

Item: 19

Policy and Resources Committee: 25 September 2018.

Equality Outcomes.

Report by Executive Director of Corporate Services.

1. Purpose of Report

To present the Council, Education Authority and Orkney Islands Area Licensing Board's Equality Outcomes for the period 2018 to 2022.

2. Recommendations

The Committee is invited to note:

2.1.

That, in March 2018, the Council agreed that the current Equality Outcomes be extended for a further year, with a full review undertaken in 2018 in order to better align with the Council's strategic planning cycle.

2.2.

That a review of recent equality research published by a variety of bodies, including the Scottish Government and Equality and Human Rights Commission Scotland, has informed development of the Equality Outcomes.

2.3.

The revised Equality Outcomes 2018 to 2022, attached as Appendix 1 to this report, which reflect:

- Priorities of The Orkney Partnership and The Council Plan.
- National priorities set by the Scottish Government.
- New duties arising from recent legislation changes.

2.4.

That each Equality Outcome has a number of actions listed to indicate the work which will be undertaken to achieve that outcome and measures to evidence progress.

It is recommended:

2.5.

That the Equality Outcomes 2018 to 2022, attached as Appendix 1 to this report, be approved, in so far as they relate to the Council, including the Education Authority.

3. Introduction

At its meeting held on 28 February 2017, when considering arrangements for publication of the annual equality report and equality outcomes, the Policy and Resources Committee recommended inter alia that the current Equality Outcomes be extended for a further year, with a full review undertaken in 2018 in order to better align with the Council's strategic planning cycle.

4. Background

4.1.

The Equality Act 2010 imposes a general equality duty on public authorities to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

4.2.

The general equality duty is supported by specific duties which are imposed by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (the Regulations). The key duties are:

- Report on mainstreaming the equality duty.
- Publish equality outcomes and report on progress.
- Assess and review policies and practices.
- Gather and use employment information.
- Publish gender pay gap information.
- Publish statements on equal pay.
- Consider award criteria and conditions in relation to public procurement.
- Publish in a manner that is accessible.

4.3.

In terms of paragraph 4 of the Regulations, the Council must publish a set of equality outcomes which it considers will enable it to better perform the general equality duty at intervals of not more than four years.

4.4

In terms of paragraph 4 of the Regulations, the Council must publish a report on the progress made to achieve the equality outcomes at intervals of not more than two years.

5. Equality Outcomes 2018 to 2022

5.1.

A review of recent equality research published by a variety of bodies, including the Scottish Government and Equality and Human Rights Commission Scotland, has informed development of the Equality Outcomes.

5.2.

The Equality Outcomes 2018 to 2022, attached as Appendix 1 to this report, propose three overarching Outcomes as follows:

- People in Orkney have the opportunity to fulfil their potential throughout their life.
- Orkney Islands Council is an inclusive employer.
- People in Orkney have equal opportunity to access and shape our public services.

5.3.

The Equality Outcomes reflect priorities of The Orkney Partnership and The Council Plan. They also reflect national priorities set by the Scottish Government as well as taking into account new duties arising from recent legislation changes.

5.4.

Each Equality Outcome has a number of actions listed to indicate the work which will be undertaken to achieve that outcome, and measures to evidence progress.

6. Corporate Governance

This report relates to the Council complying with its statutory duties and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

7. Financial Implications

7.1.

Development of the Equality Outcomes has been undertaken from within existing resources.

7.2.

Service specific resources may be required for the implementation of the outcomes.

8. Legal Aspects

The legal aspects are contained in section 4 above.

9. Contact Officers

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10. Appendix

Appendix 1: Equality Outcomes 2018 to 2022.

Equality Outcomes 2018 - 2022

Orkney Islands Council
Education Authority
Orkney Islands Licensing Board

Equality Outcomes

2018 - 2022

Introduction

Equality, fairness and inclusion are at the heart of our organisation and in all that we do. Our commitment to promoting equality means that we recognise that we all have different needs and that we are taking steps to ensure that we are all able to achieve our potential.

Our workforce

We want to create a working culture where everyone is included and where they can be the best they can be whilst they are working for us. Our employees are our greatest asset and are key to the successful delivery of our services.

[Take a look at our Employee Survey...](#)

Our services

The wide range of services that we provide means that everyone in Orkney is likely to be affected by what we do and how we do it at some point in their lives; from education and elections to street lighting and sports and leisure facilities; our services need to be accessible and fit for purpose.

[Take a look at how we are performing...](#)

Our communities

By continuing to increase our understanding of our diverse communities we will be better placed to plan what we need to deliver to meet future needs. Community engagement and empowerment are important elements of our strategic planning. Making sure that we provide opportunities for everyone to have their say and to participate in decisions that affect them is integral to achieving our strategic priorities.

[Take a look at our Community Plan...](#)

Working together for a better Orkney

Orkney Islands Council, Education Authority and Orkney Islands Licensing Board have revised their Equality Outcomes for the period 2018 – 2022.

These outcomes aim to make a positive difference to the life chances of those who experience discrimination and disadvantage in Orkney.

This is our second set of equality outcomes building on the set of outcomes published previously.

Our equality outcomes link with our strategic priorities and plans to integrate the work we are already doing and to better focus our efforts in improving equality.

Much has already been achieved since the publication of our first set of equality outcomes, but we need to make sure that we continue to improve our work on equality matters. By reviewing and revising our equality outcomes on a regular basis we aim to make fairer decisions and to demonstrate that we are delivering real benefits for our communities and our employees.

Why is Equality important?

There is evidence that shows that not everyone has the same life chances as others and some groups of people

The law and our duties

As a public authority in Scotland we must comply with the Public Sector Equality Duties (PSED) as set out under the Equality Act (2010). This is also known as the general equality duty. This means that as part of our day to day business we must show how we will:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and those who do not share it.

We must also publish a set of equality outcomes that will help us achieve the aims of the general equality duty. Equality outcomes are not what we do, but the beneficial change or effect which results from what we do. These could be a change in attitudes or how people behave, or it could be improvements in knowledge and skills as a result of activities such as training.

Equality outcomes should be determined by local needs and should lead to improvements in the lives of those who experience prejudice, discrimination and disadvantage in the delivery of services and employment.

Our revised equality outcomes take account of the up to date evidence base of research and consultation. They also consider the emerging new requirements of legislation including the Fairer Scotland Duty, British Sign Language (Scotland) Act and the Gender Recognition Act.

Protected Characteristics are defined in the Equality Act (2010) as:

- Age.
- Disability.
- Gender Reassignment.
- Marriage and Civil Partnership.
- Pregnancy and maternity.
- Race.
- Religion or belief.
- Sex.
- Sexual Orientation.

About the people in Orkney

The 2011 Census gave us an update on equalities data for Orkney. Orkney has a total population of 21,349. Our population has increased by just over 10% since the previous 2001 Census figures.

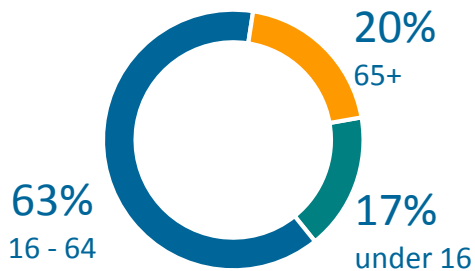
Population by gender¹



Life expectancy for men in Orkney is 80.3 years and for women it is 82.7 years.

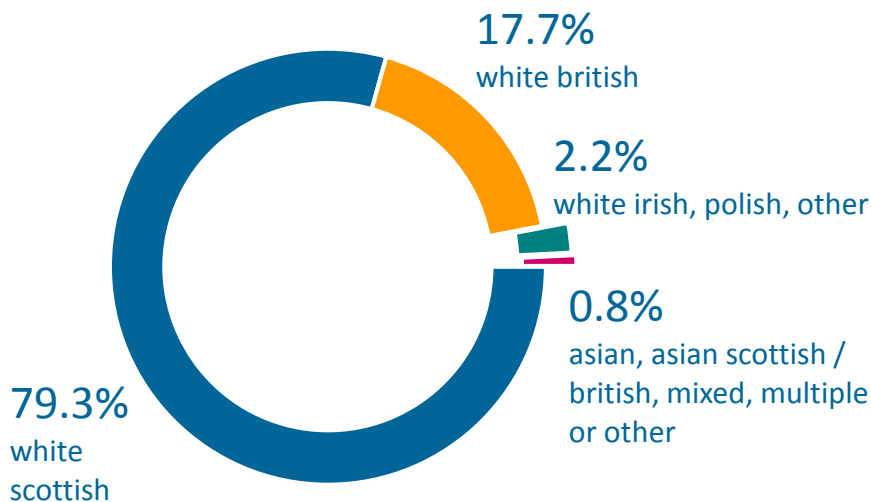
The Scottish national average is 77.1 years for men and 81.2 years for women.

Population by age²



Projected figures show that the highest population change by age band is growth of those aged 65 and over. Declines in all other age groups are expected.

Population by ethnicity³



¹ National Records of Scotland

² National Records of Scotland

³ National Records of Scotland

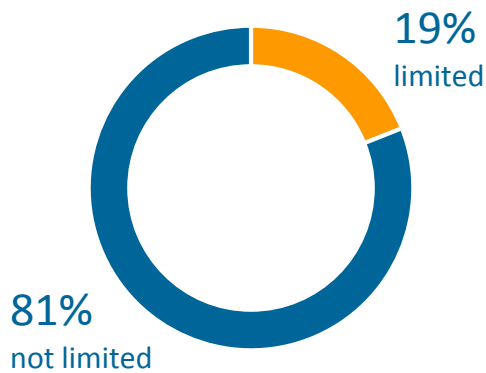
A profile of Orkney

Orkney comprises 70 or so islands and skerries, of which up to 19 may be inhabited depending on the time of year.

Orkney enjoys an outstanding natural environment with clean air and water, fine scenery, diverse wildlife and a unique cultural heritage.

But Orkney is not immune to the difficulties facing other remote and rural communities, including an ageing population, under-employment, low wages, a high cost of living, limited affordable housing, fuel poverty and access to essential services.

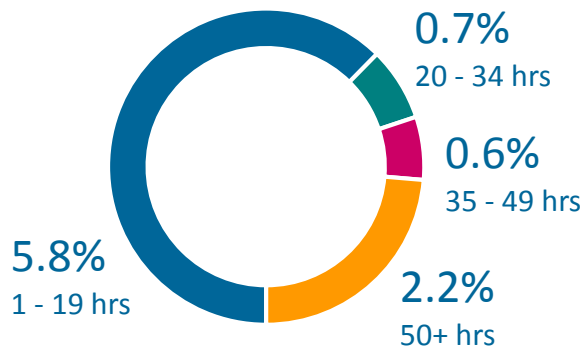
People with a disability or limiting long term illness



Orkney, along with Shetland, experienced the largest increases in people reporting a limiting health problem or disability when comparing the 2001 and 2011 Census figures.

More detailed analysis of the Scottish national data shows the highest proportion of long-term health condition (18.7%) as other condition followed by 6.7% identifying physical disability and 6.6% as Deafness or partial hearing loss.⁴

People who provide unpaid care



In comparison to the 2001 Census figures, the proportion of carers has increased by almost 16% in Orkney. The Scottish national data highlights that the proportion of people providing unpaid care declines with age until retirement, when it strongly increases. Figures for those aged over 65 who provide unpaid care is double that of the 50 – 64 age group. Unpaid care is estimated to contribute £10.3 billion to the Scottish economy in 2011.⁵

⁴ Scotland's Census.

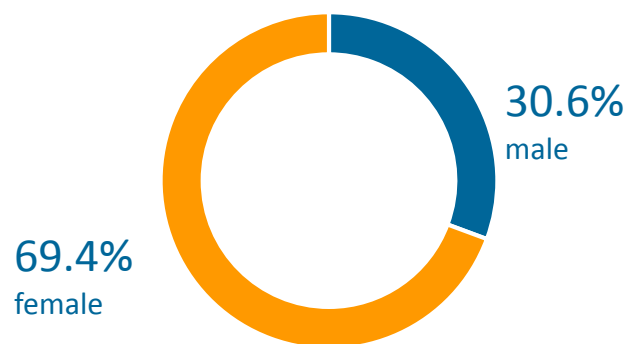
⁵ 2011 census data analysis. Growing older in Scotland.

About our workforce

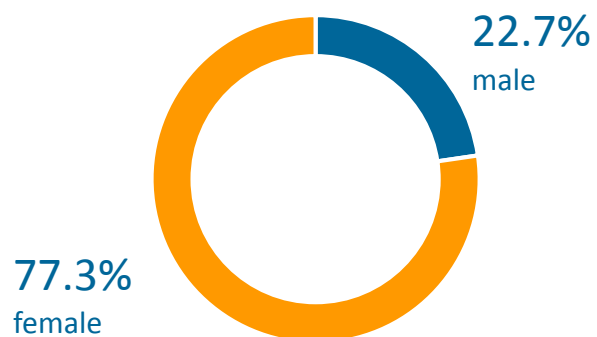
Orkney Islands Council employs 2,694 staff. 86.8% of staff are non-teaching staff and 13.2% are teaching staff.

Gender

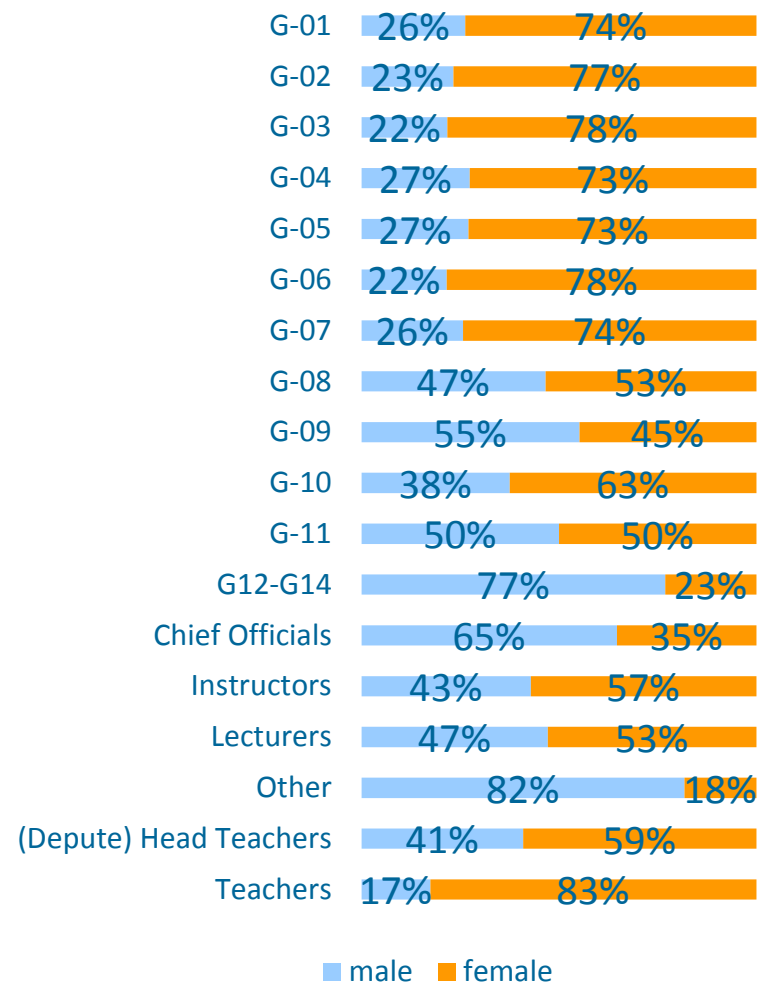
Current non-teaching workforce by gender



Current teaching workforce by gender



Current workforce by gender and grade



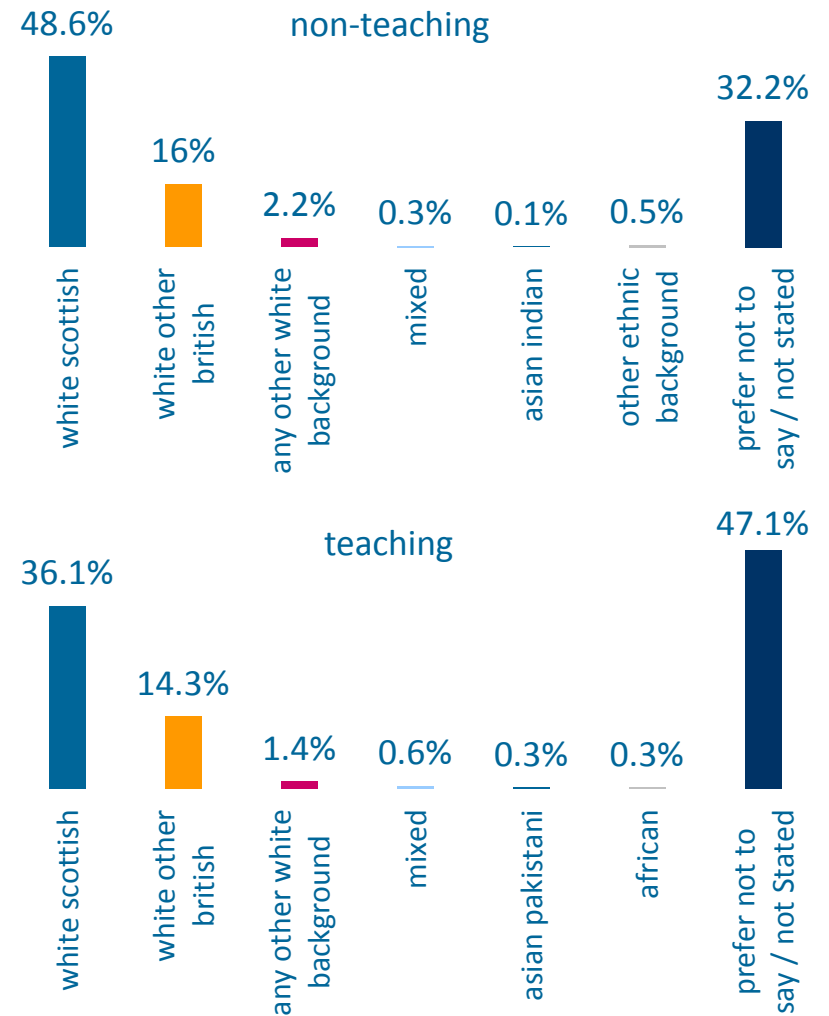
These figures differ marginally from the staff profile as relief workers are not included and some employees have been counted more than once as they are multiple post holders. At

Orkney Islands Council, women are over-represented in Grades 1–7 and within the Teachers band.

Ethnicity

Current workforce by ethnicity

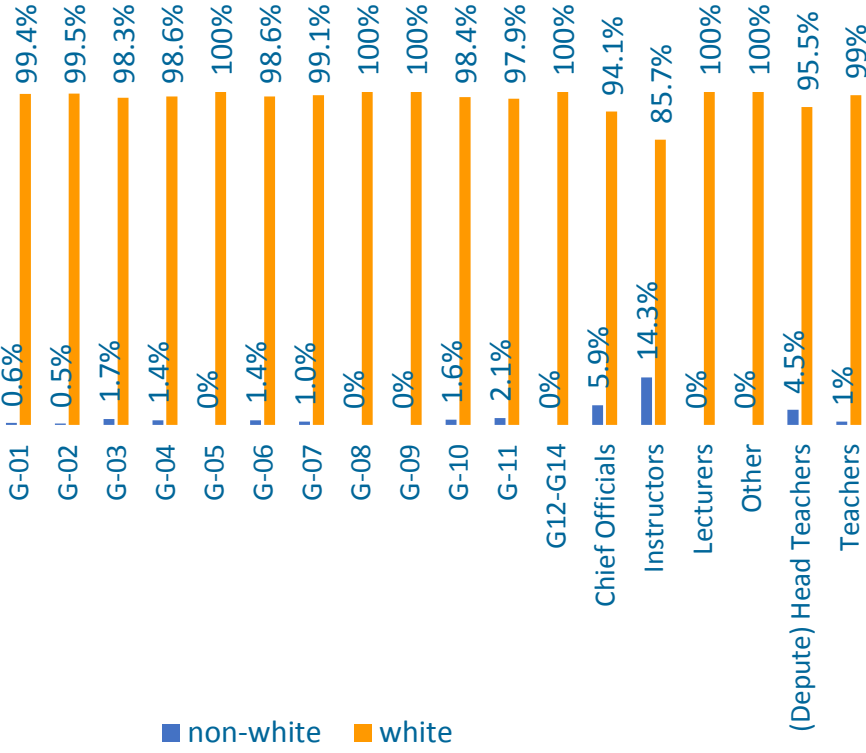
66.8% of OIC’s non-teaching staff and 51.8% of OIC’s teaching staff are from a white background.



Current workforce by ethnicity and grade

Note: This chart only presents white and non-white staff. Staff who have not stated their ethnicity have been included in the calculation but are not represented in the graph to make it more

meaningful. Due to the low levels of disclosure it is difficult to make meaningful analysis of the data for this purpose.

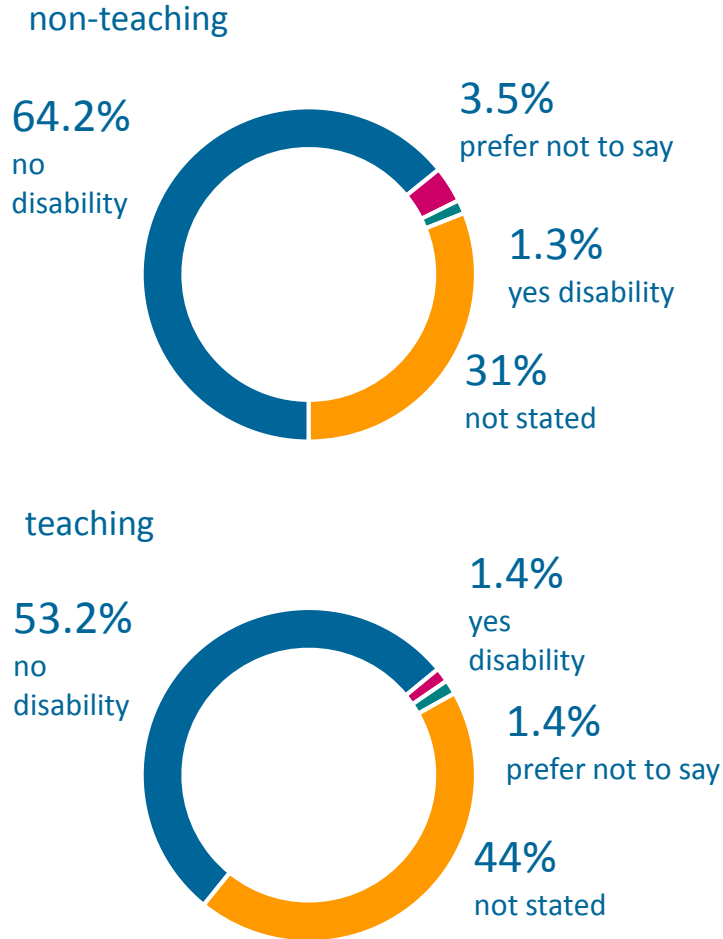


The workforce data by ethnicity is fairly representative of the population of Orkney, although ethnic diversity figures are lower in comparison to the Scotland average.

Disability

Current workforce by disability

3.5% of non-teaching staff at OIC have declared a disability along with 1.4% of teaching staff. The declaration rates for non-teaching staff are just over 32% and a little over 45% for teaching staff.



Current workforce by disability and grade

Note: Staff who have not stated whether they have a disability or not have been included in the calculation but are not represented in the chart to make it more meaningful.

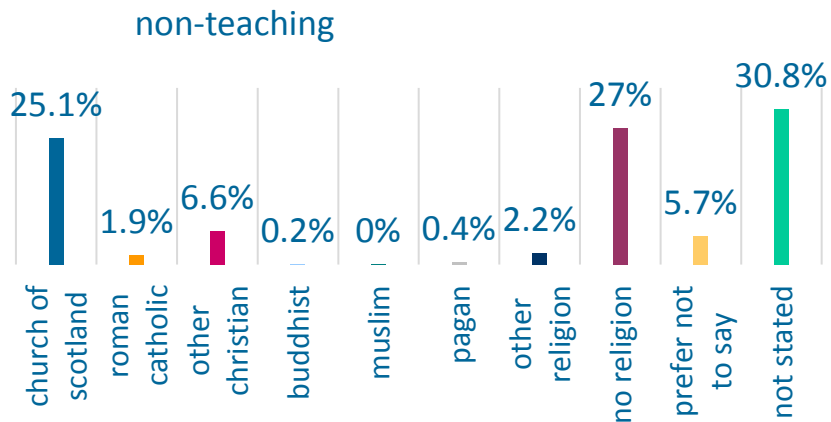


Analysis from regional employment patterns in Scotland 2015, shows the employment rate of those with a disability in Orkney is 73.5% compared with the overall employment rate of around 87%.

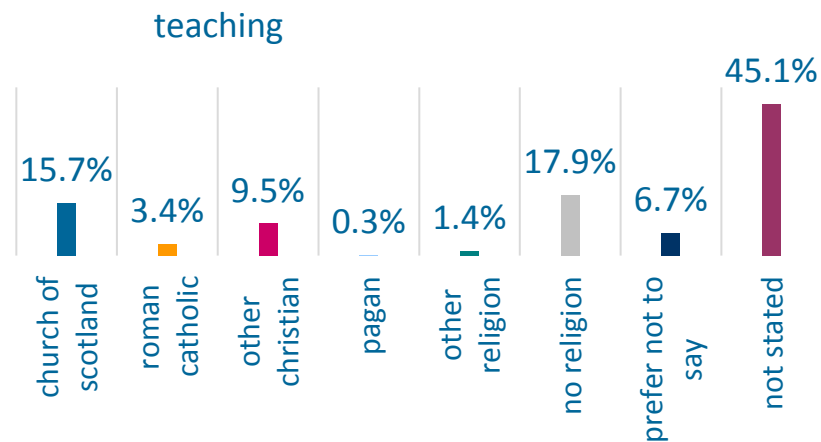
Religion

Current workforce by religion and belief

Among those who declared their religion / belief, the majority (27%) have no religion or are Church of Scotland (25.1%).



A significant number of teaching staff have not shared information relating to their religion and belief. Although, the

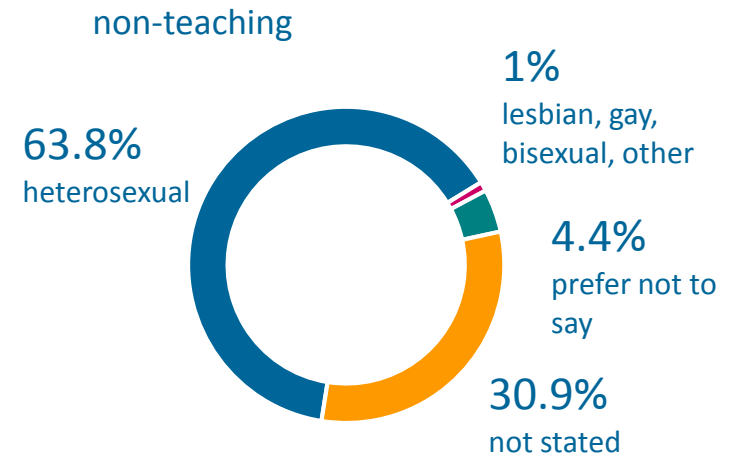


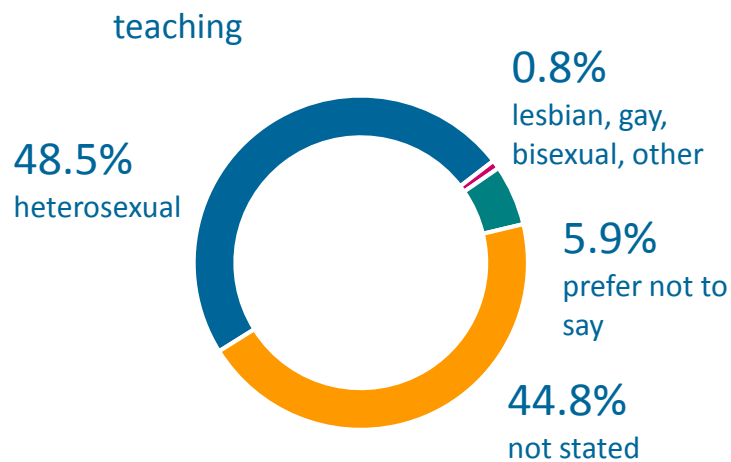
figures from those who have declared this information are similar to non-teaching staff.

Sexual Orientation

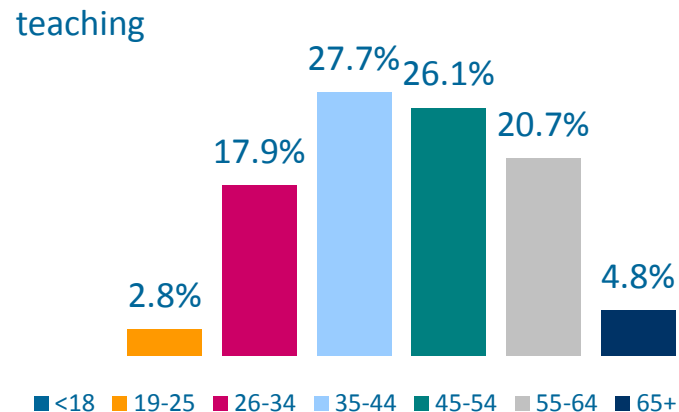
Current workforce by sexual orientation

Of those who have shared this information, the majority of both staff groups have identified as heterosexual and currently only around 1% have identified as lesbian, gay, bisexual or other.





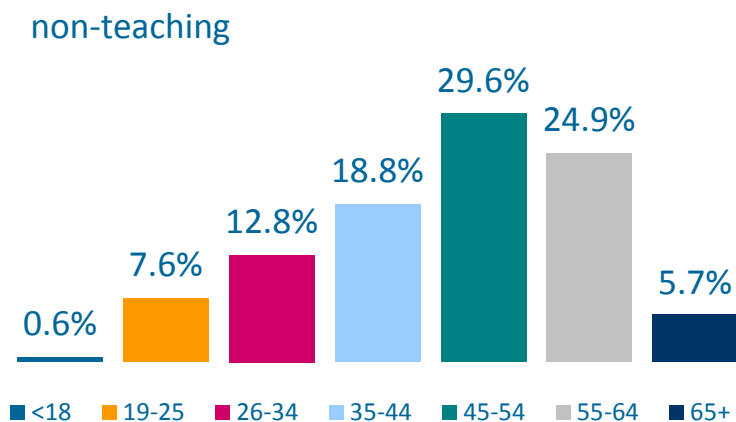
Similarly, the majority of teaching staff are aged between 35 and 64 (74.5%). Around 25% of teaching staff are over 55.



Age

Current workforce by age

Overall, non-teaching staff at the council are aged 35-64 (73.3%). Around 30% of non-teaching staff are over 55.



Employment in Orkney

Employment rates in Orkney (2016) were 86%, higher than the Scottish average of around 73%.

85.7% of working people in Orkney have permanent contracts in comparison to 94% of the Scottish average.

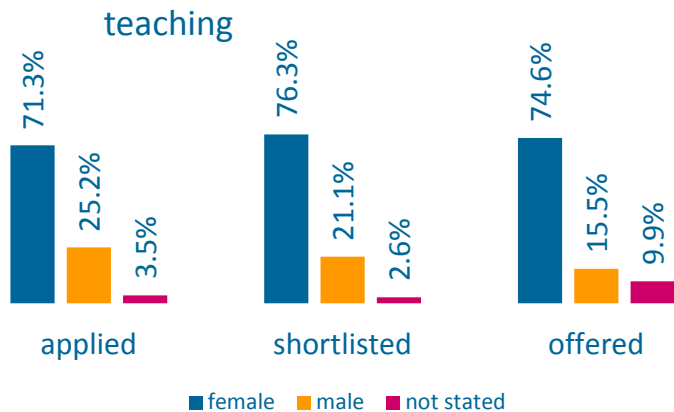
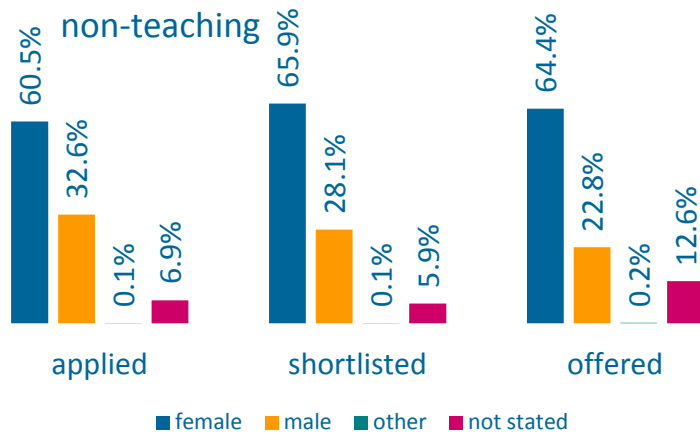
Gender

The overall employment rate for men in Orkney is 80.7% and for women is 91.6%, both higher than the Scottish averages at 76.9% and 69.2% respectively.

The gender employment gap is -10%, much lower than the national average of 7.6%. 48% of working women are in full-time work, around 10% lower than the national average.

Overall, full time employment levels have decreased slightly to 65.9%, and men are more likely to work full time than women.

Gender segregation remains apparent across several industry sectors and occupational groups in Orkney.



Age

The employment rate for older workers (50-64) was 82.8%, an increase of 8.1% since 2004. The youth (16-24) employment rate in Orkney is 78.1%, significantly higher than the national average of 55.7%.

Disability

The employment rate for those with a disability (73.5%*) is 12.5 percentage points lower than for those with no disability.

Recruitment

Gender

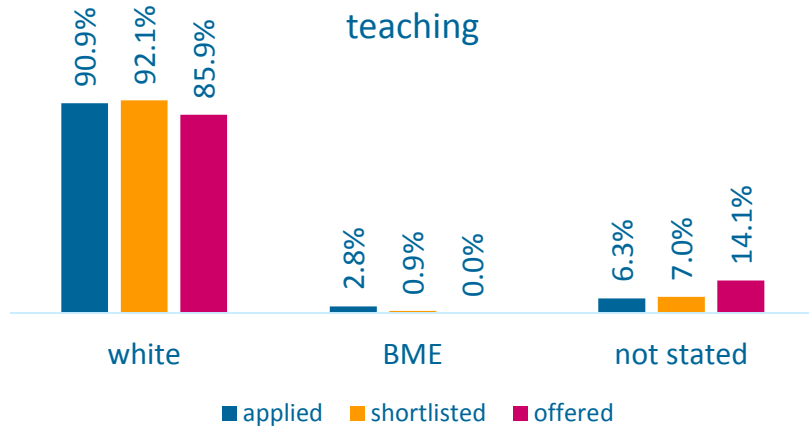
Proportion of applied, shortlisted and offered non-teaching and teaching staff by gender.

Overall the proportion of men and women who were offered is in line with those who applied and were shortlisted.

Ethnicity

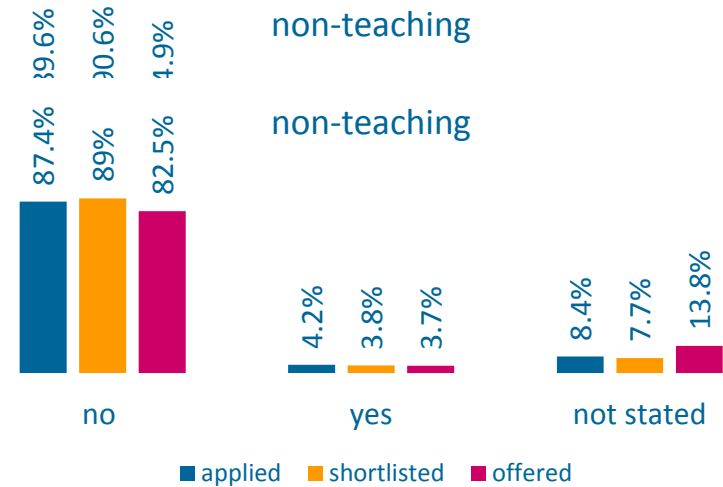
Proportion of applied, shortlisted and offered non-teaching and teaching staff by ethnicity. (BME = Black Minority Ethnic).

The proportion of non-teaching applicants who are from Black and Ethnic Minority backgrounds are fairly consistent at each stage of the recruitment process. However, the proportion declines at each stage for teaching staff.



Disability

Proportion of applied, shortlisted and offered non-teaching and teaching staff by disability. Overall the proportion of people with

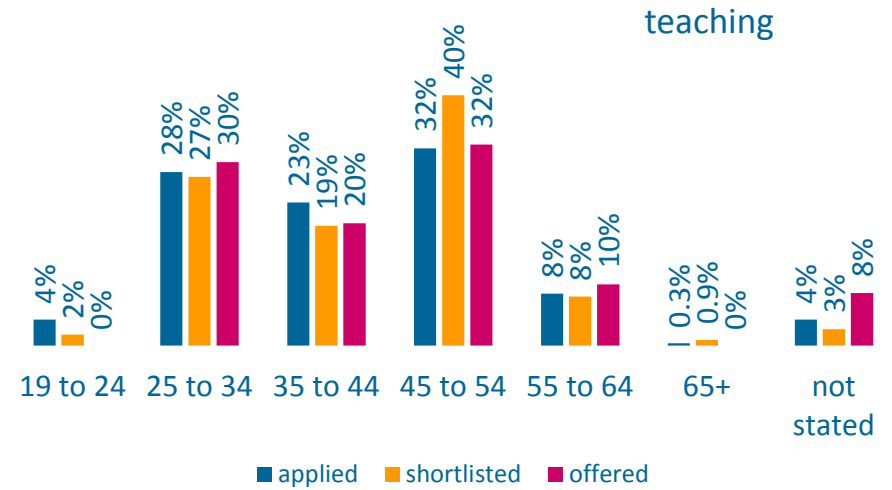
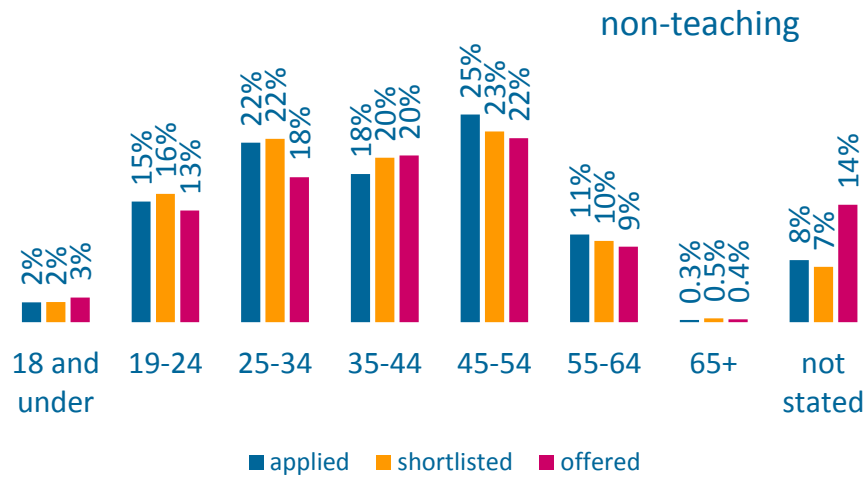


a disability who were offered is in line with those who applied and were shortlisted for non-teaching staff.

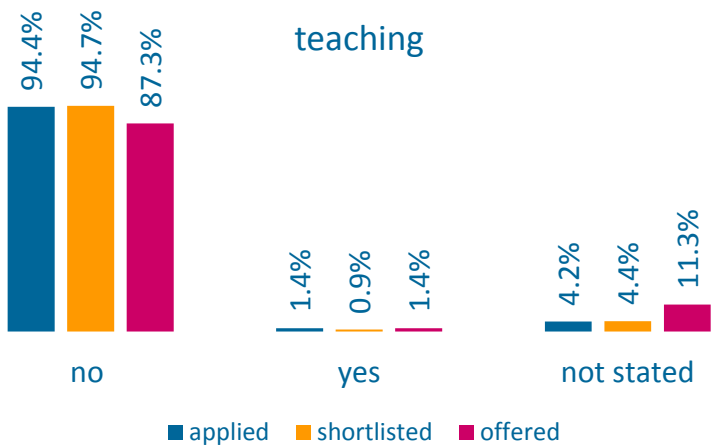
The proportion of people with a disability dips at shortlisting stage for teaching staff, although figures are low and it is difficult to make meaningful interpretation.

Age

Proportion of applied, shortlisted and offered staff by age.

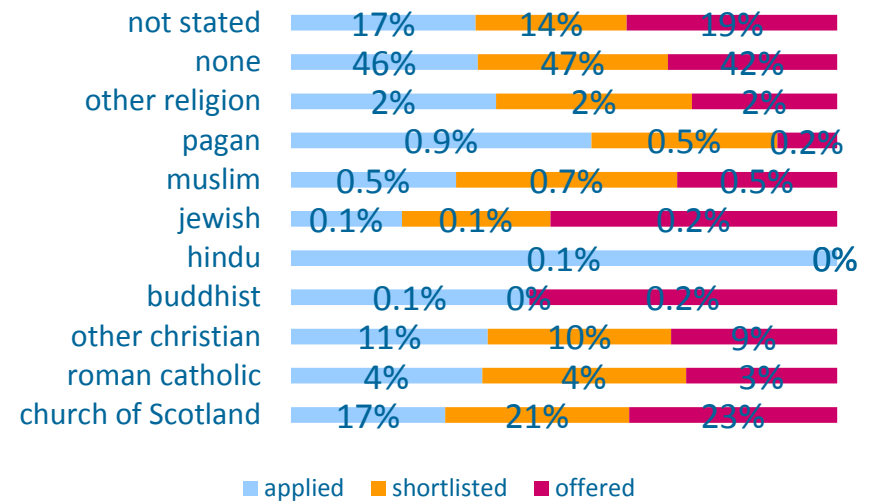


Overall the proportion of staff from each age group is broadly in line between applicants, shortlisted and offered, with a higher increase in shortlisted applicants aged 45-54, for teaching posts.

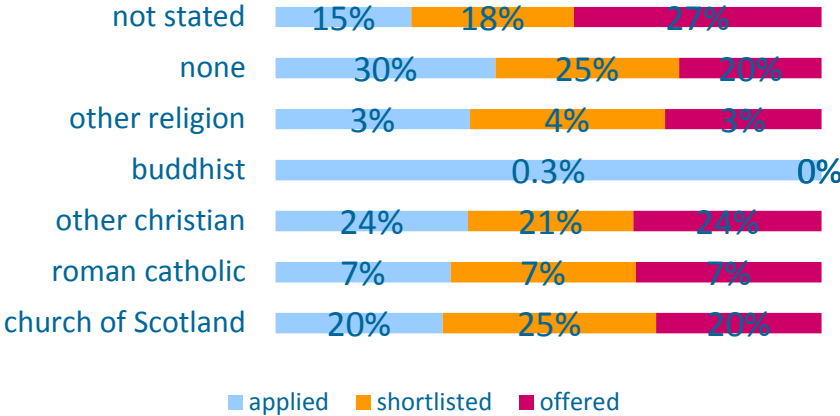


Religion and belief

Proportion of applied, shortlisted and offered non-teaching and teaching staff by religion and belief.



Overall, the proportion of applicants, shortlisted and offered staff is similar for all the different religions although in some cases, figures are too low to draw meaningful analysis.



Equality Outcomes Action Plan

Equality Theme:	People in Orkney have the opportunity to fulfil their potential throughout their life.
Links to National Outcomes:	<p>We have tackled the significant inequalities in Scottish society.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>We are better educated, more skilled and are more successful, renowned for our research and innovation.</p> <p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p>
Links to Local Outcomes:	<p>TOP Priorities: Strong Communities,</p> <p>OIC Priorities: Thriving Communities, Quality of Life.</p>
Other Links:	Children and Young People Act (Scotland) 2014 – improving the rights of children and young people.

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
Is Scotland Fairer? (2015) highlighted an increase in age-related employment gaps and unemployment rates for those with disabilities.	Carry out an audit of existing work experience placements, modern apprenticeships and graduate traineeships by	There will be an increased number of people with disabilities experiencing better opportunities to access sustainable employment.	Education.	Utilise existing resources.		Baseline of number of work experience placements, modern apprentice roles and graduate traineeships by protected characteristic.	Eliminate discrimination and advance equality of opportunity for: Age and Disability.

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
National figures for Modern Apprenticeships show clear gender split and low levels of access for those with disabilities.	protected characteristic. Work with stakeholders to promote and embed inclusion across all schemes including Developing the Young Workforce.						
Figures indicate that there is evidence of occupational segregation on the basis of gender, in Orkney. Men and women tend to be highly represented in different jobs and at different levels or grades.	Audit existing modern apprentice scheme by gender. Work with stakeholders to identify opportunities for increased promotion of gender balance in particular	There will be an increased number of people in non-traditional gender roles.	Education.	Utilise existing resources.		Baseline of number modern apprentice roles in Orkney by protected characteristic. Increase in uptake of non-traditional roles by gender. Monitor Annual Population Survey breakdown on labour market participation.	Eliminate discrimination and advance equality of opportunity for: Age and Sex.

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
	courses and schemes.						
Occupational segregation has a direct impact on the gender pay gap. Girls are less likely to choose science, technology, engineering and mathematics (STEM) subjects. These differences continue throughout school, college, university and are then reflected in the wider occupational segregation within the labour market including apprenticeships.	Challenge gender stereotypes that influence education, training and career choices through inclusive communication and awareness raising opportunities including national awareness days.	Increased number of young people choosing STEM subjects.	Education.	Utilise planned resources.		Establish baseline figures of uptake in STEM subjects by protected characteristic. Increased engagement levels and positive feedback relating to awareness raising events.	Eliminate discrimination, advance equality of opportunity and foster good relations for: Age and Sex.

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
<p>Evidence shows that whilst attainment levels have narrowed between looked after children and other pupils, attainment remains well below that of other pupils. Leaders of learning in Orkney have also indicated that a better understanding of poverty and rural disadvantage in Orkney is needed.</p>	<p>Deliver actions relating to closing the attainment gap between the most and least disadvantaged children in the Education Improvement Plan.</p>	<p>Improve opportunities for success for all pupils.</p>		<p>Utilise planned resources.</p>		<p>Improved How Good is Our School and National Improvement benchmarks.</p> <p>Increased number of looked after children engaging with the Orkney Offer.</p> <p>Increased number of looked after children in positive destinations.</p>	<p>Eliminate discrimination and advance equality of opportunity for:</p> <p>Age and Peripherality.</p>
<p>Research highlights the negative and long-term effect that bullying can have on the physical and mental wellbeing of young people. In order to thrive and achieve their full potential, children and young people</p>	<p>Implementation of Anti-Bullying Policy for our Children and Young People.</p>	<p>Reduction in bullying and harassment incidences in Schools.</p>	<p>ELH</p>	<p>Utilise existing resources.</p>	<p>June 2019.</p>	<p>Baseline in % bullying and harassment incidences in Schools and all establishments run by Education, Leisure and Housing.</p>	<p>Eliminate discrimination, advance equality of opportunity and foster good relations for:</p> <p>All Protected Characteristics.</p>

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
need environments which are safe, nurturing, respectful and free from fear, abuse and discrimination.							
Performance Indicator/s							

Equality Theme:	Orkney Islands Council is an inclusive employer.
Links to National Outcomes:	We realise our full economic potential with more and better employment opportunities for our people. We are better educated, more skilled and more successful, renowned for our research and innovation.
Links to Local Outcomes:	TOP Priorities: A vibrant economy OIC Priorities: Enterprising communities.
Other Links:	Workforce Strategy.

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
Figures show that we have an ageing workforce and projected figures suggests that the population of Orkney will continue ageing. By responding to the changing workforce demographics, we	Review of flexible working plan for ageing workforce. Review of sickness absence process to be more inclusive of age related conditions and mental health of older workers.	Delivery of employment practices that support sustainable employment for ageing workforce.	Head of HR and Performance.	Utilise existing resources.		Baseline % of flexible working requests by age. Baseline % of sickness absence by age.	Eliminate discrimination, advance equality of opportunity and foster good relations for: Age.

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
will be best placed to recruit and retain people and support the wellbeing and engagement of employees of all ages.	Proactive age-inclusive communications, promotion and development opportunities.	Staff feel valued and are treated fairly and equitably.				Improved Employee Survey results by age.	
Recent research suggests that women are more likely to suffer greater age discrimination in the workplace than men.	Review Employee Survey responses by age to assess baseline evidence. Develop proactive age-inclusive communications, promotion and development opportunities	Staff feel valued and are treated fairly and equitably.	Head of HR and Performance.	Utilise existing resources.		Baseline % of Employee Survey results by age and sex.	Eliminate discrimination, advance equality of opportunity and foster good relations for: Age and Sex.
There is continued evidence demonstrating that employee health, wellbeing and engagement are important for	Carry out regular staff survey.	Staff feel valued and are treated fairly and equitably.	Head of HR and Performance.			Increased response rates year on year. % of participants	Eliminate discrimination, advance equality of opportunity and foster good relations for: All Protected Characteristics.

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
organisational success. Further, that it is the combination of the three elements that enables sustainable positive outcomes over a prolonged period.	<p>Delivery of Mentally Healthy Workplace Plan.</p> <p>Communication plan to increase awareness relating to mental health and wellbeing.</p> <p>Continue to encourage staff to provide their equality data through My View.</p>	<p>Staff wellbeing is a priority.</p> <p>Information on workforce equality data is improved.</p>				<p>attending training.</p> <p>Reduction in work related stress figures.</p> <p>Increase in % of staff recording information relating to protected characteristics.</p>	
<p><u>Evidence</u> from recent consultation with the non-linked isles highlight the need for an increased proportion of sustainable employment opportunities on the isles.</p>	<p>Review of jobs appropriate to be undertaken remotely.</p> <p>Review of facilities available to support remote working.</p>	<p>Employment opportunities have improved for those in outlying islands.</p>	<p>Head of HR and Performance.</p> <p>Head of Buildings and Facilities.</p>			<p>Baseline % of recruitment activity from outlying islands.</p>	<p>Advance equality of opportunity for:</p> <p>All Protected Characteristics and Peripherality.</p>

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
	Review of management skills / development.						
Performance Indicator/s							

Equality Theme:	People in Orkney have equal opportunity to access and shape public services.
Links to National Outcomes:	We have tackled significant inequalities in Scottish society. We live in well-designed, sustainable places where we are able to access the amenities and services we need. Our public services are high quality, continually improving, efficient and responsive to local people's needs.
Links to Local Outcomes:	TOP Priority: Living Well – people are participating in their communities and the economy and are valued for their contribution. OIC Priority: Thriving Communities – communities are empowered to take decisions on services throughout Orkney.
Other Links:	Community Empowerment Act (2015) Children and Young People (Scotland) Act 2014.

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
<p>Social isolation and loneliness can impact physical and mental health and evidence suggests that it is widespread within particular age groups or groups in society. Best Value Review recommendations include building on community engagement best practice to improve consistency of all communities including those seldom heard.</p>	<p>Further develop guidance for inclusive engagement and embed within the Council's Community Consultation and Engagement guide and in-house training.</p>	<p>Older people are active and engaged and participate in public life.</p>	<p>Strategy Manager / Head of Executive Support.</p>	<p>Utilise existing resources.</p>		<p>Greater</p>	<p>Eliminate discrimination, advance equality of opportunity and foster good relations for:</p> <p>Age, Disability and Peripherality.</p>
<p>According to the Is Scotland Fairer? report some people with certain characteristics remained less likely to participate in the political process.</p>	<p>Prior to an election, review and develop inclusive practices to support participation in democratic process.</p>	<p>Increased inclusion for all community groups to access opportunities to vote.</p>	<p>Head of Executive Support.</p>	<p>Utilise existing resources.</p>		<p>Improved % turnout to election.</p>	<p>Age, Disability and Peripherality.</p>

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
<p>Women, disabled people and people from ethnic minorities were also politically under-represented both at national and local levels across Scotland.</p>	<p>Audit of existing elected office by protected characteristic.</p> <p>Prior to an election, engage with stakeholders to develop action plan to promote inclusion.</p>	<p>Increase in number of women in elected office.</p>	<p>Head of Executive Support.</p>	<p>Utilise existing resources.</p>		<p>Baseline figure of elected office by protected characteristic.</p>	<p>Eliminate discrimination and advance equality of opportunity for:</p> <p>Sex.</p>
<p>Anecdotal evidence would suggest that there is a lack of consistency in the way in which the Council applies best practice principles of inclusive and accessible communication.</p>	<p>Improve the accessibility of services provided online through delivery of Customer Services Platform and Council Website redesign.</p> <p>Audit exiting processes for recording personal information to ensure it is inclusive of gender identity requirements.</p>	<p>The way in which our services can be accessed offers more choice and is inclusive for all.</p>	<p>Head of Executive Support and Head of Buildings and Facilities.</p>	<p>Utilise planned resources.</p>		<p>Improved rating in How good is our council?</p> <p>Improved Customer Satisfaction Survey results.</p> <p>Reduction in complaints relating to accessing services.</p>	<p>Eliminate discrimination and advance equality of opportunity for:</p> <p>All Protected Characteristics.</p>

Context:	What we are planning to do:	What is its intended outcome?	Who will do it?	Will additional resources be required?	When will it happen?	How will we recognise success?	How does this meet the General Duty?
	Development of British Sign Language local plan in partnership with OHAC.						
Anecdotal evidence suggests that the provision of wheelchair accessible taxis is limited in Orkney.	Consult with (1) taxi and private hire car operators and (2) the public to identify any unmet need in relation to wheelchair accessible vehicles. Promote list of wheelchair accessible vehicles on Council website.	Establish baseline information. Ensure suitable level of provision of wheelchair accessible taxis and private hire cars for residents and tourists.	Legal Services.	Utilise existing resources.		Baseline figure of wheelchair accessible taxis and private hire cars.	Eliminate discrimination and advance equality of opportunity for: Disability.
Performance Indicator/s							

