Inclusion Strategy
Part One

2017-2022

“Diversity is a Reality, Inclusion is a Choice” – With you, making Surrey safer.
Contents:
This two part document sets out the Surrey Fire and Rescue Service (SFRS) Inclusion Strategy. It will explain our legal duties, vision and priorities in relation to equality, diversity and inclusion, including how we will deliver these through our priority areas of focus. Furthermore, it will describe how we will monitor and govern our performance.

- Part One – Represents the main body of the document, the content of which has been used to develop SFRSs equality objectives and annual delivery plan, while
- Part Two – Reflects background information relating to the creation of the document and qualitative analysis with partners.

Both parts of the document have been designed for internal use only, with Part One being of particular importance for SFRS staff to familiarise themselves with.

A further overarching document summarises the key elements and synergies between the SFRS Inclusion and People Strategies, for presentation to partners and members of the public.

<table>
<thead>
<tr>
<th>Section Number</th>
<th>Name</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part One:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Foreword by the Chief Fire Officer</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>3.</td>
<td>Meanings and Principles</td>
<td>6</td>
</tr>
<tr>
<td>4.</td>
<td>Governance and Compliance</td>
<td>7-8</td>
</tr>
<tr>
<td>5.</td>
<td>Structure of this Strategy</td>
<td>9</td>
</tr>
<tr>
<td>6.</td>
<td>Our Priority Areas of Focus</td>
<td>10-17</td>
</tr>
<tr>
<td>7.</td>
<td>Inclusion Strategy Summary</td>
<td>18</td>
</tr>
<tr>
<td>8.</td>
<td>Workforce and Community Data</td>
<td>19-35</td>
</tr>
<tr>
<td>9.</td>
<td>Case Study</td>
<td>36</td>
</tr>
<tr>
<td>10.</td>
<td>Bibliography</td>
<td>37</td>
</tr>
<tr>
<td><strong>Part Two:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Background</td>
<td>Refer to Separate Part</td>
</tr>
<tr>
<td>2.</td>
<td>Blue Light Partner and Surrey County Council (SCC) Inclusion Strategies</td>
<td></td>
</tr>
</tbody>
</table>
Other Formats

If you would like this information in large print, Braille, on CD or in another language please contact us on:

Tel: 03456 009 009
Minicom: 020 8541 9698
Fax: 020 8541 9575
Email: contact.centre@surreycc.gov.uk
SMS: 07527 182 861
1. **Foreword by the Chief Fire Officer:**

Surrey Fire and Rescue Service (SFRS) is committed to making our community safer, through positive engagement with our diverse communities. Knowing our communities and their differing needs will enable SFRS to design and deliver services which are accessible, fair and impartial, while targeted to achieve maximum value for our customers.

We are keen for our communities to better understand the services offered by a modern Fire and Rescue Service (FRS) and the opportunities available within our organisation. We are keen to be an employer of choice, for all, and will continue to value individuals for the abilities they bring.

SFRS recognises the benefits of diversity and inclusivity in our organisation, using the views and experiences of our staff, our volunteers and our partners to inform how we:

- Plan and deliver our services, and
- Shape the behaviours, values and standards that underpin our culture.

We know this is only possible by further developing the diversity and inclusivity of our workforce, better representing the diversity of our communities, working towards a broader and more varied pool of future leaders and developing our team into a cohesive, stronger and more resilient service provider underpinned by equal and inclusive good practice.

Our Inclusion Strategy therefore recognises the need to focus not only on the improvements and changes the Service can make to its own culture, but the need to challenge inequality in society where it impacts on our ability to effect positive change.

We are committed to ensuring an equitable approach to everything we do, embedding inclusivity in every aspect of our Service and as reflected in our new Service Mission. We will demonstrate this commitment by creating high performing and inclusive teams, delivering services, which are focused on keeping those at risk safer.

SFRS has achieved external recognition for its equality work in the past; however we are keen to continuously improve. Harnessing the benefits of diversity in communities and the workplace is both one of the greatest opportunities and one of the greatest challenges facing the United Kingdom (UK) FRS.

“Diversity is a Reality, Inclusion is a Choice”, diversity in the absence of inclusion rarely adds value. SFRS choose to be inclusive.

Our Inclusion Strategy will explain:

- Our legal obligations,
- What we want to achieve,
- How we will do this, and
- How we will monitor what we do.

---

Russell Pearson
Chief Fire Officer
2. Introduction:

In establishing good practice across a range of industries, it has become clear that every industry and sector faces unique and specific challenges in building a diverse and inclusive workforce and the SFRS is no different. We are a geographically dispersed organisation, with staff based at over 26 Fire Stations and sites. This can affect our ability to nimbly drive cultural and behavioural change.

Our Inclusion Strategy has been developed in light of good practice identified elsewhere, but also builds on the experience already established within the Service and the direction of travel indicated by the SCC Corporate Equality Group and External Equalities Advisory Group. While the strategy seeks to deliver a more equal, diverse and inclusive workforce, there is particular focus on inclusion. In taking this approach, we aim to emphasise the value of all our staff.

We wish to address under representation and create a workforce which truly reflects the communities it serves, but also wish to recognise the value and contribution of every single member of staff. Our Inclusion Strategy seeks to enable every member of staff to give of their best and to form strong, inclusive, high performing teams. This should be at all times when at work, when working with others or just with ourselves, or providing services to the public.

We know that understanding equality, diversity and inclusion are an integral part of keeping our communities safer, stronger and heathier. One of the main tools for considering the risk to our communities and for securing our populations general health and wellbeing is our Public Safety Plan (PSP) and Integrated Risk Management Plan (IRMP).

As of July 2017 SFRS have re-designed our vision and mission, this re-alignment places the Inclusion Strategy and our PSP/IRMP at the heart of our Service’s strategic objectives, thereby ensuring that equality, diversity and inclusion are integral to the delivery of our services as effectively as possible.

Our Vision:

*With you, making Surrey safer.*

Our Mission:

*Serving the needs of our community.*

*Flexibly responding to a constantly changing environment.*

*Recognising and embedding diversity in everything we do.*

*Solving challenges through intelligence driven collaboration, innovation and improvement.*
3. Meanings and Principles:

Equality is defined in law (The Equality Act (2010), General Equality Duty, to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act) and is about ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, sex, disability, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity and age.

Diversity is about promoting and fostering everybody’s right to be different, about being free from discrimination, valued as an individual, and having choice and dignity with a right to your own beliefs and values. ‘Diversity’ is a word that means ‘varied and different’. Diversity, therefore, is about more than equality. It’s about creating a culture which values individual differences and encourages people to be themselves at work.

In simple terms, diversity is the mix; inclusion is getting the mix to work well together.

Inclusion refers to an individual’s experience within the workplace and in wider society, and the extent to which they feel valued and included. Therefore, inclusion is a sense of belonging; feeling respected, valued for who you are as an individual or group; feeling a level of supportive energy and commitment from others so that you can do your best at work.

Inclusion is a shift in an organisation’s mind-set and culture. The process of inclusion engages each individual and makes people feel valued which is essential to the success of the organisation. This culture shift creates higher performing organisations where motivation and morale soar.

Exclusion is the opposite of inclusion. Exclusion is the act of preventing someone from entering a place or taking part in an activity. Exclusion can be experienced as a result of a deliberate instance or simply the state of being excluded. The outcome of exclusion is that affected individuals or communities are prevented from participating fully in the economic, social and political life of the society in which they live.

Positive Action is a range of measures allowed under the Equality Act 2010 which can be lawfully taken to encourage and train people from under-represented groups to help them overcome disadvantages in competing with other applicants.

For example, the Service has a low rate of applications from women for middle management roles. In order to improve this, initiatives, such as a Female Mentoring Scheme may be undertaken.

Positive action must not be confused with positive discrimination which is unlawful, e.g. the setting of quotas (As opposed to targets, which are lawful) or any form of preferential treatment. Where positive action has been taken to encourage applicants from disadvantaged groups to apply, every applicant must be considered on individual merit and selection for interview and appointment must be based strictly on the agreed selection criteria.

The Equality Act 2010 does permit reasonable adjustments which may give preferential treatment to an individual with a disability.
4. Governance and Compliance:

At SFRS we actively promote and support equality and diversity as everyone’s responsibility and we do this not only in terms of inclusive thinking, language, behaviour, values and standards; but also through ensuring that our policies and processes are compliant with legislation and do not discriminate.

We ensure that governance of our equality practice is devolved across our organisation. We have:

- The earlier mentioned SCC Corporate Equality Group and Surrey Equality Group – A forum for SCC to engage and better understand the needs of the community it serves.
- A Fire and Rescue Authority (FRA) Member with portfolio for inclusion (Cabinet Member for Communities, Councillor Denise Turner-Stewart).
- Both SCC Corporate and Equality, Fairness and Respect Strategies. SFRS is a Service provided by SCC and the FRA.
- Established groups at a directorate level, known as Directorate Equality Groups (DEGS).
- Specialised SCC roles with responsibility for diversity and inclusion in relation to:
  - Service Delivery and Community – Policy and Strategic Partnerships Manager, and
  - Employment and Workforce – Equality, Inclusion and Wellbeing Manager
- An attendance, by the Chief Fire Officer (CFO), to the Environment and Infrastructure (E&I) DEG, to support the scoping and development of an inclusion based approach to the future direction of the Service.

Within SFRS, the Inclusion Strategy, equality objectives and delivery plan will be continuously reviewed, no less than monthly, by Workforce Reform COG and Workforce Working Group, forming part of SFRSs Performance Management Framework; ensuring assurance and scrutiny of the actions assigned and outcomes identified.

The Inclusion Strategy will also be reviewed annually by the Area Commander (AC) Workforce Reform, who will provide our COG and FRA Member with an update on activity and achievement.

The monitoring of equality, diversity and inclusion activity is facilitated through a number of formalised organisational mechanisms that ensure both compliance and supports service and societal development (Refer to our Workforce and Community Data Section for our measures of performance).

Decisions we make about our business must consider the needs of everyone. Our staff use processes to ensure that the decisions they make are risk assessed and projects and plans cannot be completed without such consideration, these include Equality Impact Assessment (EIA) and People Impact Assessments (PIA).

SFRS also adopt a co-design process with Trade Union (TU) representatives, during the design and creation of new ways of working, our IRMP, etc. recognising such as an important factor in delivering improvement and particularly in respect of peer to peer involvement.

Finally, SFRS are seeking to create a representative workforce group to inform policy and practice, offer healthy challenge, share good practice and facilitate continuous improvement.
Compliance:
The Inclusion Strategy supports the organisation in compliance with the Equality Act 2010 and Public Sector Equality Duty (PSED) summarised below:

Equality Act 2010

- The Equality Act 2010 replaced all previous anti-discrimination laws and consolidated them into a single Act of law.
- It covers nine protected characteristics.
- SFRS is legally required to comply with the Equality Act 2010, and in particular Section 149 the Public Sector Equality Duty and Section 153, the specific duties.

Public Sector Equality Duty

- Section 149 of the Act.
- Also known as PSED or General Duty.
- There are three main aims of the Duty which are that all public bodies show due regard to:
  - Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act,
  - Advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
  - Foster good relations between people who share protected characteristics and people who do not share them.

Public Sector Specific Duties

- Section 153 of the Act.
- The Equality Duty is then supported by specific duties.
- The specific duties require public bodies to:
  - Publish Information to show their compliance with the Equality Duty, at least annually, and
  - Set and publish equality objectives, at least every four years.

We will ensure that information about equalities is transparent and publicly available on the SCC website.
5. Structure of this Strategy:

We endeavour to seamlessly weave inclusion, equality and diversity into everything we do; to do so it is helpful to operate within a recognised framework that can be measured and assessed. The recognised structure for the Fire and Rescue Service (FRS) is the Fire and Rescue Service Equality Framework (FRSEF).

This Framework, based on Local Government Association’s (LGA) Framework, has five performance areas (Priority Areas of Focus) in which FRSs can demonstrate activity and set objectives offering a holistic approach to inclusion. Our Inclusion Strategy has been developed with this framework in mind and is intended to:

- Deliver the best possible services to our communities and those who are most vulnerable or at risk.
- Employ a workforce that reflects the changing role of the Service and the diversity of the area we are serving.
- Provide equality of opportunity for all staff and demonstrate due regard for and the value of difference.
- Ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying.
- Change the culture of our organisation to one that is genuinely inclusive, which enables all employees to be high performing regardless of their sex or gender choice, race or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a TU.
6. Our Priority Areas of Focus:

<table>
<thead>
<tr>
<th>Leadership, Partnership and Organisational Commitment</th>
<th>Effective Service Delivery</th>
<th>Community Knowledge and Engagement</th>
<th>Employment Conditions, Health and Wellbeing</th>
<th>Recruitment, Training and Progression</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Vision and Commitment.</td>
<td>• Responsive and Accessible Services.</td>
<td>• Collecting, Analysing and Using Information.</td>
<td>• Workforce Strategies and Policies.</td>
<td>• Recruiting, Retaining and Employing a Diverse Workforce.</td>
</tr>
<tr>
<td>• Accountability.</td>
<td>• Commissioning and Procuring Services, Facilities or Estates.</td>
<td>• Engagement with Communities.</td>
<td>• Workforce Monitoring.</td>
<td>• Recruitment and Selection Processes.</td>
</tr>
<tr>
<td>• Organisational Commitment.</td>
<td></td>
<td>• Customer/Public Satisfaction.</td>
<td>• Workforce Values and Behaviours.</td>
<td>• Organisational and Individual Learning and Development.</td>
</tr>
<tr>
<td>• Partnership.</td>
<td></td>
<td></td>
<td>• Staff Engagement and Communication.</td>
<td>• Retention and Progression within the Organisation.</td>
</tr>
</tbody>
</table>
Leadership, Partnership and Organisational Commitment:

We understand the influence and power of leadership within an organisation. At a senior level, visibly inclusive professional and political leaders, by example, undoubtedly influence our ability to deliver a workforce that reflects the community we serve.

We see inclusive leadership as a skill to be developed across our organisation; we therefore actively promote and encourage all staff to have leadership responsibility when it comes to promoting equality, diversity and inclusion.

We will:

- Develop equality objectives and an annual delivery plan, to support our Inclusion Strategy and clearly state the commitment by senior leaders, to create a diverse workforce and remove barriers to inclusion.

- Establish a representative workforce group to inform policy and practice, offer healthy challenge, share good practice and facilitate continuous improvement.

- Utilise the Performance and Scrutiny and Workforce Reform COGs, as high level steering meetings, to set and monitor progress of equality related strategies and initiatives.
- Ensure that our appraisal processes embed our equality objectives, enable discussions with staff regarding training and progression opportunities and that managers are afforded clear accountability for equality.

- Take every opportunity available for our FRA and COG, to endorse activity that is inclusive and which promotes the Service as an equal opportunities employer.

- Record and publish equality data in accordance with the PSED so that we can actively use this data to influence our decision making processes.

- Ensure our senior managers and political leaders visit the workforce and engage with staff about the culture and environment they create and work in.

- Provide inclusive leadership training to our senior managers.

- Look to further develop our framework of external reference groups; to help support us with our understanding of under-represented groups and optimise partnership opportunities.

- Foster professionalism and accountability, by encouraging inclusive behaviour, recognising positive role models, and by supporting managers to manage their teams.

- Provide opportunities for senior leaders to engage in a wide range of inclusivity events.

- Positively contribute to shared equality plans with statutory, voluntary and community partners.

- Seek and share notable practice from partners in order to learn and make changes to current practices as a result.
Effective Service Delivery:
The monitoring reviewing and evaluating of our equality, diversity and inclusion activity forms a key part of our ability to advance opportunity as it informs and influences how we behave and serve our community in the future.

We will ensure that equality and fairness are embedded in the delivery of our services to local communities. We will also ensure our services are accessible to all and that they meet the needs of the people we serve.

We will:

- Ensure that equality, diversity and inclusion are appropriately considered as essential social values across the organisation in areas such as procurement, Human Resources (HR) and communications where there is known impact on equality outcomes.
- Embed the use of EIAs in all of our activities, not only at the start but also during and the end, so that we fully consider the risk to, and needs of those less represented and support an inclusive culture that welcomes diversity.
- Recognise our bias, by providing targeted training and development to all colleagues, with enhanced training for assessors and hiring managers.
- Use our local knowledge about hazards, risks and needs in the community and learning from community engagement to inform the measures we put in place and actions we take to improve safety.
- Ensure that our strategies and plans have been informed by equality analysis and can demonstrate such, i.e. Service Business Continuity plans, Fire Station plans, etc.
- Monitor and revise relevant procurement and contract management policies and guidance to ensure that equality, diversity and inclusion are appropriately considered as social values and actively monitored, including that:
  - The Service considers a more diverse workforce when taking steps to design, develop and purchase equipment, buildings, Personal Protective Equipment (PPE), etc. and, in any case, ensures such is fit for purpose.
  - Procurement practices are proportionate, i.e. to the size of the contract.
  - All bidders for contracts must have an equality policy, and demonstrate that as a part of their tender.
  - Where the staff of a supplier will interact with us or the public on our behalf, then they must receive equality and diversity training.
Community Knowledge and Engagement:

Inequality is not always readily apparent to all, so making every contact count with our communities is essential to our success. It is therefore vital that we use and develop equality information effectively and use it to influence our decisions and complement our community engagement activities.

We believe that practising inclusion and equality in all that we do and having a workforce that is reflective of the community it serves will help build trust, (As does having a high regard for our stakeholders and transparency in our decision making).

We can improve our response to our community’s needs if we are able to effectively hear what they holistically need. Inclusion is about hearing everyone’s voice.

We will:

- Ensure that organisational proposals are considered by a cross section of community, in partnership with other public sector organisations, where appropriate, so the organisation has an inclusive approach to decision making.
- Develop corporately endorsed inclusion activities with partner organisations, such as Disability Confident, White Ribbon, Stonewall and Mind (Blue Light Programme).
- Provide regular, transparent information to support the scrutiny of our performance across the business.
- Facilitate time for staff to dedicate to the work of equality networks and local events, promoting safety messages with specific groups of people.
- Support diverse thinking through cross organisational working; Fire Stations to be used by all staff groups and as co-location opportunities with other public services.
- Encourage an open culture of engagement that builds on the public’s trust of firefighters and develop Fire Stations resources for community groups.
- Celebrate our equality diversity and inclusion activity across our communities.
- Develop a mechanism utilising equality data in relation to promoting and enhancing community satisfaction in conjunction with service provision, not limited to prevention activities.
- Use data about our communities to increase our understanding of the needs and assets in diverse communities. Utilise public satisfaction results, both positive compliments and negative complaints, to enable development, reward and/or recognise the contribution of our staff to improving services.
- Seek and share data from partners in order to learn and develop a broader understanding of our communities and their needs.
- Make sure we encourage accurate disclosure through our monitoring activities whilst ensuring that confidentiality continues to be provided.
Employment Conditions, Health and Wellbeing:

To deliver a diverse workforce and engage with our communities, we must have an inclusive culture at Fire Stations, in offices and in the community. Our culture must celebrate and support diversity, promote trusting and accountable relationships, and applaud progression.

We know teams and relationships are stronger, safer and more effective when everyone has the opportunity to contribute. Furthermore, that diversity of thought and language can improve our efficiency and effectiveness.

We will:

- Develop a People Strategy, reflective of the National Fire Chiefs Council (NFCC) Fire and Rescue Workforce Strategy 2017-2022, and associated policies, to promote and support employment rights and health and wellbeing of all staff.

- Monitor our workforce data, for analysis of trends and to inform the development and review of policies and practices. We will present the workforce data via the SFRS Statement of Assurance at least annually.

- Work with staff to increase levels of disclosure in relation to equality monitoring data as this will help us to ensure that our processes and policies support the needs of all staff.

- Monitor and review our behaviours, values and standards and communication mechanism, maximising inclusive staff engagement and developing “buy in” for agreed behaviours.

- Work with representative bodies, to ensure that sufficient opportunities are afforded for union officials to constructively challenge and work with the Service, including the monitoring of workforce data and addressing inequalities.

- Support all staff when taking informal or formal action against bullying and harassment internally and externally when “hate crime and incidents” are reported.

- Confirm the availability of existing processes available via SCC, inclusive of the Restorative Network – Mediation, Local Workplace Fairness Champions, Coaching Pool (SFRS and SCC), Restorative Human Resources and Restorative Facilitators, for improved access by SFRS staff and monitoring of use for trends, etc.

- Investigate access to an expansion of SCC Local Workplace Fairness Champions and/or consider the creation of People Champions across the Service. Supported by the organisation, individuals will act as role models, celebrants and promoters of
our activities and key enablers of inclusion, while being able to offer advice, guidance and support.

- Develop powerful internal and external communications promoting diversity by showcasing personal stories; highlighting positive contributions by role models and celebrating the progression of staff.
- Engage with staff to provide an inclusive workplace culture, encouraging early communication of and action against intolerance, bullying, victimisation and harassment enabling happy environments in which everyone can thrive and reach their full potential.
- Develop our health and wellbeing culture, including visibility of our support mechanisms for staff who may be temporarily or permanently disabled, i.e. after returning from a period of absence to ensure retention.

- Encourage more staff that are leaving us to use exit interviews, to understand reasons for leaving and identify areas for improvement or change.
- Undertake a staff survey on an annual basis, using the analysed results to address inequality or other concerns.
- Conduct regular Equal Pay Reviews, to ensure that there is no sex disparity and act on the results.

Recruitment, Training and Progression:
Ensuring that all our staff are properly inducted and developed must be a core requirement of our People Strategy throughout the full employee life cycle. The cost and time it takes to recruit and train a new firefighter is considerable, therefore ensuring an inclusive culture, providing opportunities for development, progression and talent management, will enable SFRS to retain high performing staff and directly impact upon the level of service delivered to our communities.

The above principles are not limited to uniformed/operational staff, where talent can also be difficult to maintain within the public sector context.

We will:

- Ensure that we have visible family friendly working policies and investigate alternative flexible working arrangements across the Service.
- Increase our workforce diversity, working towards reflecting the community we serve within Surrey, the development of local and representative recruitment-related targets for Response Delivery Team, who will be accountable for engaging their local communities.
- Promote the role of SFRS and the FRS sector in everything we do, recognising the immense variety of the role, in terms of prevention and protection activities and how the FRS is a key
structure of the social infrastructure; altering the perception of our Service so that the public can see our profession in its modern form.

- Ensure that our recruitment and promotion practises are governed by fair and agreed frameworks, inclusive of positive action, diverse representation on selection panels and recognition of the impact of biases.

- Monitor each stage of recruitment or promotion practises, including shortlisting, fall out rates, etc. in the same breakdown as overall workforce data, enabling us to understand why candidates from differing backgrounds drop out or don’t pass, to effectively address barriers.

- Use induction and training to ensure all our staff understand what behaviours are expected of them and what they should expect from others, including how to have difficult conversations and their responsibilities in promoting an inclusive culture.

- Establish induction and development pathways for staff which are flexible and support opportunities to work in different teams, projects and places, i.e. lateral movement, and enable a range of career progression options including acting and temporary roles.

- Consider diverse recruitment opportunities, such as apprentice schemes, different tier entry, etc. to improve accessibility of a more diverse workforce, reflective of the communities we serve.

- Create strong, inclusive teams through the development of management skills and coaching and mentoring opportunities.

- Invest in and market our recruitment campaigns in diverse communities proactively to encourage applications from under-represented groups.

- Provide “have a go” opportunities and support networks for candidates or potential promotion applicants from under-represented groups.

- Seek and share notable practice from partners in order to learn and make changes to current practices as a result.
7. Inclusion Strategy Summary:
The following visual representation reflects the origins, content and outcomes of the SFRS Inclusion Strategy, along with the immediate Service governance arrangements.
8. Workforce and Community Data:
The following workforce and community data represents SFRS’s performance measures, along with a summary assessment. The UK FRS data has been included as a benchmark, its source being the LGA Inclusive Fire Service – Employee Survey 2017.

**Note:** The workforce and community data displayed has been provided via the SFRS Intelligence Unit, utilising the following sources:
- SFRS FireWatch System.
- SCC Data Operations Team and the SAP System.
- Surrey-i Community Web-based Information ([https://www.surreyi.gov.uk/MainMenu.aspx?cookieCheck=true&JScript=1](https://www.surreyi.gov.uk/MainMenu.aspx?cookieCheck=true&JScript=1)).

a) **Ethnicity:**

![Percentage of Staff by Ethnicity](image1)

![Number of Staff by Ethnicity](image2)
The information provided for Support staff was not reflective of broader ethnicity groups (Limited to Black and Minority Ethnic (BME)). Furthermore, to negate an assumption of Support staff being representative of a particular ethnicity group, the 'Not Stated' option was utilised. Further data gathering and intelligence is required in this area. The above approach has impacted upon the proportion of 'Not Stated' within the 'All Staff' disaggregated grouping, by an additional 70%.

SFRS seeks to create a culture and environment, where all staff are comfortable to declare their ethnicity and other diverse characteristics.
Summary: With the exception of the earlier stated improvements required in the reduction of the ‘Not Stated’ option, SFRSs workforce ethnicity is comparable to the UK FRS benchmark.

The community data identifies Asian and other minority ethnic groups as areas of improvement for SFRS, in order for the workforce to better reflect the ethnicity of the community we serve (5% less staff than the community data). While a further breakdown of SFRS workforce data identifies that the majority of our Black staff are reflective of support roles and Asian/other minority ethnic groups solely within uniformed/operational roles, suggesting how specific roles in our organisation are perceived as accessible by specific community groups.
b) Sex:

**Workforce**

**Percentage of Staff by Sex**
- Male: 81%
- Female: 19%

**Number of Staff by Sex**
- Male: 651
- Female: 149
Community

Percentage of Community by Sex

- Male: 50.45%
- Female: 49.56%
Summary: Sex represents a significant area of improvement required for SFRS, given that the Service is below the UK FRS benchmark, our workforce is reflective of 62% less female staff than the community data and the workforce data group are limited to male or female options. The majority of female staff form part of the Mobilising and Support teams, reflective of 84% and 69% of their teams staff respectively. In contrast, female staff within the rest of the Service reflect just 4% of the workforce.
c) Disability:

Workforce

Percentage of Staff by Disability

Number of Staff by Disability

94%
6%
45
755
Disabled
Not Disabled
Disabled
Not Disabled
Summary: SFRS have invested in the provision of health and wellbeing staff support services, recognised within the 2016 Staff Survey feedback as a positive area to maintain. SFRS recognises that with an ageing workforce, main age category being 45-49 years that health and wellbeing requirements will change and potentially increase. No UK FRS data was available in relation to disability for benchmarking purposes.

The majority of our disabled staff are fulfilling uniformed/operational roles within the Service, reflecting the commitment above and to supporting staff or the community to access and maintain a role within SFRS. There is still work to be done to better reflect the community we serve.
d) Sexual Orientation:

**Workforce**

**Percentage of Staff by Sexual Orientation**
- Gay: 9%
- Lesbian: 1%
- Bi-Sexual: 0%
- Heterosexual: 81%
- Not Stated: 0%
- Prefer Not to Say: 0%

**Number of Staff by Sexual Orientation**
- Gay: 73
- Lesbian: 2
- Bi-Sexual: 1
- Heterosexual: 647
- Not Stated: 4
- Prefer Not to Say: 0
Community

Percentage of Community by Sexual Orientation

- 93.7% Heterosexual
- 5.0% Gay/Lesbian
- 0.7% Bi-Sexual
- 0.3% Not Stated
- 0.3% Other

SURREY FIRE AND RESCUE SERVICE

SFRS Inclusion Strategy_2017-2022_Final - Part One_v1
Summary: The most significant difference between SFRS, the UK FRS benchmark and our community is the number of staff reflected as either ‘Not Stated’ or ‘Prefer Not To Say”; as mentioned earlier, SFRS seeks to create a culture and environment, where all staff are comfortable to declare their sexual orientation and other diverse characteristics.

The Inclusion Strategy annual delivery plans will focus upon improving the Service’s culture, to enable the above, along with our associated data recording mechanisms. On key limitation requiring improvement, is the need to expand SFRSs data recording to reflect all groups involved in the delivery of services, for example the Surrey Fire Volunteer Services (SFVS), etc.
e) Religion:

- Percentage of Staff by Religion
- Number of Staff by Religion
Summary: SFRS are broadly reflective of our community in terms of Buddhism, Any Other Faith/Religion and those staff members representing No Faith. The diversity of SFRS staff of reflected, in the majority, amongst the uniformed/operational roles, including Hinduism and Muslim faith groups.

Again, the most significant change required is in relation to the number of staff reflected as either ‘Not Stated’ or ‘Prefer Not To Say’ which SFRS seeks to improve.
f) Workforce by Ethnicity and Earnings or Grades (Top 15% of earners by BME or White):

- All Staff:

<table>
<thead>
<tr>
<th></th>
<th>BME</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>2</td>
<td>186</td>
</tr>
<tr>
<td>Percentage</td>
<td>1%</td>
<td>99%</td>
</tr>
</tbody>
</table>

- Uniformed/Operational:

<table>
<thead>
<tr>
<th></th>
<th>BME</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>0</td>
<td>168</td>
</tr>
<tr>
<td>Percentage</td>
<td>0%</td>
<td>100%</td>
</tr>
</tbody>
</table>

- Support:

<table>
<thead>
<tr>
<th></th>
<th>BME</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>Percentage</td>
<td>10%</td>
<td>90%</td>
</tr>
</tbody>
</table>
g) Workforce by Sex and Earnings or Grade (Top 15% of earners by Male or Female):

- All Staff:

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>169</td>
<td>19</td>
</tr>
<tr>
<td>Percentage</td>
<td>90%</td>
<td>10%</td>
</tr>
</tbody>
</table>

- Uniformed/Operational:

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>152</td>
<td>16</td>
</tr>
<tr>
<td>Percentage</td>
<td>90%</td>
<td>10%</td>
</tr>
</tbody>
</table>

- Support:

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>Percentage</td>
<td>15%</td>
<td>85%</td>
</tr>
</tbody>
</table>
h) Workforce by Disability and Earnings or Grade (Top 15% of earners by Disabled or Not Disabled):

- All Staff:

<table>
<thead>
<tr>
<th></th>
<th>Disabled</th>
<th>Not Disabled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>13</td>
<td>175</td>
</tr>
<tr>
<td>Percentage</td>
<td>7%</td>
<td>93%</td>
</tr>
</tbody>
</table>

- Uniformed/Operational:

<table>
<thead>
<tr>
<th></th>
<th>Disabled</th>
<th>Not Disabled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>13</td>
<td>155</td>
</tr>
<tr>
<td>Percentage</td>
<td>8%</td>
<td>92%</td>
</tr>
</tbody>
</table>

- Support:

<table>
<thead>
<tr>
<th></th>
<th>Disabled</th>
<th>Not Disabled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>0</td>
<td>20</td>
</tr>
<tr>
<td>Percentage</td>
<td>0%</td>
<td>100%</td>
</tr>
</tbody>
</table>

i) Workforce by Sexual Orientation and Earnings or Grade (Top 15% of earners by Disabled or Not Disabled):

Due to the lower numbers of staff identifiable within the top 15%, it has been deemed inappropriate to breakdown this equality group further.

Note: The following further workforce data improvements have been identified, disaggregated by equality group, in order to assist with the understanding of trends and enabling appropriate actions to be undertaken:

- Staff Satisfaction – Namely the percentage of staff satisfied with the organisation as an employer.
- The number of Informal and Formal Complaints made about Harassment/Bullying.
- Sickness Statistics.

The above data breakdowns are by no means exhaustive.
9. Case Study:

The following case study has been provided to demonstrate the type of inclusive action SFRS are encouraging and engaged with:

**SFRS becomes Corporate Members of the Asian Fire Service Association (AFSA)**

A seminar titled ‘Engaging with Diverse Businesses’ was held at Aintree Racecourse, Merseyside Fire and Rescue Service (MFRS) on 17 September 2015. Assistant Group Commander (AGC) Paul Ginty attended on behalf of the SFRS Business Fire Safety team.

The seminar was conceived as a result of an increasing trend of enforcement and prosecution activity for non-compliance with the Fire Safety Order. These enforcements were against small and medium enterprise companies from the BME businesses which prompted concern over whether the FRS was inadvertently discriminating.

The analysis showed audits were proportional to the risk based inspection programme but highlighted that MFRS were not meeting the needs to support small businesses, particularly from communities where English was not the first language, to comply with the legislation.

Jagtar Singh – National Advisor for AFSA summarised the event as being, “an important opportunity to allow everyone a safe environment to discuss the difficulties faced” and “unconscious bias plays a big part in the decision-making to take enforcement action”.

The seminar was the first Paul had attended where there was a clear, frank and consistent message which challenged each FRS to look carefully at the established ways of working and consider the language, terminology, jargon used when describing what needed fixing in buildings to bring compliance with the Fire Safety Order.

With a better knowledge of the cultural background of our communities and a commitment to develop mutual trust, through more informal meetings, would, in time, build respect of the FRS. This in turn would help those diverse communities grow in understanding of the law and therefore stay within it. Diverse businesses generally have no previous cultural understanding of UK laws but provide a significant contribution to the thriving local economy. To make a real impact, FRS need to ‘ditch’ the 9am-5pm working week and look to fit in with business opening times and be aware of significant festivals such as Eid.

The event made a big impact and prompted Paul to put forward a business case for SFRS to become corporate members of AFSA. This unique organisation, talks, acts and delivers a fully inclusive programme. Its members are sincere and fully committed to helping everyone understand the real issues behind diversity and inclusion.

Paul continues to work with AFSA and attends executive committee meetings. In 2017-18 there will be an opportunity for SFRS to host its own diversity seminar.
10. Bibliography:
The following additional documents have been considered and/or utilised during SFRSs Inclusion Strategy creation:

- LGA – An Inclusive Service – The Twenty-First Century Fire and Rescue Service.
- LGA Memorandum of Understanding (MoU) – Equality, Diversity, Behaviours and Organisational Culture in the Fire Service.
- NFCC Workforce Learning and Development Programme and Partnership Arrangements 2017-2018.
- National Joint Council (NJC) for Local Authority Fire and Rescue Services – Inclusive Fire Service Group – Improvement Strategies.
- National Police Chiefs Council (NPCC) and Association of Police and Crime Commissioners – Policing Vision 2025.
- RSA Action and Research Centre – Safer Together – Policing a Global City in 2020.
- SFRS 2015 and 2016 Staff Survey Results – Service Level Action Plan.
- Surrey and Sussex Police People Plan.

The above list is by no means exhaustive.