

Equality and Diversity Mainstreaming Report & Equality Outcomes update 2015



Mainstreaming Report

1. Introduction

As part of Loch Lomond & The Trossachs National Park Authority's (LLTNPA) Public Equality Duties, we must publish, by the 30th April 2015:-

- Equalities Mainstreaming Report; and
- Progress report on Equalities Outcomes for the National Park Authority

2. Background

The 2010 Equality Act has three general duties requiring public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The eight ***Protected Characteristics*** groups to which the Equalities Duties apply are: Age; Disability; Gender/Gender Re-assignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion and Belief; and Sexual Orientation.

Loch Lomond & The Trossachs National Park Authority has a responsibility to fulfil Equalities Duties in its role both as an employer and as a provider of public services to an extensive range of stakeholders and customers.



National Park Ranger Tandem Bike Ride with Visibility Scotland members

In Scotland, the Equality Act was followed by additional duties that applied to public bodies, known as the specific duties, or Public Sector Equality Duties.

This report has been produced in accordance with Regulation 3 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The report demonstrates what Loch Lomond & The Trossachs National Park Authority (LLTNPA) has been doing to deliver the aims of the general duty, with a special focus on making equality and diversity a part of our day to day work, often referred to as 'Mainstreaming'.

The following paragraphs will illustrate what we think has gone well, what we have achieved to date, and identify where we need to focus next.

Under the specific duties we are also asked to identify what changes we want to achieve in terms of equality and diversity over the next few years including our vision and areas of activity for the next two years in particular. These are our 'Equality Outcomes' and you can access our 'Equality Outcomes Document for LLTNPA 2013-2015' online at our website www.lochlomond-trossachs.org - [Equalities](#)

3. Loch Lomond & The Trossachs National Park Authority

As an employer, Loch Lomond & The Trossachs National Park Authority has in the region of 127 – 160 staff (subject to seasonal variation), based at its main offices in Balloch and Callander, its Visitor Centre in Balmaha, and at various other smaller sites around the National Park. National Park Authority Rangers predominantly work from satellite offices, covering the National Park's extensive geographical area. In addition we have a non-executive Board of 17 members.

The National Park Authority also engages a large number of volunteers to further the aims and activities of the National Park and we apply the same value of inclusiveness to our volunteers as with our staff.



National Park Volunteers

4. National Park Partnership Plan 2012-17

The statutory purpose of Loch Lomond & The Trossachs National Park Authority is to lead and co-ordinate the delivery of the National Park aims focused on the outcomes of Conservation, Visitor Experience and Rural Development. Some outcomes are achieved through direct delivery by the National Park Authority and many others through working with a wide range of partners in the private, public and voluntary sector. All outcomes for the National Park and the bodies responsible for delivering them are described in the *National Park Partnership Plan 2012- 2017*.

The Park Partnership Plan contains three long-term outcomes:

- An internationally-renowned landscape where the natural beauty, ecology and the cultural heritage are positively managed and enhanced for future generations.
- A high quality, authentic experience for visitors, with many opportunities to appreciate and enjoy the natural and cultural heritage, within an internationally renowned landscape that compares to the best on offer around the world.
- In the National Park businesses and communities thrive and people live and work sustainably in a high quality environment.

5. LLTNPA Corporate Plan 2012-17

The overarching purpose which the National Park Authority itself aims to achieve, as summarised in our current *Corporate Plan 2012 – 2017*, is to:

‘Manage the visitor pressures on this renowned scenic area and encourage sensitively the development of our rural communities so that the National Park is conserved and enhanced for generations to come’

Equalities and diversity considerations run through all areas of the work we do given our focus on the interaction between people and place as well as the extensive range of people we serve.

The Corporate Plan sets out in detail, the National Park Authority’s objectives which aim to deliver the Park Partnership Plan outcomes. Although equality is a consistent thread throughout the Plan, the key areas where equality and inclusion activities are of specific relevance include:

- Visitor Management
- Recreation and Access
- Education and Outreach
- Volunteering
- Tourism
- Sustaining our Population and Rural Economy
- Community Development
- National Park Authority People Strategy
- Marketing & Communications

The National Park Authority assesses the ‘equalities impact’ of its core policies, strategies and projects through carrying out ‘Equality Impact Assessments’ and making appropriate adjustments.

6. National Park Objectives and Culture

We value our people and pride ourselves in our ability to respond quickly and be flexible to the changing demands of our many stakeholders. We focus on taking the right decisions to invest in and resource what is most needed to help support the environment, our visitors and the communities of the National Park.

As an Access and Planning Authority we are aware of and respond to the need to enable access to our consultation and statutory decision making processes.

'Parks for All' is one of the basic principles within the National Park Partnership Plan which defines the long term vision and objectives for LLTNPA:

'National Parks are for all of Scotland's people and its visitors from around the world to enjoy. They should offer opportunities for all, regardless of physical ability, age, income or background. Thriving local communities and successful businesses are particularly important to sustaining the Park in the long term and providing the services and facilities needed for a thriving rural economy.'



Accessible path networks support a range of mobility needs

The National Park Authority also has accessibility and openness as a core value, and we already promote and enable equal opportunities and flexible working within our 'people' policies and procedures and our 'Gender Pay Gap' data is positive against national statistics.

As well as the general inclusive approach to our work, the National Park Authority has led the way in a number of specific diversity and inclusive initiatives over the past few years to overcome barriers to the Park (real or perceived) for a wide range of groups. This has included improved access to the countryside which is either barrier free or fully accessible; alternative provision of interpretive material (tactile, large print and audio); learning and outreach programmes responding to particular needs; health walks and outdoor classroom; accessible visitor facilities and sponsored 2 mobility scooters.

Our Equality Mainstreaming report outlines how the National Park Authority aims to build on these foundations and continue to respond effectively, appropriately and proportionately to the many and varied needs of our of customers

7. Our Mainstreaming Approach

Our Mainstreaming Report 2013 contained 6 main areas of activity which are detailed below. This report goes on to provide updates to 30th April 2015.

8. Highlights, key areas of activity and progress

The last 2 years have seen a significant number of projects being delivered by the National Park, offering many opportunities to staff, visitors and businesses.

In line with our three general duties under the 2010 Equalities Act and our focus on the following areas in developing our mainstreaming approach, this report updates progress in these important areas.

- Our staff
- Start-up for projects and strategies
- Access to statutory functions – consultations, Board and Committee meetings
- Information and communication
- Events & Engagement opportunities
- Procurement

9. Our staff

9 Members of staff received training to be Equalities champions, representing every department and function of the LLTNPA.

The Equalities Impact Assessment (EqIA) template was revised to make it more accessible, encouraging more staff to complete the process. A new guidance document was produced to support staff in completing the EqIA template.

Our anonymous Equality & Diversity monitoring survey was issued to staff in October 2014 and 100 members of staff participated in the survey, approximately 75% of the organisation. The majority of participants answered each question with only a small number selecting the option 'prefer not to say'. This is really helpful as it allows us to target our awareness raising activities around the various responses to each of the protected characteristics.

10. Start-up-Projects & Strategies

The National Park has been continuing to embed its Equality Impact Assessment process as part of the start-up activities for its significant projects and strategies. The streamlined EqIA template and has become embedded in the Project Initiation Documentation used in major projects. This has continued the process of improving equality and diversity mainstreaming in planning projects.

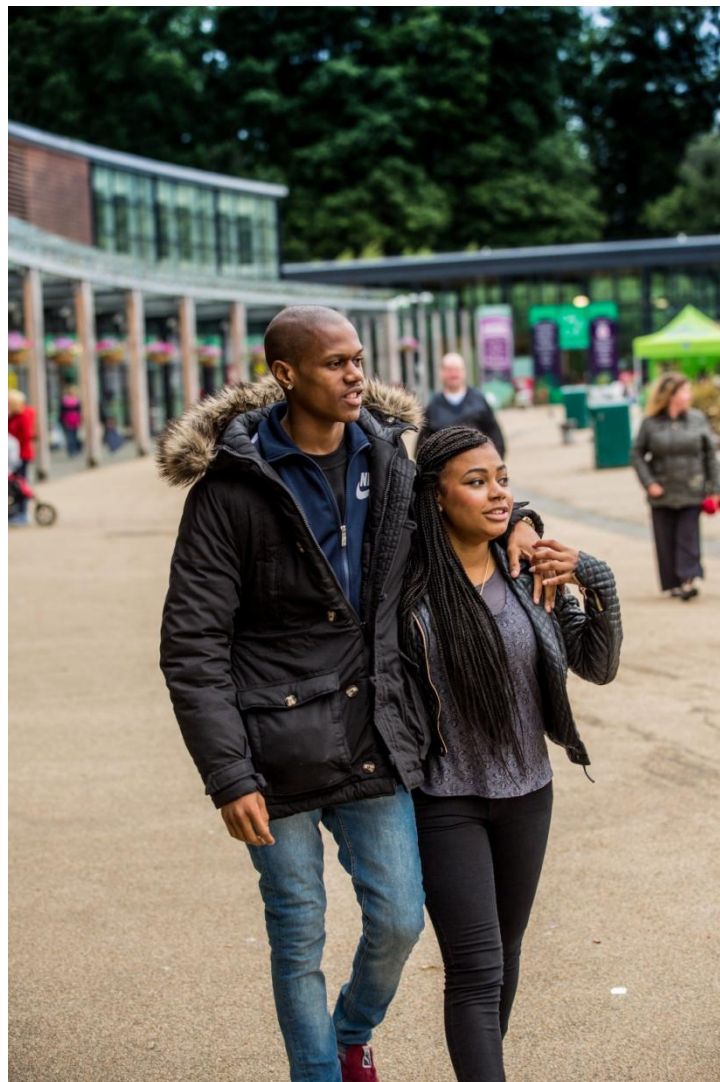
11. Access to Statutory Functions

The National Park Authority continues to carry out EQIAs for large statutory consultation processes such as preparation of the Local Plan and Your Park and access for groups of people with mobility limitations are catered for when meetings are held at our HQ building, which provides all ability access. EQIAs are also now carried out as a matter of course when statutory meetings are being planned in other locations and where possible we use venues that have hearing loops installed and are fully accessible. The National Park Authority will continue to seek opportunities to extend consultation and engagement across protected characteristic groups as defined in its Equality Outcomes for the next two years.

12. Information and Communication

The National Park Authority continues to work at improving communication between its staff and its customers. It is crucial to the way we work. Developments in this area have included:-

- More frequent and accessible 10-02 meetings- times adjusted to 14-02 to help with Ranger attendance at meetings.
- A major customer survey has been organised and will be conducted through summer 2015. Feedback from this will be incorporated into future planning of projects and visitor management strategies.
- A new web site is being planned to facilitate better communication with customers wishing to visit the National Park- planned delivery 2016.
- Wider Range of Protected Characteristics represented in LLTNPA Brand imagery



Diversity of Visitors represented in Brand Images

13. Events and Outreach Engagement

Whilst our general events programmes are designed to appeal to a diverse range of interests irrespective of people's backgrounds, we also run events that are targeted at particular audiences with specific needs and interests, for example through our outreach, outdoor learning and health walks programmes. However the National Park Authority recognises the opportunities to extend the range of our engagement across groups where there are real or perceived barriers to access.

Ranger support and the education travel grant resources are prioritised to schools and outreach groups which support disadvantage.
DeafBlind Scotland

In 2013 and 2014 a group from Deafblind Scotland (DBS) set themselves a massive challenge to conquer Conic Hill. What made the achievement even more special was that all of the members have dual sensory loss affecting communication, mobility and intake of information making the simplest of steps challenging. The group were joined by specialist communicators, guide and hearing dogs and National Park Rangers who helped them step by step up the hill to the summit.



DeafBlind Scotland members and their guides

Suzanne Abbate, Operations Manager with Deafblind Scotland said: “Deafblind Scotland is delighted to have offered deafblind people the opportunity to take on the walk up Conic hill. This was not an easy task for our members given their sensory impairment. It is hoped that the challenge will inspire other deafblind people to get out and about and enjoy Loch Lomond and The Trossachs National Park.”



DeafBlind Scotland member and guide interacting with the interpretive exhibit

Interpretive displays and information in the National Park Visitor Centre, at Balmaha is available in Braille, moon, audio, British Sign Language and large print making it accessible. The interpretive panels have also been translated into a number of other languages, enabling more visitors to engage with the National Park.

14. Procurement

We have incorporated equalities through procurement by asking potential contractors and suppliers to evidence their own approach to embedding equalities as an element for assessment in the quality of provision of tender. This has been encouraged and welcomed by the contractors and will be built upon over the next 2 years in developing collaborative working and where possible meeting common goals around equalities with external bodies. The following tender qualification and scoring rating is included in all tender documents:-

Equal Opportunities & Equalities Statement:

'Provide a copy of your company's stated equal opportunities & equalities statement to confirm compliance with all relevant statutory obligations and any other relevant information relating to your company's policies regarding eliminating discrimination and maximising opportunity'

15. Equality Outcomes

Publication and Reporting Requirements for Equality Outcomes

The National Park Authority published its Equality Outcomes on the 30th April 2013. We are required to publish a formal progress report against our Equality Outcomes by 30 April 2015 and every 2 years thereafter. In 2017 a new set of Equality Outcomes will be published.

To embed Equalities across the organisation, the progress reports will be included in the National Park Authority's corporate performance framework and included in updates within each Annual Report.

Appendix 1 contains the Equalities Outcomes Action plan and updates for the period to 30th April 2015.

The following equalities outcomes were published in 2013.

Outcome 1

A greater diversity of people including young people and those who have a real or perceived barrier to accessing the Park will learn about and help to conserve and enhance the Park.

General Duty furthered - Advancing equality of opportunity

Outcome 2

All people will be able to access more barrier-free paths in the Park.

General Duty furthered through this outcome - Advancing equality of opportunity

Outcome 3

A greater diversity of people including young people and those who have a real or perceived barrier to accessing the Park, will be aware of and able to access information about the Park, including its recreation opportunities.

General Duty furthered - Advancing equality of opportunity

Outcome 4

A greater diversity of people are able to access more opportunities within the National Park and are able to actively participate in decision making.

General Duties furthered - Advancing equality of opportunity; and fostering good relations

Outcome 5

LLTNPA will be better informed of equality and diversity characteristics of staff (so that we can address barriers / improve working conditions for all).

General Duties furthered - Advancing equality of opportunity; and eliminating discrimination.

Appendix 1- Equality Outcomes updates and Action Plan

Suggested Equality outcome	Link to Corporate Plan and Park Partnership Plan	Indicators and Targets	Update 2015	General duty
<p>Outcome 1</p> <p>A greater diversity of people including young people and those who have a real or perceived barrier to accessing the Park, will learn about and help to conserve and enhance the Park.</p>	<p>Corporate Plan Objectives:</p> <ul style="list-style-type: none"> • Education and Outreach • Volunteering • Public event/engagement programme <p>Direct link to NPP Priority Actions:</p> <ul style="list-style-type: none"> • VE16: Increased opportunities to deliver Curriculum for Excellence through Outdoor Learning • VE 18: Volunteer Rangers • VE19: National Park Volunteers 	<ol style="list-style-type: none"> 1. By 2017 increase the number of schools engaged with by 50% from 2011 baseline (Target 86 schools supported in 2016 -17). By 2017 increase the number of outreach partners engaged with by 50% from 2011 baseline (Target 33 outreach groups supported in 2016-17). 2. Number of outreach groups and schools supported through the education travel grant 3. Volunteering – Undertake equal opportunities monitoring for current volunteers to establish baseline data. 4. Increase by 1- 2 the number of employment internships/apprenticeships provided by the National Park Authority in 2013/14. 	<p>Detailed Indicator report for Outcome 1 can be found in Appendix 2</p> <p>In 2014/15 the National Park Authority supported 71 schools and 15 outreach groups.</p> <p>Successful delivery of one Internship with the Forward Planning team in 2014, and a Student Teacher Placement</p>	<p>Advancing equality of opportunity</p>

Suggested Equality outcome	Link to Corporate Plan and Park Partnership Plan	Indicators and Targets	Update 2015	General duty
<p>Outcome 2</p> <p>All people will be able to access more barrier-free paths in the Park, more paths will be accessible to all people</p>	<p>Corporate Plan Objective:</p> <ul style="list-style-type: none"> Responsible and managed access to the National Park <p>Direct link to NPP Priority Actions:</p> <ul style="list-style-type: none"> VE 13: Maintenance and enhancement of recreation provision....and improved linkages between existing routes. VE15: 'Preventive spend to improve health benefits'. 	<ul style="list-style-type: none"> Increase by the number of 'fully accessible' paths across the Park in 2013/14 10% increase on 2011/12 figures of participants in Health Walks across the Park. 	<p>National Park Outdoor Recreation Plan projects have involved new All abilities paths installations between Strathyre and Kingshouse and Drymen and Milton of Buchanan, and replacement Gates on paths in Gartmore and Ben Gulipen in order to facilitate all abilities access.</p> <p>The Park Mobility project scooter hire hub at Balloch Bus Stance enables people with reduced mobility to access the local path network. Stirling Council has installed drop kerbs in Aberfoyle and Forestry Commission Scotland (FCS) has installed All abilities paths at the Lodge, Aberfoyle.</p> <p>Visitor access improvements introduced through new rural infrastructure :</p> <p>Phase 1 Loch Lubnaig and Loch Lubnaig Beag site improvements completed; includes creation of accessible camping area, parking and shoreline access for picnic and enjoyment. We believe that this has benefited people with limited mobility to access and enjoy the Park's loch shores at Loch Lubnaig, where previously access was challenging.</p> <p>Scenic route installations completed with associated access improvements at, Falls of Falloch, Inveruglas and Lubnaig Beag. Inveruglas provides excellent all round access to the landscaped areas and ultimately provides easy access to the view being showcased by the installation.</p> <p>National Park Health Walks Programme delivered by Countryside Trust.</p> <p>The programme expanded in 2013 from Callander and Killin to include Aberfoyle and Balloch. This programme supports over 100 walkers and is lead by a team of 38 volunteer walk leaders.</p>	<p>Advancing equality of opportunity</p>

Suggested Equality outcome	Link to Corporate Plan and Park Partnership Plan	Indicators and Targets	Update 2015	General duty
<p>Outcome 3</p> <p>A greater diversity of people will be aware of and able to access information about the Park, including its recreation opportunities.</p>	<p>Corporate Plan Objectives:</p> <ul style="list-style-type: none"> • Improved consistency of product encourages greater enjoyment for visitors to the National Park • Marketing & Communications <p>Direct link to NPP Priority Actions:</p> <ul style="list-style-type: none"> • VE 7: Better information and signage for visitors • VE14: Promotion of path and water networks 	<p>Continue to improve provision, promotion and accessibility of Park information.</p> <p>Extend promotion of use of Plain English</p> <p>Collate equality data from:</p> <ul style="list-style-type: none"> • Visitor surveys • Requests for alternative formats of publications • Requests for specific information on accessibility • Translate the interpretive content available at National Park Centre, Balmaha into Braille, Gaelic and 5 minority ethnic languages. • LLT NPA's brand imagery represents all protected characteristics 	<p>Provision of Visitor information on LLTNPA website for those less mobile.</p> <p>Support to new visitor facilities close to public transport.</p> <p>Equalities information included in Visitor Survey undertaken in 2015</p> <p>Creation of new cycle route maps for easy and moderate routes to raise awareness of the cycling offer to meet a wide range of users. For example mothers and young children and people with limited mobility.</p> <p>Improved Pontoon access for Loch Lomond Waterbus Service in Balloch for visitors with additional mobility needs</p> <p>Redevelopment of National Park Visitor Centre in Balmaha , with Interpretive information panels translated into Braille, Gaelic and 5 minority ethnic languages</p> <p>Brand images now incorporate visitors representing Disability, Race and Age Protected Characteristics.</p>	<p>Advancing equality of opportunity</p>

Suggested Equality outcome	Link to Corporate Plan and Park Partnership Plan	Indicators and Targets	Update 2015	General duty
<p>Outcome 4</p> <p>A greater diversity of people are able to access more opportunities within the National Park and are able to actively participate in decision making</p>	<p>Corporate Plan Objectives:</p> <ul style="list-style-type: none"> • Active and empowered communities • A population balanced across age groups benefitting from local job creation and retention. <p>Direct link to NPP Priority Actions</p>	<ul style="list-style-type: none"> • Park-wide approach to assessing housing needs and demands. • Ongoing programme of inclusive engagement and other consultation events in Park communities to inform policy development. Continued access opportunities to National Park consultations, activities and meetings (e.g. Planning Committees). 	<p>Detailed Indicator report for Outcome 4 can be found in Appendix 3?</p> <ul style="list-style-type: none"> • Continue financial support for the National Park Skills Partnership Programme • Park-wide approach to assessing housing needs and demands. • Ongoing programme of inclusive engagement and other consultation events in Park communities to inform policy development. LIVE Park consultations in 2014 successfully reached a wide audience. Evidence and reports on this piece of work are available on the links below:- <p>Live Park Consultation Report</p> <p>http://www.ourlivepark.com/download/youth-engagement-report/</p> <p>Continued access opportunities to National Park consultations, activities and meetings (e.g. Planning Committees)</p>	<p>Fostering good relations</p> <p>Advancing equality of opportunity</p>

Suggested Equality outcome	Link to Corporate Plan and Park Partnership Plan	Indicators and Targets	Update 2015	General duty
<p>Outcome 5</p> <p>LLTNPA will be better informed of equality and diversity characteristics of staff so that we can address barriers / improve working conditions for all.</p>	<p>Corporate Plan Objectives:</p> <ul style="list-style-type: none"> NPA People Strategy 	<ul style="list-style-type: none"> Carry out a staff survey seeking information on protected characteristics Establish a system for collecting and monitoring equalities data for staff over a number of activities including external recruitment data. Carry out an annual review of the Gender Pay Gap EQIAs carried out on all people policies and procedures. 	<p>Detailed Indicator report for Outcome 5 can be found in Appendix 4</p>	<p>Advancing equality of opportunity</p> <p>Eliminating discrimination</p>

Appendix 2

Equality Outcome 1 update

Outreach engagement

2013/14 - £2119.91 of Educational Travel Grant awarded to support 232 individuals representing the protected characteristics below.

NB: the following tables do not show the frequency of engagement provided, we have supported some of these groups on a number of occasions. For example, 5 occasions of working with an Additional Needs School to complete a John Muir Award.

Protected characteristics	Number of groups engaged
Race	5
Religion / faith	1
Disability	6
Age	2
Additional Support Needs schools	4
Total Groups engaged	18

2014/15 - £1699.14 of Educational Travel Grant awarded to support 140 individuals representing the protected characteristics below

Protected characteristics	Number of groups engaged
Race	3
Religion / faith	0
Disability	3
Age	3
Additional Support Needs schools	3
Total Groups engaged	12

LLTNPA John Muir Award project

The joint partnership project between the LLTNPA and the John Muir Trust aimed to target support for 20% of John Muir Award groups with a social inclusion focus.

The project report for the final quarter 2014-15 outlines that we have successfully supported 26% of groups with a social inclusion focus.

Volunteering

Since 2007 we have been asking people who volunteer with the National Park to undertake an equalities survey. The information gathered through this process is highlighted below.

Protected characteristics	Number of volunteers
Disability	11
Age < 21	27
Age > 60	50
Married	136
Men	306
Women	218
Total volunteer surveys	524

We also collected information around Race, which is detailed below.

Category	Number of volunteers
African	<5
Any Mixed	<5
Any other Asian	<5
Any other white	31
British	<5
Chinese	7
English	<5
French	<5
Indian	<5
Irish	7
Northern Irish	<5
Other British	91
Pakistani	<5
Scottish	376

We are currently reviewing the survey to ensure that information under all protected characteristics is gathered.

Appendix 3

Equality Outcome 4 update

Your Park Consultation

The Your Park project has undertaken a large scale consultation exercise in 2014/2015. Through use of social media, local advertisements, press releases and meetings we aimed to make the process as all inclusive as possible. We created a survey specifically designed for Young People, but were constrained by the technical mechanics of our online consultation tool. As part of this process data was gathered on equalities information. This is detailed below:

Total responses gathered		222
Gender	Number	% of total responses
Male	131	59%
Female	59	27%
Blank	32	14%
Ethnic Origin	Number	% of total responses
Any mixed or multiple ethnic group	2	1%
Any other ethnic group	1	0%
Any other white ethnic group	4	2%
British	43	19%
English	16	7%
Irish	1	0%
Polish	1	0%
Scottish	106	48%
Welsh	1	0%
White	1	0%
Blank	46	21%
Age	Number	% of total responses
16-24	3	1%
25-44	55	25%
45-64	96	43%
65-74	44	20%
75+	6	3%
Blank	18	8%
Health or Disability Condition	Number	% of total responses
Do not wish to declare	19	9%
No	160	72%
Yes	15	7%
Blank	28	13%

Additional community drop in sessions were held as part of the consultation process. These were held at a variety of accessible locations across the National Park area, and at a range of times. Attendance figures were low averaging 8 people at each event.

The survey created for young people was sent out to senior phase pupils that had worked with the National Park to study issues related to the Geography subject area, primarily Land Use and Conflict. We received responses from 34 people under the age of 17.

Community Partnership

The Community Partnership lead on the delivery of the Skills Partnership, the annual report is here: <http://www.thecommunitypartnership.org.uk/wp-content/uploads/2015/02/2679-Annual-Review-A5-booklet-AW-LO-RES.pdf>

Over the last year this project engaged with over 550 young people between the age of 16-24.

The Community Partnership are currently creating our monitoring and evaluation framework which will contain an equalities section and reflect the gathering of information around protected characteristics moving forwards.

Appendix 4

Equality Outcome 5 update

LLTNPA will be better informed of equality and diversity characteristics of staff (so that we can address barriers / improve working conditions for all).

Activities

1. Carry out a staff survey seeking information on protected characteristics
2. Establish a system for collecting and monitoring equalities data for staff over a number of activities including external recruitment data
3. Carry out an annual review of the Gender Pay Gap
4. EQIAs carried out on all people policies and procedures

Activity 1

Our revised anonymous Equality & Diversity monitoring survey was issued to staff in October 2014 with a target to increase the response rate from the 2013 survey by 25%. This was achieved and approximately 75% of the organisation participated in the survey. The survey is a worthwhile exercise and the data collected allows us to target our awareness raising activities around the various protected characteristics.

Activity 2

Since April 2013 we have introduced a revised Equality & Diversity monitoring form which all applicants are asked to complete as part of internal and external recruitment campaigns. Completion is voluntary therefore this has an impact on return rates which can be as low as 50% in some campaigns.

In order to improve monitoring of equalities data over a number of activities the aim is to enhance the capacity within the HR system and to encourage staff to input their own equality details into the HR system. By having more comprehensive equalities data this will allow for enhanced monitoring and reporting on a range of activities contained within the HR system such as training. There are additional costs associated with this approach so in the meantime a more robust monitoring system will have to be established.

Activity 3

In April 2013 the gender pay gap was +1.51% in favour of female staff. In November 2014 this was +1.13% in favour of male staff. This has been discussed at the Joint Negotiating & Partnership Forum and it was agreed that such a small variance was no cause for concern and would continue to be monitored on an annual basis.

Activity 4

A revised EQIA process was established in 2014, the revised people policies and procedures that been implemented over the past 14 months have been subject to an EQIA.