Shetland Islands Council

Gender Equality Scheme

June 2007

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INTRODUCTION

The Gender Equality Duty (GED) is the biggest change to sex equality legislation since the Sex Discrimination Act came into force over 30 years ago. The GED is intended to address the fact that, despite 30 years of individual legal rights to sex equality, there is still widespread discrimination and gender inequality. One reason for this is that policies and procedures of public authorities can often appear neutral but have a significantly different effect on women and men – often contributing to greater gender inequality. Individual legal rights have not been enough by themselves to change this.

The Equality Act 2006 amends the Sex Discrimination Act 1975 by placing a statutory duty on all public authorities, when carrying out their functions to have due regard to the need:-

- To eliminate unlawful discrimination and harassment.
- To promote equality of opportunity between men and women.

This general duty applies to all public bodies, including Shetland Islands Council ("the Council") and came into effect on 6th April 2007.

Therefore, the GED applies to the Council's service provision, policy making, employment matters and in relation to enforcement or any statutory discretion and decision making."

WHAT IS THE COUNCIL?

Shetland Islands Council is a local authority established under the Local Government etc. (Scotland) Act 1994 and has its principle offices at the Town Hall, Lerwick, Shetland, ZE1 0HB.

The main functions of the Council are detailed in Appendix A.

The Council has responsibility for the following services, each of which is required to have a Gender Equality Scheme in place. In order to ensure an inclusive approach it has been decided to have one Gender Equality Scheme for Shetland Islands Council which incorporates the specific requirements and actions pertinent to the Schools Service, Shetland College and ZetTrans.

Schools Service

The Schools Service is an Education Authority under the Education (Scotland) Act 1980 and has a duty to secure that there is for their area adequate and efficient provision of school education. The Schools Services manages 34 schools, which is made up of 2 high schools, 7 junior high schools with primary and nursery departments and 25 primary schools.

Shetland College

Shetland College is a non-incorporated college governed by a Board of Management consisting of 9 members, 6 of whom are appointed by the Council. Shetland College is a partner college within the UHI Millennium Institute and as an unincorporated college the responsibility for Further and Higher Education is vested in Shetland Islands Council. The College is bound by the Shetland Islands Council's policies and procedures and therefore is required to comply with any requirements set out in Shetland Islands Council's Gender Equality Scheme. Similarly, being a partner in the UHI Millennium Institute, cognisance of and adherence to their Gender Equality Scheme is also required.

Zetland Transport Partnership (ZetTrans)

ZetTrans was established in December 2005 following the introduction of the Transport (Scotland) Act 2005. ZetTrans consists of a Board comprising of 6 members, 4 of whom are appointed by the Council. ZetTrans has the responsibility for the development and delivery of the Regional Transport Strategy. ZetTrans has no direct employees. At officer level, the Council's Transport Service provides the service delivery functions of ZetTrans. Operational funding for ZetTrans is secured from the Council, with support from the Scottish Executive.

WHAT ARE OUR DUTIES?

The GED aims to eliminate unlawful discrimination and harassment and to promote quality of opportunity between men and women. To help the Council deliver this general duty, there are also a number of specific duties which must be adhered to:-

To prepare and publish a gender equality scheme, showing how it will meet its general and specific duties and setting out its gender equality objectives. This document is the Council's Gender Equality Scheme and it is also incorporates the Gender Equality Scheme for the Schools Service, Shetland College and ZetTrans who each have an individual duty to prepare and publish their own gender equality scheme.

All public authorities in Scotland must be able to evidence progress towards eliminating discrimination, as well as promoting equality between women and men. This requires public bodies to analyse which of their activities (employment, policy-making, service delivery, regulatory etc) could make a difference to gender equality, and to prioritise action to achieve clear outcomes.

To support progress in delivering the general duty, there is also a series of 'specific duties', which apply to listed public authorities, as specified in the Order made by Scottish Ministers. These set out the exact steps those authorities should take to help them meet the general duty. The specific duties require listed bodies to
- Gather information on how their work affects women and men, boys and girls
- Consult employees, service users, trade unions and other stakeholders such as parent's groups and the local community
- Assess the different impact of policies and practices on both sexes and use this information to inform their work
- Identify priorities and set gender equality objectives
- Plan and take action to achieve those objectives
- Publish a gender equality scheme, report annually and review progress every three years
- Publish an equal pay statement (for listed bodies with 150+ staff) and report on progress every three years.

STATEMENT OF COMMITMENT TO GENDER EQUALITY

The Council is committed to fulfilling the duties imposed on it under the amended Sex Discrimination Act 1975 and working towards gender equality.

Shetland's community statement contains the following statements:
- We'll seek to create fulfilling, well-paid jobs for all, whatever their talent
- Foster confident, thriving communities across Shetland
- Promote justice and equality, here and overseas
- Expand knowledge, extend opportunities and improve access

The Community Plan priorities and targets contains the following:
'To make sure we are all able to enjoy living in Shetland as fully as possible:
We will continue to improve quality of life: ranking in the top 5% on a European stage as well as decreasing inequalities
Shetland already ranks highly in Scotland for social welfare, health and safety. However, we are aiming to be high ranking on an international stage. We also recognise that not everyone in Shetland shares this good experience'

The Council's Corporate Plan 2004-2008, includes the priority:
'Shetland will benefit from everyone having the same chances to make their fullest contribution in every field. The Council will do this by ensuring there is no discrimination in any of our services and by promoting equal opportunities at all times.'

And a Council commitment to: 'Treat employees fairly, courteously and consistently.'

The Council's Gender Equality Scheme forms part of the Council's Equality and Diversity Strategy.

Zetland Transport Partnership is committed to fulfilling the duties imposed on it under the amended Sex Discrimination Act 1975 and working towards gender equality.

The Vision of the Partnership is to develop an effective, efficient, safe and reliable transport system for Shetland. The transport system will comprise an integrated network of accessible, and affordable internal, inter-island and external links, which will contribute to the development of a safe, healthy, vibrant and inclusive society, a diverse, successful and self-sufficient economy, and enhanced environmental quality.

Shetland College
Statement from the Director of Shetland College
Shetland College is committed to ensuring that all people within Shetland should be able to access further and higher education. Our mission is to make

a major contribution to the local economy through provision of high quality further and higher education and training which meets the needs of the population and employers.

I warmly welcome our new legal duty to promote gender equality and to take account of the needs of all people in our decision-making across the whole organisation. With the support of Shetland Islands Council we aim to demonstrate best practice in recruitment and retention by providing excellent support for our staff. Again, in partnership with agencies such as Shetland Council of Social Service, we are committed to addressing any inequalities and discrimination which might hinder individuals and communities from achieving their full potential.

Shetland College is committed to ensuring that all students, staff and users of the college have equality of opportunity in whatever aspect of college activity they are engaged in and will work to ensure that that opportunity is not compromised through any form of discrimination.

The College will work with Shetland Islands Council to address the objectives and actions identified in this Gender Equality Scheme action plan, including those objectives and actions particular to the College. It is recognised that in the first year much of the work will be about establishing a baseline and putting in place effective systems to better understand any issues relating to gender inequalities, to put in place actions to remedy any shortcomings and to put in place effective consultation and monitoring mechanisms.

Shetland College is committed to addressing the objectives identified in Shetland Islands Council Gender Equality Scheme and in addition shall:
- Build on existing information systems within the college to ensure full and required data is gathered re student population and college workforce
- Establish appropriate consultation mechanisms, including an equalities committee
- Carry out impact assessments of all policies and procedures within the college
- Address any under-representation by gender on decision-making bodies within the college
- Seek to increase numbers of male and female students taking up courses in which their gender has been traditionally under-represented

ORGANISATIONAL RESPONSIBILITY FOR THE SCHEME

Within the Council, responsibility for the Scheme lies with the Head of Organisational Development.

Responsibility for the Education authority lies with the Head of schools.

Responsibility for Shetland College lies with the Director of Shetland College.

Responsibility for Transport lies with the Head of Transport and for ZetTrans with the Lead Officer for ZetTrans.

OUR GENDER EQUALITY OBJECTIVES

Childcare

Consultation has evidenced a lack of childcare provision locally, and where childcare is available it can be prohibitively expensive and/or in the wrong place, leading to transport issues.

Recent research into deprivation and social exclusion in Shetland[1] analysed the results by gender. The two main issues were around childcare and transport:

'Gender was significant in relation to female carers: of those carers who participated, all were women. Having family responsibilities augmented people's inability to access opportunities and added to financial pressures. They were isolated on a daily basis because they did not have access to a care or the partner had the only vehicle to access employment. This was compounded by lack of childcare or access to childcare. Many were wholly reliant upon the goodwill of others, augmenting feelings of dependence. Conversely, others spent spare time driving others around to access opportunities.

Seven women were unable to work because they were looking after family members. However, women were more successful at participating in learning and obtaining qualifications, although there was a desire to access more learning opportunities, but were unable to due to family commitments.'

The Council has recently undertaken research on how people from black and ethnic minorities access services[2], including any barriers that prevent them from doing so. When the results were analysed by gender, the main issues raised were a lack of childcare provision and a lack of transport at suitable times.

Transport

Recent consultation has indicated that a lack of transport in rural areas exacerbates geographic isolation from both job opportunities and from community activities/events. The consultation shows that that is particularly an issue for women.

The Regional Transport Strategy consultation was carried out during 2005, in order to inform Shetland's Regional Transport Strategy. One of the main issues raised regarding bus provision was:

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[1] Deprivation and Social Exclusion in Shetland, 2006
[2] Black and Ethnic Minority Inclusion, 2007

'numerous examples were highlighted where buses do not serve the needs of the local population or where buses only suit the requirements of "9 to 5" workers in Lerwick.

There was support for the shopper's services that have been implemented across Shetland and an extension to the shopper's bus network was thought to be a good idea.'[3]

Gender Balance Within the Workforce
Information gathered on the Council workforce indicates that a gender balance has yet to be achieved in regard to under represented areas of the Council workforce and under represented areas of decision-making bodies.

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[3] Regional Transport Strategy Consultation, 2005

HOW WILL WE GATHER INFORMATION?

Information collected regarding the Council workforce is detailed in Appendix B.

A number of recent consultation exercises have provided information on how council services disproportionately affect one gender –

Shetland the Long Range Forecast, 2004, was a Shetland wide consultation asking people in Shetland what they would like their community to look like in the future.

Deprivation and Social Exclusion in Shetland took place in 2006. This piece of research intended to develop understanding of social exclusion and deprivation in Shetland.

Research into Black and Ethnic Minority Inclusion in Shetland took place in 2007 and the results were also disaggregated by gender. The research looked at how people from black and ethnic minorities accessed services and opportunities within their communities and established any barriers that people felt prevented them from accessing service and opportunities.

Further information regarding the impact of gender on service delivery will be gathered through the Equality Impact Assessment process.

Results from Council consultation exercises will be disaggregated by gender.

Information gathered will be analysed and used to monitor progress. This will be reported in our Annual Report on the Gender Equality Scheme.

Shetland College
Shetland College employs a total of 68 staff, of which 46 are female and 22 are male. The senior management team of 3 consists of 2 females and 1 male. Within the academic sections there are 7 promoted posts, 4 of which are held by females and 3 by males.

The Board of Management has 6 male and 2 female representatives with one vacant position.

There were 1458 students enrolled in 2006/07 of which 979 were female and 479 male. This is further broken down to show that 1271 were FE students with 838 female and 401 male, and 187 HE students, with 141 female and 46 male. The vast majority of students are part time.

ZetTrans has carried out extensive consultation on transport to and within Shetland to inform the development of the Shetland Transport Strategy. Further details are given in the Consultation section of this document.

ASSESS THE IMPACT ON GENDER EQUALITY ON POLICIES AND PRACTICES

Shetland Islands Council's equality impact assessment tool was developed to be a single assessment tool for all the six main equality strands. It was developed in conjunction with NHS Shetland and is designed to be used both retrospectively and during the development of a policy or strategy.

All service plans for 2007/08 have been equality impact assessed and also include an action to assess all current policies. In addition to this, an assessment has been carried of the degree or weight of relevance to the general duty and to determine the order in which policies should be equality impact assessed.

Policies and strategies assessed to be category 1 are top level strategic documents.

Category 2 policies and strategies are those which are the next stage down from category 1 documents and have also been assessed as directly affecting either the general public or employees.

Category 3 policies and strategies are those which have not been assessed as having a direct impact on the general public or employees.

Category 1 documents will be assessed by the end of 2007 and category 2 and 3 documents will be assessed by the end of 2008. For strategies currently under review, this will happen as part of the review process.

A table of Council strategies and their weighting is attached at Appendix C.

New policies will be assessed as an integral part of the development of the policy and any equality impact will be required to be reported to the relevant Council committee.

CONSULTATION

The Gender Equality Scheme was sent out to all Heads of Service and Union members for consultation. It was also placed on the Council's webpage for members of the public to comment on.

Use was also made of recent consultation exercises where the results highlighted gender specific issues.

The Transport Strategy has benefited from extensive consultation with a wide range of stakeholders. This has been a key element in driving its content and development. Consultation was initially undertaken between October 2005 and February 2006. The aim was to develop a comprehensive understanding of the challenges, problems and opportunities that should be addressed through the Transport Strategy. Once the Draft Transport Strategy had been published, consultation was again undertaken from November 2006 to January 2007. The results from this phase were used to finalise the Transport Strategy. The complete draft Shetland Transport Strategy, as submitted to Scottish Ministers on 30 March 2007, can be seen at www.shetland.gov.uk/transport/stp

During the life of the scheme consultation will be focussed on specific services issues, to ensure that there are not gender specific barriers to people accessing and receiving a Council service.

HOW WILL WE PROMOTE THE SCHEME, PUBLISH RESULTS OF ASSESSMENTS, CONSULTATION AND MONITORING?

The Gender Equality Scheme will be available on the Internet at www.shetland.gov.uk/equalopportunities/documents.asp and at

www.shetland.uhi.ac.uk

Hard copies will also be available from:

Policy Unit	Shetland College
Town Hall	Gremista
Lerwick	Lerwick
t: 01595 744510	t: 01595 771000
e: policy@shetland.gov.uk	e:Shetland.college@Shetland.uhi.ac.uk

The scheme will also be publicised through the Council's internal Intranet and regular Equality Circular.

Results and outcomes of any assessments, consultation and monitoring will be reported as part of the Annual Report to the Gender Equality Scheme. The annual reports will then be published and promoted in the same ways as the scheme itself.

ACCESS TO THE SCHEME

Copies of the scheme can also be made available in large print, Braille or on audio tape.

Copies can also be translated into different languages, on request.

TRAINING

Equality and Diversity training is available to all Council employees through Train Shetland. This training is publicised through Train Shetland's website and through the Council's email system.

HOW CAN INTERESTED PARTIES CONTACT US?

John Smith, Head of Organisational Development
Town Hall
Lerwick

GENDER ACTION PLAN

Action	Timescale	Responsibility	Outcome/ Indicator
Monitoring & Evaluation			
Publish Equal Pay Statement	September 2007	Head of Organisational Development	Equal Pay Statement published
Review Recruitment and Selection procedures to ensure no gender related barriers exist and identify and introduce appropriate measures	October 2007	Human Resources Manager	Any gender related barriers identified
Review Disciplinary and Grievance procedures to ensure no gender related barriers exist and identify and introduce appropriate measures	August 2007	Human Resources Manager	Any gender related barriers identified
Promote Remote Working and Flexible Working policies and practices to encourage work life balance	March 2008	Head of Organisational Development	Increase in number of staff adopting remote or flexible working
Ensure appropriate monitoring systems are in place to meet general and specific duties, including employee records for staff with caring responsibilities, flexible working requests and transgender employees	April 2008	Head of Organisational Development	Increased knowledge of the workforce
Ensure exit interviews are available to all maternity leavers	April 2008	Human Resources Manager	Any gender related barriers identified
Build on existing information systems to ensure full and required data is gathered re student population and college workforce	June 2008	Director, Shetland College	Any gender related barriers identified
Continue to monitor usage of all public transport services, in order to effectively	December 2008	ZetTrans	To be decided

Action	Timescale	Responsibility	Outcome/ Indicator
match the level of provision to the demand			
Energising the Organisation			
To ensure all Heads of Service are aware of the Gender Equality Duty and cascade down to staff	April 2008	Head of Organisational Development	Increased knowledge of the Gender Equality Duty
Ensure that current Equality and Diversity Training is reviewed and developed to include Gender Equality Duty	April 2008	Human Resources Manager	Training continues to be relevant
Organise LGBT training and workshops for main stakeholders of Gender Equality Scheme through the Equality Network and Stonewall Scotland	April 2008	Head of Organisational Development	Increased awareness of LGBT issues in service delivery
Ensure all staff are aware of the Council's Gender Equality Scheme	April 2008	Head of Organisational Development	Increased awareness of the Gender Equality Scheme
Promote gender balance on decision-making bodies	April 2008	Head of Organisational Development Director, Shetland College	Decision-making bodies more closely reflecting the gender profile of the population
All current and proposed policies and practices will be equality impact assessed	March 2008	Head of Organisational Development Director, Shetland College	Any gender related barriers identified
Consider including a standard heading within all new reports to Council – "Equalities and Human Rights"	October 2008	Head of Organisational Development	All Council reports including a statement on equalities
Involving Communities			
Contact Service Managers to provide information on how they can consult with	September 2007	Head of Organisational Development	Any gender related barriers identified

Action	Timescale	Responsibility	Outcome/ Indicator
their service users about the Gender Equality Duty			
Ensure results of any consultation exercises are disaggregated by gender	March 2008	Head of Organisational Development	All consultation results disaggregated by gender
Establish appropriate consultation mechanisms, including an equalities committee	June 2008	Director, Shetland College	Ongoing consultation on gender issues
With an emphasis on partnership, ZetTrans will continue to consult with community councils to develop public transport services. In order to improve consultation, ZetTrans proposes to develop Area Bus Forums for consultation on specific public transport issues	December 2008	ZetTrans	To be decided
In consultation with community councils and Area Bus Forums, and where there is evidence of demand, ZetTrans will continue to trial new or amended service patterns, including evening and late night services	December 2008	ZetTrans	To be decided
Service Delivery			
Contact Service Managers to provide information on how the Gender Equality Duty will impact on their service	September 2007	Head of Organisational Development	Increased awareness of the Gender Equality Scheme in service planning
Seek to increase numbers of male and female students taking up courses in which their gender has been traditionally under-represented	June 2008	Director, Shetland College	Increased numbers of students enrolling on courses in which their gender has been traditionally under-represented
Continue to support the provision of the	December 2008	ZetTrans	To be decided

Action	Timescale	Responsibility	Outcome/ Indicator
existing mainline public transport services, and associated feeder services, aimed at ensuring that each Shetland Mainland Community has access to employment and education opportunities within Lerwick, as well as access to shopping, health, leisure opportunities. The Council's policies and priorities for public transport will be affirmed with the development of a Public Transport Policy Statement			
Continue to support the use of Scottish Executive Rural Transport funding to support the complementary network of shopper services	December 2008	ZetTrans	To be decided
Continue to investigate and trial innovative forms of public transport service delivery in an attempt to improve service levels, reliability, and efficiency whilst reducing costs. In the future, this may include further development of community transport initiatives, and other forms of rural demand responsive provision. A 'stocktake' of such provision is proposed	December 2008	ZetTrans	To be decided
Reporting & Review			
We will report to the Council an updated action plan every year	June 2008	Head of Organisational Development	

We will ensure that these reviews take into account the views of communities, employees, trade unions and Members	Ongoing	Head of Organisational Development	

Within Shetland, responsibility for childcare services lies with the Shetland Childcare Partnership. Their current action plan follows

Shetland Childcare Partnership   Action Plan   2007/08

Working together to support and develop services, which meet the needs of children, young people and families, in Shetland.

Task	Strategic Objective	Action	Time scale	Priority	Lead Party	Outcome
Workforce Development						
Recruitment of childcare workers	1256	1.Continue to promote childcare as a profession	On-going	1	SCP/SIC /College / Jobcentre Plus	
Promoting registered provision	1256	**1.Continue to support providers and staff to register and maintain registration with Care Commission and Scottish Social Services Council**	On-going On-going	1 1	SCP/SIC ED/SW SCP	
Training audit	1256	1.Continue to carry out annual training audit	On-going	1	SCP	
SVQ training	1256	1.Continue to contribute to fees and support candidates 2.Continue to provide Early Years Assessor 3. Work in partnership with Shetland College and other training providers 4. Annual event to celebrate achievements of candidates	On-going On-going Nov. 07	1 1 1	SCP/SEC/SIC SCP, Shetland College SCP	
Leadership and Management Training And other accredited Training	1256	1.Continue to support candidates to undertake qualifications at management level	On-going	1	SCP/SEC	
Other training	1256	1.Continue to provide cross sectoral	On-going	1	SCP	

		unaccredited training				
		2.Link in where possible to other training courses – best value	On-going	1	SCP/other agencies	
		3. Develop use of professional staff in the childcare sector to enable deliver of training in specific initiatives (e.g.) ArtsPlay Shetland	June 07 – On-going	1	SCP / SPP	
Access to Training	1256	Support range of methods and timing for delivery of training				
Promotion & Marketing						
Shetland Childcare Partnership	123456	Design and provide website Linked to Community Portal	Sep 07 July 07	1 1	SCP SCP	
Newsletter	123456	1.Resurrect quarterly newsletter 2.Electronic version of newsletter to be available on line 3.Update mailing list for newsletter	Sep 07 Sep 07 Sep 07	1 1 1	SCP SCP SCP	
Information to parents and carers	12456	1.Update Early Years Directory 2.Maintain current lists of childcare providers 3.Populate and maintain the new online Information Service 4. Promote the value of using Registered Childcare	Apr 07 On-going On-going On-going	1 1 1 1	SPP SCP/SIC SW SCP	(at printers)
Children and Families Day		Facilitate this event	Sept 07	1	SCP	

Developing Partnerships and Networking						
Childcare Cluster Groups	12	1.Continue to deliver training and provide opportunities for childcare providers to meet in cluster groups	Sep 07	2	SCP / Educ.	
Community childcare networks Nationally	1256	2.Invite parents, employers, community and education representatives to the Support Networks 3. Continue membership of Northern Network of Partnership Officers and contact with Scottish Executive and other appropriate agencies	Dec 07	3	SCP	

Childcare Provision						
Gap areas	123456	1.Continue to work with partners to improve childcare provision in Whalsay, Northmavine and other areas where need has been identified	On-going	1	SCP / SIC	
Feasibility Study into Pre-school Provision	123456	**1.Complete the study focussing on Lerwick** **2.Action outcomes – Report to SIC** **3. Consider Phase 2 – the rest of Shetland**	June 07 Sept. 07 Sept.– Dec 07	1 1	SCP SCP	
Pre-school Provision	123456	**1.Support pre-school providers in particular the voluntary sector** **2. Work with volunteers to support the development of management skills** **3. Support groups and private providers to deliver services and identify solutions that respond to local priority needs** **4. Support Providers through exit strategies where required** **5. Continue to part fund and support Shetland Pre-school Play Ltd through Service Level Agreement**	On-going	1	SCP / SIC / SPP SCP / SIC SCSS	
Out of School Care	123456	**1.Continue to manage and part fund the Out of School care Services at Islesburgh, Ness and Kidzone** **2. Continue to fund the post of Out of School Care Development Worker** **3.Work with Partners to maintain and improve quality of the service**	On-going	1	SCP	
Breakfast Club Service		**1.Work with Education Service to bring forward Report to SIC**	Autumn 07			

		2. Work with Partners to ensure continuation of funding for the service till Report is concluded				
Childminders	123456	**1.Continue to support new Childminders with advice and start up grants**	On-going	1	SCP	
		2.Continue to support Shetland Childminding Group through Service Level Agreement	Annually	1	SCP	
Grant Aid Funding	123456	**1.Enhance childcare provision among childcare providers by programme of grants in line with criteria which meet required accountability for the public £.**	Annually	1	SCP	
		2.Support all providers to investigate and implement sustainable development	On-going	2	SCP/SEC/SIC	
		3.Encourage employer involvement and contribution towards childcare	On-going	2	SCP/JCP/SIC /SEC	
Additional support needs provision	123456	**1.Continue to support provision of childcare workers for those with additional needs**	On-going (as needs basis)	1	SCP/SIC ED	
		2.Continue to provide support for additional staff or equipment in relation to the provision of ASN childcare for	On-going (as needs basis)	1	SCP/SIC ED	
Secondary age children	123456	**1.Continue to explore appropriate childcare for children in this age group**	2007 – 08	2	SCP/SIC SYS	
		2.Continue to fund initiatives for young people in need, in partnership with other agencies	2007 – 08	2	SIC/SYIS	
Childcare workforce agency	1256	**1.Continue to explore solutions to meet identified childcare needs out with existing childcare providers' opening times**	Dec 07	3	SCP	

Transport						
Pre-school transport initiative	2456	**1.Continue to support parents in accessing pre-school provision on demonstration of need, which meets the criteria of the scheme**	On-going	1	SCP	
		2.Criteria updated and circulated to parents currently using service and to all agencies involved in the process	June 07	1	SCP	
		3.Meeting with Health Visitors to update on criteria	Aug 07	1	SCP	
Playworker	123456	**1.Continue to visit providers in conjunction with Play Van visits and on specific projects**	On-going	1	SCP	
		2.Work on action plan for remainder of Playworker's time	June 07	1	SCP	
Employment **Family Friendly Working**						
Childcare Voucher Scheme	123456	1.Continue to support publicity on childcare voucher scheme	On-going	1	SCP	
		2.Encourage employers to "buy" into this scheme and other similar schemes	2007 – 08	2	SCP/JCP/SEC	
Family Friendly Working	123456	**1.Support agencies in promoting family friendly working**	2007 – 08	2	SCP	

Health and Well-being						
Healthy Eating	16	**1.Continue to promote Adventures in Foodland and healthy eating in Childcare Services**	2007 – 08	2	NHS/SCP	
		2.Support delivery of Nutritional Guidelines and attend meetings of this group	2007 – 08	2	NHS/SCP	
Health Promoting Schools Group		**1.Out of School Development Worker continue as member of this group**	2007-08			
		2.Meet costs of advisor to support Partner Providers to achieve Health Promoting status	Dec 07		SCP /Ed.	
Oral Health	16	**1.Continue to encourage oral health at all childcare services**	2007 –08	2	NHS/SCP	
Physical Activity	16	**1.Support Active Schools in project work in childcare settings**	Jun – Dec 07	2	SCP/SIC (Active Schools)	
		2.Encourage staff to develop active sports in their settings following active schools visits	On-going	2	SCP/SIC (Active Schools)	
		3.Identify further training needs in active sports	2007 – 08	3		
Child safety	16	**1.Continue to work with other agencies to promote child safety**	On-going	2	SCP/SIC / Child Prot. Training Comm. SCSS.	
Social & equality issues						
Equality and Inclusion	1256	**1.Continue to promote equality of access to childcare and to employment in childcare**	On-going	1	SCP / SIC	
		2. Continue to work with partners to enable children, young people and	On-going	1	SCP / SIC	

		families in Shetland, equal access to services 2. Support work with Fathers, Fatherhood and Childcare	June 07 – ongoing	1	SCP / SIC	
Shetland Childcare Partnership – Partnership Working						
Promotion of SCP	123456	**1.Continue to raise awareness of the role of the SCP**	On-going	1	SCP	
		2.Continue to increase membership as appropriate to ensure wide breadth of knowledge, experience and services	On-going	1	SCP	
		3. Provide regular information to members, ensuring clarity of roles and responsibilities	On-going	1	SCP	
		4. Where appropriate, provide opportunities for Continuing Professional Development, for members 5..Continue to liase closely with our MP and MSP and Scottish Executive, on childcare issues				
Sub-groups	123456	1.Continue to operate the three sub-groups - Finance, Training and Childcare ensuring all areas of Partnership work are covered	On-going	1	SCP	
Executive Committee	123456	**1.Continue to operate an Executive Committee made up of the three Chairpersons from the sub-groups, Chair and Vice-chair of the Partnership and 1 – 2 local councillors to cover all business of the Partnership** 2. Reports to each Executive Committee	On-going	1	SCP	

		from Chairs of Sub-groups and from the Co-ordinator	On-going	1	SCP	
Full Partnership Meeting	123456	**1.Continue to hold two full partnership meetings per year to cover all business and additional key speakers on specific issues**	On-going	1	SCP	
		2.Reports of all business to be distributed to members prior to meetings	On-going	1	SCP	
Operation of partnership	123456	**3.Continue to hold an AGM in the month of May**	May 2007	1	SCP	
		1.Continue to provide and fund the post of Co-ordinator (Partnership Officer) and ensure the roles and responsibilities are reflected in the evaluation of the post	May 07	1	SCP	
		2.Continue to provide and fund the post of Childcare Development Worker – ensure that roles and responsibilities, are reflected in the evaluation of the post	May 07	1	SCP	
		3. Fund the new post of Admin. Officer	June 07	1	SCP	
		4. Recruit to new post of Admin Officer, made necessary be re-structuring of SCP in May 06	July 07	2	SIC	
		5. Evaluate the posts of Childcare Development Worker and Childcare Partnership Co-ordinator due to changes in job profiles	Sept. 07	1	SIC	
		6.Establish the above posts to ensure continuity of the Partnership work in Childcare, post March 2008	On-going		SCP	

		7. Provide opportunities for Continuing Professional Development for SCP staff				
Service Level agreements	123456	1.Review Service Level Agreements annually 2. Consider making grants subject to Service Level Agreements, where possible.	Annually Mar 08	2	SCP/ Providers	
Accommodation	7	1.Short term solutions to staff operating within the Bruce Family Centre 2.Long term solution to locate SCP staff within new build, with other relevant services	Apr – Jun 07 2007 – 08	1 3	SCP/Bruce Family Centre SIC (SW)/SCP	
Representation on other groups	123456	1.Continue to be an active representative on the following groups: Children & Young People's Service Planning Group; Childcare Strategy Group; Active Schools Group; Nutritional Guidelines Group; Out of School Care Association; Child Protection Training Committee and other groups as required	On-going	1	SCP	
Strategy						
Evaluation of Partnership	123456	1.Continue to evaluate the Partnership using a self evaluation process 2.Establishing the Partnership – roles and responsibilities post March 2008	Annually Oct 07	1 2	SCP SCP	

Childcare Strategy Group	123456	**Meets quarterly to ensure co-ordinated approach to childcare issues**	Quarterly	2	SCP / Educ / SW	
Annual Review of strategy	123456	1.Review the action plan annually 2.Review the strategic objectives to ensure they are in keeping with current issues	Apr – May 07/08	1	SCP	

GENDER EQUALITY SCHEME: School Service, 29th June 2007

Key purpose: to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women.

	Objectives	Task	Persons responsible	Timescale	Cost	Evaluation
	To assess the impact of our policies and practices on gender equality	Gather relevant information Consult staff, parents and pupils Produce, publish, implement and review annually a Gender Equality Scheme				GED and annual review evidence
	STAFF					
1	To remove barriers affecting mothers returning from Maternity Leave	Obtain data from Human Resources Compile and distribute questionnaire to inform future practice Telephone discussions/meetings with some staff Consider training for managers/HTs Agree tasks for future GES		June 07

August 07 | | Survey of opinion of Women Returners |
2	To ensure gender specific management development for under-represented genders	Obtain course information Obtain data from Human Resources Target communication of courses Feedback from courses		August 07 ongoing		Course overview Up-to-date data CPD records
3	Provide flexible working opportunities	Establish current practice and use Communicate options to staff				Up-to-date data
4	To reduce gender inequalities in promoted	Gather information re. current situation in central and school			June 07	

	posts	management. Discuss with SSMT, LNCT and key staff in schools			June 07	
	PUPILS					
5	To reduce gender inequalities in attainment	Examine 05/06, 06/07 and 07/08 attainment results in order to identify patterns of attainment. To familiarise with current literature. Attend national conference on gender inequalities. Agree pilot projects with individual schools (e.g Mossbank)			£400	Feedback to SSMT Attainment figures
6	Identify local practice to reduce gender inequalities	Discuss at ASN cluster E-mail trawl to HTs			Oct 07	
7	To explore gender inequalities with pupils	Discuss Unit questionnaire with Youth Voice representatives Consult SYIS			July 07	
	PARENTS/COMMUNITY					
8	To ensure service users with caring responsibilities have equal access to the service					
	GENERAL					
	Review Scheme annually	Establish a review group (pupils, staff, parents, community/councillors, unions)				Report to SSMT as part of Improvement Plan review/Update Policy Dept.

Outcomes/success criteria

Accurate and useful, up-to-date information about gender differences in the Schools Service
Evidence of improved practice in line with the agreed aims
A good base of evidence about differences in the impact of policies on women and men, boys and girls within the Schools Service

Appendix A: Core Functions

Education and Social Care –

Schools –
- To educate young people aged 3-18 to reach their full potential

Library & Information –
- To provide books, large print books, music Cds, talking books, open learning packs, newspapers and talking newspapers
- To provide free access to the Internet and a broad range of software
- To provide free access to a range of reference materials
- To provide promotional activities
- To provide a library service to schools

Adult Learning –
- To provide a range of adult learning programmes to help adults and young people achieve their potential

Sport & Leisure Services –
- To manage sports and leisure facilities
- To deliver a programme of sports activities
- To deliver the Active Schools programme
- To provide outdoor education and deliveries
- To administer a variety of grant aid schemes

Train Shetland – Vocational Training –
- To act as a managing agent for the Government Funded Training Programmes of Skillseekers and Modern Aprenticeships

Train Shetland – Short Courses –
- To develop and provide quality short courses locally to meet the need of both the SIC and external customers

Integrated Children's Services –
- To provide an integrated care service for children and young people in Shetland.

Criminal Justice –
- To supervise offenders in the community in order to increase community safety and protect the public
- To work with offenders on community sentences or post-release supervision to reduce current levels of re-offending

Community Care –
- To provide a care service to older people, people with dementia, physical disabilities, mental health problems, sensory impairments, learning difficulties, children with disabilities or a disabling illness, people with HIV/AIDS and people who are terminally ill

Inclusion –
- To provide a universal youth work service delivered through a network of 10 youth centres provided in partnership with local communities and groups

Community Work –
- To provide up to date information and advice on all issues concerning voluntary organisations in a way that best suits the organisation
- To develop the skills and confidence needed for communities to engage and exercise power and influence, and to achieve their outcomes
- To engage with communities and other stakeholders across Shetland to identify, plan and meet their needs
- To provide community transport in the form of self drive community minibuses located throughout mainland Shetland

Infrastructure –

Planning –
- To prepare, maintain, review and implement the Structure Plan and Local Plan, which set out the framework for development and area regeneration
- To undertake wide consultation and resulting negotiations on new development proposals
- To ensure that new building work achieves national standards relating to the health, safety, welfare and convenience of people in and around buildings
- To look after our very rich heritage of buildings, landscapes, plants and animals

Roads –
- To ensure that all roads, footways, streetlights, traffic signals, culverts and bridges are inspected and maintained

Ferries –
- To own and operate a fleet of ferries providing lifeline services between the mainland and other islands

Transport –
- To provide local bus services on behalf of ZetTrans
- To provide internal air services and management of associated airport infrastructure
- To provide transport services for all other statutory functions within the Council, such school and social work transport
- To manage the Council fleet
- To administer the Council's function as licensing authority for taxi and private hire care licensing

Trading Standards –
- To check businesses for compliance with Trading Standards legislation
- To educate and inform locally based businesses and consumers
- To register and license locally based businesses
- To enforce Trading Standards legislation
- To maintain Shetland's standard weights and measures and provide a metrological service

Environmental Health –
- To ensure the healthy production of food animals, the responsible ownership of pets and the welfare of animals
- To ensure adequate protection, maintenance and improvement of the local environment so as to benefit the health of the community
- To ensure the safe production, manufacture, storage, handling and preparation of food and its proper composition and labelling
- To safeguard the safety, health and welfare of persons whilst at work and those who might be affected by work activities
- To ensure the provision and maintenance of housing stock of a good standard, that is safe and that is provided with all basic amenities
- To ensure the protection of public safety and/or elimination of nuisance or other adverse impacts of activities through the exercise of licensing controls
- To prevent the potential spread of disease and/or physical damage resulting from infestation by pests
- To ensure proper public health controls are in place at ports of entry
- To protect and secure improvements in the public's health

Waste –
- To audit Council services and buildings with regard to environmental performance
- To promote waste prevention within the Council, households and the business community
- To provide a range of disposal and recovery options
- To monitor and coordinate activities related to the cleaning of litter and graffiti and maintaining public areas to a high environmental standard

Burial Grounds –
- To provide a grave digging service for all funerals in Shetland
- To maintain all 62 yards
- To maintain records of all yards

Cleansing –
- To provide an integrated waste management service from the point of collection through to safe disposal or recycling

Building Services –
- To provide a catering service to schools and Social Care clients

- To provide a cleaning service to all Council schools, offices, public buildings and toilets
- To provide a building maintenance service for all Council properties

Executive

Committee Services –
- To manage, coordinate and administrate all Council and Committee meetings, and their related sub-committees and forums
- To administrate all Scottish Parliament, Westminster Parliament, Shetland Islands Council and Community Council elections
- To implement and comply with the Data Protection Strategy, Policy and relevant legislative requirements
- To implement and comply with the Records Management Strategy, Policy and relevant legislative requirements, including the Freedom of Information (Scotland) Act 2002

Registration Services –
- To collect and process accurate information from the public to enable an event to be registered, to produce an accurate permanent record, and to ensure that no events remain unregistered

Legal Services –
- To provide a legal service to all Council departments

Asset Services –
- To manage the Council's assets
- To provide land and seabed surveys to facilitate works in the capital programme

Emergency Planning –
- To prepare a Community Risk Register (CRR)
- To prepare and produce emergency plans and procedures
- To provide advice to businesses and voluntary organisations

Safety and Risk –
- To provide a corporate approach to the management of risk across all Council services

Human Resources –
- To recruit and retain high quality people to meet the Council's present and future needs
- To build on and improve fair employee relations strategies

Policy –
- To initiate, coordinate and facilitate partnership working initiatives
- To develop Council wide corporate strategies based on need, and prepare mechanisms to deliver those strategies

- To promote and ensure the incorporation of best value principles and management practices throughout the Council
- To develop performance management systems at all levels of the Council

ICT Unit –
- To provide and ICT service for all parts of the Council

Finance –
- To provide financial management information and advice
- To maintain the General Ledger of the Council's Financial Management System (Integra)
- To manage the Council's cash flow
- To provide a payroll, pensions and payments service
- To conduct audit investigations, as directed
- To collect local taxes due
- To process claims for Council Tax Benefit and Housing Benefit in Shetland

Housing –
- To provide general needs, temporary, supported and sheltered accommodation
- To provide a strategic overview of housing provision in Shetland

Capital Programme –
- To manage the range of individual projects within the Council's Capital Programme on behalf of service users
- To manage the Council's aspirations and to deliver a sustainable Capital Programme

Economic Development Unit –
- To provide a research and development function
- To invest in a variety of projects and economic sectors
- To provide a marketing function

Ports and Harbour Operations –
- To maintain a service to board and land pilots to/from vessels and for running moorings from ships to the shore dolphins
- To maintain a towage service for tankers berthing at and sailing from the Sullom Voe oil terminal
- To assist the oil terminal in any marine related activity

Appendix B: <u>Gender profile of staff</u>

As at 4 April 2007 the Quarterly Joint Staffing Watch Survey for Shetland Islands Council shows the number of staff at **3,719** and the total number of FTE as **2,425**. This is broken down into **987** male and **2,732** female staff, or **25.21%** male and **74.79%** female, of which **187** are part-time male and **2,005** part-time female. Posts such as Social Care Workers, Cooks and Cleaners are predominantly part-time female staff, which explains the high percentage of part-time female staff. The total number of staff records, including relief and supply staff, on the Council's payroll is **5,494**.

The various staff groups can be broken down as follows:

Staff Group	Male	Female
APT&C	24.26%	75.74%
Chief Officials	89.47%	10.53%
Manual Workers	26.43%	73.57%
Craft Operatives	100%	0%
Teachers	23.36%	76.64%
Lecturers	41.43%	58.57%
Instructors	25.68%	74.32%

The Council has arrangements in place to support the caring responsibilities of employees through the provision of childcare vouchers and various policies including maternity provisions, flexible working, adoption leave and parental leave. There are currently **43** employees who take part in the childcare voucher scheme. However, the data on employees could not be broken down into those with caring responsibilities as there are currently no measurements in place to record such information.

<u>Analysis of Recruitment Practice and Promotion Rates</u>

All **job applicants** are asked to complete an Equal Opportunities Monitoring form, which is not seen by the selection panel. Successful candidate details are logged on an equal opportunities database. This database is used solely for the purpose of data analysis.

A total of **1,788** monitoring forms from people applying for jobs with the Council were logged for 2006/07. Departments did not specify which stage of recruitment applicants reached on **25** forms.

As well as identifying the applicants gender, the form asks three relevant questions; "Would this job be a promotion for you?", "Do you have any children under 16 who rely on you for care?" and "Do you have any sick or elderly relatives who rely on you for care?" With regards to promotion out of **1,503** records, **1,274** were undisclosed, **91** said yes it would be a promotion for them and **138** said no it would not be a promotion. The question on promotion was only added to the monitoring form at the end of 2006, which is why there are a high number of undisclosed responses.

The data can then broken down into gender and whether the job applicants had caring responsibilities.

Chart A

Gender breakdown of job being a promotion
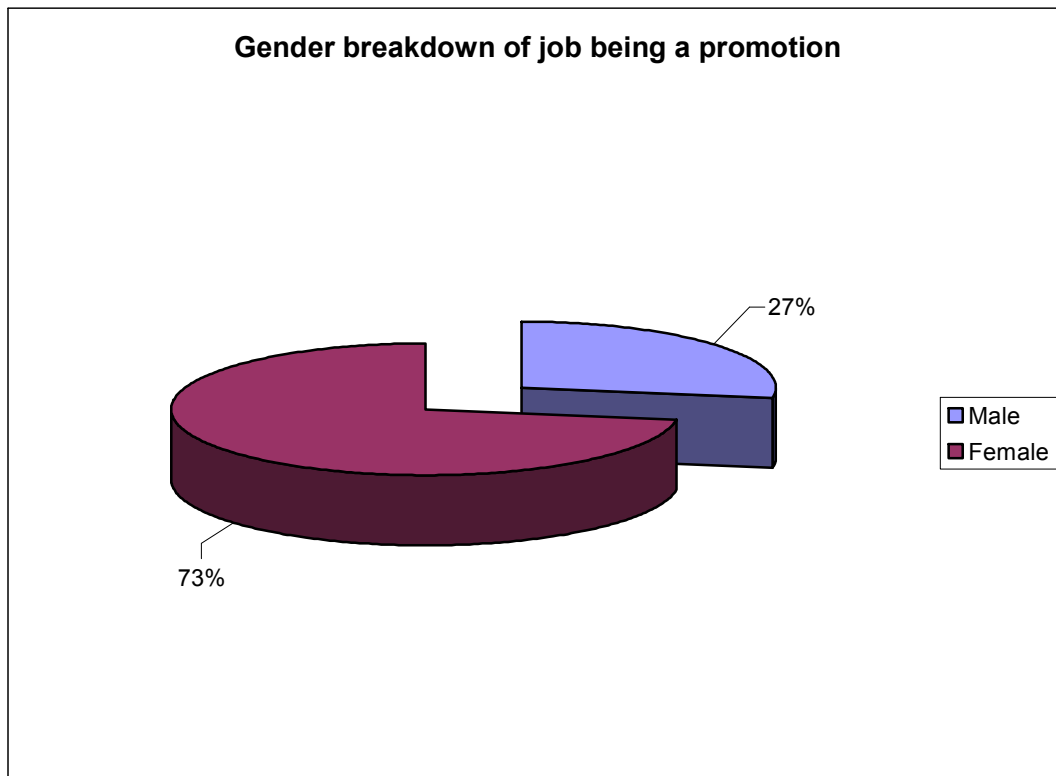
As shown on Chart A above, of the **91** applicants who said yes it would be a promotion, **66** were female and **25** were male. **63** said they had no children under 16 and **28** said that they did. **85** had no elderly relatives to care for, **5** did have caring responsibilities and **1** was undisclosed.

Gender breakdown of job not being a promotion

24%

Male
Female

76%
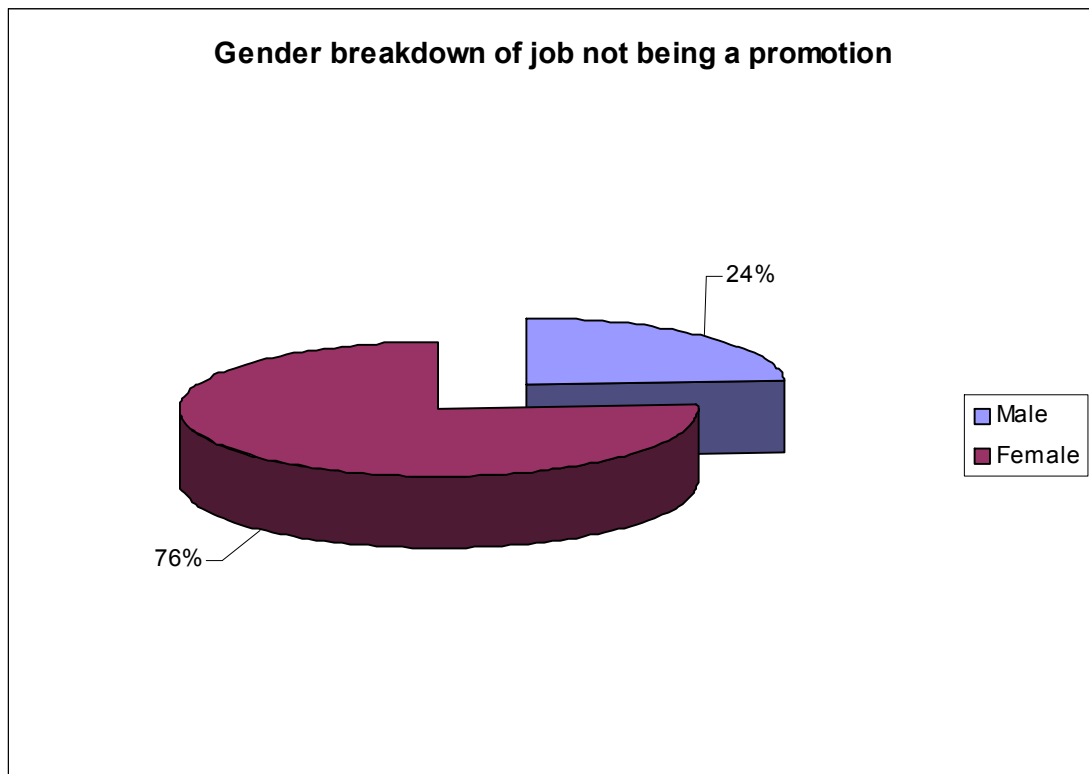
Of the **138** applicants who said no it was not a promotion, **105** were female and **33** male, as shown on Chart B. **75** had no children under 16, **58** did have caring responsibilities and **5** were undisclosed. **133** had no elderly relatives, **4** did have to care for elderly relatives and **1** was undisclosed.

The information in Charts A and B above would imply that applicants with caring responsibilities do not believe they will be discriminated against applying for a promotion, as only **7** people did not disclose this information. The low level of non disclosure implies a confidence in the fairness of the Council's recruitment procedure.

The annual salary change details report compares last year's salary level with this year's salary level and highlights possible promotions for employees. Out of **5,568** records, **2,781** were a possible promotion and **2,787** were not. There are a high number of records as employees have an employee number for each post held. This information was then broken down into the staff groups of male and females who were promoted and those who remain status quo.

Chart C

Staff Groups of Promoted Female Employees

0.7%

25.4%

0.1%

20.8%

53.1%

Legend:
- APT&C
- Chief Officials
- Teachers
- Manual Workers
- Lecturers

Chart D

Staff Groups of Promoted Male Employees

0.5%   2.1%

25.3%

1.8%

14.8%

55.5%

Legend:
- APT&C
- Chief Officials
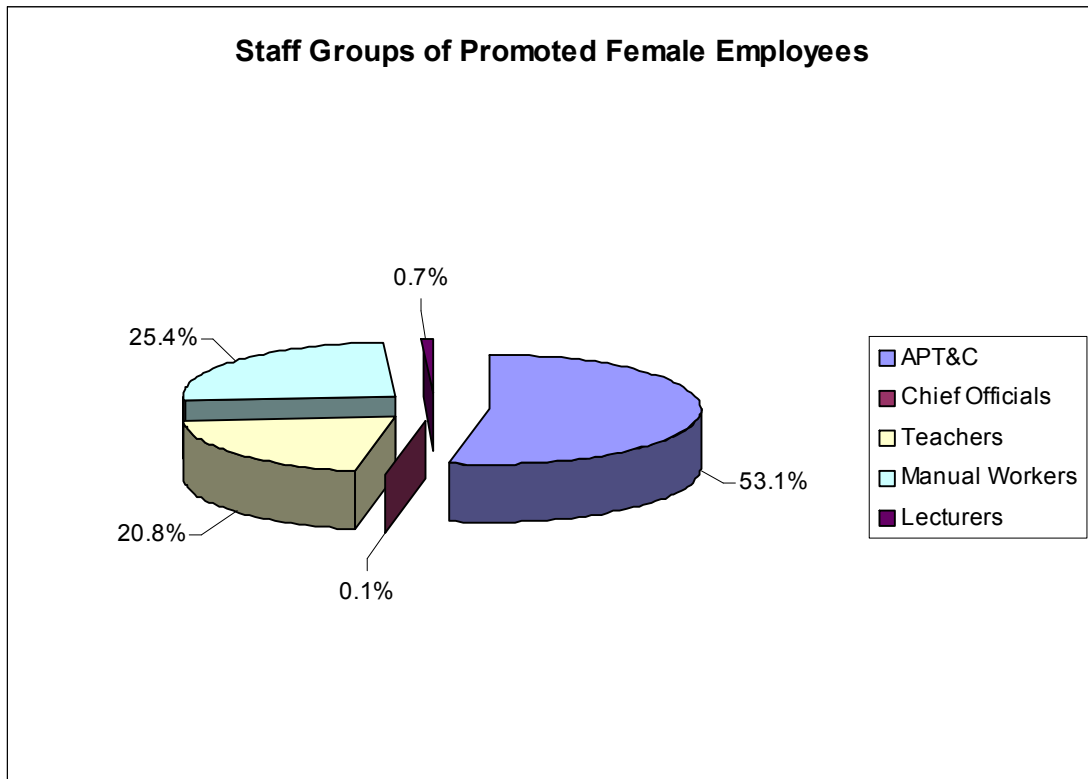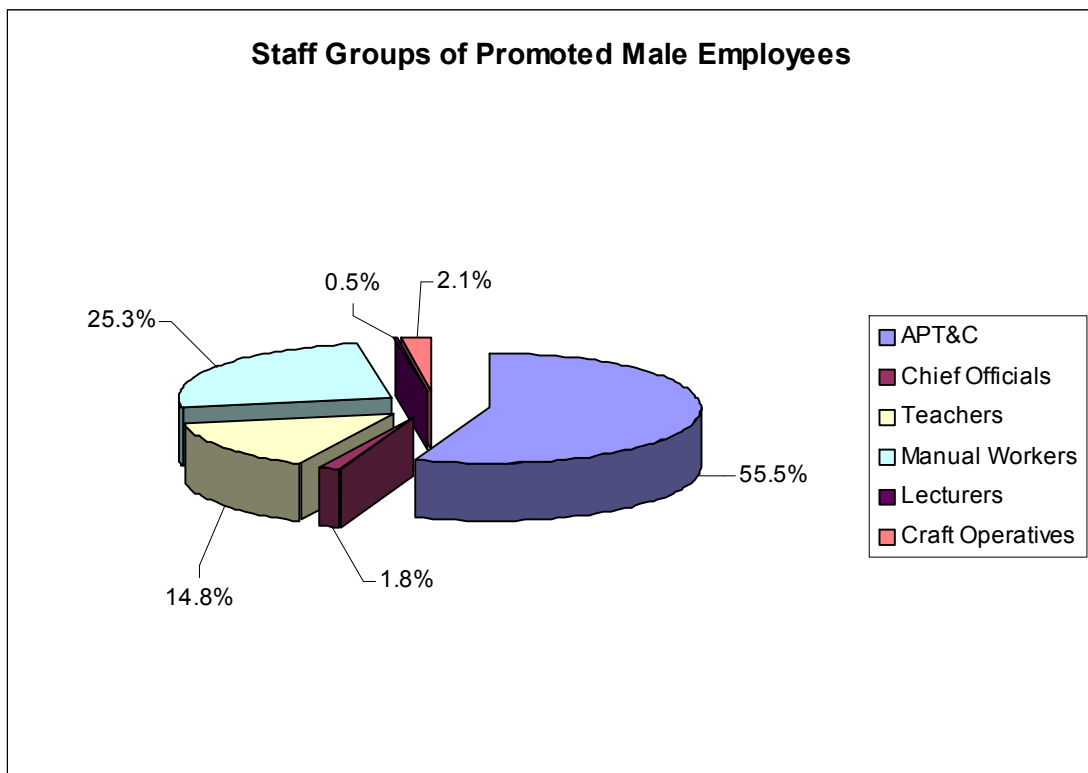- Teachers
- Manual Workers
- Lecturers
- Craft Operatives

The breakdown of promoted male and female employees can be illustrated in Charts C and D above. For male and female APT&C and Manual Workers the breakdown is quite even. Promoted male APT&C employees is **55.5%**

and for females **53.1%**. Similarly promoted female Manual Workers is **25.4%** and for males **25.3%**. This would indicate that there is no discrimination in respect of promotion between female and male APT&C and Manual Workers. However if you compare this with the gender breakdown of the staff groups the picture is quite different. If the ratio of APT&C staff is **25%** male and **75%** female it would imply that a greater number of male APT&C employees are promoted to females i.e. **55.5%** of APT&C male employees are promoted out of an overall **25%** male breakdown but for females only **53.1%** are promoted out of an overall **75%** breakdown. The same can be said for Manual Workers. Teachers also have a similar breakdown. The promotion of Chief Officials is in line with the Statutory Performance Indicators of the top earners in the Council with **1.8%** of males being promoted and only **0.1%** of females. There are currently no female Craft Operatives in the Council.
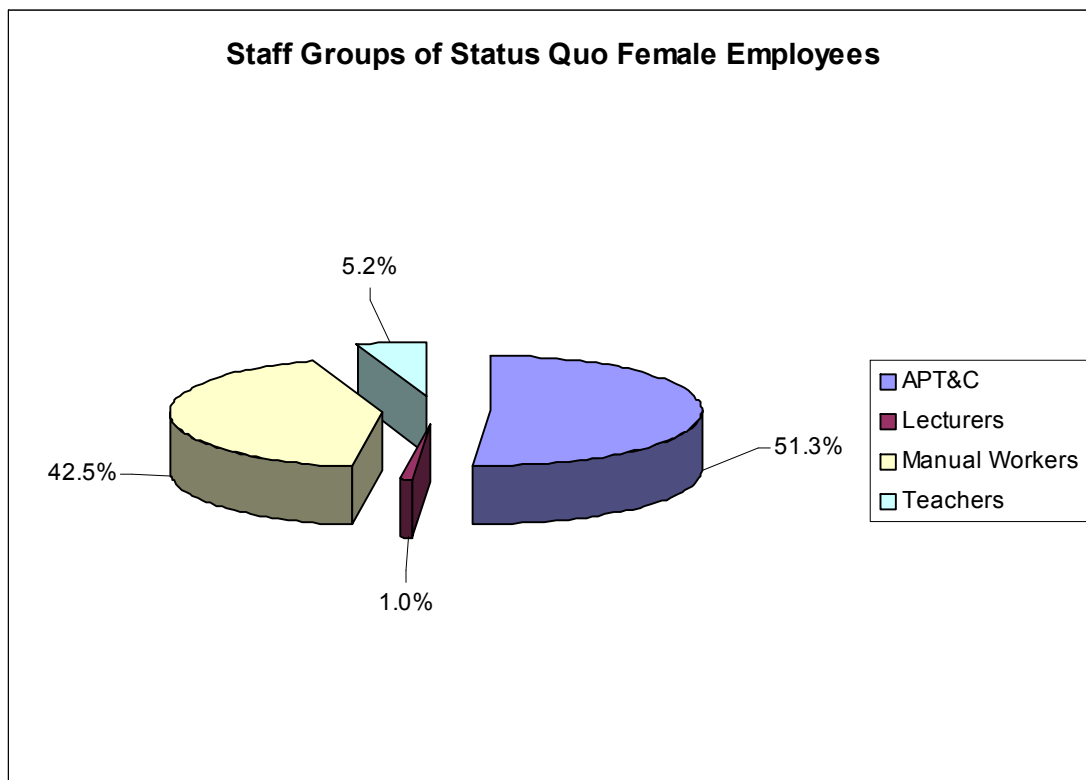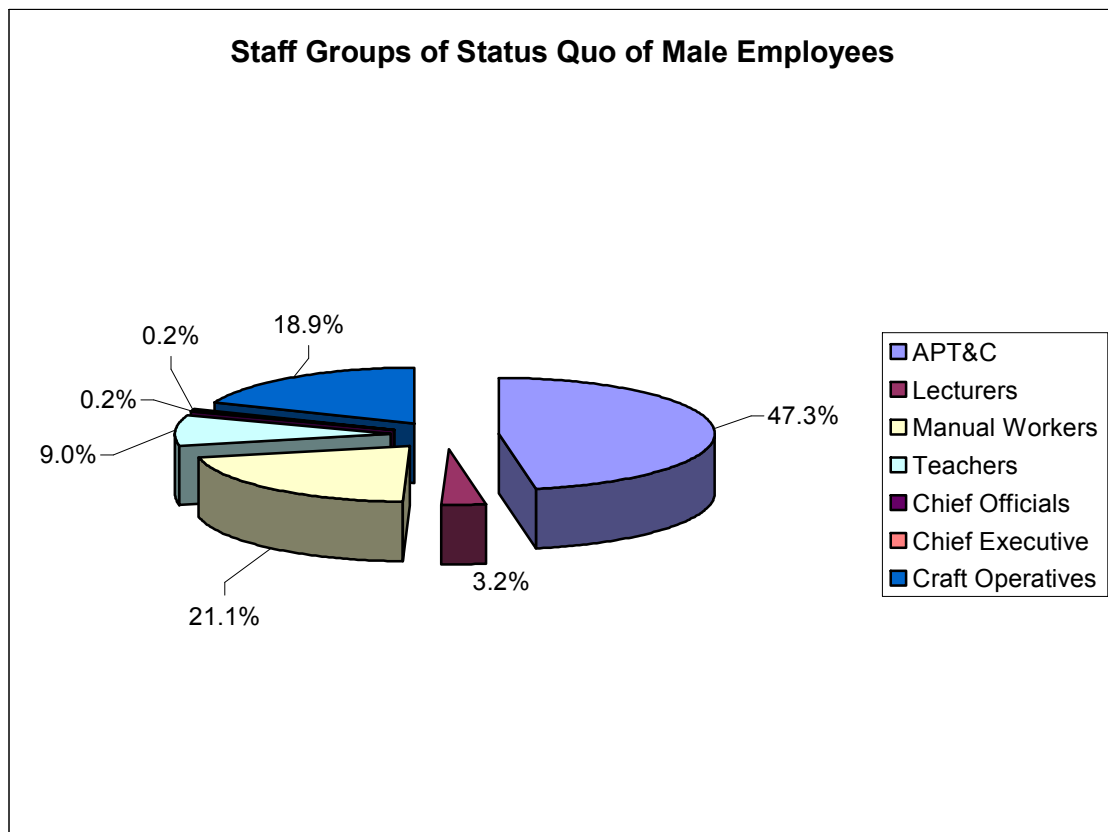
Chart E

Staff Groups of Status Quo Female Employees

- APT&C — 51.3%
- Lecturers — 1.0%
- Manual Workers — 42.5%
- Teachers — 5.2%

**Staff Groups of Status Quo of Male Employees**

Charts E and F above show the breakdown of staff groups who were not promoted. Again the split is fairly even between male and female APT&C employees with **51.3%** of females and **47.3%** of males remaining the same. There is a significant difference between Manual Workers with **42.5%** of females not being promoted compared to **21.1%** of males. The reason for this apparent gender gap is due to the nature of the work and pay structures attached to the post as opposed to their status i.e. as Road Workers gain more skills they can move up a grade whereas Cooks and Cleaners are on a fixed point. Please note that this analysis includes members of staff who are temporarily acting up. It should also be noted that **738** female and **139** male records are not included in this analysis because they were only employed this year so there are no records to compare this years salary level to last years salary level.

Distribution of Women and Men in the Workforce by Seniority and by Types of Work

Statutory Performance Indicators show the highest paid 2% and 5% of earners among council employees. A total of **52** employees are in the highest 2% of which **6** were women i.e. **11.5%**. Of these 6, **33.3%** were Chief Officials and **66.7%** were Office Based Teachers, as shown in Chart G below.

Chart G

Staff Groups of Highest 2% of Female Earners

33.3%

66.7%

■ Chief Officials
■ Office Based Teachers
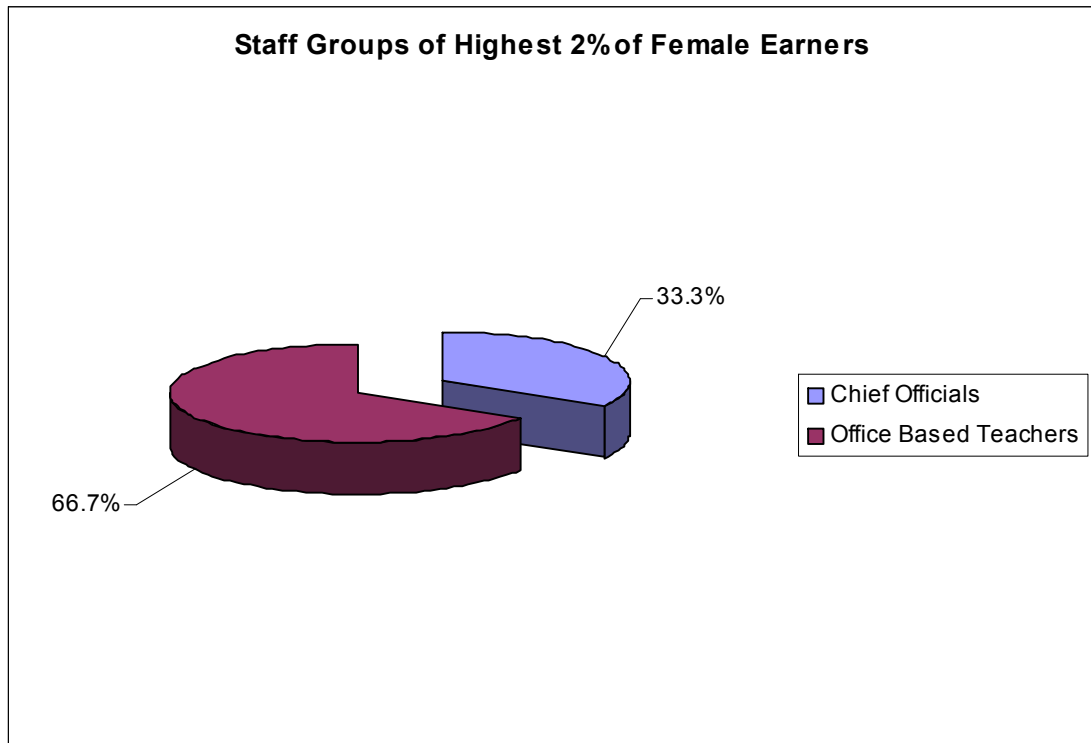
Of the top 5% of earners **14%** were women i.e. **18** out of 129 employees. Of the 18 women, **11.1%** were Chief Officials, **33.3%** were Office Based Teachers and **55.6%** were APT&C, as shown in Chart H below.

Chart H

Staff Groups of Highest 5% of Female Earners

11.1%

55.6%

33.3%

□ Chief Officials
■ Office Based Teachers
□ APT&C
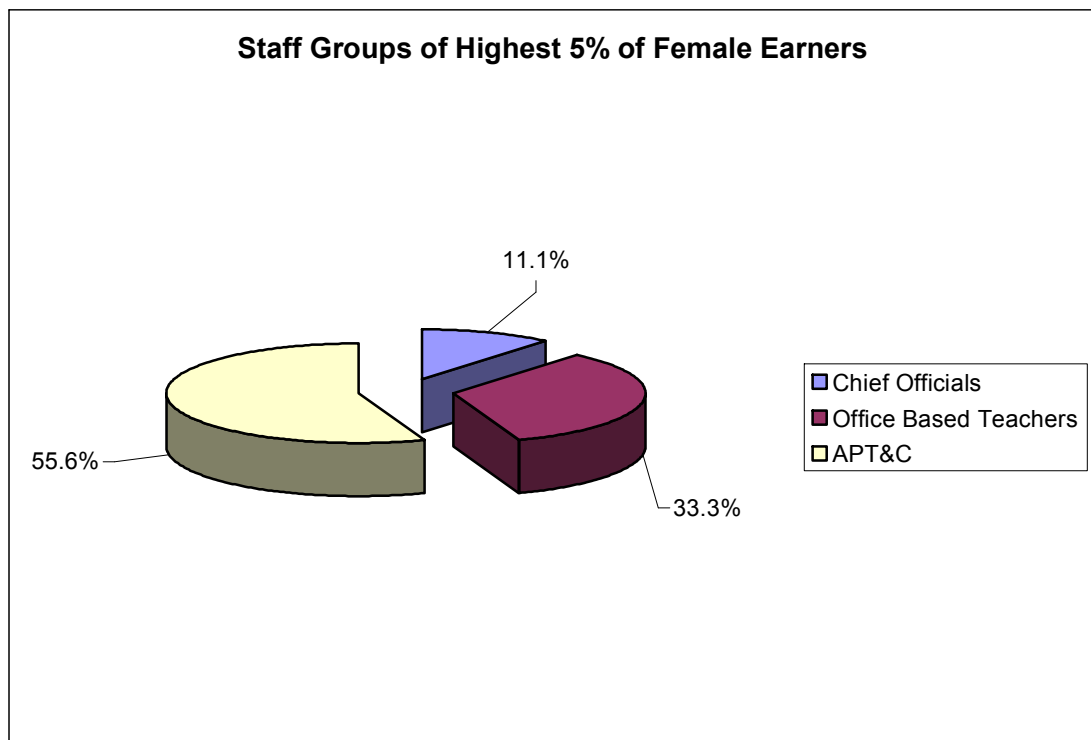
Following the poor results of the 2005/06 Statutory Performance Indicator's, the Council's Scrutiny Committee initiated an investigation into gender balance within the Council's workforce. As stated previously, the Council regularly performs poorly against this indicator and was the lowest in Scotland for the year 2005/06. The investigation found that the underlying cause of the decline between 2004/05 and 2005/06 was the TUPE transfer of Shetland Towage which brought a significant number of additional marine staff in the top pay bracket's, all of which were male.

Flexible Working Take-up Rates

The Council does not currently have a corporate system in place to collect information on flexible working take-up rates. We are now taking steps to rectify this problem so in future the Council can report accurately and consistently on flexible working. In the meantime the following information has been gathered and is shown in Table A below.

Table A

Department	Gender	Status before request	Status after request	Type of request	No. of Staff
Infrastructure	Male	Full-time	Full-time	Statutory Paternity Leave – 1 and 2 weeks	9
Housing	Female	Part-time	Part-time	Changed days worked / temporarily working from home to accommodate childminding arrangements	3
Finance	Female	Full-time	Part-time	Reduced hours	5
Finance	Female	Full-time	Full-time	Flexible working	1
Finance	Female	Part-time	Part-time	Flexible working	2
Finance	Female	Full-time	Full-time	Parental leave	1
Ports and Harbours	Female	Full-time	Part-time and Job Share	Reduced hours on return from maternity leave	2
Development	Male	Full-time	Full-time	Statutory Support Leave and Statutory Paternity Leave	1
Education	No one applied for flexible working				

Out of **5,494** records, **113** are job share and can be broken down by department as follows:

- Education and Social Care – **85%**
- Executive Services – **8%**
- Infrastructure – **7%**

The number of employees who have more than one job is shown in Table B below. Please note this data was taken on 12 June 2008 with a total of 3,853 employees.

Table B

Number of Jobs	Females	Males
1	1710	1078
2	535	110
3	210	29
4	100	10
5	47	2
6	12	1
7	5	0
8	3	0
9	1	0
Total	2623	1230

Analysis of Training Opportunities

There were **2,849** training applications of which **66.27%** were female and **33.73%** were male. Of the **2,733** successful training applications (approved by managers), **69.56%** were female and **30.44%** were male.

In order to develop a corporate approach to identify and grow the take of staff to meet future business needs, the Council introduced the Management Foundation Programme and the Stretch Programme in September 2006. All employees who applied for the current programme 2006/07 were accepted. There are **10** females and **18** male participants for the Management Development Programme and for the Stretch Programme there are **3** females and **3** males.

Appraisals

The Council's appraisal scheme is covered by the Employee Review and Development Policy, which aims to ensure that all staff have at least one formal appraisal per year. The number of Employee Review and Development sessions carried out in 2006/7 was **89**, of which **63** were female and **26** were male.

Grievance and Disciplinary Procedures

From 1 April 2006 to 31 March 2007 there were **17** incidents reported through the Council's disciplinary procedure. A total of **82%** were male, **12%** were female and **6%** were mixed sexes involved in the same incident. The departmental breakdown of disciplinary incidents is as follows:

- Infrastructure – **35%**
- Executive Services – **12%**
- Education and Social Care – **53%**

A total of **13** incidents were reported through the Council's grievance procedure, **77%** were male and **23%** were female. Education and Social Care had **69%** of incidents and Infrastructure had **31%**.

Reasons for Leaving

The gender breakdown of the reasons for leaving the Council is shown on Charts I to J below. This has been separated into full-time, part-time and job share records. It should be noted that this data is on the number of jobs and not the number of individuals. Out of **1,175** records, **926** were female (Charts I to K) and **249** were male (Charts L and M).

Chart I

Reasons for Leaving - Female Full-time

Chart J

Reasons for Leaving - Female Part-time

0.1%
0.1%
0.4%
44.5%
52.3%
2.6%

- Redundancy
- Early Retirement
- End of Contract
- Normal Retiral
- Resignation
- Ill Health Retiral

Chart K

Reasons for Leaving - Female Job Share

36.8%
57.9%
5.3%

- End of Contract
- Normal Retiral
- Resignation
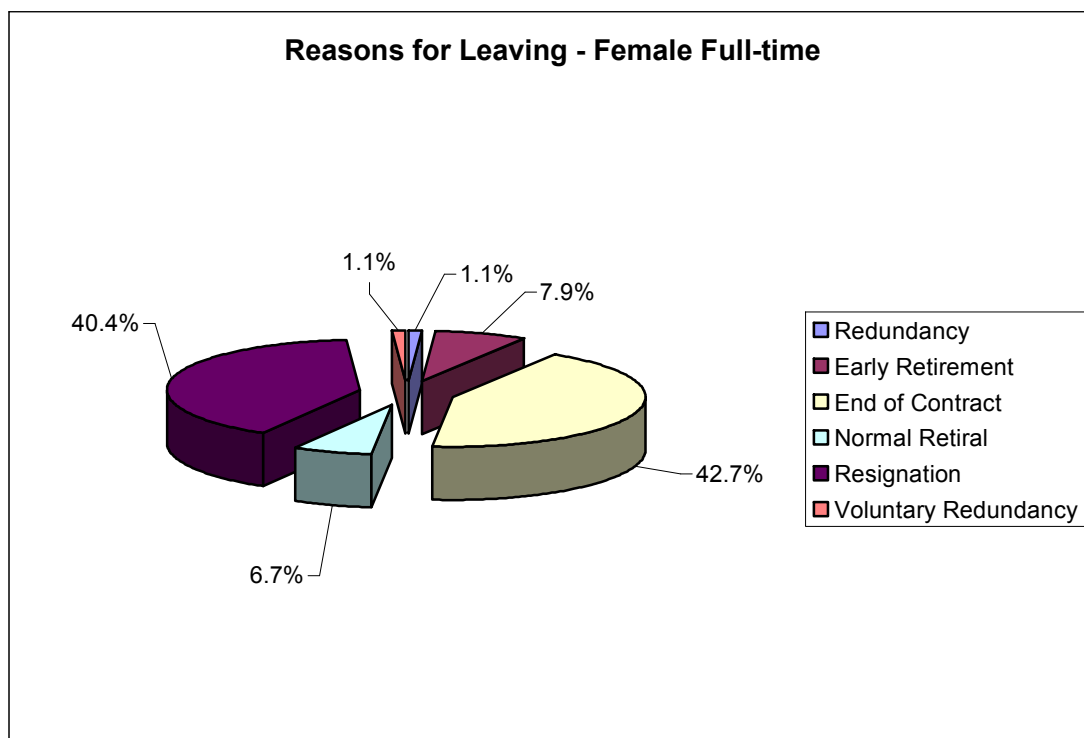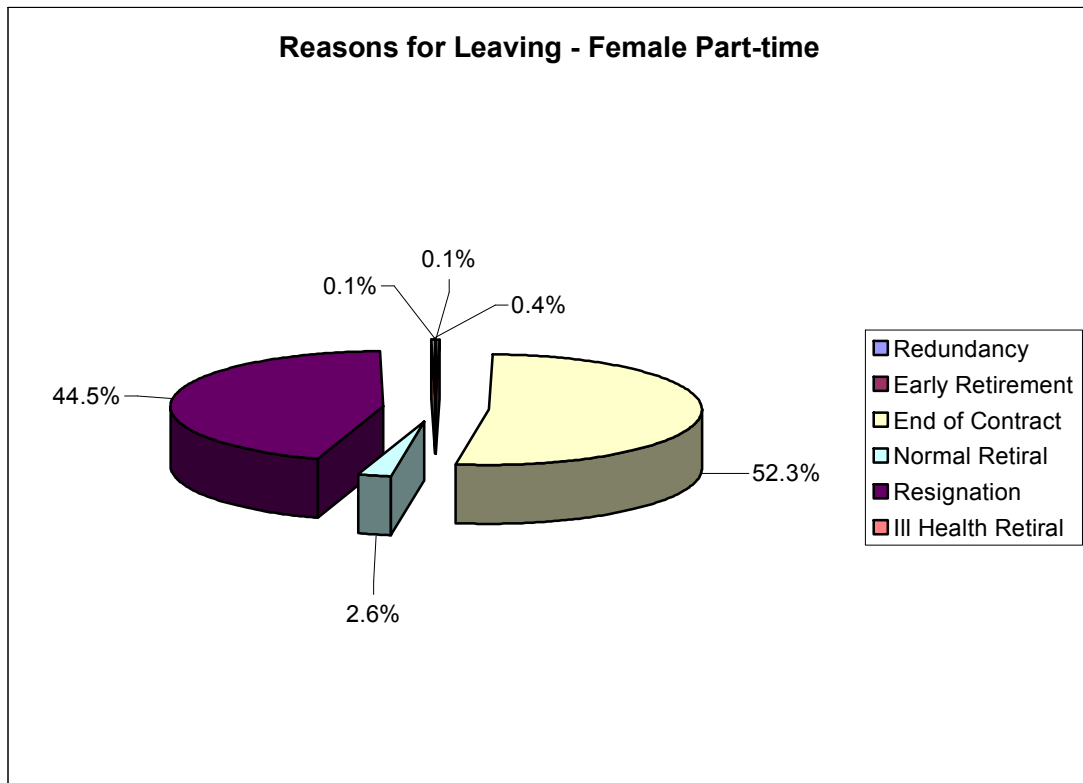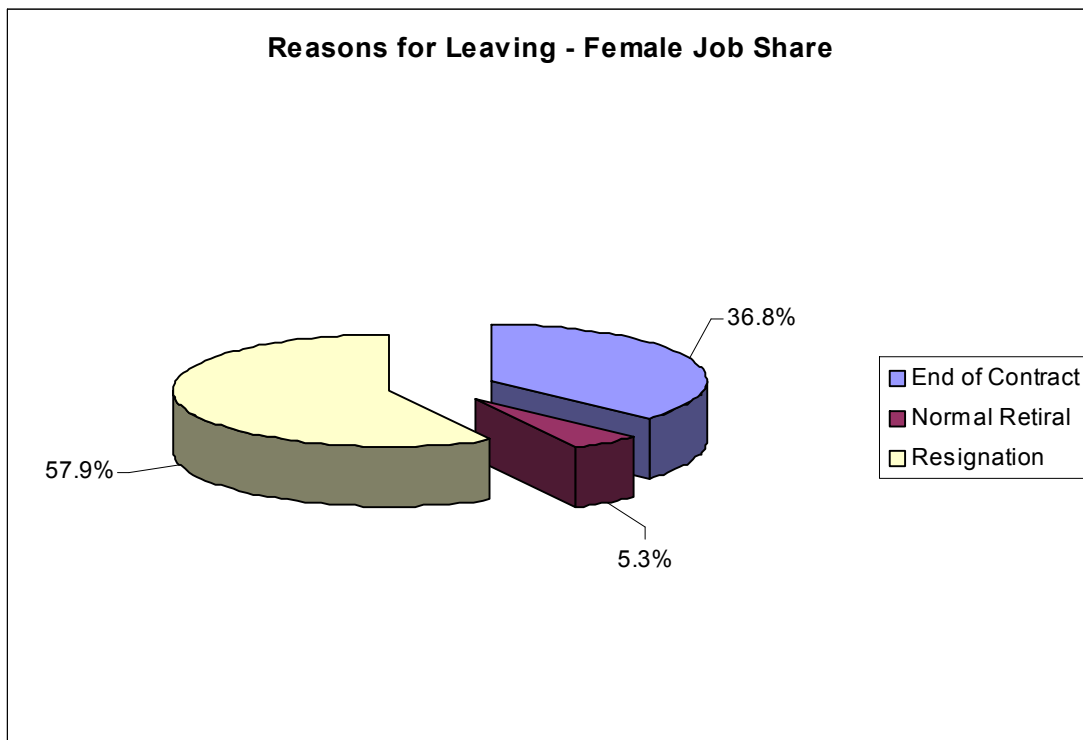
The two main reasons for female full-time and female part-time employees leaving their job is because their contract has ended or they resigned. The data also reveals that while the number of resignations is between 40-46% for both genders and for both part-time and full-time, the number of resignations

for female job share holders is nearly 60%. This would suggest that further investigation is required into why female job share holders are resigning as it would indicate that job shares are not working.

Chart L

Reasons for Leaving - Male Full-time

Legend:
- Redundancy
- Early Retirement
- End of Contract
- Normal Retiral
- Resignation
- Ill Health Retiral
- Death in Service
- Dismissed
- Tupe Transfer

Chart M

Reasons for Leaving - Male Part-time

Legend:
- Redundancy
- End of Contract
- Resignation
- Dismissed

Charts L and M show male employees are in line with female employees with the two main reasons for leaving their job being end of their contract or resignation. The only reason for job share male employees leaving their job is due to end of contract.

Redundancy

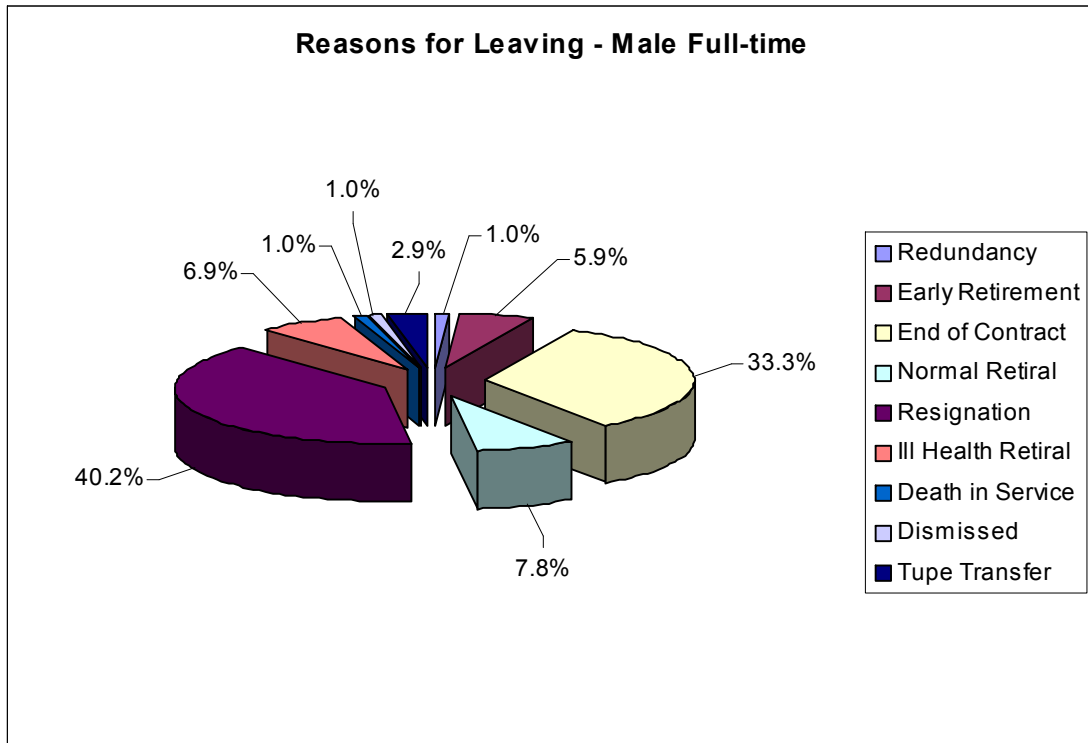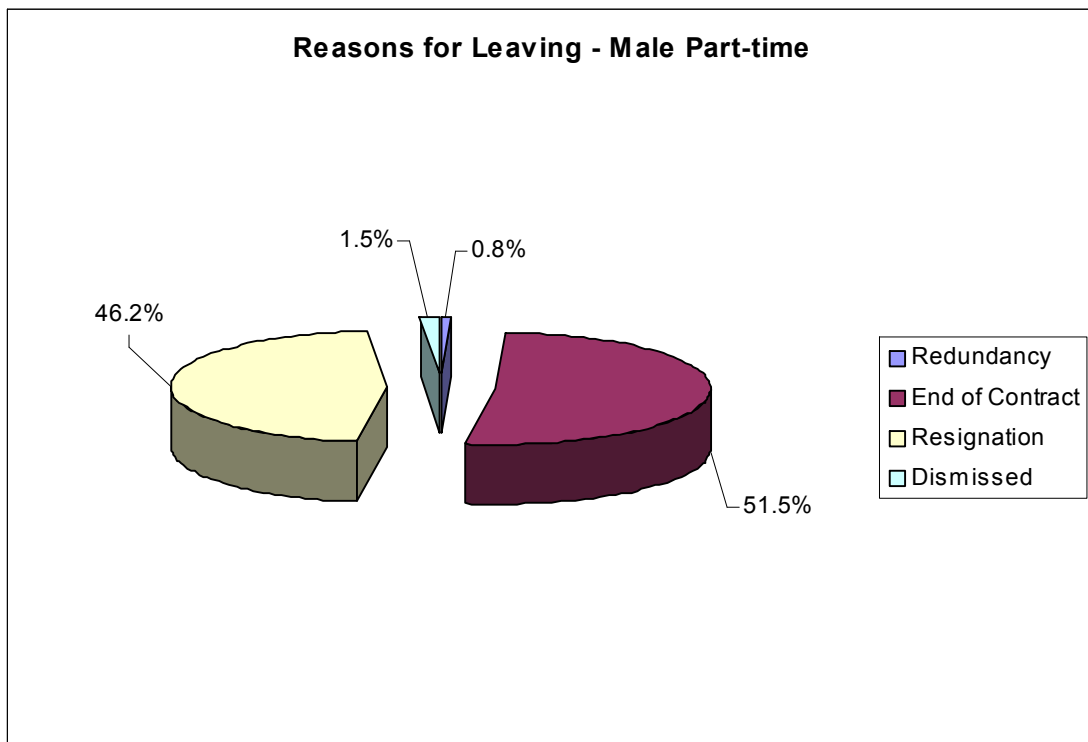Out of the staff made redundant last year **50%** were male and **50%** were female. It would not be appropriate to state the number of employees involved, as it may be possible to identify these employees because of the small numbers involved.

Prevalence of Harassment and Sexual Harassment of Staff

There have been no reported incidents of sexual harassment of staff in the last financial year. **20%** of incidents reported through the Council's grievance and disciplinary procedures were harassment and bullying cases, all of which were male employees. The outcome of **67%** of these incidents was dealt with by formal procedures and the other **33%** through informal counselling/mediation.

This would suggest that further investigation is required into whether or not there are any barriers for female employees when raising a complaint of harassment and bullying. Further investigation should also be made into where disciplinary action has been taken against an employee whether or not they are in a management/supervisory position. The male dominance in this area may be caused by the fact there are a greater number of male managers.

Return Rates of Women on Maternity Leave

In the last financial year a total of **54** women were on maternity leave.

Chart N

Return Rates of Women from Maternity Leave

- ◻ Returned to Same Job & Status
- ◼ Returned to Same Job Temporarily Part-time then back to Full-time
- ◻ Returned to Same Job for 3 Months then Resigned
- ◻ Returned to Same Job but Changed to Part-time or Job Share
- ◼ Returned to New Post and Now Part-time (Same Responsibility)
- ◼ Returned to New Post and Now Part-time (Higher Responsibility)
- ◼ Resigned

1.9%   11.1%
1.9%
20.4%   59.3%
1.9%
3.7%

As illustrated in Chart N above **59.3%** of women returned to the same job and status and **20.4%** returned to the same job but went from full-time to part-time or job share. A total of **1.9%** returned to the same job for 3 months before resigning and **11.1%** resigned upon their return. The number of women resigning upon their return would warrant investigation to see if this is high compared to other local authorities.   **3.7%** returned to the same job temporarily part-time but went back to full-time. **1.9%** returned to a new post of the same responsibility on a part-time basis and only **1.9%** returned to a job of a higher responsibility.

Issues and Barriers affecting Transsexual Staff

Currently no data available.

Women and Men engaged in Decision and Policy Making Issues

A gender breakdown of those involved in decision and policy-making issues affecting Council employees can be seen in Table C below.

Table C

Committee	Male	Female
Council Members	19	3
Employees Joint Consultative Committee	21	2
Local Negotiating Committee for Teaching Staff	13	3
Shetland College Lecturers Joint Consultative Committee	5	3

Shetland College Lecturers Local Negotiating Committee	5	3
Executive Management Team	4	1

Table C clearly shows the high number of males involved in Council decision and policy-making issues. This is not a reflection of the gender balance of Council employees, however these committees are a mixture of Council Members and Union Representative all of whom are elected by constituents and employees respectively. There continues to be a need to address the gender balance in those who actually put themselves forward for election as Council members and Union Representatives.

Appendix C: Functions and Policies Relevant to the Duty

Strategy	Plan	Work Programme	Purpose	Lead Service within SIC	Category
Corporate	Corporate Plan 2004-2008				1
		Complaints Procedure	To ensure people have an easily accessible, straightforward means of making formal representations to the Council which offer prompt action and speedy resolution of complaints		2
		Corporate Styles and Standards	Guidelines for the corporate style for letters, reports etc		2
Children's Services Plan			To redesign services to children to provide an integrated service across Shetland	Social Work	1
	Education Improvement Plan		Local Improvement Plan, based on the 5 national priorities.	Education	2
		HMIE Action Plan	Response to the HMIE report on the Education Service December 2001.	Education	2
		School Strategic Plan	Forms part of statutory duty from 2000 Act. Sets out 3 year strategic intention.	Education	2

		Quality Assurance Policy	2000 Act – Authority to secure improvement in the quality of education in their schools.	Education	2
		Devolved School Management	Review of Devolved School Management Working Group Report October 2001.	Education	2
		Access Strategy	The Education (Disability Strategy and Pupils' Educational Records) Bill requires the development of an accessibility strategy to improve access to education for pupils with a disability	Education	2
		Active Schools Local Implementation Plan		Community Development	2
	Early Education and Childcare Action Plan 2000-2004		Links with Children's Services Plan	Social Work	2
		Pre-School Report	Inform Council as to the pre-school provision required for the following academic year.	Education	2
	Shetland Child Protection Action Plan		To take forward points raised in local and national audit reviews.	Social Work	2
		Shetland Child Protection Annual Report	Review progress and activity of CPC, to provide information on the incidence of known child abuse	Social Work	2

			during the year and to outline the work planned for the next year.		
Health and Community Care Plan 2005-2008			Setting out key health and community care priorities and detailed actions to meet in line with the aims of 'Our National Health – A Plan for Action, A Plan for Change'.	Social Work	1
	Disability Strategy		To determine strategic direction and priorities for physical, sensory and learning disability services.	Social Work	2
	Older People's Strategy		To redesign service for older people, taking account of increasing levels of need.	Social Work	2
Joint Health Improvement Plan			Jointly agreed plan to improve the health of the local population and address health inequalities	Environmental Services	1
	Sports Development Strategy		Sport and leisure provision across Shetland.	Community Development	2
Community Safety Strategy			To identify the key priorities in relation to community safety.	Community Services	1 **Complete**
	Anti-Social Behaviour Strategy		Sets out how anti-social behaviour will be dealt with, within the Community Safety Strategy	Housing	2 **<u>Complete</u>**
	Road Safety Plan		Inform Executive of strategy to deal with road safety.	Legal & Admin	2
	Criminal Justice Strategic Plan		Development of criminal justice services. Provides information on	Social Work	2

			current services and the intentions for future development.		
Equality and Diversity Strategy			To identify the key priorities in relation to equality and diversity	Organisational Development	1 **Complete**
Local Housing Strategy			Strategic housing plan for Shetland – assessing housing needs, housing conditions and putting in place mechanisms to address these across all tenures over a 5 to 10 year period.	Housing	1 **Complete**
		Allocations Policy	Sets out the way in which applications for SIC Housing will be dealt with and how allocations will be carried out.	Housing	2
		Void Management Procedures	Sets out how void management will happen.	Housing	2
	Supporting People Strategy		Plan for the provision of housing support services to meet the needs of vulnerable people and to encourage independent living.	Housing	2
	Tenant Participation Strategy		Sets out the Council's Social Care (Led By) strategy for involving tenants and resourcing tenant participation to comply with the terms of the Housing Scotland Act 2001.	Housing	2
	Homelessness Strategy		Sets out the Council's Social Care (Led By) strategy for preventing	Housing	2

			and tackling homelessness to comply with the terms of the Housing Scotland Act 2001.		
Cultural Strategy			Provides the basis for promoting and engaging with cultural activities and cultural values. The fundamental aim is to identify key cultural development opportunities and point towards actions which can lead to successful developments.	Community Development	1
	Arts Strategy		Established a framework within which SIC and Arts Trust could work in partnership for promotion of arts across Shetland.	Community Development	2
	Community Learning and Development Strategy		Details of community learning and development provision to be made across Shetland and local areas in line with the national priorities of achievement through learning for adults, young people and through building community capacity.	Community Development	2 **Complete**
		Literacy Action Plan	Detailed strategy for addressing the literacy needs of the residents of Shetland.	Community Development	2 *Currently under review*
Economic Strategy – Shetland 2012			This strategy is currently under review and is expected to be completed spring/summer 2006.	Economic Development Unit	1 *Currently under review*
Environmental			This strategy is currently under	Environmental	1

Strategy			development.	Service	*Currently under development*
	Area Waste Plan		Provide an area waste plan for Shetland and Orkney for the next 20 years.	Environmental Service	2
		Integrated Waste Management	Provide local Waste Management Plan to include collection, disposal, recycling and litter.	Environmental Service	2
		Litter Prevention Plan	Improve litter management and prevention.	Environmental Service	2
Structure Plan			Provides advice at a strategic level; plan aims to balance need for development and infrastructure against protection for the built and natural environment in the interest of established communities.	Planning Service	1 *Currently under review*
	Local Plan		Works in tandem with the Structure Plan and pursues a strategy based on sustainable development of land in Shetland; provides framework for subsidiary action or regeneration plans, e.g. Lerwick	Planning Service	2
Regional Transport Strategy			This strategy is currently awaiting Scottish Executive approval	ZetTrans	1 *Complete*
Personnel					
	Conduct	Code of Conduct for Employees	The Council has a duty to ensure that its employees avoid conflict of	Personnel Service	

			interest with their primary responsibility to the Council		
		Disciplinary Procedures Policy	Disciplinary rules and procedures are necessary for promoting fairness and order in the treatment of individuals and in the conduct of employee relations	Personnel Service	2 **Complete**
		Electronic Communications Policy	Highlights to Council employees the advantages of electronic communications, but also to recognise their responsibility to make appropriate use of these facilities	Personnel Service	2
		E-mail Guidelines	Guidelines for using email responsibly	Personnel Service	2
		Grievance Procedures	The effective resolution of grievances is an essential part of maintaining good employee relations	Personnel Service	2
		Harassment and Bullying at Work Policy	To provide a working environment where all employees are treated with dignity and respect	Personnel Service	2
		Preventative Policy on Violence at Work	To minimise the risk of physical and verbal abuse to any Council employee	Personnel Service	2
		Procedure for Authorisation of Covert Human Intelligence	Authorisation procedure for using a source or allowing or conducting an undercover operation	Personnel Service	2

		Sources			
		Procedure for Authorisation of Covert Surveillance	Authorisation procedure for conducting covert surveillance	Personnel Service	2
		Reporting Concerns at Work Policy	Procedure for reporting concerns about misconduct	Personnel Service	2
		Strategy for the Prevention and Detection of Fraud and Corruption	Provides a framework for Internal Audit's work on fraud and corruption	Personnel Service	2
		Substance Misuse Policy	To ensure services delivered by the Council are not affected by the inappropriate conduct of employees due to substance misuse	Personnel Service	2 **Complete**
	Employee Development	Payment of Professional Fees Policy	Guidelines for the payment of professional fees for Council employees	Personnel Service	2
		Strategic Training and Management Development Policy	To ensure that all employees are given the opportunity to continue to develop their professional or technical training	Personnel Service	2 **Complete**
	Employee Exits	Early Retirement Policy	Sets out the provisions applying if a pensionable employee retires early	Personnel Service	2
		Employment of Staff Over Retirement Age	Sets out the guidelines for employing staff over retirement age	Personnel Service	2
		Redeployment	To ensure redeployment is carried	Personnel	2

		Policy	out in a sensitive manner and minimises the impact on both the employee concerned and the service	Service	
		Redundancy Policy	Sets out the way in which potential redundancy situations should be handled	Personnel Service	2
	Health and Wellbeing	Absence Management Policy	To ensure effective management of absence	Personnel Service	2 **Complete**
		Ill Health Capability Policy	Guidelines for dealing with situations in which employees may be unable to perform their duties due to ill health	Personnel Service	2 **Complete**
		Ill Health Retirement Policy	Guidelines for retirement on the grounds of ill health	Personnel Service	2
		Phased Return to Work Policy	Designed to encourage employees who have been on long-term sick leave, to return to work as soon as they are able and is also committed to achieving this in a flexible way	Personnel Service	2
		Smoking Policy	Sets out the Council's no smoking policy	Personnel Service	2
		Mental Health and Wellbeing Policy	Covers people who may be suffering from a brief period of mental ill-health or stress related condition, as well as those with a severe or enduring mental disorder	Personnel Service	2
	Recruitment and	Career Grading	To increase the effectiveness of	Personnel	2

		Selection	Policy	recruitment by widening the pool of potential applicants and so increasing the likelihood of filling the vacancy	Service	
			Disclosure of Criminal Record and Employment of Ex-Offenders	To ensure the Council is complying with legislation	Personnel Service	2
			Disclosure Information - Policy on the Secure Handling, Use, Storage and Retention of Disclosure Information	To ensure the Council is complying with legislation	Personnel Service	2
			Employment of Disabled People Policy	The Council seeks to employ the most suitable applicant for each vacancy that arises, regardless of any physical or mental impairment	Personnel Service	2
			Equality and Diversity Policy	A commitment to ensure no employee or job applicant receives less favourable treatment on grounds of gender, age, disability, race, ethnicity, marital status, sexual orientation, and religious belief	Personnel Service	2
			Flexible Relocation	Relocation package for new employees	Personnel Service	2

		Package			
		Internal Secondment Policy	Describes what secondment is and provides the information necessary to help managers create and set up a secondment opportunity	Personnel Service	2
		Recruitment and Selection Policy	The Council recognises that fair recruitment practice is good recruitment practice and is committed to achieving equality of opportunity in the recruitment and selection of staff	Personnel Service	2
		Staff Temporarily Undertaking Higher Duties Policy	Guidelines for staff temporarily undertaking higher duties	Personnel Service	2
	Weather	Adverse Weather Conditions	Sets out guidelines during adverse weather conditions	Personnel Service	2
	Work-Life Balance	Adoption Leave Policy	Guidelines for employees adopting	Personnel Service	2
		Compassionate Leave Policy	A facility for recognising and dealing with exceptional circumstances where special leave may be required	Personnel Service	2
		Flexible Working	Guidelines for employees applying for flexible working	Personnel Service	2
		Maternity Provisions for Staff	Guidelines for employees requiring maternity provisions	Personnel Service	2
		Job Share Policy	Guidelines for applying for job	Personnel	2

			share	Service	
		Parental Leave and Time Off for Dependents Policy	Guidelines for parental leave and time off	Personnel Service	2
		Service in Non-Regular Armed Forces	Guidelines for employees serving in the non-regular armed forces	Personnel Service	2
		Special Leave Policy	Guidelines for special leave arrangements	Personnel Service	2
		Winding Down Policy	Guidelines for teachers wishing to reduce their hours	Personnel Service	2
Asset & Properties Unit		Disposal of Surplus Property Policy	Guidelines for the disposal of a Council property that is surplus to requirements	Legal & Admin Service	3
		Disposal of Surplus Moveable Assets Policy	Guidelines for the disposal of moveable Council assets that are surplus to requirements	Legal & Admin Service	3
		Working for External Bodies Policy	Guidelines for employees providing expertise to external bodies	Legal & Admin Service	3
		DDA Prioritisation System	System to prioritise works in the DDA capital-rolling programme to help enable the Council to comply with its obligations under the DDA.	Legal & Admin Service	2
Committee Services		SIC Administrative Regulations 2003	Constitution for the Council	Legal & Admin Service	3
		Standing Orders Relating to	Standing orders for the supply of goods or materials or for the	Legal & Admin Service	3

		Tenders and Contracts	execution of works or for the provision of services		
		Financial Regulations	A framework for the proper financial administration of the Council	Legal & Admin Service	3
	Data Protection Policy		Guidelines to ensure the Council complies with legislation	Legal & Admin Service	2
		Protocol for Sharing Personal Information	Guidelines for sharing information about an individual between partner agencies	Legal & Admin Service	2
	Freedom of Information Act Publication Scheme		Guidelines for complying with legislation	Legal & Admin Service	2
Finance Service		Debtor's Policy	Guidelines for collection of sundry debts	Finance Service	2
ICT Unit	ICT Strategy		Aligns the use and application of ICT with the Council's aims and objectives	ICT Unit	3
Internal Audit		Internal Audit Charter	Guidelines for Internal Audit procedures	Finance Service	3
Safety & Risk	Health & Safety Policy		To protect and promote the health, safety and welfare of its employees at work and members of the public	Legal & Admin Service	2
		Display Screen Equipment Policy	Guidelines to ensure the safe use of display screen equipment	Legal & Admin Service	2
		Risk Management Policy	Guidelines for the risk management process	Legal & Admin Service	2