

EQUALITIES MAINSTREAMING & OUTCOMES REPORT

1 Recommendations

Aberdeenshire Council is recommended to:

- 1.1 Consider the progress made towards meeting the Public Sector Equality Duty, noting the evidence summarised at Appendix 1.
- 1.2 Approve the new Equality Outcomes for the next four years (2017 – 2021), set out at Appendix 2.
- 1.3 Ensure that the Executive Summary, set out at Appendix 1 and the case studies from the full report form part of the Councillor Induction in relation to equalities matters.

2 Background / Discussion

- 2.1 The Public Sector Equality Duty is a legal duty under the Equality Act 2010 which brings together nine Protected Characteristics in one legislative entity.
- 2.2 In order to meet its legal obligations Aberdeenshire Council must report on progress in making equalities integral to their activities. In line with The Equality Act 2010 and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, Council approved the Equalities Mainstreaming Report and Equality Outcomes on 25 April 2013. Since then considerable work has been undertaken regarding both the integration of equalities into the council's structure and in respect of our six current Equality Outcomes and, in April 2015 Aberdeenshire Council approved the following reports which were also a requirement in line with the legislation:
 - [Aberdeenshire's Equalities Mainstreaming Progress Report 2015](#)
 - [Aberdeenshire's Equality Outcomes Progress Report 2015](#)
- 2.3 Aberdeenshire Licensing Boards and Education Authority are also required to meet similar legal obligations and both approved Equalities Mainstreaming Report and Equality Outcomes on 29 April 2013 and 23 May 2013 respectively and received progress reports in April 2015.
- 2.4 Appendix 1 provides a summary of progress on mainstreaming equalities and also in respect of the existing equality outcomes. Full details are available on Ward pages and the Council website.
- 2.5 In addition, new Equality Outcomes must be set for the next four years. The aim is to build on previous work and promote a fairer, more inclusive Aberdeenshire where everyone can feel part of the community and ensure that equalities are always an important consideration in everything we do. These are incorporated at Appendix 2.
- 2.6 We are required to publish information in relation to the following:-
 - Assess and review policies and practices.
 - Gather and use employee information.
 - Report and publish gender pay gap information.
 - Publish an equal pay statement.
 - Consider award criteria and conditions in relation to public procurement.
 - Publish in an accessible manner.

Appendix 1 provides a summary with full details available on Ward pages and the Council website.

- 2.7 The Equality and Human Rights Commission has published guidance on how to meet the reporting requirements in 2016, entitled “Reporting requirements of the Scottish Public Sector Equality Duty”. In terms of mainstreaming it states that we must: “Use examples, case studies and vignettes to bring the mainstreaming report to life.” The full report, available on the Council website, adheres to this guidance.
- 2.8 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and their comments are incorporated within the report and are satisfied that the report complies with the Scheme of Governance and relevant legislation.

3 Scheme of Governance

- 3.1 Council is able to consider and take a decision on this item in terms of Section A 5.1 of the List of Committee Powers in Part 2A of the Scheme of Governance as it relates to a corporate document that Council has previously decided to approve.

4 Equalities, Staffing and Financial Implications

- 4.1 An Equality Impact Assessment has been carried out as part of the development of the proposals set out above. It is included as Appendix 3 to this report. A number of positive impacts have been identified. The purpose of the report is to demonstrate the Council’s commitment to integrating and embedding equalities; to highlight progress on existing Equality Outcomes and to set new ones. The impacts identified are set out in the main body of the report and its appendices.
- 4.2 There are no staffing and financial implications arising from this report.

Ritchie Johnson, Director of Business Services

Report prepared by Amanda Roe Service Manager (Policy, Performance & Improvement)
Date 15 March 2017

APPENDIX 1

A. ABERDEENSHIRE EQUALITIES MAINSTREAMING AND OUTCOMES REPORT 2017- 2021

This summary is designed to provide an overview of progress since the 2015 progress report in relation to:

- A. Mainstreaming equalities into the structures of Aberdeenshire Council, Aberdeenshire Education Authority and the three Aberdeenshire Licensing Boards ('Aberdeenshire')
- B. Progress in relation our Current Equality Outcomes (2013 – 2017).

The full report entitled "Aberdeenshire's Equalities Mainstreaming and Outcomes Report 2017-2021" is available on Ward Pages and the website.

Our Equalities Journey So Far

A. Mainstreaming Equalities into Aberdeenshire

We continue to build an equalities perspective into every part of our work here at Aberdeenshire Council; in other words, we are mainstreaming equalities. We are taking equalities into account in the way we go about our business when acting as:

- an Employer;
- a Policy Maker;
- a Service Provider;
- a Buyer of Goods and Services;
- a Decision Maker;
- an Education Authority; and
- Licensing Boards.

1. Mainstreaming in Action:

Throughout the report a number of case studies and vignettes have been used to "bring this report to life" including feedback from employees and residents with different Protected Characteristics. Many of the mainstreaming activities described support the delivery of Outcome 1: 'Aberdeenshire Council employees, Councillors, the Aberdeenshire Licensing Boards and the Aberdeenshire Education Authority have an increased understanding about the challenges facing people from different groups and will respond to their requirements'.

1.1 Structure and Equalities Governance Framework

As reported in April 2015, the Equalities Governance Framework was reviewed and updated to support and promote the Equalities agenda throughout Aberdeenshire. In the last two years this structure has had an opportunity to embed and has very much become part of our structure across Aberdeenshire.

There are a number of elements to the structure, as follows:

1. Equalities and Human Rights Strategy Board (EHRSB)
2. Corporate Equalities and Human Rights Group (CEHRG)

1.1.2 Equalities Service Project Team/ Networks

Project Teams/ Networks have been established within each Service to deliver actions based on the direction given by the EHRSB and the CEHRG and undertake the actions required to achieve Aberdeenshire's ability to comply with The Equality Act 2010 and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

1.1.3 Human Resources and Organisational Development Equalities Group

This group promote equalities and diversity across all employees of the Council. It works to achieve equality outcomes from objectives identified from monitoring data, employee surveys and other events/ materials.

1.1.4 Service Champions

Approximately 60 Service Champions have been nominated across Aberdeenshire. Their role is to support the mainstreaming of equalities by assisting staff when completing Equality Impact Assessments and responding to day-to-day queries regarding equalities matters.

1.1.5 Elected Members Champions

Five Elected Members have been appointed to act as a point of contact for any equalities related queries which Elected Members may have. The role of the Elected Members Champion is to encourage discussions on equalities when attending meetings, committees and conferences; to help champion equalities within the local community and with external bodies and partners; to take part in discussions about setting equality outcomes; to represent the Council on equality issues during the Best Value Audit and to promote campaigns and articles, as appropriate.

1.1.6 The Policy & Performance Team

Within the Policy & Performance Team, the Strategic Policy Leader (Community Engagement and Equalities) leads a small team who progress the actions of the EHRSB and CEHRG. The team facilitates the development of the equalities vision, strategies and plans.

1.1.7 Mental Health First Aiders

Since 2015, a group of approximately 20 volunteer employees have been trained to provide mental health first aid should the circumstance arise. In the same way that physical first aiders are there to support colleagues should they have a physical health problem until more qualified help arrives, mental health first aiders are there to support staff in a crisis situation.

1.2 **Equality Impact Assessments (EIAs)**

Aberdeenshire Council uses the Equality Impact Assessment (EIA) process to evidence how we are giving due regard to the three elements of the Public Sector Equality Duty.

EIAs are published on the equalities pages of Aberdeenshire Council's website. Since our last report in 2015 we have introduced a feature allowing a link to EIAs relating to committee reports to be published virtually automatically to the Equalities area on the website.

1.3 **Prejudice and Discrimination Reporting Process**

Since the last report in 2015 the reporting process has been updated. The Prejudice and Discrimination Report can be used to report behaviour such as, but is not restricted to: offensive language, threatening behaviour, physical violence, abusive text messages, emails or comments on social media, spreading rumours, being ignored or excluded, having belongings stolen or damaged, based on having one or more of the Protected Characteristics.

1.4 **Committee Reporting Structure**

Committee reports take account of equalities issues. We are working to ensure that we are consciously considering equalities from the start to the finish of work activities, and building in reviews where appropriate.

1.5 Budget Savings

Equalities considerations have been built into the Budget Savings Process. Equality Impact Assessments are carried out as part of the development of the budget.

1.6 Communications Plan: Getting the Message out to Employees and Service Users

We continue to use a broad range of communication methods to engage with employees and residents:-

1.6.1 Intranet

We continually update our equalities pages on Arcadia, which provides comprehensive guidance on all equalities matters to support employees when dealing with equalities issues.

1.6.2 Equalities and Diversity Calendar

We have compiled an Equalities and Diversity calendar with key dates relating to the Protected Characteristics. Every month we select dates from this calendar and promote them through articles on our intranet. The purpose being to highlight that equalities considerations are part of everyday life.

1.6.3 Social Media

We are increasingly using Social Media as a means to communicate with employees and residents.

1.7 Interpretation & Translation Policy

We continue to develop our provision of interpretation services and access to translated information. Services are encouraged to use face-to-face interpreters, telephone interpretation in Council offices, and translation of key documents where appropriate, to ensure effective access to Services. The Council aims to translate key publications and documents which are targeted towards people who may not speak English into the top four most requested languages in Aberdeenshire.

The Education & Children's Service provides support for learners and their families undertaking a consultation, advisory, training and teaching role through the [English as an Additional Language Service](#).

Working with our partners and neighbouring authorities a [guide](#) to living and working in the North East has been produced in Arabic, Latvian, Lithuanian, Polish, Portuguese and Russian.

1.8 Training and Development

To support our equalities work we need to ensure employees from the Council, Education Authority, Elected Members, and those sitting on Licensing Boards are aware of our equality duties, and also how they affect Service delivery and employee management.

1.8.1 E-Learning for Employees and Councillors:-

Respecting Diversity

To date, 9,037 people (58% of employees) have completed the course.

Equalities: What Does It Mean For Me?

To date 8,400 people (54% of employees) have completed the course.

Mentally Healthy Workplace Training

This training continues to be rolled out. It is open to all employees but is aimed particularly at those with any line-management responsibility.

1.9 Participation and Representation

Aberdeenshire is committed to mainstreaming equality considerations into partnership activities and plans. We recognise that encouraging equal opportunities is an important objective of the community planning process, given that their purpose is to lead to a more equitable, just, and inclusive society.

2. Aberdeenshire as an Employer

Aberdeenshire Council values all employees and recognises the importance of equality of opportunity. We aim to achieve this by ensuring the operation of fair and consistent employment practices that take account of the diversity of groups and individuals.

2.1 Workplace profile:

2.1.1 Aberdeenshire Council

Aberdeenshire Council aims to have a diverse workforce which reflects communities we serve. As at December 2016, Aberdeenshire Council employed 15,466 people. The number of job applicants has substantially increased by 54% across all age categories between 2015 and 2016. The number of applicants identifying as having a disability remains consistently at 4%, which is in line with the 2015 Report. Work continues to encourage applicants with disabilities to consider the Aberdeenshire Council as a first choice employer.

2.1.2 Aberdeenshire Education Authority's Workforce Profile

There were 3,428 teaching employees but significantly more non-teaching employees in the Education Authority's profile in 2014. There are no new statistics for the 2015-2016

2.1.3 Equal Pay, Occupational Segregation and Gender Pay Gap

Aberdeenshire Council has been co-ordinating and consolidating services into larger units, streamlining management posts, and creating more effective and efficient administrative and supportive provision. This includes the single service of Education and Children's Services.

The proportion of female and male employees in catering, cleaning, clerical & admin, professional & technical, teachers and educational psychologists remained consistent between 2014 and 2015. Managerial and professional & technical groups were the closest to equal proportion of female – male employees with an increase of females in managerial posts by approximately 20% since 2014.

For all employees the pay gap between males and females fell from 4.12% in 2014/15 to 1.88% in 2015/16. During the period the gender pay gap has increased for teaching from 3.45% in

2014/15 to 3.88% in 2015/16. For non-teaching employees the gender pay gap has decreased from 11.88% in 2014/15 to 10.80% in 2015/16. The increase in the living wage and addition of the annual pay award to this will have affected the gender pay gap for non-teaching employees.

3. Procurement

The Procurement Reform (Scotland) Act 2014 Act makes specific reference to “reducing inequality in the area” in the context of addressing “wellbeing”.

The Public Sector Equality Duty requires the Council to have due regard to the inclusion of award criteria which will assist in meeting obligations under the Public Sector Equality Duty. Award criteria and contract performance conditions must be related to and proportionate to the subject matter of the contract or framework.

As a public sector employer, the Council has a general equality duty to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010;
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

3.1 Fair Work Practices (including The Living Wage)

A bidder's employment practices and its approach to its workforce can have a direct impact on the quality of service it delivers and, sometimes, of the goods it supplies and works performed. Fair pay, including payment of the Living Wage, is one of the ways a bidder can demonstrate that it takes a positive approach to its workforce.

3.2 Living Wage/Living Wage Accreditation

The Scottish Government obtained clarification from the European Commission that public bodies are unable to make payment of the Living Wage a mandatory requirement. It is however a key national and organisational priority to encourage accreditation of suppliers as Living Wage employers (and encourage progress towards that end) across the supply chain.

4. Access and Review Policies and Practices

The framework was not fully rolled out in 2015 as previously planned. The framework has subsequently been extensively revised as part of the review of the council's decision making process and constitutional documents.

The framework is now simpler to use and enhances the early consultation and engagement of stakeholders particularly those with Protected Characteristics at a commissioning phase, within the development stage, as well as more formally prior to the approval stage.

B. EQUALITY OUTCOMES: 2013 – 2017 IN RESPECT OF ABERDEENSHIRE COUNCIL, ABERDEENSHIRE EDUCATION AUTHORITY AND THE THREE ABERDEENSHIRE LICENSING BOARDS

Aberdeenshire set its outcomes in 2013 following a review of a robust evidence base taken from a number of sources: a community consultation exercise carried out by Grampian Regional Equality Council (GREC), data from partners and national sources such as Police Scotland and Stonewall, and our own organisational intelligence from each Directorate as well as Human Resources data.

The current Equality Outcomes are:

1. Aberdeenshire Council employees, Councillors, the Aberdeenshire Licensing Boards and the Aberdeenshire Education Authority have an increased understanding about the challenges facing people from different groups and will respond to their requirements.
2. Members of the public are able to access our services with ease and confidence.
3. Aberdeenshire Council is an inclusive workplace where employees are respected and have an equal opportunity to achieve their full potential.
4. Communities and businesses understand, welcome and respect diversity.
5. Everyone enjoys equal access to education, training and employment.
6. Access to life opportunities is enhanced by reducing barriers.

1.1 Measuring Progress

In order to ascertain progress in respect of current Equality Outcomes, evidence from Employee Survey (2015), the Citizen's Panel (2016) and the Equalities Community Survey (2016) has been collated. To complement this evidence, feedback and views were sought from each Service, every Area Manager, the three Licensing Boards and the Equalities Team.

Progress has been reported at a number of groups/committees on a range of occasions:

- six monthly intervals, since April 2013, to the Policy and Resources Committee
- every two months at meetings of the Equalities and Human Rights Group
- quarterly at the Equalities and Human Rights Strategy Board.

1.2. Service Delivery Which Supports Equalities within Aberdeenshire

Equality Outcome 1

Aberdeenshire Council staff and Councillors have an increased understanding about the challenges facing people from different groups and will respond to their requirements.

Key results from surveys:

Aberdeenshire Council Equalities Employee Survey:

- 96% of respondents indicated that they consider equalities as part of their day to day work and are aware of the importance of equality and diversity in the council.

- Over a third of respondents felt that their understanding of the potential challenges facing people with Protected Characteristics had improved, with a number of responses attributing this to positive training outcomes and successful campaigns and initiatives.

Equalities Community Survey

- 52% of respondents agreed that Aberdeenshire Council employees, Councillors, the Aberdeenshire Licensing Board and the Aberdeenshire Education Authority have an increased understanding about the challenges facing people from different groups and will respond to their requirements accordingly.

Examples of key achievements to date:

Aberdeenshire Council

Introduction of Recruitment support at Service Points

Some individuals had problems accessing online applications and were unsure of the process. Where online job applications for Aberdeenshire Council proved difficult, for example for older persons or individuals with particular disabilities, support was made available at various locations beyond the Council Headquarters at Woodhill House.

Aberdeenshire Education Authority

Equalities Training

Equality and Diversity training is now part of the annual professional input received by school staff. All schools across Aberdeenshire completed this update at an in-service day in 2015. The presentation included information and guidance on equalities generally and the Protected Characteristics. It also included information to raise awareness of the Local Authority's role and responsibility in terms of The Equality Act 2010 and expectations regarding the completion of Equality Impact Assessments.

Licensing Boards

Staff Training and embedding equalities considerations into the Boards' structures

- Board Members have been trained in equality and diversity matters.
- There is a Licensing Equalities Service Champion in place.
- Equality Statements are included on every agenda and the Boards publicly agree to take equalities into account when considering their business. This decision is also reflected in all minutes. Agendas and minutes are published on the Council's e-committee system and are available for inspection by the public.

Equality Outcome 2

Members of the public are able to access our services with ease and confidence.

Key results from surveys

Aberdeenshire Council Equalities Employee Survey:

- 74% of staff are aware that they can access interpretation and translation services for those whose first language is not English.
- 63% of respondents believe that their service has the ability to meet the needs of people with Protected Characteristics.

Living and Working in Aberdeenshire Survey:

- 80% of respondents agree that Aberdeenshire Council is able to provide services that meet the needs.

Equalities Community Survey:

- 56% of respondents agreed that there is an improvement on how members of the public are able to access services

Examples of key achievements to date:

Aberdeenshire Council

The Minority Ethnic Outreach Worker Initiative

The Minority Ethnic Outreach Worker (MEOW) is committed to providing guidance and informed advice to people from minority ethnic communities in Aberdeenshire. The MEOW has a number of roles including providing assistance with housing applications and Homehunt registrations and providing referrals to relevant organisations for further assistance.

Aberdeenshire Education Authority

School transport for Additional Support Needs (ASN) pupils and adult social work clients

School Transport for ASN Pupils and Adult Social Work is arranged for the individual needs of pupils or service users with disabilities. Where necessary, wheelchair-accessible vehicles, bespoke equipment and/or a passenger assistant is provided.

Licensing Boards

Licensing staff who support the Licensing Boards, know how to access the corporate translation service booking systems. All policy documents include a table in various languages, highlighting the fact that those documents can be translated and made available in alternative languages on request, as required.

Equality Outcome 3

Aberdeenshire Council is an inclusive workplace where employees are respected and have an equal opportunity to achieve their full potential.

Key results from surveys:

Aberdeenshire Council Equalities Employee Survey:

- 96% of respondents agreed that they consider Equalities as part of their day to day work and are aware of the importance of equality and diversity within the Council.
- 64% of respondents agreed that Aberdeenshire Council is an inclusive environment for employees.

Equalities Community Survey:

- 55% of respondents agreed that Aberdeenshire Council has a workforce that is representative of diverse communities.

Examples of key achievements to date

Aberdeenshire Council, Education Authority and Licensing Boards

Healthy Working Lives

Aberdeenshire Council has successfully achieved the Gold Award for the 'Healthy Working Lives' programme in May 2016. The programme focuses on promoting and creating a safer, healthier and more motivated workforce.

Equality Outcome 4

Communities and businesses understand, welcome and respect diversity.

Key results from surveys:

Aberdeenshire Council Equalities Employee Survey:

- 94% of respondents indicated that suitable training is available to all members of staff.

Equalities Community Survey:

- 55% of respondents agreed that Aberdeenshire Council has a workforce that is representative of diverse communities.

Living and Working in Aberdeenshire Survey:

- Agreement responses (ranging from 58% to 85%) differed depending on the protected characteristic addressed, in relation to the question 'Aberdeenshire Council's workforce fully understands the needs of community groups'.

Examples of key achievements to date:

Aberdeenshire Council

Gypsy/Traveller support

There has been increased Gypsy/Traveller engagement in 2016. Education and Community Learning and Development staff are working with adults and children in identified areas to encourage the uptake of education for example work/life skills and health and wellbeing. Employing a full-time Gypsy/Traveller Liaison Officer to work alongside the council's Minority Ethnic Communities Officer, the council is ensuring that the accommodation, education, social and health care needs of Gypsy/Travellers are met.

At its meeting on 9 March 2017 Aberdeenshire Council approved a Gypsy/Travellers stop over site at Aikey Brae in North Aberdeenshire. Elected Members approved the Planning Application which will create a site for 10 caravans.

Aberdeenshire Education Authority

Rights Respecting Schools

The Rights Respecting Schools Award (RRSA) supports schools across the UK to embed children's human rights in their ethos and culture and recognises achievement in putting the UN Convention on the Right of the Child (UNCRC) at the heart of a school's practice to improve well-being and help all children realise their potential.

As of January 2017 322 schools across the UK have achieved the RRS Level 2 award.

Licensing Boards

Work is ongoing to highlight to the Licensed Trade the Council's Prejudice and Discrimination Procedure, to raise awareness of potential incidents and how to report them with confidence.

Equality Outcome 5

Everyone enjoys equal access to education, training and employment.

Key results from surveys

Aberdeenshire Council Equalities Employee Survey

- 64% of respondents believe that Aberdeenshire Council has improved as an inclusive environment for employees.

Equalities Community Survey:

- 52% of respondents agreed that access to employment for people with the Protected Characteristics has improved.

Examples of key achievements to date

Aberdeenshire Council

Developing Young Workforce Initiative

Aberdeenshire Council has been awarded a certificate from Developing the Young Workforce North East Scotland (DYWNES). DYWNES is a regional group funded by the Scottish Government which aims to help businesses connect with schools in order to build meaningful working relationships, enabling young people to learn the skills required to enter the workforce for the first time.

Aberdeenshire Education Authority

Young Carers

In December 2015, Ellon Academy became the first secondary school in Aberdeenshire, since the charter was piloted at Aboyne Academy, to sign up for the Schools' Young Carers Charter for Action. This Charter outlines the school's commitment to supporting young carers to access their education and to be children and young people first and foremost.

Equality Outcome 6

Access to life opportunities is enhanced by reducing barriers.

Key results from surveys:

Aberdeenshire Council Equalities Employee Survey:

- 63% of staff believe that their Service has the ability to meet the needs of people with Protected Characteristics.
- 64% of staff believe that Aberdeenshire Council has improved as an inclusive environment for employees.

Equalities Community Survey:

- 55% of respondents agreed that access to life opportunities is enhanced by reducing barriers.

Examples of key achievements to date

Aberdeenshire Council

Martin Brae, (Housing Development), Inverurie

Work was completed in September 2016 at Martin Brae, Inverurie, comprising twenty four properties, consisting of a mix of bungalows, houses and flats. Five of the properties have been adapted specifically for applicants with physical disabilities. These applicants were identified at the start of the new build process, therefore enabling the properties to be adapted exactly to meet their needs.

Aberdeenshire Education Authority

TIEs

Aberdeenshire Council is also involved in the TIEs scheme which aims to retrain people who formerly worked in the Oil and Gas sector for posts in our Secondary schools. Aberdeenshire Council continues to work with ten of the twelve people who applied for the scheme, with support being given centrally, and in secondary schools.

Licensing Boards

As part of an initiative, Guide Dog Scotland have offered training to the trade covering both the use and importance of guide dogs with a view to improving awareness of this and ensuring the individuals can access such premises with confidence. (Applicable to North Division).

APPENDIX 2

EQUALITY OUTCOMES 2017 – 2021:- ABERDEENSHIRE COUNCIL, ABERDEENSHIRE EDUCATION AUTHORITY AND THE THREE ABERDEENSHIRE LICENSING BOARDS 2017-2021

Under The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, Aberdeenshire Council, Aberdeenshire Education Authority and the three Aberdeenshire Licensing Boards (hereinafter referred to as “Aberdeenshire”) are required to publish new equality outcomes for the period April 2017 – April 2021.

As part of the process in preparing to identify Equality Outcomes for 2017-21 we reflected on the learning in relation to the Equality Outcomes 2013-17 in that:-

1. The original Outcomes, whilst aspirational, were particularly broad;
2. The challenges experienced in identifying appropriate measures;
 - a. performance measures first published in 2013 were example measures which were not fully developed;
 - b. in 2015 we reported a broad range of measures that were not easily identifiable as a measure of progress against the original Outcomes – due to the Outcomes being aspirational;
3. Outcomes set by Aberdeenshire require to be more relevant to the workings of the Licensing Boards;

Cognisance has been taken of the guidance issued by the Equality and Human Rights Commission in 2016 entitled “Equality Outcomes and the Public Sector Equality Duty: A Guide for Public Authorities in Scotland”. This learning has influenced the development of the new Equality Outcomes ensuring that these are more specific and so the impact will be more easily identifiable and more measurable.

The following evidence has been collated to shape Aberdeenshire new Equality Outcomes:-

1. An employee survey was carried out in 2015
2. Three comprehensive surveys undertaken during 2016 as follows:-
 - Residents through the Citizen’s Panel in May 2016 had 700 respondents.
 - Residents, through The Equalities Community Survey between 23 July to 21 August 2016 had 144 respondents.
 - Survey of employees of Aberdeenshire Council, Aberdeenshire Licensing Authority, the three Licensing Boards together and The Aberdeenshire Health and Social Care Partnership between July and August 2016 had a total of 621 respondents.
3. Feedback and views were sought from the following entities within Aberdeenshire:-
 - Each Service
 - Every Area Manager
 - The three Licensing Boards
 - The Equalities Team
4. At six monthly intervals, since April 2013, progress reports including case Studies from each Service have been reported to the Policy and Resources Committee.

5. At two monthly intervals progress has been considered at meetings of the Equalities and Human Rights Group.
6. Each quarter, progress has been considered by the Equalities and Human Rights Strategy Board.
7. Analysis of the evidence base took place and was considered by:-
 - The Corporate Equalities and Human Rights Group on 21 September 2016
 - An extended Corporate Equalities Group and Human Rights Workshop (including Elected Members Equalities Champions and Chairs of the Licensing Boards) on 25 October 2016
 - The Equalities Strategy Board on 10 December 2016.

Equality Outcome 1:

Safer and better decision making will be achieved as a result of being better informed of Equality & Diversity matters

LOIP priorities:

Connected and cohesive communities



Applicable Legal Entities:

Aberdeenshire Council, Education Authority, Licensing Boards

Protected Characteristics:

All



Duty Addressed:

Eliminate discrimination, advance equality of opportunity, foster good relations

Evidence: Extract of original source data utilised to inform the debate and development of this Outcome

Citizen' Panel survey:

- 17% of respondents agreed that Aberdeenshire councillors' understanding of the challenges facing people and communities with the protected characteristic has worsened and 45% that it has not changed.
- 13% of respondents agreed that Aberdeenshire Council employees' understanding of the challenges facing people and communities with the protected characteristic has worsened and 35% that it has not changed.

Staff survey:

- Only 36% respondents believed that their understanding of the potential challenges facing people with Protected Characteristics has improved and 31% said that this had not changed.

- 30% of the comments relate to lack of resource or understanding to appropriately deal with Equalities Impact Assessments, difficulties in accessing translation services.
- 20% of those who were aware of the Prejudice and Discrimination Reporting Process did not know where to access further information.

<i>Evidence Based Themes</i>	<i>Activities</i>	<i>Outputs</i>
<p>The level of understanding, amongst councillors and senior officers, of equality needs and issues faced by all Protected Characteristics and their ability to respond.</p> <p>Lack of understanding of the consequences of non-compliance amongst some councillors and senior officers.</p>	<p>Develop and implement targeted plans to achieve improved knowledge and understanding amongst all councillors and senior officers.</p> <p>Working with councillors and senior officers, identify ways to ensure equalities is considered, the evidence process understood and implemented to demonstrate informed decision making.</p> <p>Working with partners to identify ways to ensure equalities is considered and evidenced in the decision making process.</p>	<p>Elected Members demonstrate their understanding of the needs of those with Protected Characteristics.</p> <p>Senior officers demonstrate their understanding of the needs of those with Protected Characteristics.</p>
<p>Lack of awareness of key equality resources - Prejudice and Discrimination reporting and access to interpretation and translation services.</p>	<p>Develop and implement plans to:</p> <ul style="list-style-type: none"> • raise awareness of Prejudice & Discrimination reporting process across the council and in our communities • raise awareness of interpretation and translation services across the council and in our communities • provide practical, useful support resources for employees required to engage with people whose first language is not English. 	<p>Increased awareness of the key equality resources.</p> <p>Employees and member of the public have increased awareness of Prejudice & Discrimination reporting and know how to access interpretation and translation services when accessing council services.</p>

Equality Outcome 2:

To promote a better understanding of the needs of people of different race and develop strategies which support them.

LOIP priorities:

Reducing Child Poverty, Connected and cohesive communities

**Applicable Legal Entities:**

Aberdeenshire Council, Education Authority

Protected Characteristics:

Race

**Duty Addressed:**

Eliminate discrimination, advance equality of opportunity, foster good relations.

Evidence: Extract of original source data utilised to inform the debate and development of this OutcomeCitizen's panel

- 79% respondents agreed that there is prejudice and / or discrimination against gypsy/travellers specifically in Aberdeenshire
- 47% respondents agreed that there is prejudice and/or discrimination against people of different races in Aberdeenshire
- 52% of respondents agreed that where English is not someone's first language, they are restricted from accessing services due to a lack of translation and interpretation support

Corporate Equalities Group workshop

Work is still to be done around ensuring positive integration and empowerment of the Syrian New Scots and migrant workers in Aberdeenshire continues

Evidence Based Themes	Activities	Outputs
<p>Reduce discrimination/ prejudice towards Gypsy/ Travellers by raising awareness of effect/impact of prejudice on Gypsy/Travellers</p> <p>Limited Gypsy/ Traveller site provision leading to unauthorised encampments.</p> <p>Negative media attention aimed at Gypsy/Travellers unauthorised encampments in Aberdeenshire</p> <p>Negative mind-set of the settled community towards the Gypsy/Traveller community</p>	<p>Continue working with Gypsy/Travellers to identify ways to reduce levels of prejudice and discrimination and barriers.</p> <p>Continue to work with communities, public sector partners and organisations to identify ways to reduce levels of prejudice and discrimination towards Gypsy/Travellers.</p> <p>Working with Gypsy/Travellers to identify options to increase site provision through either council owned or private encampments.</p> <p>Working with partners to address media reporting which may lead to racial tensions in communities.</p> <p>Identify ways to improve knowledge and understanding working in partnership with Schools and partners.</p>	<p>Gypsy/Travellers will be accepted and welcomed by communities and experience reduced levels of prejudice and discrimination.</p> <p>Communities will have an improved level of understanding of the needs of Gypsy/Travellers leading to more cohesive communities.</p> <p>Increased number of Gypsy/Traveller sites in Aberdeenshire.</p> <p>Employees and members of the public have increased awareness of Prejudice & Discrimination reporting.</p> <p>Improved awareness and access to interpretation and translation services in Aberdeenshire.</p>
<p>Lack of awareness of key equality resources - Prejudice and Discrimination reporting and access to</p>	<p>Develop and implement plans to:</p> <ul style="list-style-type: none"> • Raise awareness of Prejudice & Discrimination reporting process across the council • Working with our partners in our communities to raise awareness of 	

<p>interpretation and translation services.</p>	<p>interpretation and translation services across partner organisations.</p> <ul style="list-style-type: none"> • Further promote the 'Living and Working in Aberdeenshire' guidance. • provide practical, useful support resources for employees required to engage with people whose first language is not English. 	
<p>Reduce risk of harassment and prejudice amongst migrant workers by ensuring they are not being taken advantage of by their employers and landlords</p>	<p>Increase confidence and awareness among migrant workers to be able to report prejudice and discrimination incidents Work with partner organisations to establish clear reporting mechanisms for hate crime and racial harassment Identify Third Party Reporting sites within Aberdeenshire</p> <p>A multi-agency approach to identifying non-compliant landlords in Aberdeenshire is developed to identify rogue landlords in the Private Rented Sector (PRS) and Houses of Multiple Occupation (HMOs)</p>	<p>Migrant workers are not discriminated against in the work place</p> <p>Migrant workers are confident in reporting prejudice and discrimination incidents.</p> <p>Migrant workers living in Aberdeenshire are not being prejudiced against by their landlords and are able to secure accommodation that meets their needs</p>
<p>Identify and address communication and language barriers that may prevent Syrian New Scots and migrant workers accessing council services</p>	<p>Minority Ethnic groups are increasingly involved, consulted and represented where relevant/ appropriate</p> <p>Identify ways to support and showcase existing initiatives and promote similar initiatives elsewhere</p>	<p>All migrant workers and newcomers into the area can access information to help ensure equal access to services</p> <p>Migrant workers are integrated in the community</p>

Equality Outcome 3:

Develop a better understanding of the needs of people with a disability and develop and promote strategies which ensure access to council services and which support them in education and employment

LOIP priorities:

Reducing Child Poverty, Connected and cohesive communities, Reducing alcohol consumption

**Applicable Legal Entities:**

Aberdeenshire Council, Education Authority, Licensing Boards

Protected Characteristics:

Disability

**Duty Addressed:**

Eliminate discrimination, advance equality of opportunity, foster good relations.

Evidence : Extract of original source data utilised to inform the debate and development of this OutcomeCitizen's panel:

- *There is a lack of understanding of issues faced by disabled people on the part of non- disabled people*
- *85% respondents agreed that disabled people experience particular difficulties travelling by public transport*
- *42% respondents indicates that disability most significantly affects getting a job and 21% indicated difficulties when returning to work*
- *Only 55% of those respondents identified as older believe that the Aberdeenshire Council understands the challenges faced by older people.*

Staff survey

- *31% respondents comments point to failures of the council to support the Equalities agenda in terms of physical provisions in building for people with disabilities or corporate processes that treat people unfairly.*

<i>Evidence Based Themes</i>	<i>Activity</i>	<i>Outputs</i>
<p>People with disabilities don't believe their particular needs are met due to a lack of awareness of the issues they face.</p>	<p>Working with community groups supporting disabled people to identify ways to increase public awareness to better support the disabled community's needs.</p> <p>Working with communities to identify the level of understanding of the needs of people with disabilities.</p> <p>Working with community groups, communities and partners to develop and deliver an agreed action plan.</p>	<p>Disabled and older people can access services and believe their particular needs are met.</p> <p>Communities and businesses understand the needs of older people and people with disabilities.</p> <p>People with disabilities, particularly learning disabilities, have improved employment prospects.</p>
<p>Disabled and older people have experienced difficulty accessing services</p>	<p>Identify ways in which disabled and older people are better able to access services, shopping and leisure opportunities.</p> <p>Working collaboratively with partners to develop ways to respond by utilising digital connectivity, community/volunteer participation, support and transport providers.</p>	
<p>People with disabilities, particularly learning disabilities have poor employment prospects.</p>	<p>Working with professional bodies and local business to identify ways to promote employability programmes to encourage businesses to recruit people with disabilities.</p>	

Equality Outcome 4

Develop a better understanding of the needs of LGBT people as employees and customers, develop and cascade strategies which minimise bullying and harassment in schools and the community. Achieve measurably reduced levels of prejudice and discrimination against the LGBT community.

LOIP priority

Connected and cohesive communities

**Applicable legal entity**

Aberdeenshire Council, Education Authority, Licensing Boards

Protected characteristic

Gender realignment and sexual orientation

**Duty Addressed**

Eliminate discrimination, advance equality of opportunity, foster good relations.

Evidence : Extract of original source data utilised to inform the debate and development of this Outcome**Community survey**

- *53% respondents agreed that there is a lack of understanding of the needs of people undergoing gender reassignment*
- *50% respondents agreed that bullying and harassment is targeted most significantly towards Gender Reassignment*
- *Issue raised in supporting comments about having to provide Equalities information when applying for jobs, as the information in the wrong hands could be used to discriminate against candidates.*

Citizen's Panel

- *78% respondents indicated that young people that are lesbian, gay or bisexual experience a greater level of bullying and harassment in schools*

- 37% respondents agreed that people in Aberdeenshire face difficulties in employment as a result of being lesbian, gay or bisexual
- 53% respondents agrees that people face difficulties in employment due to being transgender

Evidence Based Themes	Activity	Outputs
A lack of understanding of the needs of individuals, in relation to gender reassignment and those who will have experienced prejudice or discrimination as a result of gender reassignment or sexual orientation in the community.	Work with LGBT community groups and Partners to identify ways to tackle prejudice and discrimination within the community.	The LGBT community, and those going through gender reassignment are more accepted in their communities, where their needs are understood. Reduced levels of prejudice and discrimination towards the LGBT community within the Aberdeenshire area.
Bullying and harassment in schools is higher in relation to the LGBT community	Building on work undertaken to date by the Education Authority to continue to work with partners to revise and implement plans to improve awareness and understanding amongst pupils.	Pupils and employees understand the needs of the LGBT community in schools. Reduced incidences of bullying and harassment in schools linked to the LGBT community.
Level of mistrust of the requirement to provide equalities information when applying for jobs.	Identify ways to provide greater assurance of confidentiality and measures in place to ensure compliance with The Data Protection Act for job applicants and employees.	Increased confidence in providing equality monitoring data.

Equality Outcome 5

Aberdeenshire Council's recruitment is implemented with fairness and transparency and fully supports people with Protected Characteristics.

LOIP priority

Reducing child poverty; Connected and cohesive communities



Applicable legal entity

Aberdeenshire Council, Education Authority

Protected Characteristics

All



Duty Addressed

Eliminate discrimination, advance equality of opportunity, foster good relations.

Evidence: Extract of original source data utilised to inform the debate and development of this Outcome

Staff survey:

- 84% respondents commented on recruiting process with regard to favouritism, the notion that managers may be pre-selecting candidates prior to interview, people with dyslexia being treated unfairly, people with learning difficulties not being employed at all, gender imbalances at certain levels within the organisation, particularly at service manager level and above.
- A further 10% of statements relate to issues with the interview process and discrimination as a result of the constitution of interview panels which could introduce bias.

Citizen's panel

- 28% respondents agreed that people face difficulties in employment due to their gender

Community survey

- Only 70% of females were in agreement with the statement that Aberdeenshire Council understands the challenges faced by women in workforces

Evidence Based Themes	Activities	Outputs
<p>There is a perception that recruiting managers demonstrate behaviours which show favouritism. Concerns suggest a lack of transparency exists where the constitution of interview panels could produce bias which results in unfair outcomes.</p>	<p>Take action to brand the council as an employer of choice both internally and externally for all Protected Characteristics.</p> <p>Address existing perceptions in relation to recruitment processes – such as ‘myth busting’, resourcing survey, increasing employee knowledge through training and awareness of the procedure, focus groups etc.</p> <p>Develop plans to ensure the recruitment and selection process is effectively and professionally implemented by recruiting managers.</p> <p>Develop plans to have a more diverse workforce with representation across all Protected Characteristics.</p>	<p>Aberdeenshire Council is recognised as an employer of choice both internally and externally through effective implementation of recruitment and selection processes which are seen to be fair and transparent.</p> <p>The council is recognised for recruiting from diverse communities resulting in a diverse workforce.</p> <p>There is greater diversity of males/females across non-traditional roles.</p> <p>The Gender Pay Gap for non-teaching employees is reduced.</p>
<p>People with disabilities being treated unfairly (dyslexia), and a perception that people with learning difficulties are not employed at all.</p>	<p>As part of the Disability Confident Scheme incorporate plans to increase the level of awareness and understanding of recruitment and selection from all Protected Characteristics with particular focus on those with a disability, mental health and age.</p>	

	Establish Family Benchmarking group work in relation to equalities monitoring establishing examples of effective action, stemming from applicant/hire conversion rates. Work to focus on disability, mental health and age.	
Gender imbalance and the gender pay gap exists and gender inequality in terms of employment. This can result in increased child poverty rates and health inequalities, e.g. higher proportion of women in low paid or part-time work and the costs of childcare	<p>Develop plans targeting males and females to apply for non-traditional roles.</p> <p>Develop plans to address gender pay gap for non-teaching employees with the aim to reduce from current figure of 8.73% (based on Median Hourly Rates between Male and Female)</p>	

Equality Outcome 6

There will be a more inclusive culture whereby all employees understand and respect difference.

LOIP priority

Connected and cohesive communities



Applicable legal entity

Aberdeenshire Council

Protected Characteristics

All



Duty Addressed

Eliminate discrimination, advance equality of opportunity, foster good relations

Evidence: Extract of original source data utilised to inform the debate and development of this Outcome

Staff survey

- 40% respondents believe that because of the ingrained negative staff behaviours around Equalities, more Diversity Training is needed and of a 'mandatory' nature.
- Issue raised in supporting comments about mental illness in its different forms not being accepted in certain areas and more education needed so individuals are not discriminated against.

Evidence Based Themes	Activity	Outputs
<p>Employees are not fully aware or engaged in delivering frontline activities in a way that demonstrates understanding of the needs of individuals with Protected Characteristics.</p> <p>Unacceptable conversations occur in the workplace in relation to people's Protected Characteristics</p>	<p>Develop plans for targeted training for those in leadership roles by:</p> <ul style="list-style-type: none"> • Promoting key equalities messages to raise awareness, improve understanding and the need to challenge inappropriate discussions. • Utilising Equalities Service Champions to cascade messages. <p>Working with community groups/community councils/community leaders to increase awareness of equality and diversity issues – to support our communities to celebrate their diversity and equality.</p> <p>Develop plans within the Healthy Working Lives Project to promote Mental Health in relation to all Protected Characteristics</p> <ul style="list-style-type: none"> • Identify key messages on mental health integrating across varying platforms including wellbeing newsletters such as physical activity and diet which can have a positive impact. <p>Undertake annual promotions through all communication methods including the Health & Wellbeing Team newsletter on Mental Health.</p>	<p>Increased level of understanding of the needs of individuals with Protected Characteristics. Across all employees. Frontline services demonstrate an understanding of the needs of individuals with Protected Characteristics. Individuals and communities feel their views and rights are heard and respected and they feel empowered. Individuals feel supported and included in celebrating diversity and equality within their communities. Fewer reports of issues around poor verbal behaviour of some staff to some groups with Protected Characteristics</p>

APPENDIX 3

EQUALITY IMPACT ASSESSMENT

Stage 1: Title and aims of the activity (“activity” is an umbrella term covering policies, procedures, guidance and decisions).	
Service	Business Services
Section	Customer Communication & Improvement (Policy, Performance & Improvement)
Title of the activity etc.	The Mainstreaming & Outcomes Report to be considered by the Aberdeenshire Council, the Education Authority and three Licensing Boards
Aims of the activity	<p>The Mainstreaming Report and Equality Outcomes are legal requirements under The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. Section 149 of The Equality Act 2010 requires that Aberdeenshire Council, the Education and Children’s Services and the three Aberdeenshire Licensing Boards to have due regard, (or to consciously consider) the need to:</p> <ul style="list-style-type: none"> • Eliminate discrimination, harassment and victimisation; • Advance equality of opportunity between those who have Protected Characteristics and those who don't; and • Foster good relations between those who have Protected Characteristics and those who don't. <p>To comply with the regulations, the Council, the Education Authority and the three Aberdeenshire Licensing Boards must report on their progress on delivering specific duties as well as to set out the new Equality Outcomes by 30th April 2017.</p>
Author(s) & Title(s)	Magdalena Bereza, Policy Officer (Community Engagement and Equalities), Caroline Tough Strategic Policy Leader (Community Engagement and Equalities)

Stage 2: List the evidence that has been used in this assessment.	
Internal data (customer satisfaction surveys; equality monitoring data; customer complaints).	Staff survey of employees of Aberdeenshire Council, Aberdeenshire Licensing Authority, the three Licensing Boards together and The Aberdeenshire Health and Social Care Partnership between July and August 2016
Internal consultation with staff and other services affected.	<p>Staff survey which was carried out in 2015 and 2016 Feedback and views were sought from the following entities within Aberdeenshire:</p> <ul style="list-style-type: none"> • Each Directorate • Area Managers • Licensing Boards • Equalities Team

External consultation (partner organisations, community groups, and councils).	Comprehensive surveys were carried out in 2016 as follows: <ul style="list-style-type: none"> Residents survey through the Citizen's Panel in May 2016 Residents survey through the Equalities Community between 23 July to 21 August 2016
External data (census, available statistics).	N/A
Other (general information as appropriate).	<p>At six monthly intervals, since April 2013, progress reports, including case studies from each Service have been reported to the Policy and Resources Committee.</p> <ul style="list-style-type: none"> At two monthly intervals, progress has been considered at meetings of the Equalities and Human Rights Group. Every quarter, progress has been considered by the Equalities and Human Rights Strategy Board. <p>Analysis of the evidence base took place and was considered by:-</p> <ul style="list-style-type: none"> The Corporate Equalities and Human Rights Group on 21 September 2016 An extended Corporate Equalities Group and Human Rights Workshop (including Elected Members Equalities Champions and Chairs of the Licensing Boards) on 25 October 2016 The Equalities Strategy Board on 8 December 2016

Stage 3: Evidence Gaps.	
Are there any gaps in the information you currently hold?	N/A

Stage 4: Measures to fill the evidence gaps.		
What measures will be taken to fill the information gaps before the activity is implemented? These should be included in the action plan at the back of this form.	Measures:	Timescale:

Stage 5: Are there potential impacts on protected groups? Please complete for each protected group by inserting "yes" in the applicable box/boxes below.				
	Positive	Negative	Neutral	Unknown
Age – Younger	Yes			

Stage 5: Are there potential impacts on protected groups? Please complete for each protected group by inserting “yes” in the applicable box/boxes below.

	Positive	Negative	Neutral	Unknown
Age – Older	Yes			
Disability	Yes			
Race – (includes Gypsy Travellers)	Yes			
Religion or Belief	Yes			
Gender – male/female	Yes			
Pregnancy and maternity	Yes			
Sexual orientation – (includes Lesbian/ Gay/Bisexual)	Yes			
Gender reassignment – (includes Transgender)	Yes			
Marriage and Civil Partnership	Yes			

Stage 6: What are the positive and negative impacts?

Impacts.	Positive (describe the impact for each of the Protected Characteristics affected)	Negative (describe the impact for each of the Protected Characteristics affected)
Please detail the potential positive and/or negative impacts on those with Protected Characteristics you have highlighted above. Detail the impacts and describe those affected.	<p>All Protected Characteristics</p> <p>Integrated equalities across all structures within the Council, Education Authority and Licensing Boards will contribute to informing decisions and lead to an improvement in service provision</p>	
	<p>Employees understanding of equality issues will increase which in turn will enhance our service delivery to residents.</p>	

	Integrated work with communities, public sector partners and organisations will contribute to an improved level of understanding and awareness of Prejudice & Discrimination reporting.	
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Stage 7: Have any of the affected groups been consulted?

If yes, please give details of how this was done and what the results were. If no, how have you ensured that you can make an informed decision about mitigating steps?	Three comprehensive surveys which were carried out in 2016 as follows: <ul style="list-style-type: none"> Residents through the Citizen’s Panel in May 2016 Residents, through the Equalities Community Survey in July to August 2016 Staff survey of employees of Aberdeenshire Council, Aberdeenshire Licensing Authority, the three Licensing Boards and the Aberdeenshire Health and Social Care Partnership between July and August 2016
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Stage 8: What mitigating steps will be taken to remove or reduce negative impacts?

	Mitigating Steps	Timescale
These should be included in any action plan at the back of this form.		

Stage 9: What steps can be taken to promote good relations between various groups?

These should be included in the action plan.	Details of the work undertaken to promote good relations between various groups are in Appendix 1 of the Mainstreaming & Outcomes Report
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Stage 10: How does the policy/activity create opportunities for advancing equality of opportunity?

The Equality Mainstreaming & Outcomes Report 2017-21 sets out the Council’s, the Education Authority and three Licensing Boards commitment to advancing equality of opportunity both as an employer and provider of services.

Stage 11: What equality monitoring arrangements will be put in place?	
These should be included in any action plan (for example customer satisfaction questionnaires).	Consideration is being given to work that will be undertaken by the Corporate Equalities Group and the Equalities Strategy Boards and the HR&OD Service to monitor progress against the Outcomes set out in the Mainstreaming & Outcomes Report

Stage 12: What is the outcome of the Assessment?		
Please complete the appropriate box/boxes	1	No negative impacts have been identified –please explain.
	The aim of this report is to ensure the Council, the Education Authority and three Licensing Boards comply with the duties set out in the equality legislation. This will have a positive impact on all employees, Councillors and the community through improved and considered decision making.	
	2	Negative Impacts have been identified, these can be mitigated - please explain. * Please fill in Stage 13 if this option is chosen.
	N/A	
	3	The activity will have negative impacts which cannot be mitigated fully – please explain. * Please fill in Stage 13 if this option is chosen
	N/A	

* Stage 13: Set out the justification that the activity can and should go ahead despite the negative impact.
N/A

Stage 14: Sign off and authorisation.

Sign off and authorisation.	1) Service and Team	Business Services Customer Communication & Improvement Policy Performance and Improvement	
	2) Title of Policy/Activity	Equalities Mainstreaming and Outcomes	
	3) Authors: I/We have completed the equality impact assessment for this policy/activity.	Name: Magdalena Bereza Position: Policy Officer (Community Engagement and Equalities) Date: 10 /03/2017 Signature:	Name: Caroline Tough Position: Strategic Policy Leader (Community Engagement and Equalities) Date: 10 /03/2017 Signature:
		Name: Position: Date: Signature:	Name: Position: Date: Signature:
	4) Consultation with Service Manager	Name: Amanda Roe Date: 16 March 2017	
	5) Authorisation by Director or Head of Service	Name: Kate Bond Position: Head of CCI Date: 17/03/2017	Name: Position: Date:
	6) If the EIA relates to a matter that has to go before a Committee, Committee report author sends the Committee Report and this form, and any supporting assessment documents, to the Officers responsible for monitoring and the Committee Officer of the relevant Committee. e.g. Social Work and Housing Committee.	Date:	
	7) EIA author sends a copy of the finalised form to: eia@abdnshire	Date:	
(Equalities team to complete) Has the completed form been published on the website? YES/NO			Date:



Action Plan					
Action	Start	Complete	Lead Officer	Expected Outcome	Resource Implications
Please refer to Aberdeenshire's Equalities Mainstreaming Progress Report 2017 and Aberdeenshire's Equality Outcomes Progress Report 2017					