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.
2. People with a disability; lesbian, gay, bisexual 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.
3. People from all Scotland’s community groups are safer in their homes and on our roads.
4. Establish the Scottish Fire and Rescue Service as an employer of choice for people across all equality characteristics.
5. Provide a positive and healthy workplace culture which welcomes, embraces and develops people from across all equality characteristics.
6. People from across all communities are enabled to live lives free from hate crime, harassment and domestic abuse/violence.
7. Gypsy travellers and migrant workers are safer, better informed and confident in Scottish Fire and Rescue Service engagement.

In 2016 the SFRS carried out a review of these Outcomes and Appendix 1 provides an assessment of our performance against each Outcome. In addition to considering our performance against the Outcomes the review was also to gauge the continued relevance of these Outcomes and determine whether they should be continued, amended or replaced.

As part of this review we met with a range of stakeholders representing the interests and viewpoints of protected characteristics as they are dispersed across Scotland. We reviewed historical and recent research on Scotland’s demographic composition and social trends and we revisited in-house equality data relating to workforce and service provision.

The result of this analysis indicated that the Outcomes set in 2013 were, in the main, still relevant in 2017 and were likely to be for the foreseeable future. There were, however, a number of learning points which we identified as part of the review process and address below:

**Issue 1:** A review by the Equality and Human Rights Commission indicated that the SFRS Equality Outcomes met their requirements for function, content and clarity. However, in speaking with some stakeholder groups they indicated a desire for the publication of the Outcomes to be accompanied by an explanation of why some Outcomes were focused on specific protected characteristics and some towards all protected characteristics.

**What we will do differently:** When we publish the Equality Outcomes on the SFRS website we will include a short explanation of what each Outcome entails and an explanation of relevance towards specific protected characteristics.

**Issue 2:** It was apparent that our existing Outcomes were difficult to performance manage as there was an insufficient link between the Outcomes and the SFRS Strategic Plan. In 2013 this was unavoidable due to the absence of a Strategic Plan. In developing the revised Outcomes the Strategic Plan was referenced to provide a more streamlined approach to assessing ongoing performance against the Outcomes by linking them to specific objectives of the Strategic Plan.

### **The Equality Outcomes from 2017 (to be reviewed within 4 years)**

**Equality Outcome 1:** People from all Scotland's community groups are safer in their homes and on our roads.

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

**Equality Outcome 3:** We will seek to improve our record in employing women in all functions and all levels within the organisation.

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

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



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:** George Simmonds, Equality & Diversity Liaison Officer 01382 306 278

## Appendix 1

Table 1 illustrates selected highlights of the work that the SFRS have undertaken to successfully deliver against our equality outcomes. Not every initiative has been listed and the full details of the initiatives is not provided here. A complete matrix of linked activities and further detail of specific initiatives can be obtained by contacting a member of the Equality & Diversity Team.

For each example of our activities used we will indicate where we feel that this has helped us deliver against our equality outcomes and the general equality duty. As a reminder these are:

- EO1: 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.
- EO2: 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.
- EO3: People from all Scotland's community groups are safer in their homes and on our roads.
- EO4: Establish the Scottish Fire and Rescue Service as an employer of choice for people across all equality characteristics.
- EO5: Provide a positive and healthy workplace culture which welcomes, embraces and develops people from across all equality characteristics.
- EO6: People from across all communities are enabled to live lives free from hate crime, harassment and domestic abuse/violence.
- EO7: Gypsy travellers and migrant workers are safer, better informed and confident in Scottish Fire and Rescue Service engagement.
- GED1: Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act 2010.
- GED2: Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- GED3: Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

**TABLE 1**

<b>Home Fire Safety Visits</b>																			
SFRS continues to deliver the Home Fire Safety Visit (HFSV) programme within all communities in Scotland, which involves the provision of a free safety advisory visit to any household requesting one and the fitting of a free smoke alarm. We also tailor situations to suit each household, such as heat detection units in some high risk homes. We aim to target HFSVs towards those who need it most. This year we worked with a range of partners including Alzheimer Scotland, mental health practitioners, occupational therapists, and drug and alcohol partnerships. These links are vital in giving us access to the most vulnerable people within our communities.																			
<b>EO1</b>	<input checked="" type="checkbox"/>	<b>EO2</b>	<input checked="" type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input checked="" type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input type="checkbox"/>	<b>GED3</b>	<input checked="" type="checkbox"/>

<b>English for Speakers of Other Languages</b>															
Staff have also contributed to the curriculum for participants who are members of English for Speakers of Other Languages (ESOL) groups. The vision for ESOL is for all Scottish residents whose first language is not English to have the opportunity to access high quality English Language provision so that they can acquire the language skills to enable them to participate in Scottish life: in the workplace; through further study; within the family; the local community;															

Scottish society; and the economy. These language skills are central to giving people a democratic voice and supporting them to contribute to the society in which they live. The Scottish Fire and Rescue Service contributed to these groups by providing a quality learning environment to ESOL groups through the use of fire stations; the provision of fire safety advice to ESOL students; and by providing CPR training to ESOL students as part of the curriculum.

EO1	<input checked="" type="checkbox"/>	EO2	<input type="checkbox"/>	EO3	<input type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Young Offenders Re-Integration Project**

A pilot course was successfully delivered in June 2016 by the East SDA Youth Engagement Team supported by the Midlothian, East Lothian and Scottish Borders Community Action Team. The aim of this project is to try and reduce youth reoffending by people on release from HMYOI Polmont. Specifically targeting young people on short custodial sentences of less than 4 years it forms part of Lothian and Borders Community Justice Authority’s re-integration protocol together with other Community Justice partners.

EO1	<input type="checkbox"/>	EO2	<input type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input checked="" type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Older People**

Staff within Dumfries and Galloway are working closely with a number of key agencies to ensure that there is a fully supportive mechanism for those affected by age and disability when it comes to receiving fire safety information and support. By working closely with NHS Scotland and Social Services amongst others, SFRS are directly targeting those most at risk because of age or disability. In addition, each September sees the beginning of ‘Olive Branch’ training inputs to the students at the University of the West of Scotland. Over 1000 student nurses have received training into supporting those most vulnerable within the community. Once graduated, the students will form part of the vital community support network that will provide physical and mental health care. By identifying the significant vulnerability factors, and making early and rapid referrals to the fire and rescue service, it is possible to get effective intervention in place at the early stages and prevent accidental deaths.

EO1	<input checked="" type="checkbox"/>	EO2	<input checked="" type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Living Safely in the Home**

As part of the Scottish Border Community Planning Partnership – Reducing Inequalities Strategy, the Scottish Fire and Rescue Service and the Scottish Borders Safer Communities Team jointly lead of the “Keeping People Safe” theme. Within this theme, it has been identified that older people are more likely to suffer an accident in the home resulting in an A&E admission to hospital. Through the SFRS Service Transformation project it has been identified that there exists an opportunity to broaden the tradition preventative role of a firefighter and develop a holistic approach to safety in the home. By adopting a collaborative approach with Community Partners, SFRS staff can fulfil a generic role capable of assessing all aspects of risk within the home including fire, slips, trips and falls. The holistic approach also includes other risks such as fuel poverty and dementia awareness. Initially, this is being provided as a pilot project in the Cheviot area, plus Hawick. The target group is primarily 65+ year old with a key outcome being a reduction in slips, trips and falls in the home and the subsequent A&E hospital admissions. The key issues include:

- Identification of persons at risk
- Communication and information sharing with partners
- Holistic risk assessments
- Joint assessment of risk



- A referral process
- Partner awareness and training
- Provision of equipment (aids and adaptations)
- Consideration and adoption of best practice
- Performance reporting

Following the initial success of this project it has now been replicated and recently introduced to Midlothian and East Lothian further contributing directly to the Reducing Inequalities national outcome and keeping people safe theme.

EO1	<input checked="" type="checkbox"/>	EO2	<input checked="" type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input type="checkbox"/>
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### **LGBT Bullying in Schools**

SFRS are supporting the delivery of Anybody's Child. A film and subsequent training input to High Schools raising awareness of LGBT issues regionally and nationally. In November 2016 these sessions took place in 4 Academies and High Schools in Annandale and Eskdale, and runs under the Banner of Big World.

EO1	<input type="checkbox"/>	EO2	<input type="checkbox"/>	EO3	<input type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input checked="" type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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### **Syrian Refugee Resettlement Programme**

Staff from Midlothian, East Lothian and the Scottish Borders have been involved in a Syrian Refugee Resettlement Programme which aims to support the integration of Syrian families within the Scottish Borders. This involves working with partners using a co-ordinated approach to provide support to Syrian families to aid, community and social connections, housing, employability, education, health, and welfare rights. The specific contribution made by the Scottish Fire and Rescue Service was to:

- Provide advice on suitable fire safety measures in housing;
- Provide fire safety advice to Syrian families; and
- Aid social integration through engagement events at fire stations

Syrian refugees arriving in Angus have received a collective safety information event with the initial families involved, incorporating Angus Council, Community Wardens, SFRS Prevention and Protection staff and Police Scotland. Arabic interpreters were present to translate and SFRS pictorial safety literature in Arabic was also distributed. Follow-up Home Fire Safety Visits carried out in their new council homes with use of the Arabic interpreter.

We have also provided Home Fire Safety Visits and Fire Safety Advice to 9 Syrian families recently accommodated in Aberdeen City and Aberdeenshire with the assistance of an interpreter. The visits involved highlighting potential fire hazards and the importance of testing their smoke detectors and keeping means of escape clear. The accommodation provided has been upgraded and fitted with smoke and heat detectors. Several of the families had members with disabilities and suitable advice was given. In addition to this, pictorial books were handed out for those who could not speak English.

EO1	<input checked="" type="checkbox"/>	EO2	<input checked="" type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Deaf Awareness**

Community Action Team (CAT) members have agreed to work together with the Dumfries Hard of Hearing Group (DHoHG) to exchange training across the region. DHoHG are delivering deaf awareness training to CAT members to raised awareness of the challenges and risks faced by people with hearing loss. In return, DHoHG volunteers are receiving Olive Branch training to ensure that they are aware of vulnerabilities and increased risks of fire safety in the home, making direct referral to SFRS for those most at risk more streamlined and effective. By working together, early intervention from both organisations supports a direct targeted approach to our provision of community safety.

EO1	<input checked="" type="checkbox"/>	EO2	<input checked="" type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input checked="" type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Dementia Awareness**

During Dementia Awareness Week the Scottish Fire and Rescue Service actively appealed for anyone who knows someone living with dementia to get in contact so that we would be able to offer them maximum protection including safety advice, fit smoke alarms, and direct individuals and families to other agencies who can assist with dementia related issues.

Following a successful planning process with Alzheimer Scotland, training sessions took place for Dementia Awareness training across Dumfries and Galloway. Starting with the Local Management Team, support staff, and Community Action Team, it is hoped that all retained and whole-time operational personnel will be supported with a range of skills to enhance their community engagement and help support those with diagnosed dementia. In exchange, we are working with the support staff from Alzheimer Scotland to raise their awareness of vulnerabilities around fire safety and the impact that certain factors have on those in the community, particularly those with a diagnosed condition like dementia.

Wholetime and Retained personnel in North Ayrshire have also undertaken dementia training courtesy of the North Ayrshire Dementia Support Team to increase their awareness of the signs and symptoms of dementia. This programme equips the firefighters with a better understanding of dementia and how the condition impacts individuals and families which in turn helps firefighters to tailor Home Fire Safety Visits to the needs of the individual and put in place proper escape plans in the event of a fire.

In support of the Scottish Government's 'Suicide Prevention Strategy', we have engaged with the Scottish Suicide Prevention, Monitoring and Implementation Group, and we are exploring opportunities to contribute to the mental health agenda in other ways. A number of Local Senior Officer Areas are working on local suicide prevention activities. These are currently being evaluated with the intention of implementing these initiatives across the service.

EO1	<input checked="" type="checkbox"/>	EO2	<input checked="" type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input type="checkbox"/>
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**Water Rescue Awareness in Dumfries and Galloway & Fife**

Local figures showed that water rescues were becoming more common in the Dumfries and Galloway area, so a campaign was launched to make sure children and young people understand how to stay safe around water. We worked with the local Education Authority to design a training package so that teachers across the area could deliver the right lifesaving information to pupils in 102 primary schools and 18 secondary schools in Dumfries and Galloway. Feedback was overwhelmingly positive, so this training will be added to our annual 'Operation Safety' initiative, a three week multi-agency event held each

year for around 1,600 Primary 7 pupils.

We have also worked with Police Scotland, the Royal National Lifeboat Institution and the Royal Life Saving Society in Fife to produce resources for primary and secondary schools awareness raising for four weeks on a local beach including demonstrations from RNLI and SFRS on water rescues. Given the success of this initiative, the Scottish Water Safety Group is now extending this programme to other areas of Scotland.

<b>E01</b>	<input type="checkbox"/>	<b>E02</b>	<input type="checkbox"/>	<b>E03</b>	<input checked="" type="checkbox"/>	<b>E04</b>	<input type="checkbox"/>	<b>E05</b>	<input type="checkbox"/>	<b>E06</b>	<input type="checkbox"/>	<b>E07</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>
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**Edinburgh Partnership Fund**

Edinburgh Council, NHS Lothian and local neighbourhood groups in Edinburgh have joined the SFRS to form the Edinburgh Partnership Fund. Information is shared between partners to target the right help to vulnerable adults, so that tailored solutions are provided to suit their circumstances and make them safer. The partnership can provide a range of equipment such as fire retardant bedding, extension leads, carbon monoxide detectors, thermostatically controlled deep fat fryers, anti-arson letterboxes, telecare systems and, on a case by case basis, sprinkler systems suited to high risk individuals. We also provide training for partnership colleagues so that they can recognise fire risks and ensure rapid support is provided through our Community Action Teams. We hope to involve a wide range of third sector partners in future projects so that the right technologies reach the people who need it most.

<b>E01</b>	<input checked="" type="checkbox"/>	<b>E02</b>	<input checked="" type="checkbox"/>	<b>E03</b>	<input checked="" type="checkbox"/>	<b>E04</b>	<input type="checkbox"/>	<b>E05</b>	<input type="checkbox"/>	<b>E06</b>	<input type="checkbox"/>	<b>E07</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>
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**Scottish Care Home Association Engagement**

SFRS supported an engagement event hosted by the Scottish Care Home Association and attended by duty holders from across Perth and Kinross, Angus and Dundee to discuss their responsibilities around fire prevention, fire safety and preventing unwanted fire alarm signals. This also gave them the chance to get direct advice from the Service. We discussed how we communicate and developed an understanding of each other's roles to give us an improved working relationship. Duty holders were given points of contact in case they had difficulty in understanding their legislative duties. Representatives from organisations who attended the event now meet regularly so we can make compliance as simple and accessible as possible, and collect feedback on further support we might be able to offer the sector to better protect vulnerable people in care.

<b>E01</b>	<input type="checkbox"/>	<b>E02</b>	<input checked="" type="checkbox"/>	<b>E03</b>	<input type="checkbox"/>	<b>E04</b>	<input type="checkbox"/>	<b>E05</b>	<input type="checkbox"/>	<b>E06</b>	<input type="checkbox"/>	<b>E07</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>
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**Safe Drive Stay Alive**

The Safe Drive Stay Alive road safety event was held across Dundee, Angus, Perth and Kinross during November 2015. This multi-agency road safety event is aimed as school pupils who may be about to learn to drive. It was presented to around 4,000 pupils to raise awareness about the importance of road safety as a driver and a passenger.

<b>E01</b>	<input type="checkbox"/>	<b>E02</b>	<input type="checkbox"/>	<b>E03</b>	<input checked="" type="checkbox"/>	<b>E04</b>	<input type="checkbox"/>	<b>E05</b>	<input type="checkbox"/>	<b>E06</b>	<input type="checkbox"/>	<b>E07</b>	<input type="checkbox"/>	<b>GED1</b>	<input type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>
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**Targeted Interventions**

13% of incidents we attend across the Dundee area are serious fires, and almost half of these are home fires. Figures have reduced over the past five years, but they still pose the greatest threat to life. To drive these numbers down further, we worked with Police Scotland and Dundee City Council to put together a 'pick and mix' list of the things vulnerable people need to know about personal safety, hate crimes, bogus callers, using technology as well as fire and home safety. We designed our information to suit the learning preference of each group so that they could easily understand and apply what we suggested. We targeted elderly people and adults with learning difficulties who had supported care at home, but this effective approach could potentially be used to connect with other hard to reach groups.

<b>EO1</b>	<input checked="" type="checkbox"/>	<b>EO2</b>	<input checked="" type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input checked="" type="checkbox"/>	<b>EO7</b>	<input checked="" type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input checked="" type="checkbox"/>
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Identifying those most at risk

Isolated people often find it difficult to access services and may be unaware of support available for them within their community. Living in rural areas can make this worse, with services and opportunities limited in comparison to those we find in towns and cities. East Lothian is a largely rural area with a significant elderly population. Nearly 17.5% (16,000) of the local population are living alone or are lone adults with children in their care. These adults are more likely than those in other households to be at risk from fire. Through a data sharing agreement with East Lothian Council, we were able to target our prevention activity directly at those who are most at risk for a pilot project across seven council wards. We arranged Home Fire Safety Visits, leaflet drops and fire safety talks in and around areas with a high concentration of lone occupancy. There are now further plans to extend this initiative across five other areas.

<b>EO1</b>	<input type="checkbox"/>	<b>EO2</b>	<input type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>
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Suicide Prevention

In support of the Scottish Government's 'Suicide Prevention Strategy', we engaged with the Scottish Suicide Prevention, Monitoring and Implementation Group, and we are exploring opportunities to contribute to the mental health agenda in other ways. A number of Local Senior Officer Areas are working on local suicide prevention activities. These are currently being evaluated with the intention of implementing these initiatives across the service.

<b>EO1</b>	<input checked="" type="checkbox"/>	<b>EO2</b>	<input type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input checked="" type="checkbox"/>	<b>EO7</b>	<input type="checkbox"/>	<b>GED1</b>	<input type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>
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**Week of Action to Reduce Fire Fatalities**

There was a sharp increase in fire fatalities in late Spring of 2015, prompting an urgent conference to identify trends and common factors. This resulted in a 'Week of Action' across Scotland to drive down fire casualties and fatalities. Each local area designed their outcome to fit their community's needs to prevent the house fires which are often behind these statistics. Reaching the right people is only possible through close partnerships with Social Work, Housing, the NHS and specialist third sector groups, all of whom were involved in making the Week of Action a success. Our activity focused on vulnerable groups such as older people, particularly those in sheltered housing or retirement homes. We drew attention to common risks such as cooking and smoking, and installed additional smoke detectors in bedrooms, for example. Where elderly people live alone, neighbours were asked to look out for them and told what to look out for. As a result of this initiative, accidental fires in sheltered housing fell by 18% and fire casualty figures fell by 10% in the weeks following compared with the previous year's figures, suggesting that the week had been a success and provided a valuable template for our future preventative work.

<b>EO1</b>	<input checked="" type="checkbox"/>	<b>EO2</b>	<input checked="" type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input checked="" type="checkbox"/>	<b>EO7</b>	<input checked="" type="checkbox"/>	<b>GED</b>	<input type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>
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**Positive Steps with Partners**

The Positive Steps with Partners Programme is a pilot partnership initiative involving the Third Sector Interface, North Ayrshire Council and the Scottish Fire and Rescue Service, with additional support and guidance being provided from the Scottish Government. The project will provide workplace training and self-development opportunities over a period of up to two years. Participants involved will have a unique opportunity to gain valuable training with accreditation along with practical work experience within the SFRS. The programme seeks to engage individuals who face multiple employment barriers to offer them a volunteer placement opportunity to increase their skill base thereby maximising their potential to move to the next stages of North Ayrshire's 'Employability Pipeline', supporting their journey towards employment. North Ayrshire's 'Employability Pipeline' is designed to assist people back in to employment. This innovative approach involves various partners delivering employability skills to people who may be at different stages in their journey towards employment. This pilot also seeks to support those individuals who are not quite ready to embark on the activities the Employability Pipeline currently offer as they may be faced with multiple barriers, making it a challenge to move on from any individual service. The Positive Steps with Partners Programme will offer a range of supported activities with the aim of improving the participant's self-esteem and confidence whilst helping them to identify with some clarity, the future direction of their life. Participants will gain a greater understanding of the wide ranging role the SFRS undertakes within communities and with accredited training, support and practical experience will realise how they can be empowered to take responsibility to improve public safety in their local area. Participants will also increase their capacity to inform others of fire safety issues within their home and community, building a personal skills base of engagement tools to support the protection of those at risk within North Ayrshire.

<b>EO1</b>	<input checked="" type="checkbox"/>	<b>EO2</b>	<input checked="" type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input checked="" type="checkbox"/>	<b>EO7</b>	<input checked="" type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input checked="" type="checkbox"/>
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**Deaf Awareness Week**

As part of Deaf Awareness Week 2016 the Scottish Fire and Rescue Service teamed up with charity Deaf Connections to produce fire safety videos in British Sign Language in order to help raise awareness of the issues affecting the 1 in 6 people in the UK who are deaf or have hearing loss. We have produced a series of our key leaflets and adverts which are available to watch on our website dedicated to deaf awareness and our YouTube channel. Part of our work during Deaf Awareness Week involved ensuring that every person in Scotland has access to the Scottish Fire and Rescue Service's key safety messages, messages that could prove lifesaving in the event of an emergency.

<b>EO1</b>	<input checked="" type="checkbox"/>	<b>EO2</b>	<input checked="" type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input checked="" type="checkbox"/>
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**Engagement with the Muslim Community in Glasgow**

In Glasgow, there is on-going partnership work with The Scottish Ahlul Bayt Society and the Ahl Al Bait Society Scotland. Both of these organisations represent minority Sunni and Shia Muslim Groups across Scotland. We have been working with them now for some time and have attended various events to engage with communities. There are also further plans in place to continue this work and attend school sessions to provide education, awareness and guidance. Both groups have attended Open Days at Polmadie Fire Station and were able to engage themselves with the wider community from the Southside of Glasgow which received encouraging and positive feedback. The work that we do with both groups is now considered to be part of our daily business in Glasgow.

EO1	<input checked="" type="checkbox"/>	EO2	<input checked="" type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Hate Crime**

Hate crime forms part of our work via Glasgow Community Planning Partnership and is currently an agenda item across all Area and Sector Partnerships within Glasgow which are attended by Station and Group Managers. Information from these presentations will be cascaded to all personnel and any future activities will have representation from the SFRS.

EO1	<input type="checkbox"/>	EO2	<input type="checkbox"/>	EO3	<input type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input checked="" type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Working with Faith Organisations**

There is an on-going relationship with Cathcart Old Parish Church/Glasgow The Caring City Charity. We have been made ambassadors for Glasgow the Caring City Charity as a result of our partnership work with them which allows us to reach out to minority and vulnerable groups. Most activities are on an ad hoc basis as and when required and the relationship is now a long-standing and successful one which again forms part of our daily business.

EO1	<input checked="" type="checkbox"/>	EO2	<input checked="" type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input checked="" type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Safe Place Initiative**

Within Perth and Kinross we are involved in the Safe Place initiative. This multi-agency initiative invites members of the community who live with a disability to gain a better understanding of the services that are available to them within Perth and Kinross. Representatives from this minority group attend meetings where they can receive information and advice from us. Links are also in place to make it easier for individuals to organise a Home Fire Safety Visit and receive information and support. Additionally, we also attend 'Us and the Housing' meetings and events, which is another group that is active in the community and also involves people living with a disability to become more included and involved within the community.

EO1	<input checked="" type="checkbox"/>	EO2	<input checked="" type="checkbox"/>	EO3	<input checked="" type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Migrant Workers**

For migrant workers we are involved in the production of a multi-agency safety message being produced in the form of a DVD that will be delivered to all migrant working communities from Spring 2017. Following a pilot in Perth and Kinross it is hoped that this will become a national resource.

EO1	<input type="checkbox"/>	EO2	<input type="checkbox"/>	EO3	<input type="checkbox"/>	EO4	<input type="checkbox"/>	EO5	<input type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input checked="" type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**Migrant Workers -Safe Accommodation**

Within Angus we have been having Migrant Worker Roadshows and Migrant Worker Accommodation Meetings. These events are planned for and delivered on local farms targeting seasonal migrant farm workers from various Eastern European countries with safety messages, activities and information. We bring

along Prevention and Protection staff, burning trays and local Retained fire appliances, together with SFRS pictorial fire safety literature.																			
<b>EO1</b>	<input type="checkbox"/>	<b>EO2</b>	<input type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input checked="" type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input checked="" type="checkbox"/>

<b>Community Talks</b> We are working in rural communities within Perth and Kinross to deliver engagement with ourselves and partner agencies with a target audience of higher risk elderly people. Speakers and activities have focused on preventing slips, trips and falls; walking stick maintenance; preventing scams; bogus callers; home security; and fire prevention advice including electric blanket testing. Home Fire Safety Visits are generated and referral pathways to services such as Community Alarms are desired outcomes.																			
<b>EO1</b>	<input checked="" type="checkbox"/>	<b>EO2</b>	<input checked="" type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>

<b>Youth Engagement</b> Angus Fire College is a practical youth engagement programme involving students with learning needs from Dundee and Angus College. Students follow a structured programme of practical activities and safety information to provide them with opportunities for vocational training, build confidence and to help make them more responsible, safer citizens.																			
<b>EO1</b>	<input type="checkbox"/>	<b>EO2</b>	<input type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input checked="" type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>

<b>Safety Engagement in Aberdeen</b> SFRS attended all sheltered housing complexes in the Aberdeen City Area presenting a Safer and Sheltered talk to residents highlighting electrical safety, cigarette safety and cooking safety. The talk also encouraged attendants to request a Home Fire Safety Visit from the SFRS. In addition to the sheltered housing talks a similar talk has been presented to groups when we have received requests. This has included church groups, the Women’s Rural Institute and also talks to some Oil Companies which held a safe day for their staff.																			
<b>EO1</b>	<input checked="" type="checkbox"/>	<b>EO2</b>	<input checked="" type="checkbox"/>	<b>EO3</b>	<input checked="" type="checkbox"/>	<b>EO4</b>	<input type="checkbox"/>	<b>EO5</b>	<input type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>

<b>Harmonising Conditions of Employment</b> Implemented a series of measures to progress the harmonisation of terms and conditions within staffing groups.																			
<b>EO1</b>	<input type="checkbox"/>	<b>EO2</b>	<input type="checkbox"/>	<b>EO3</b>	<input type="checkbox"/>	<b>EO4</b>	<input checked="" type="checkbox"/>	<b>EO5</b>	<input checked="" type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>

<b>Working Towards a More Diverse Workforce</b> Implemented #PeopleLikeYou marketing campaign to promote 2016 Wholetime recruitment campaign																			
<b>EO1</b>	<input type="checkbox"/>	<b>EO2</b>	<input type="checkbox"/>	<b>EO3</b>	<input type="checkbox"/>	<b>EO4</b>	<input checked="" type="checkbox"/>	<b>EO5</b>	<input checked="" type="checkbox"/>	<b>EO6</b>	<input type="checkbox"/>	<b>EO7</b>	<input type="checkbox"/>	<b>GED1</b>	<input checked="" type="checkbox"/>	<b>GED2</b>	<input checked="" type="checkbox"/>	<b>GED3</b>	<input type="checkbox"/>

**Working Practices**

Implemented Dignity and Integrity at Work Policy, Code of Conduct, Values Framework and other employment policies and practices aimed at removing unlawful discrimination, promoting equality of opportunity and a safe and welcoming working environment.

EO1	<input type="checkbox"/>	EO2	<input type="checkbox"/>	EO3	<input type="checkbox"/>	EO4	<input checked="" type="checkbox"/>	EO5	<input checked="" type="checkbox"/>	EO6	<input type="checkbox"/>	EO7	<input type="checkbox"/>	GED1	<input checked="" type="checkbox"/>	GED2	<input checked="" type="checkbox"/>	GED3	<input checked="" type="checkbox"/>
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**SCOTTISH**  
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