



Equality and Diversity Strategy

Equality Outcomes and Mainstreaming Progress Reports 2013-2015

Licensing Board Extract

This document reports the progress made by the Licensing Board towards Mainstreaming Equality and achieving the Equality Outcomes set by the Council in 2013 within the Council's Equality and Diversity Strategy 2013 which and can found at: <http://www.south-ayrshire.gov.uk/equalities/>

It is presented in two sections:

- Section 1 Equality Outcomes Progress 2013-15
- Section 2 Mainstreaming Progress 2013-15

and is supported by additional detail within:

- Appendix 1 Equality Outcomes Templates Showing Progress 2013-2015

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Appendix 1- Equality Outcomes Templates Showing Progress 2013-15	Separate document

SECTION 1: Equality Outcomes Progress 2013-15

1. Introduction

- 1.1 An 'Equality Outcome' is a result which the Council aims to achieve in order to demonstrate that it is addressing the 'general duties' contained within the Equality Act 2010 i.e. it will assist the Council to demonstrate it has:
- eliminated discrimination;
 - advanced the equality of opportunity and fostered good relations; and
 - supported improvements in people's life chances.
- 1.2 The Council's Licensing Board Equality Outcomes, as identified within its Equality and Diversity Strategy 2013, are shown below. They have been categorised and referenced according to whether they are short (S1, S2 etc) or, medium (M1, M2 etc) outcomes.

Short Term Equality Outcomes

- S1 Improved opportunities for people to participate in shaping services.
- S3 Improved awareness of equality and diversity issues throughout the Council's employees.
- S5 Increased provision of accessible and inclusive Council information and communications.

Medium Term Equality Outcomes

- M4 Council employees work in a fair and inclusive environment.

2. Progress against the Council's Equality Outcomes

- 2.1 Progress against the Licensing Board's Equality Outcomes is set out in the form of completed templates, which are set out within Appendix 1 to this report.
- 2.2 The first section of each template details how the Equality Outcome relate to the National Strategic Outcomes, the Single Outcome Agreement and the Council Plan. It also details which services contributes to the Equality Outcome, the associated protected characteristics of:
- age,
 - disability,
 - race,
 - sex
 - gender reassignment,
 - pregnancy and maternity,
 - sexual orientation
 - religion or belief (including non-belief) and
 - marriage and civil partnerships (in respect of eliminating unlawful discrimination).

and the Council's 'Equality Themes' of:

- health and well being
- Human Rights
- rurality and
- deprivation.

Finally, this section identifies which part(s) of the equality duty is being taken forward and the rationale as to why this outcome is important to the Council, the Licensing Board and its communities.

- 2.3 Having set the context, the next section records the work that services have undertaken with national and local partners, setting out activities undertaken and outputs produced. The last section records the progress made towards the Equality Outcome using quantitative measurement where possible, a summary statement of achievement, lessons learnt, with a view to support the sharing of good practice.
- 2.4 The templates as currently completed show the progress achieved over 2013-15. They will continue to be updated as the Council and Licensing Board continue on the 10 year journey towards the long term Equality Outcomes.
- 2.5 To ensure that the Licensing Board, as it is composed of Elected Members of the Council, is kept advised of progress on its Equality Outcomes between formal reporting cycles with individual and joint briefings are provided as required. In addition, Elected Members also participate in and share equalities good practice information via the South Ayrshire Council Equality and Diversity Forum. Further detail on the Equality and Diversity Leadership of the Elected Members and how they have supported delivery of the Council's Equality Outcomes is provided throughout the rest of this report.
- 2.6 An example of the progress achieved by the Licensing Board as a service provider within the Council, that relates to both individual and cross cutting protected characteristics and the Council's Equality Themes, are presented on the following pages.

3. Example of Progress

3.1

Equality Outcome M2: Improved opportunities for people to access services and participate in community life.

Service: Corporate (All Services)

Equality Duty Taken Forward: Eliminated Discrimination & Harassment
Advance Equality of Opportunity
Foster Good Relations

Protected Characteristic(s) All Protected Characteristics and Equality Themes

The Community Conference held in March 2015 focussed on the recent review of Community Planning in South Ayrshire and the significant changes in health and social care services which will come into effect on 1 April 2015.

The conference was an opportunity to find out more about the changes to Community Planning governance. The Partnership will have 3 new strategic groups reflecting the more focused priorities of Health and Wellbeing, Economy and Employment and Community Safety. A working group will consider how public services can adopt more preventative approaches which will take demand out of the system in a challenging climate of reducing budgets. The new governance arrangements reflect the formation of the new localities and include the formation of a Community Forum which will draw membership from each of the six localities.

The conference considered the localities and how they will enable more effective engagement with local people in the planning of services for their area. New locality planning groups are being established, initially for health and social care services but over time will include other partners' services, and Council services where appropriate.

The highlight of the conference was the inspiring input from two men whose lives were blighted by substance misuse. With help from partners, they found confidence in themselves to turn their lives around, gain qualifications and employment and are now planning bright futures.

DisabledGo – Following the successful launch of the South Ayrshire section of DisabledGo online access guide on 13th April 2013, the Council has continued to support the ongoing development of the web site to ensure the information on disabled access in Ayr town centre and major attractions in South Ayrshire remains up-to-date and relevant to our residents and visitors.

The guide includes details of access to a variety of buildings including licensed premises, restaurants, tourist attractions, leisure centres and Council buildings giving specific information such as the height of tables, dimensions of toilets or the positioning of fixtures and fittings. DisabledGo surveyors visited every venue featured in the guide collecting information to a set standard which was developed in conjunction with disabled people. This will be an invaluable resource for disabled people living or working in, or visiting South Ayrshire. The guide can be found at www.disabledgo.com

In December 2014 the Council's Strictly Seniors magazine was launched as part of South Ayrshire's Reshaping Care for Older People which provides information on a huge variety of activities and events that older people can get involved in as well as providing information about services that are there to help older people and their families.

4. Reporting Duties

4.1 As part of the requirements placed on the Council by the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations, it is required to report as:

- a Service Provider
- an Education Authority
- a Licensing Board
- an Employer

4.2 Table 1 below highlights the Equality Outcomes Templates set out in Appendix 1 that relate to the Licensing Board role of the Council.

Table 1

South Ayrshire Equality Outcomes	Service Provider	Education Authority	Licensing Board	Employer
S1 Improved opportunities for people to participate in shaping services.				
S3 Improved awareness of equality and diversity issues throughout the Council's employees.				
S5 Increased provision of accessible and inclusive Council information and communications.				
M4 Council employees work in a fair and inclusive environment.				

4.3 As a **Licensing Authority employer (all Licensing Service Staff are employed by the Council)**, in addition to the information within the templates, further detail is provided at paragraph 5 below.

4.4 As a **licensing authority**, in addition to the information within the templates, progress can be summarised as follows:

The Licensing Board has continued to work hard within the restrictions of the legislative requirements that it is bound by to increase its knowledge and understanding of the equality issues of its Licensees and applicants. It has been successful in widening the representation within the Licensing Forum to include further protected characteristics and in the equality and diversity training and awareness raising of its staff. The Licensing Service has continued to undertake work within its national organisation to improve and share good practice.

5. Employer Equality Outcomes

5.1 In 2013 three Equality Outcomes were identified for the Council as an employer, the following of which is relevant to the Licensing Service:

M4 - Council Employees Work In A Fair And Inclusive Environment

Progress is as follows:

5.2 The Council changed its approach to the biennial Employee Engagement Survey to encourage wider participation across the workforce. By using a shorter survey linked to the

How Good is Our Council? evaluation tool, participation increased significantly from 30% to 45%. Specific questions were included in respect of protected characteristics and the vast majority of respondents were positive:

- **87%** of employees strongly agreed, mostly agreed or agreed that the Council treats employees fairly regardless of age
- **94%** of employees strongly agreed, mostly agreed or agreed that the Council treats employees fairly regardless of disability
- **93%** of employees strongly agreed, mostly agreed or agreed that the Council treats employees fairly regardless of gender

5.3 The survey closed on 30 March 2015. Data will be analysed and published along with actions arising from feedback. Employee focus groups will be held across Services to explore information gathered, including information on equality and inclusion at work.

5.4 Equality has been mainstreamed into all HR policies which are equality impact assessed.

5.5 Maximising Attendance procedures have been changed so that employees whose absence is of concern are managed through capability, rather than disciplinary procedures, unless misconduct is evidenced. All relevant managers have been trained in the new procedure, with particular emphasis on how and when to exercise discretion and the duty to make reasonable adjustments.

5.6 Measures have been put in place to assist managers with the recruitment and selection process to ensure best practice.

5.7 Equality has been mainstreamed into our internal training courses, both online and classroom based. We continue to deliver bespoke equality training, including role specific equality training, such as a range of courses which were delivered to teaching staff.

5.8 Advice and guidance is being developed on all protected characteristics to assist managers and employees in relation to their rights and responsibilities at work on Share-point, the Council's internal web pages.

5.9 Wider participation is being encouraged in our Equality Champions Network to promote equality and assist in equality impact assessment.

6. Future Reporting of Equality Outcomes – Next Steps

6.1 The Council is required to publish a fresh set of Equality Outcomes within four years of publishing its first set. However, within the Equality and Diversity Strategy the Council has set out the Equality Outcomes it will achieve over a ten year period, and so it will move forward with the progression of the medium term Equality Outcomes where other public bodies are moving forward with their second tranche of Equality Outcomes. The Council will report progress on its medium term Equality Outcomes by the end of April 2017 and 2019 and its long term in 2021 and the conclusion of the ten year journey in 2023.

6.2 At each of these reporting milestones, the opportunity will be taken to build in what we have learnt and inclusion of any emerging priorities of the Council over the period.

SECTION 2: Mainstreaming Progress 2013- 2015

7. Introduction

7.1 The Council has a range of formal performance reporting mechanisms, including:

- Single Outcome Agreement Annual Report
- Leadership Panel Annual Report
- Public Performance Report
- Directorate and Service Reports
- Local Government Benchmarking Reporting

These implicitly include reporting of equalities progress for its communities. All of these formal reports can be accessed within the Public Performance Reporting pages of the Council's website at <http://www.south-ayrshire.gov.uk/performance/>

7.2 In addition to the work recorded within these performance reports , there is another level of mainstreaming activity that is not formally reported but has a significant impact on improving equality for South Ayrshire communities and nationally.

7.3 This report affords the opportunity to highlight some of this equality work and good practice undertaken by the Licensing Board that is not explicitly aligned to our Equality Outcomes, which has taken place over the last two years.

7.4 The formal Mainstreaming Duty Employment requirements do not apply to the Licensing Board as it employs no staff. It is serviced by staff employed by South Ayrshire Council. The number of staff fulfilling this role is so small that to separate out employment data from the Council's overall employment profile by protected characteristic and analysis could result in the identification of individual members of staff. This could amount to a breach under the Data Protection Act 1998 (DPA).

7.5 Therefore for employment matters, the Licensing Board workforce profile and analysis that follows in paragraphs 16-25 is that of the whole South Ayrshire Council workforce.

It includes:

- any changes in the gender pay gap and an analysis of the reasons for this gap to assist understanding on how the Council is addressing this issue and how it has used this information to inform policy on equal pay
- the employee information gathered annually and how the Council has used this employee information in practice to better perform the general equality duty including:
 - Composition of employees broken down by protected characteristic;
 - Recruitment, development and retention of employees broken down by protected characteristic;

and covers the 2 years since the Equality and Diversity Strategy was published.

8. **How the Council has taken forward the three needs of the General Duty**

8.1 Detailed below are examples of and updates on how we have used our:

- Leadership
- Decision Making Process
- Equality Impact Assessment Process
- Equality and Diversity Structures
- Partnership Working
- Service Provision (including Licensing Board)

to ensure that we take forward our general equality duty of

- eliminating discrimination;
- advancing the equality of opportunity and fostered good relations; and
- supporting improvements in people's life chances.

across all the protected characteristics of

- age,
- disability,
- race,
- sex
- gender reassignment,
- pregnancy and maternity,
- sexual orientation
- religion or belief (including non-belief) and
- marriage and civil partnerships (in respect of eliminating unlawful discrimination).

8.2 These examples only offer a snapshot of the equality work of the Council and further details on any of the examples can be obtained upon request to the equalities mailbox: equalities@south-ayrshire.gov.uk

9. **Leadership**

9.1 Elected Members continue to lead equality and diversity progress within the Council and its communities and over the last two years have made additional significant progress with taking forward the Sexual Orientation and Religion and Belief protected characteristics. The Social Services Portfolio Carrier and the Provost host and participate in events and awareness raising throughout every year. This includes civic receptions and hospitality which are hosted by the Provost throughout each year to recognise, honour and pay tribute to achievements, persons and events appropriate to the Council and the Community.

9.2 The Provost also participates in a large number of external events that support all protected characteristics to represent the Council's commitment and leadership of equalities. The Social Services Portfolio Carrier also supports promotion of equality and diversity in service provision throughout the Council.

9.3 The provision of civic receptions and participation in both internal and external events demonstrate the mainstreaming of the general duty as well as the achievement of our Equality Outcome: S8 Leadership of Equality and Diversity Issues in our Community.

9.4 Detailed below in Table 2 is a selection of some of the events that have taken place during the period April 2013 to date with the full list available from the Provost's Office.

Table 2: Civic Receptions and Hospitality

Date	Event	All Protected Characteristics	Race	Disability	Age	Sex	Religion	Sexual Orientation	Employees	Equality Theme
2013 May 29 th	Armed Forces Day. Participants included ethnic minority community representatives									
Aug 6 th	Children from Chernobyl - annual visit to stay with local volunteers									Health
14 th	Gerry Hughes – Round the World Yachtsman who is deaf and teaches hearing impaired young people.									
17 th	LGBT Youth Scotland Annual National Reception and Award Ceremony									
Nov 13 th	2 Scots Royal Highland Fusiliers 3 rd and Final tour of Afghanistan Homecoming Parade									
2014 Jan 24 th	SAC Employee 40 year service – County Hall									
26 th	Lebanese Student visit to Ayr, , Provost's Room									
Sept 11 th	Ann Moulds –Stalking Scotland, Ayr Town Hall									Human Rights
2015 Jan 27 th	Holocaust Memorial Day – National Scottish Event – Ayr Town Hall									Human Rights
26 th	Reception hosted by Chinese Consul General for National Day of the People's Republic of China									
Oct 8 th	South Ayrshire Seniors Forum – Multi-cultural "Walk in our Shoes" diversity event									
22 nd	Ayrshire Association of Business Women Event – AABW hold several events throughout the year.									
2014 Jan 25 th	13 th Robert Burns Humanitarian Award									Human Rights
11 th	Kut-O Europe Chinese Association – Chinese New Year Celebration									
May 9 th	Reception for Polish National Day/3 rd May Constitution Day Event									
17 th	Opening of the General Assembly of the Church of Scotland in Edinburgh CE also attends									
4 th	Alzheimer Scotland South Ayrshire Service – Dementia Awareness Week									
5 th	Voluntary Action South Ayrshire South Ayrshire Volunteer Awards 2014									
6 th	SAC – Foster Carers Annual Lunch (awards)									
19 th	SAC Outstanding People Awards									
2015 14 th	Episcopal Ordination of The Right Rev Father William Nolan as Bishop of Galloway									

10. Decision Making Processes

- 10.1 The Licensing Board ensures that the potential equality impacts of all proposals put before it are considered within the decision-making process by the use of the Council's Equality Impact Assessment Process (EIA).
- 10.2 Over the last two years the process, guidance and EIA templates have been revised to support improvements in the quality of information going before Elected Members as part of Licensing Board, Leadership Panel and Full Council reports and more robust scrutiny of content. Elected Members are confident in their responsibilities to consider equality in their decision making and have on occasion requested more detail on equality impacts before proceeding with a proposal.
- 10.3 Similarly, managers have been working to improve the quality of EIAs being put forward with proposals and to support better decision making the Leadership Panel has available within its (i.e. the Council's) EIA process the use of a matrix template that allows consideration of the cumulative effects on protected characteristics. This has been particularly useful within the Budget Process and the consideration of major Council plans and strategies (an example can be found here: <http://www.south-ayrshire.gov.uk/equalities/publications/sample%20eia%20cumulative%20impact%20matrix.pdf>).

11. Equality Impact Assessment Process

- 11.1 The EIA process also ensures that the individual needs of the Equality Duty are overtly considered within the decision making process. The EIA Summary (Section6) sets out the way an individual proposal will support the Council in taking forward its Equality Duty. A sample selection of three summaries is shown in Table 3 below.
- 11.2 In addition to being published on the Council Website (at: <http://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>) completed EIAs and Scoping Documents are posted on the Council's intranet to support learning and raise awareness of how the Equality Duty is being taken forward in other Council services.

Table 3 Summary Extract from Equality Impact Assessments			
Name of Policy	Eliminate discrimination	Advance equality of opportunity	Foster good relations
Statement of Licensing Policy	<p>The Policy ensures that the Board complies with the Licensing (Scotland) Act 2005 and to promote the Licensing Objectives fairly and equally across all protected characteristics and aims to:</p> <ul style="list-style-type: none"> • Preventing crime and disorder; • Securing public safety; • Preventing public nuisance; • Protecting and improving public health; and • Protecting children from harm. <p>The general measures to promote these statutory objectives will be applied equally across all protected characteristics and therefore assist the Board to eliminate discrimination.</p>	<p>The Policy supports equality of opportunity by being applied equally to all protected characteristics and does not override individual's rights to make representations on an application or to seek a review of a licence where such a provision has been made in the Act.</p> <p>The Policy complies with Human Rights legislation and ensures that individuals are treated with dignity and respect.</p>	<p>The Policy supports the fostering of good relations with the whole community by working to achieve the Licensing Objectives detailed.</p>
Lochside Neighbourhood Group	<p>The membership and work of the Partnership is fully inclusive across all protected characteristics. In addition the process involved in the development of the partnership has adhered to the six key values that underpin all community development practice: Equality & Anti-Discrimination, Social Justice, Collective Action, Community Empowerment, Participatory Democracy and Working & Learning Together.</p>	<p>The Partnership provides an opportunity and vehicle for the voices of local people to be heard and have influence over what matters to them. Although the Partnership is still in the developmental stage, they have adopted creative approaches to community engagement and public participation and involvement.</p>	<p>The Partnership supports the Council to foster good relations with the community within the Lochside, Braehead and Whitletts areas.</p>
Suspension of eviction for a period of 12 months for tenants who have fallen into rent arrears as a result of the Welfare Reforms.	<p>This policy will assist to eliminate discrimination by reducing the risk of homelessness for tenants who are in receipt of Housing Benefit and who are affected by the new welfare reforms.</p> <p>This policy will assist to eliminate discrimination against people with disabilities who are in receipt of Housing Benefit, and who require an additional bedroom as a result of their disability, by protecting them from eviction for a minimum period of time</p>	<p>This policy will assist to advance equality of opportunity by enabling tenants on a low income or unemployed and affected by welfare reforms to remain in their homes. Council tenants who are under occupied will not face an increased risk of eviction as a result of being in receipt of Housing Benefit. This policy will advance equality of opportunity by assisting homeless households, affected by the welfare reforms to sustain their accommodation for a minimum period and reduce the risk of repeat homelessness.</p>	<p>This policy may inhibit good relations between tenants, as those in receipt of Housing Benefit and affected by the welfare reforms will be protected from eviction for a minimum period, whilst tenants who are not affected by welfare reforms and who are paying rent will not have the same protection should they fall into rent arrears. This policy may assist good relations between the Council and tenants who are under-occupied and affected by welfare reform as this policy will protect these tenants from eviction for a minimum period of time.</p>

12. Equality and Diversity Structures

- 12.1 Over the last two years the Equality and Diversity structures of the Council have made good progress and examples are detailed below. However, due to both changes within the management structure of the Council and the sustainability of voluntary organisations that participate the opportunity is being taken to refresh and restructure the equality and diversity forums. In the meantime to ensure continuity, all forums are circulated with equality news, information and guidance on an ongoing basis. An example of the updates provided to equality forums can be found here <http://www.south-ayrshire.gov.uk/equalities/publications/Equalities%20Fora%20Update%20February%202014.pdf>

Equality Champions

- 12.2 Directorates are currently in the process of identifying new Equality Champions to represent services. Equality Champion training materials are being refreshed with training sessions being scheduled from June 2015 onwards. Meetings will continue to be held quarterly (as a minimum) with a protected characteristic or Equality Theme highlighted at each one. As with other forums, learning and equalities information has been continuous throughout the two years and an intranet resource has been in development which will be launched at the first meeting of the new Equality Champions.

Sample Areas of Progress for Equality Champions over 2013-15:

- a) Religion and Belief Guidance from the EHRC.
- b) Communication of Equality news such as:
 - Autism Awareness Month
 - LGBT Awareness Month
 - International Womens' Day
 - Holocaust Memorial Day
- d) The Head of Policy Performance and Communication gave a presentation on the Equality and Diversity Strategy implementation arrangements and provided an update on progress of Equality Outcomes
- e) Awareness raising of equalities case law such as the tribunal decision of Bishop Aztec Rhos & Brinklow vs HMRC Commissioners which relates to an HMRC's VAT online filing requirement.

This case of digital mandation was found to be in breach of the appellants' human rights and unlawful and the Equality Champions were asked to support the review of Council systems or application processes that required, or intended moving to, online completion with ongoing policy and procedure development addressing these issues through the equality impact assessment process

- f) Equality Champions have supported the resolution of individual employee issues that were raised at the Employee Equality Forum, but are not detailed here for confidentiality reasons.

Employee Equality Forum

- 12.3 Following the restructuring of the Council responsibility for the Employee Equality Forum now sits with the Head of Policy and Performance and arrangements are in hand to re-launch this Forum with adjustments to its meeting format and administrative support arrangements. However, during the last two years employees have had the opportunity to be informed of equality matters and updated on the Council's progress within its Equality and Diversity Strategy and discuss issues of concern to individual employees. The Employee Forum has also acted as a critical friend e.g. on the development of the Maximising Attendance at Work Policy.
- 12.4 The Council in a climate of decreasing resources has chosen to bring investment into equalities and will be recruiting shortly a Policy & Performance (Equalities and Research) Officer supported by a Project Officer (Policy & Performance).

13 Partnership Working

- 13.1 In order to ensure that our Equality Outcomes are progressed as efficiently and effectively as possible, the Licensing Board have looked to working with partners where there are common equality outcomes or other work that takes forward the equality duty. Licensing Board Partners include:

National Partners

- Society of Local Authority Lawyers and Administrators in Scotland (SOLAR).
- Equality and Human Rights Commission (EHRC)
- Improvement Service

Local Partners

- Police Service
- Ayrshire and Arran NHS Board
- Alcohol and Drug Partnership (ADP)

14. Service Provision

Licensing Board

- 14.1 The Licensing Board works with the Local Licensing Forum as a means of improving communication and understanding relating to licensing issues. The Forum is made up of named individuals representing holders of premises and personal licences, young people, police, people working within health, education or social work as well as people representing local residents and specific arrangements. Since 2013 Licensing staff have, within legal protocols, ensured ethnic minorities representation existed within the Forum via a named individual from the Ayrshire Ethnic Minority Community Association.
- 14.2 The Licensing Board, as part of its commitment to promoting equal opportunities for the community it serves, has developed an equalities monitoring form. This form will support the Licensing Board to improve service e.g. providing information in the best format. It will also help to provide a statistical profile of applicants. However, the Licensing Board has no control over the applicants coming forward for licenses and therefore cannot influence equalities issues such as gender equality in the services it provides. The Licensing Board can only collate information on the gender protected characteristic for all licence-holders within the South Ayrshire area.
- 14.3 The Licensing Service staff have undergone equality training and receive equalities information and updates through their Directorate Equality Champions,.

15. Workforce Monitoring 2014 - Overview

- 15.1 South Ayrshire Council is committed to providing a working environment which values diversity. We want to foster a workplace culture which is free from unlawful discrimination, harassment, victimisation or bullying and where all employees and the wider community they serve are treated with dignity and respect. We also want our workforce to reflect the diversity of our communities.
- 15.2 To further this commitment, we gather and analyse information relating to the different protected characteristics of our workforce. We use this data to inform a wide range of activities including our policies and procedures, our training and development and our recruitment procedures. The following information relates to the period between 1st January 2014 and 31st December 2014 and is based on a headcount of 4,883. Our full workforce profile can be viewed in more detail in paragraphs 17-25 below.

Key Findings - South Ayrshire Council Employees

- 15.3 Analysis of our workforce data identified the following key trends from 2012 to 2014:
- The number of job applications submitted by young people aged 24 and under increased by 8%.
 - The number of young people employed by the Council aged 24 and under increased by 10%.
 - The gender pay gap has expanded from 2.67% to 3.41%
- 15.4 No significant changes were identified in terms of the other protected characteristics, with data showing that:
- The majority of employees are female (72%) which mirrors the position nationally across Local Authorities.
 - The majority of part time workers are female (90%)
 - The majority of employees are white and Scottish (80%) reflecting the population of the area.
 - The percentage of employees stating they have a disability is unchanged at 1% and further work is ongoing to establish a more accurate picture.
 - 34% of the workforce is aged 46-55, representing no change since 2012.

16. Workforce Monitoring 2014 - Full Workforce Profile - Gender

16.1 Figure 1 shows the gender make up of South Ayrshire Council’s workforce, which is predominantly female (72%) and reflects the national picture, with the workforce across all Scottish authorities being 71.2% female.¹ The gender composition of the workforce has remained unchanged over the last two years.

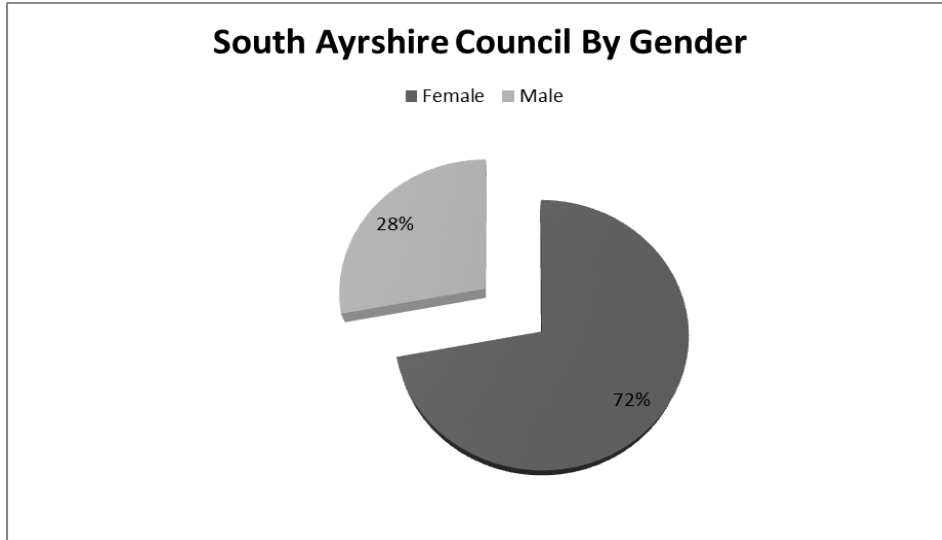


Figure 1

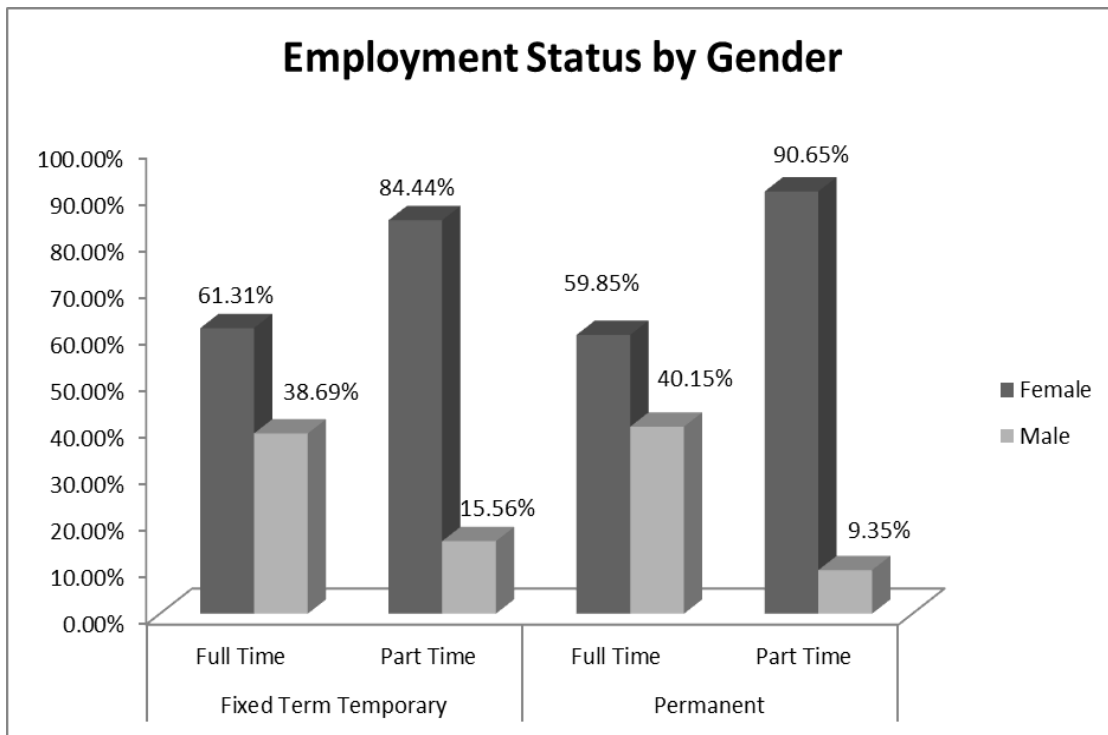


Figure 2

16.2 There is a clear difference in the gender profile of part time workers (Figure 2). 91% of part time workers on permanent contracts are female and 84 % of part time workers on temporary contracts are female.

¹ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/PublicSectorEmployment/PSEwebtables>

- 16.3 A significantly higher proportion of the male workforce is employed full time (86%) compared to female employees (50%) (Figure 3)

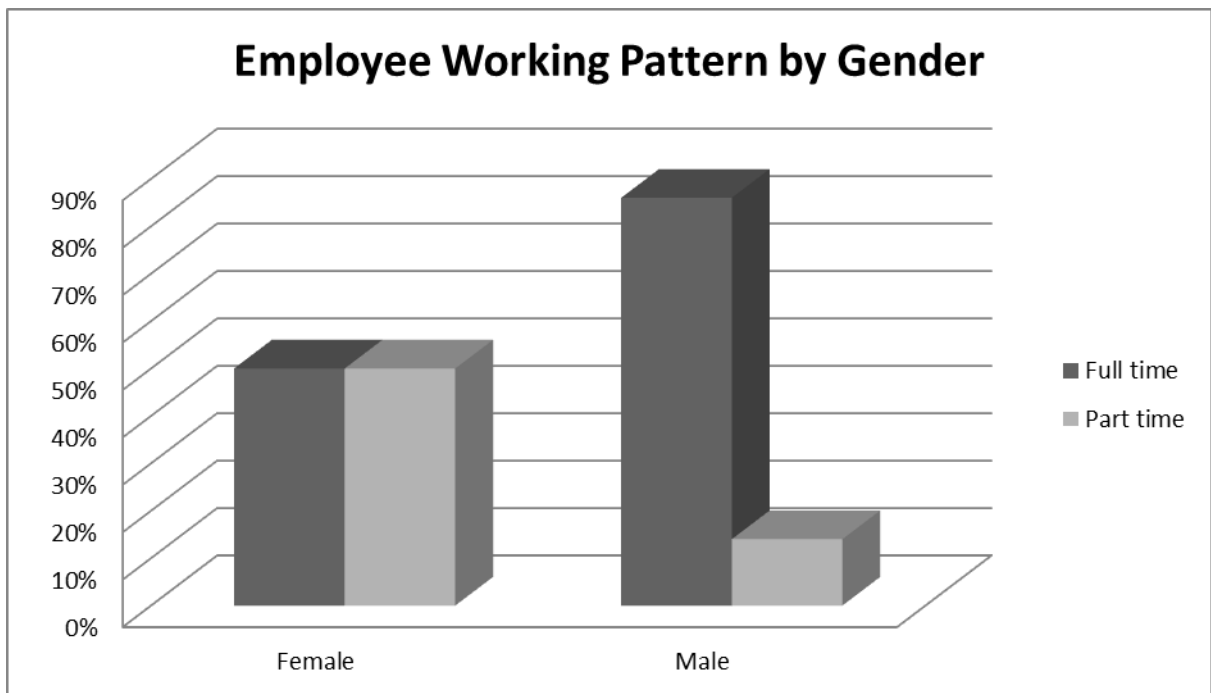


Figure 3

Recruitment

- 16.4 Of the 12,479 job applications received by South Ayrshire Council in 2014, 69% were from females, 30% were from males with the remainder either preferring not to say or not providing any information on gender. This is a 4% increase in the number of applications received from females compared to 2012-2013 and a 4% decrease in the number received from males in the same period.

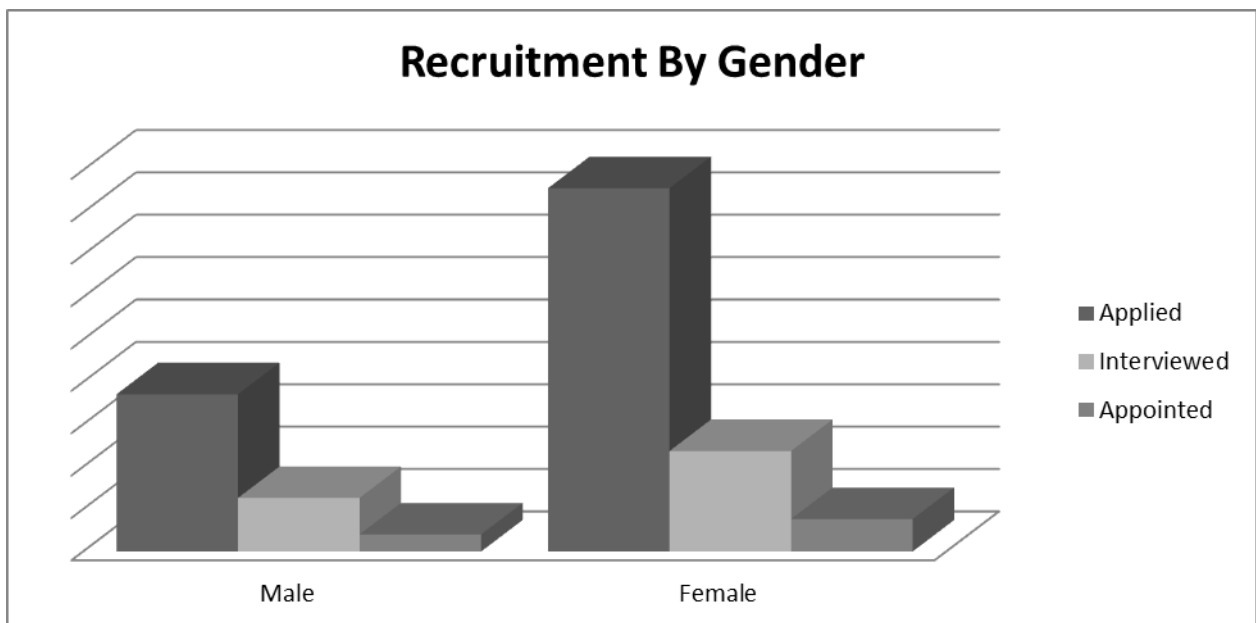


Figure 4

- 16.5 Of the applications submitted by females only 28% were invited to interview, with 32% of those interviewed being successfully appointed. Similarly, of the applications received by

males, 34% were invited to interview, with 32% of those interviewed being successfully appointed (Figure 4).

- 16.6 Further work is required to determine why the majority of applications received are from females. As part of our work to further equalities, where appropriate, future recruitment will include a positive action statement to attempt to encourage underrepresented individuals to apply.

Starters and Leavers

- 16.7 65% of appointments made by South Ayrshire Council in 2014 were female and 34% were male. The remaining 1% did not disclose or provide information on their gender. This reflects the gender makeup of all applications.
- 16.8 42% of those who left South Ayrshire Council were male and 58% were female. Male leavers are over represented as males comprise 28% of the workforce. Further work is required to establish why this was the case.

Grievances and Discipline

- 16.9 Of the 4 grievances recorded in 2014, one was a collective grievance brought by a group of primarily male employees and the other 3 were brought by females (Figure 5). Due to the small number of grievances raised we cannot disclose the reasons due to confidentiality.

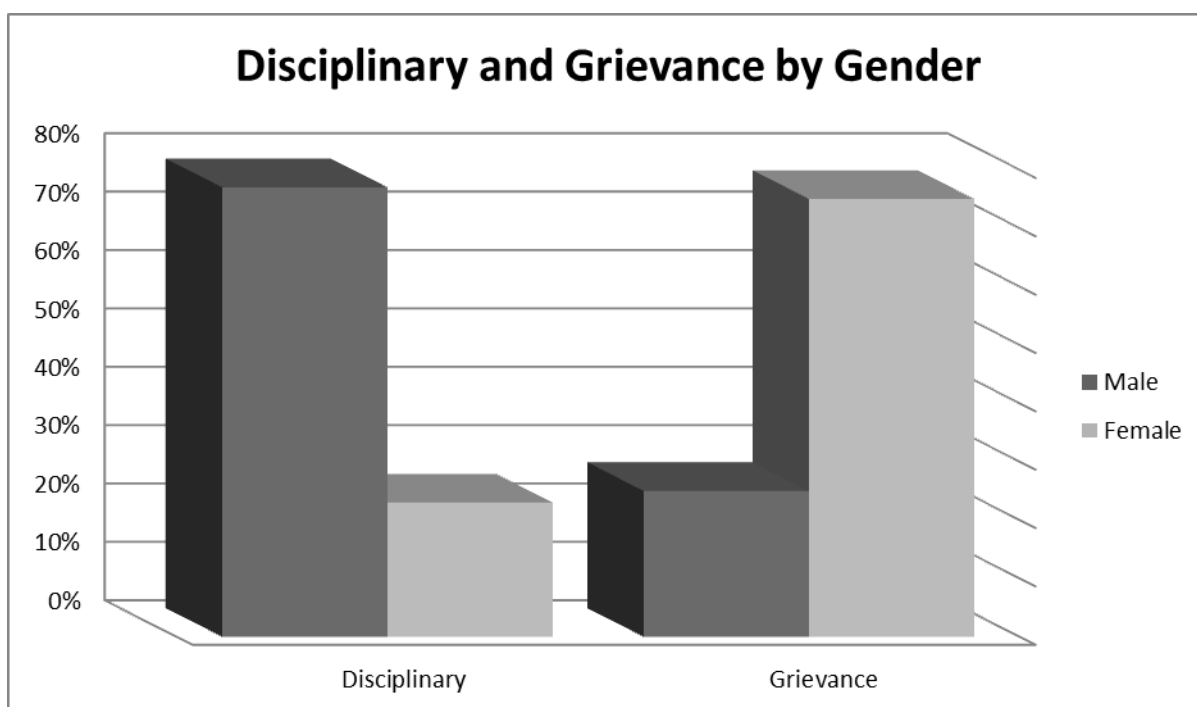


Figure 5

- 16.10 In 2014, the majority of disciplinary proceedings were brought against male employees. Of the 13 disciplinary hearings, 10 involved male employees. Males are overrepresented in this area as they make up 28% of the workforce but were involved in 77% of the disciplinary hearings. Overall, the number of disciplinary proceedings has reduced from the previous year.

Attendance at Training

16.11 For all internally provided training in 2014, 42% of attendees were male and 58% were female. We do not hold information on attendance at externally provided training.

Gender and Occupational Segregation

16.12 Occupational segregation is understood as the concentration of men and women:

- In different kinds of jobs (**horizontal** segregation)
- In different pay grades (**vertical** segregation)

16.13 In South Ayrshire Council, women are mostly concentrated in roles such as home care, catering, administration and clerical roles. In comparison men are mostly concentrated in manual roles such as gardening, green-keeping and bricklaying. Figure 6 gives a breakdown of the percentage of employees in each pay grade by gender.

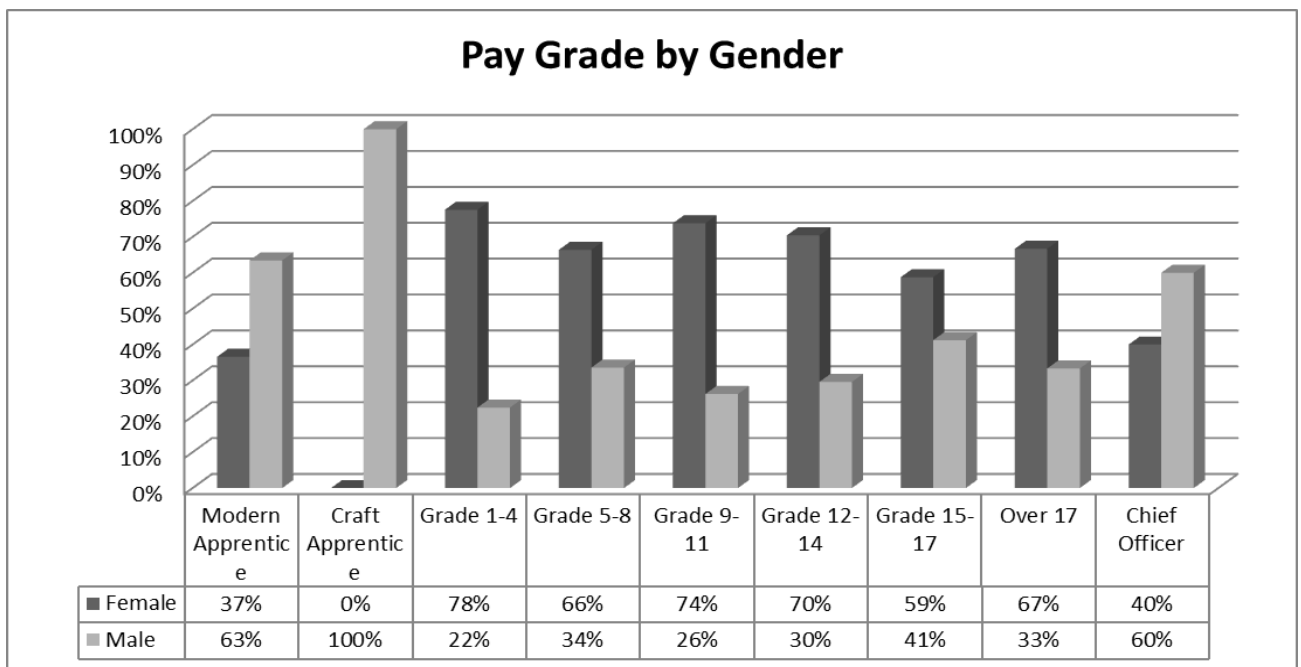


Figure 6

Gender Pay Gap

16.14 We have calculated our gender pay gap by expressing the average female pay as a percentage of the average male pay and it is currently 3.41%. The pay gap has expanded since 2012 when it stood at 2.67%.

17. Workforce Monitoring 2014 - Full Workforce Profile - Disability

17.1 Figure 7 shows that, of our current workforce, 1% of employees have stated that they have a disability. 12% of our employees have not stated whether they are disabled or not and the remainder have declared that they do not have a disability.

17.2 We do not believe this figure is an accurate representation of our current workforce. According to information published by the Scottish Government, 19% of the Scottish population of working age are disabled.² We intend to undertake an employee data gathering exercise to address this anomaly.

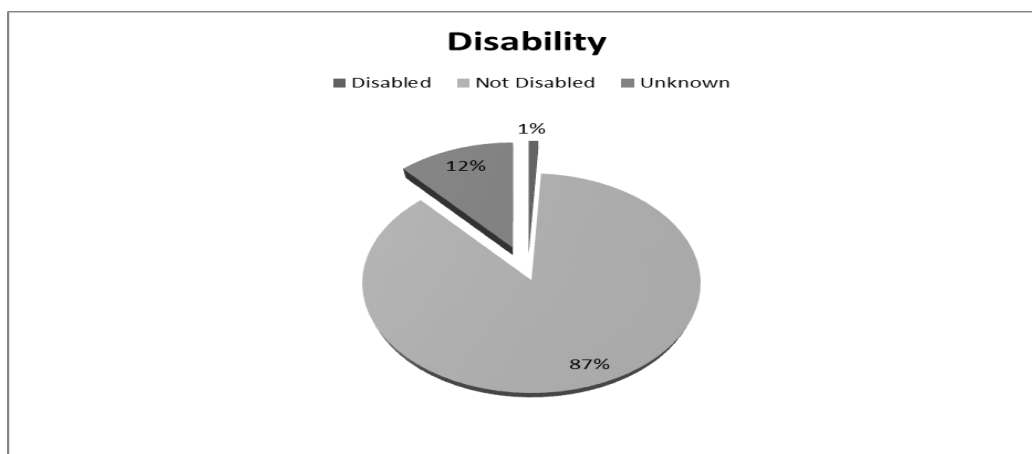


Figure 7

Recruitment

17.3 South Ayrshire Council adopts the double tick standard whereby all applicants who are disabled and who meet the essential criteria for the role are automatically sifted through to the interview stage.

17.4 In 2014, 4.98% of all applications were from candidates who stated that they had a disability. Of those selected for interview, 5.96% stated that they had a disability. Of all appointments made in 2014, 5.09% had stated that they were disabled (Figure 8).

Disability	Percentage of Applications (12479)	Percentage of Total Selected For Interview (3760)	Percentage of Total Successful Appointments (1179)
Disabled	4.98% (621)	5.96% (224)	5.09% (60)
Not disabled	92.64% (11560)	89.6% (3369)	93.81% (1106)
Prefer Not To Say	0.49% (61)	0.53% (20)	0%
Blanks	1.9% (237)	3.91% (147)	1.1% (13)

Figure 8

Grievances and Discipline

17.5 In 2014 there were no grievances raised by an employee who stated that they had a disability. Likewise no disciplinary proceedings were brought against any disabled employees.

² <http://www.scotland.gov.uk/Topics/People/Equality/disability>

Attendance at Training

- 17.6 For all internally provided training in 2014, 1% of attendees had a disability which reflects the current percentage of employees in our workforce with a disability. We do not hold information on attendance at externally provided training.

18. Workforce Monitoring 2014 - Full Workforce Profile - Race

- 18.1 The racial profile of South Ayrshire Council's current workforce (Figure 9) is predominately white and Scottish, with 80% of employees falling into this category. 6% of employees are white British and for 9% of employees we either have no information or the employee has elected not to disclose. 1% of our workforce have identified themselves as belonging to other ethnic minorities. The ethnic profile of our workforce is reflective of our wider community where, according to the 2011 Scottish census, 89.5% of residents in South Ayrshire were white, Scottish with 0.5% belonging to a variety of other ethnic minorities.³

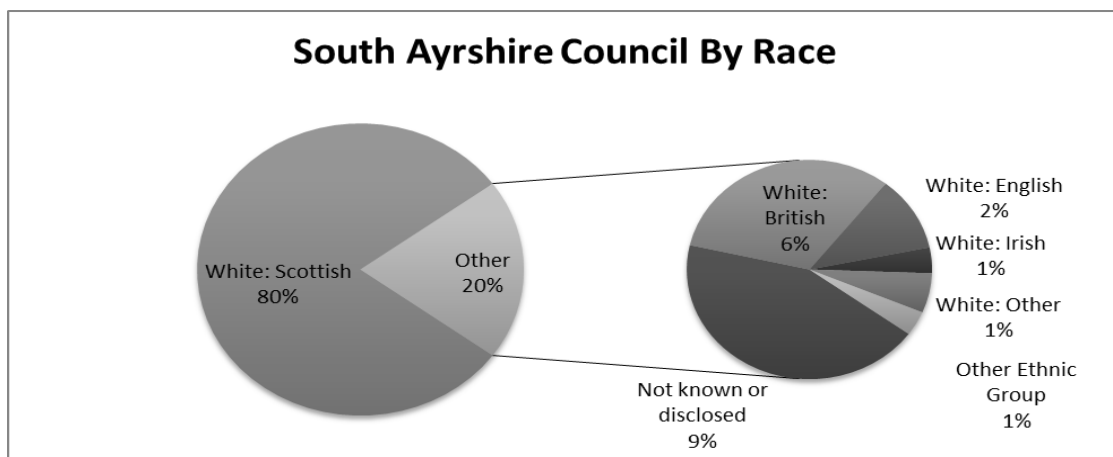


Figure 9

Recruitment

- 18.2 88% of applications received by South Ayrshire Council were from candidates who identified themselves as white Scottish. Similarly 86% of candidates who were selected for interview and 88% of appointments made in 2014 were of individuals who are white Scottish.

Grievances and Discipline

- 18.3 In 2014 92% of disciplinary proceedings were brought against white Scottish employees with the remaining 8% brought against employees who had identified themselves as white 'other'. 50% of grievances that were raised were by white Scottish employees, with no information available on the ethnicity of the other 50%.

³ <http://www.scotlandscensus.gov.uk/ods-web/area.html>

Attendance at Training

18.4 76% of employees who attended internal training courses were white Scottish. At present we do not hold information on attendance at externally provided training.

19. Workforce Monitoring 2014 - Full Workforce Profile - Age

19.1 Figure 10 shows the age profile of our employees. While there has been no significant change in that the largest percentage of our workforce belonging to the 51-55 and 46-50 age bracket, the percentage of employees under 25 has increased by 2%. 25% of appointees in 2014 were in the 21- 25 age group.

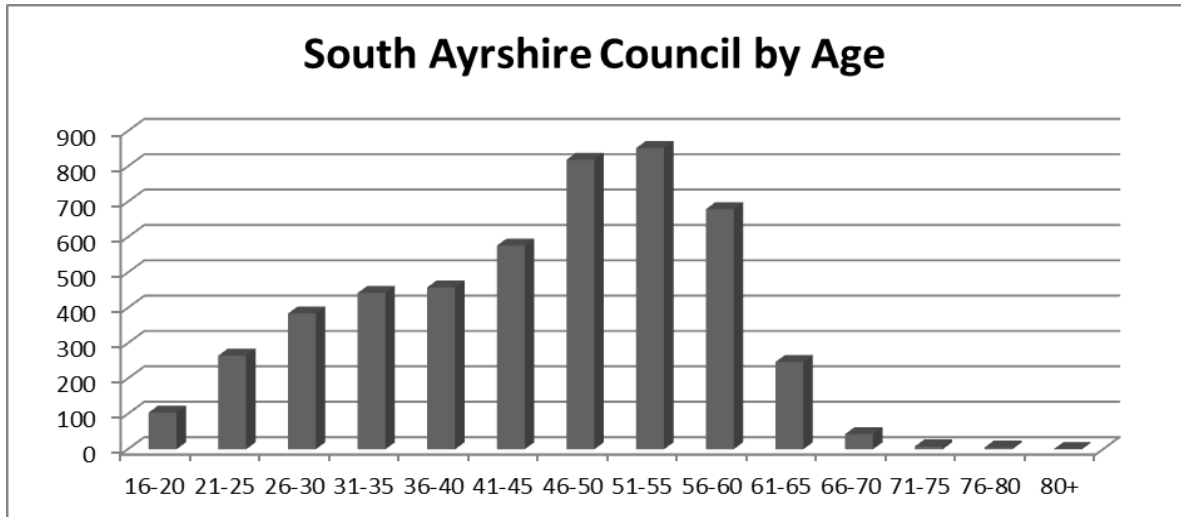


Figure 10

Recruitment

19.2 Figure 11 shows the number of applications received in 2014 by age bracket. A significant proportion of applications came from candidates in the 21-25 age bracket, with 27.82% of applications coming from this group. Unsurprisingly the highest percentage of candidates selected for interview were also from the 21-25 age bracket with 22.34% of those interviewed being from this age group.

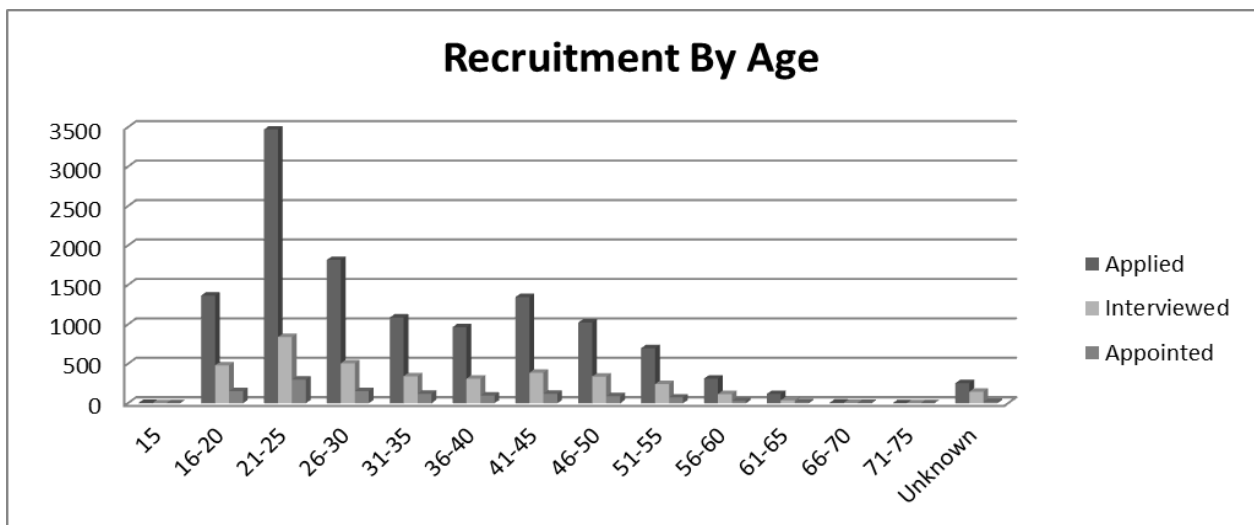


Figure 11

- 19.3 In 2012 the figures used a slightly different age bracket than what is being used currently. However a separate report was run in order to directly compare 2014 with 2012 and it shows that there has been an increase of those aged 24 and under applying and being successfully appointed. In 2012, 25.2% of applications were from those aged 24 and under. In 2014, 33.53% of applications were from this age group. 24.1% of all appointments made in 2012, were from those aged 24 and under whereas in 2014, 34.18% of appointments were made to those in this age group.
- 19.4 A low number of applications was received from candidates who were aged 56 or older, with only 3.52% percent of applications coming from this group. For 2.05% of applications the candidate did not provide their date of birth.

Grievances and Discipline

- 19.5 In 2014, 38% of disciplinary proceedings were raised against employees within the 51-55 age bracket (Figure 12). Grievances raised were evenly distributed across employees in the 31-35, 36-40, 46-50 and the 56-60 age brackets.

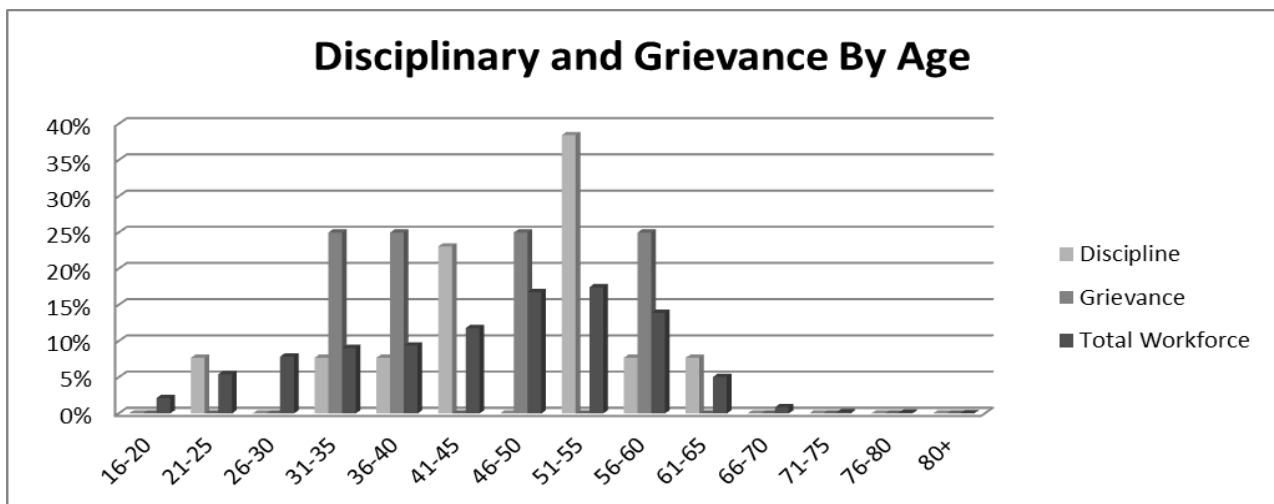


Figure 12

Attendance at Training

- 19.5 In 2014, a high proportion of places at internal training sessions were taken by employees within the 51-60 (35.3%) and 41-50 (29.2%) age brackets.

20. Workforce Monitoring 2014 - Full Workforce Profile - Pregnancy and Maternity

Return to Work of Woman on Maternity Leave

- 20.1 In 2014, 67 women were due to return to work after maternity leave. Of those 4 did not return to work. Of the 63 who returned to work, 6 had a change in working pattern and reduced their hours worked per week. We do not hold data on why 4 employees did not return to work but we are reviewing our exit interview procedures and recording.

21. Workforce Monitoring 2014 - Full Workforce Profile - Marital Status and Civil Partnership

Current Workforce and Recruitment

- 21.1 We do not have information on marital or civil partnership status of our workforce, other than that gathered through recruitment. In 2014, 49.19% of applications received were from candidates who were single, with 28.4% from candidates who were either married or in a civil partnership.
- 21.2 45.40% of those interviewed and 46.99% of appointments made were to individuals who were single. Those who had identified themselves as either being married or in a civil partnership made up 30.98% of those interviewed and 32.32% of appointments.

22. Workforce Monitoring 2014 - Full Workforce Profile - Sexual Orientation

Current Workforce and Recruitment

- 22.1 We do not have information on the sexual orientation of our workforce, other than that gathered through recruitment. In 2014, 94.28% of applications received were from candidates who identified themselves as straight. Figure 13 gives the full breakdown of the sexual orientation of all applications, interviews and successful appointments in 2014.

Sexual Orientation	Percentage of Applications (12479)	Percentage of Total Selected For Interview (3760)	Percentage of Total Successful Appointments (1179)
Bisexual	0.29%(36)	0.29%(11)	0.17%(2)
Gay	1.07%(133)	1.09%(41)	1.19%(14)
Straight	94.28%(11765)	92.53%(3479)	95.42%(1125)
Lesbian	0.21%(26)	0.29%(11)	
Prefer not to answer	2.08%(260)	1.97%(74)	2.04%(24)
Other	0.26%(32)	0.05%(2)	0.08%(1)
Unknown	0.48%(60)	0.74%(28)	0.25%(3)
Blanks	1.34%(167)	3.03%(114)	0.85%(10)

Figure 13

23. Workforce Monitoring 2014 - Full Workforce Profile - Religion or Belief

Current Workforce and Recruitment

- 23.1 We do not have information on the religion or belief of our workforce, other than that gathered through recruitment. In 2014, 41.37% of applications received were from candidates who had stated that they did not have any religion or belief. A full breakdown is contained in Figure 14.

Religion or Belief	Percentage of Applications (12479)	Percentage of Total Selected For Interview (3760)	Percentage of Total Successful Appointments (1179)
Buddhist	0.14%(17)	0.13%(5)	0.08%(1)
Church of Scotland	30.19%(3768)	30.11%(1132)	30.62%(361)
Hindu	0.06%(8)	0.11%(4)	0.25%(3)
Humanist	0.22%(27)	0.19%(7)	0.25%(3)
Jewish	0.18%(23)	0.19%(7)	0.34%(4)
Muslim	0.18%(22)	0.16%(6)	0.08%(1)
None	41.37%(5163)	41.09%(1545)	41.98%(495)
Other Christian	7.93%(990)	6.91%(260)	6.11%(72)
Sikh	0.42%(53)	0.19%(7)	0.34%(4)
Pagan	0.06%(8)	0.05%(2)	
Roman Catholic	10.03%(1252)	9.92%(373)	11.79%(139)
Prefer not to answer	6.13%(765)	6.01%(226)	6.45%(76)
Other Religion or Belief	0.79%(99)	0.9%(34)	0.25%(3)
Unknown	2.28%(284)	4.04%(152)	1.44%(17)

Figure 14

24. Workforce Monitoring 2014 - Full Workforce Profile - Gender Reassignment

Current Workforce and Recruitment

- 24.1 We do not have information on our workforce with regards to employees who identified themselves as undergoing or having undergone gender reassignment, other than that gathered through recruitment. In 2014, 0.26% of applications received were from candidates who had stated that they were undergoing or had undergone gender reassignment. 0.16% of those interviewed and 0.25% of those appointed had identified themselves as undergoing or having undergone gender reassignment.

jest wersja tej publikacji w języku polskim, zawierająca wyłącznie tekst.

Aby uzyskać więcej informacji, proszę skontaktować się z:



Equality and Diversity Strategy

Equality Outcomes Templates Showing Progress 2013 – 2015

Licensing Board Extract

Contents

South Ayrshire Equality Outcomes	Service Provider	Education Authority	Licensing Board	Employer	Page
S1 Improved opportunities for people to participate in shaping services.					3
S3 Improved awareness of equality and diversity issues throughout the Council's employees.					5
S5 Increased provision of accessible and inclusive Council information and communications.					7
M4 Council employees work in a fair and inclusive environment.					9

Equality Outcome		
S1 Improved opportunities for people to participate in shaping services.		
National strategic outcome	We have tackled the significant inequalities in Scottish society. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	
Single Outcome Agreement	People in South Ayrshire enjoy the best possible health and inequalities are reduced	
Council Plan	Maximise the potential of our communities	
Protected Characteristics/ SAC Theme	All protected characteristic SAC Themes – Health and Well Being, Human Rights, Rurality and Deprivation	
General Equality Duty:	Eliminated Discrimination & Harassment Advance Equality of Opportunity	
Rationale: Why is this Equality Outcome important	Enabling and empowering communities to work with us can lead to design and delivery of local solutions that will ease future demands for services and lead to positive outcomes for individuals and families.	
Service	Licensing Board	
	National partners contributions to outcomes	Local Partners contributions to outcomes
	<ul style="list-style-type: none"> Society of Local Authority Lawyers and Administrators in Scotland (SOLAR). 	<ul style="list-style-type: none"> Police Service Ayrshire and Arran NHS Board Alcohol and Drug Partnership (ADP)
Outputs	<ul style="list-style-type: none"> Improved practice 	<ul style="list-style-type: none"> Policy better reflects the communities' concerns
Activities	<ul style="list-style-type: none"> Regular correspondence and meetings with the above noted organisations Working collaboratively to share best practise 	<ul style="list-style-type: none"> Involvement with the SafeAyr initiative to shape Licensing Policy

Council Services Contribution to Outcomes (Additional to above)			
Outputs	A new Licensing Policy Statement was published in February 2014		
Activities	<ul style="list-style-type: none"> • During 2013/14 there was a consultation on Licensing Policy which was open to all members of the public to contribute. • Regular (quarterly) meetings of the Local Licensing Forum will continue to consider the Board's implementation of its policy and Forum members have an opportunity to provide suggestions and raise any issues of concern. 		
Progress Report			
Indicators	Baseline and Year	Progress & Date	Comments
Number of meetings of the Local Licensing Forum	Meetings are held quarterly and since 2013 there have been 9 meetings	Officers are constantly seeking to widen membership of the Forum across all protected characteristics e.g. in the last year the Forum has had a named representative from the Ayrshire Ethnic Minority Community Association.	This will be monitored on an on-going basis.
Licensing Policy Published	The Licensing Policy was reviewed in 2013/14	The Licensing Policy was equality impact assessed as part of the review process and it will be reviewed again in 2016.	
Attendance at SOLAR meetings	2013 – a Licensing Services representative has attended the quarterly meetings.	Work is undertaken within SOLAR to improve and share good practice including stakeholder and user engagement and consultation. Attendance at SOLAR meetings ensures that practices are kept up-to-date.	
Summary of Achievement: The Licensing Board is continuing to improve the working relationship between the local authority and the Licensed Trade.			
Lessons we have learnt: Even when the Licensing Forum has been initiated and made more open, it is still difficult to get businesses to attend to participate in shaping Licensing Service.			

Equality Outcome	
S3 Improved awareness of equality and diversity issues throughout the Council's employees	
National strategic outcome	We have tackled the significant inequalities in Scottish society
Single Outcome Agreement	People in South Ayrshire enjoy the best possible health and inequalities are reduced
Council Plan	Improve the way that we work as a Council
Protected Characteristics/ SAC Theme	All protected characteristic for staff
General Equality Duty:	Eliminated Discrimination & Harassment Advance Equality of Opportunity Foster Good relations

Service	All Services and Licensing Board	
Rationale: Why is this Equality Outcome important	<p>Focus groups with the South Ayrshire Equality and Diversity Forum, Equality Champions and our Employee Equality forum highlighted the need to raise awareness of equalities across the organisation.</p> <p>Feedback from our Employee Opinion Survey indicated that some respondents feel that they are not treated fairly because of a protected characteristic.</p>	
	National partners contributions to outcomes	Local Partners contributions to outcomes
	<ul style="list-style-type: none"> • EHRC • Improvement Service 	<ul style="list-style-type: none"> • Ayrshire Equality Partnership
Outputs	<ul style="list-style-type: none"> • Equalities Intranet Resource developed (to be launched June 2015) 	<ul style="list-style-type: none"> • Leaflets and information on Equality Events circulated via equality networks and Communications Bulletin

Activities	<ul style="list-style-type: none"> • EHRC Guidance and Advice shared with employees via the Equality Champions 	<ul style="list-style-type: none"> • Awareness Raising events organised on a Pan- Ayrshire basis e.g. East Ayrshire Equality Week 2013, Interfaith Week 2015 event held in Kilmarnock
Council Services Contribution to Outcomes (Additional to above)		
Outputs	<ul style="list-style-type: none"> • All employees have equality training delivered in a range of ways (face to face, on-line (COAST etc) • Headteachers Equality Act Training February 2013 • Headteachers roll out of Equality Act Training to all teachers and school staff 	
Activities	<ul style="list-style-type: none"> • Presentations to the Employee Equality Forum on the Public Sector Equality Duties • Headteachers to take back the presentation to hold further training session on the Equality Act with staff in school • COAST Training – CLPL for teachers on Equality Act • EHRC – Equality Act Guidance for Education Providers • Training and awareness sessions available from Employee and Customer Services Team 	
Progress Report		
<p>Summary of Achievement</p> <p>Equalities knowledge and understanding is part of all employees Personal development review and training is provided to support the duties of each individuals post requirements.</p>		

Equality Outcome	
S5 - Increased provision of accessible and inclusive Council information and communication	
National strategic outcome	We have tackled the significant inequalities in Scottish society
Single Outcome Agreement	People in South Ayrshire enjoy the best possible health and inequalities are reduced
Council Plan	Improve the way that we work as a Council
Protected Characteristics/ SAC Theme	All protected characteristic SAC Themes – Health and Well Being, Human Rights, Rurality and Deprivation
General Equality Duty:	Eliminated Discrimination & Harassment Advance Equality of Opportunity Foster Good relations

Services	Licensing Board	
Rationale: Why is this Equality Outcome important	To ensure that access to information is open to all, including people with disabilities and those who do not speak English as their first language	
	National partners contributions to outcomes	Local Partners contributions to outcomes
	<ul style="list-style-type: none"> • Police Scotland • Society of Local Authority Lawyers and Administrators in Scotland (SOLAR). 	<ul style="list-style-type: none"> • Police Service • Ayrshire and Arran NHS Board • Alcohol and Drug Partnership (ADP) • Local Licensing Forum
Outputs	<ul style="list-style-type: none"> • Sharing of Good communication practice at SOLAR meetings 	<ul style="list-style-type: none"> • Information Sessions for Licensing Trade which were accessible and inclusive. • Licensing Policy reviewed and published on the Council website to ensure accessibility e.g. browsealoud facility.

Activities	<ul style="list-style-type: none"> • SafeAyr meetings 	<ul style="list-style-type: none"> • The Licensing Forum meetings provide regular feedback from the Licensing community that supports the development of inclusive and accessible Licensing Service information
Council Services Contribution to Outcomes (Additional to above)		
Outputs	<ul style="list-style-type: none"> • Improved information formats used throughout the Licensing Board • The Licensing Policy 2014 is published in an accessible format and available in alternative formats such as Large Print and Braille upon request. 	
Activities	<ul style="list-style-type: none"> • More accessible and better publicised internally and externally) service descriptions and contact details • Improve staff awareness of Council procedures for accessing and using alternative communication formats. • Customer Contact Centres can now take applications over the telephone, removing the need to physically attend Council premises. This has improved accessibility across protected characteristics, particularly disability. • All Licensing Service staff have completed equalities training. • Maintain the accessibility standard of the Licensing Board section of the Council Website. • Review information/communication formats used in Licensing Board literature and publications • Publication of Licensing Board and Licensing Forum minutes on the Council website. 	
Progress Report		
Indicators	Baseline and Year	Progress & Date
Number of requests for alternative format documents	2013	There have been no requests for information or documents in alternative formats during the period 2013-2015 (to date).
Number of documents prepared in alternative formats	2013	0 formal documents prepared in alternative formats . However, large print copies of minutes are available at each Licensing Forum meeting to support the age and disability characteristics of attendees.
Number of staff trained in the use of alternative formats	2013	All Licensing Board staff trained in equalities and corporate staff are available to provide support when requests for alternative formats are made.
Summary of Achievement		
Licensing Policy review completed which included public consultation. Licensing Documents are readily available on the Council website. Staff are trained in equalities and know how to access advice and support on alternative formats.		

Equality Outcome			
M4 Council employees work in a fair an inclusive environment			
Council as an Employer			
Actions	By	Dates	Progress To Date
We will hold employee focus groups to elicit further information on fairness at work with respect to protected characteristics.	HR Policy/Ops Team and Organisation and Development Team	Graduate Interns working with HR Advisers on Employee Engagement Survey – initial survey data should be available by the end of January 2015.	Focus Groups will be scheduled once Employee Engagement Survey data available. 2012 Employee Engagement Survey data indicated: I believe SAC treats me equally regardless of: <ul style="list-style-type: none"> • Age (90%) • Disability (93%) • Gender/Sexual Orientation (93%) • Race (95%) • Religion/Belief (94%)
We will develop and launch a new Equality site on our intranet to provide advice and guidance to managers and employees on all the protected characteristics, as well as on rights and responsibilities at work.	Organisation and Development Team /HR Policy/Ops Team	April 2015 and ongoing updates	OD developing and sourcing material on range of protected characteristics which will then be linked to the HR share-point site which is currently under development.
We will develop guidance on supporting employees related to specific characteristics eg guidance on supporting transgender workers	Organisation and Development Team	April 2015 and ongoing updates	OD developing and sourcing material on range of protected characteristics which will then be linked to the HR share-point site which is currently under development.
We will develop further guidance on managing and supporting disabled employees	Organisation and Development Team	April 2015 and ongoing updates	Clear guidance is provided through HR policies and managers guidance in supporting disabled employees who are absent from work and on their return to work. OD developing and sourcing material on range of protected characteristics which will then be linked to the HR share-point site.

<p>We will consider any positive action measures which will assist underrepresented groups in the recruitment process. In identifying measures we will consult with our Employee Equality Forum, Equality Champions and Trades Unions.</p>	<p>Organisation and Development Team</p>	<p>April 2015 and ongoing updates</p>	<p>The workforce of SAC, like most Local Authorities is predominantly female. However in the past year, job applications from men have increased by 14% and applications from women have decreased by 14%. We are focusing on specific services (facilities and home care) and are working with service managers and other council services (eg Communications Team) to attempt to ensure that gender stereotyping is eliminated in recruitment procedures.</p>
<p>We will continue to roll out training on equality for all employees and to further mainstream equality into all courses.</p>	<p>Organisation and Development Team</p>	<p>Awareness continues to be raised through the mainstreaming of equalities into all relevant corporate training for both employees and managers.</p> <p>Clear guidance on equalities is also provided through HR policies and manager's guidance.</p> <p>Ongoing</p>	<p>All management and employee essentials courses (on line and practical) have been equality mainstreamed.</p> <p>We currently offer Equality Impact Assessment training as a standalone course and offer bespoke Equality courses as required (all Head Teachers and HR staff have received bespoke training as did Elected Members on the impact of PSED on decision making).</p> <p>Other courses such as Mentally Healthy Workplace Awareness, Customer Service, BSS (Behavioural Support Strategies) and Conflict Resolution are equality mainstreamed and continue to be delivered to specific groups of employees (Care, Facilities, Trades, Customer Services front line etc.).</p> <p>For 2012 to 2014 training figures (online and practical) please see mainstreaming report employment section Work is still required to provide a better on line resource and this is currently being considered.</p>
<p>We will further develop role specific equality training.</p>	<p>Organisation and Development Team</p>	<p>Ongoing</p>	<p>We currently offer Equalities training as part of Managing Grievance practical courses.</p> <p>We currently offer Equality Impact Assessment training as a standalone course.</p> <p>We continue to offer bespoke Equality training as and when required (e.g. all Head Teachers and HR staff received bespoke training as did Elected Members on the impact of PSED on decision making).</p> <p>Customer Service Teams have undergone specific managing customers with mental health issues training.</p>