

**East Ayrshire Council
East Ayrshire Education Authority
East Ayrshire Licensing Board**

Equality Mainstreaming Report

2023

Accessibility

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INTRODUCTION

East Ayrshire Council's Mainstreaming Report sets out how equalities have been mainstreamed into the functions and activities of our organisation. It also provides information on our schools, East Ayrshire Licensing Board and employees, and demonstrates ways in which we have met the general and specific duties as set out in the Equality Act 2010.

However, this report is set in the background of the recovery from the Coronavirus pandemic, which has had a significant impact in countries across the world, and the cost of living crisis.

The impact on day-to-day life for every person from the both the pandemic and the cost of living crisis is unprecedented and the public sector is at the forefront of efforts to respond to and mitigate against the challenges. The Council has been working closely with Partners and local communities, building on a well-established network of contacts, skills, knowledge and expertise to help protect and support residents.

Within this Mainstreaming Report we set out how we continue to embed equalities into everyday practice based on our understanding of East Ayrshire, in these changing times, on our communities, the challenges we face, our strengths and the opportunities available to us. In addition, we also highlight the progress made across the two-year cycle of our equality outcomes, as well as an update on the further work we have undertaken to embed equalities. This report also continues to communicate our commitment to providing quality services for all our communities, in particularly those covered by the Equality Act 2010.

This report focuses on some of the wider range of activities across our services which are contributing towards fair and equitable services for all our communities before and during this pandemic. However, we are aware that we cannot be complacent and further work is still required to ensure particular groups are not left behind.

Going beyond our legal requirements is a clear statement of our intent to deliver services that reflect and respond to the needs of all the communities we serve in East Ayrshire.

It should be noted that the content of the report highlights progress up to and including 31 December 2022 to allow for our internal governance processes prior to publication in April 2023.

BACKGROUND AND CONTEXT

The Equality Act 2010 became law on 1 October 2010 and replaced previous anti-discrimination laws with a single Act. It simplified the law into a single source and ensures that everyone who is protected under law from discrimination, harassment or victimisation is afforded the same level of protection.

The Equality Act introduced the concept of nine protected characteristics (PCs), namely:

- Age
- Disability
- Gender Reassignment
- Pregnancy and Maternity
- Race

- Religion and Belief
- Sex
- Sexual Orientation.
- Marriage and civil partnership but only in respect of the requirement to have due regard to the need to eliminate discrimination.

On 5 April 2011, the Equality Act 2010 introduced a new public sector equality duty (also known as the General Equality Duty) which requires public authorities, in the exercise of their functions, to have due regard to the need to:

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

On 27 May 2012, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 came into force. The purpose of the specific duties in Scotland is to help public bodies, such as the Council, in their performance of the general equality duty.

The Specific Duties place a statutory duty on the Council to:

- report progress on mainstreaming the equality duty;
- publish equality outcomes and report progress;
- assess and review policies and practices;
- gather and use employment information;
- publish gender pay gap information;
- publish statements on equal pay;
- consider award criteria and conditions in relation to public procurement; and
- publish in a manner that is accessible.

The focus of this report is on the progress the Council has made in mainstreaming the equality duty, as well as gathering and using the employment information in relation to equality.

EAST AYRSHIRE

East Ayrshire is a diverse area covering some 490 square miles with a population of 121,020 people spread over both urban and rural communities. East Ayrshire had the 16th highest population in 2020, out of all 32 council areas in Scotland.

Demographic Profile

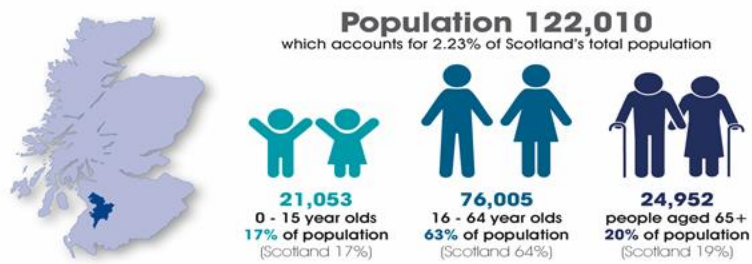
In 2021, the population of East Ayrshire was 121,020. This is a decrease of 0.8% from 122,010 in 2019.

Over the next 10 years, the population of East Ayrshire is projected to decrease by 3.0% due to natural change (more deaths than births). Total net migration (net migration within Scotland, from overseas and from the rest of the UK) is projected to result in a population increase of 1.1% over the same period.

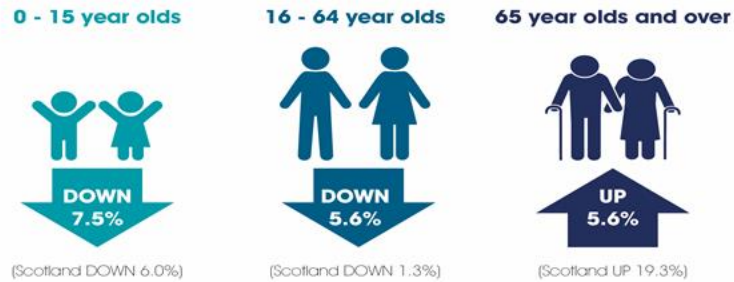
In terms of overall size, the 45 to 64 age group was the largest in 2021, with a population of 35,415. In contrast, the 75 and over age group was the smallest, with a population of 10,875. In 2021, more females than males lived in East Ayrshire in 4 out of 6 age groups. Between 1998 and 2020, the 25 to 44 age group saw the largest percentage decrease (-18.8%). The 75 and over age group saw the largest percentage increase (+32.6%).

The projected changes to the population in East Ayrshire present significant challenges for the shape and delivery of our public services and the resources required to deliver them. In particular, while most older people do not require formal support, as people live longer we know from experience that they are likely to develop health conditions which become complex and, as a consequence, require a growing reliance on local services.

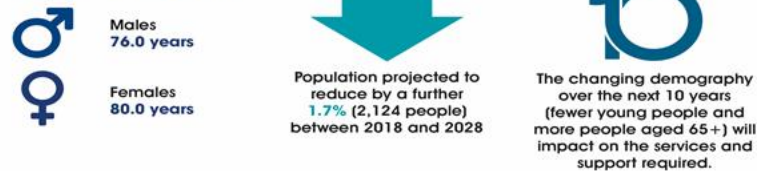
The population of East Ayrshire is projected to remain decrease slightly between now and 2030, while the rest of Scotland is set to increase.



Population projection between 2018 and 2028



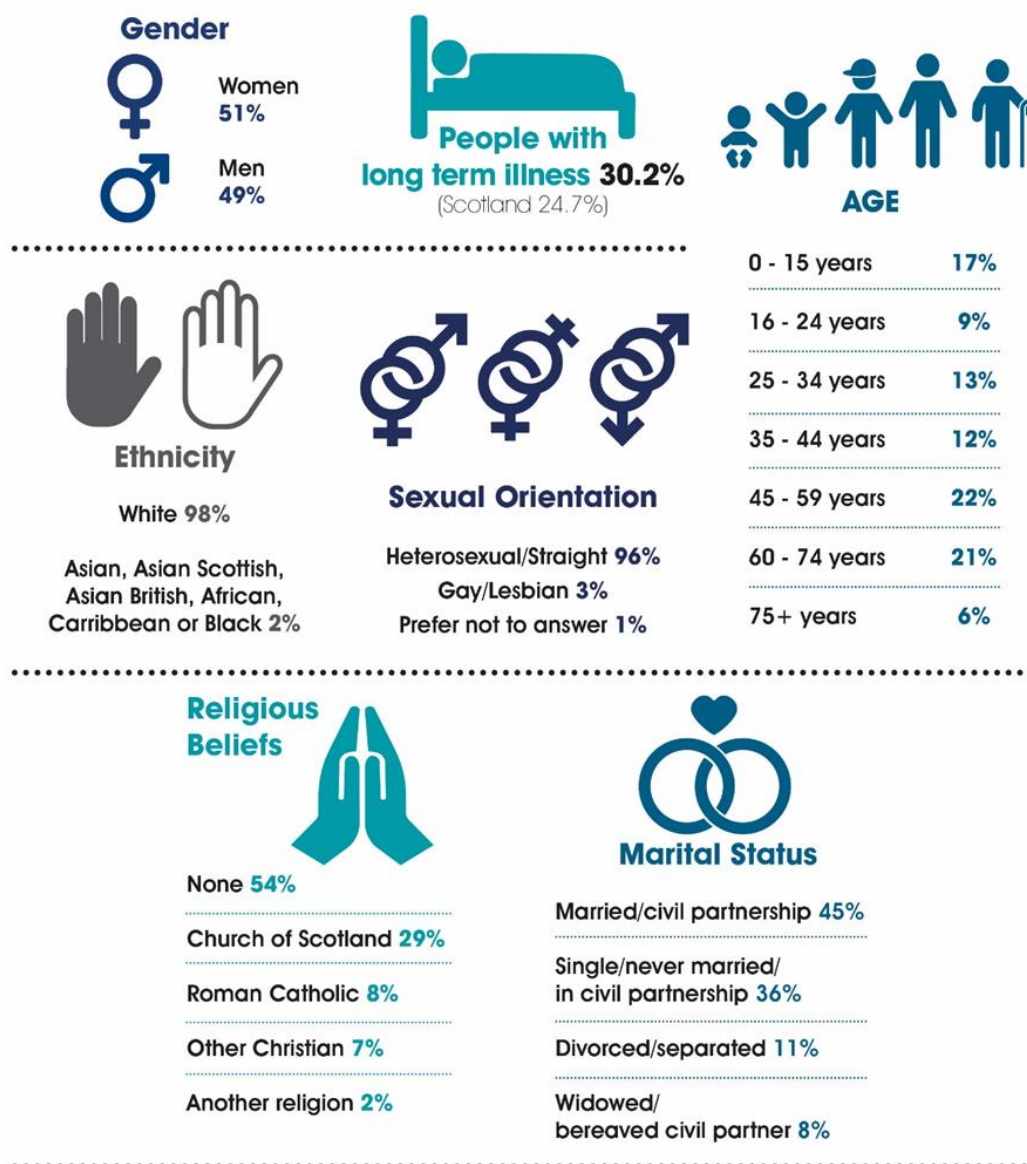
Life Expectancy at birth



Changes present significant challenges for the shape and delivery of our public services and the resources required to deliver them. In particular, while most older people do not require formal support, as people live longer we know from experience that they are likely to develop health conditions which become complex and, as a consequence, require a growing reliance on local services.

EAST AYRSHIRE EQUALITY PROFILE

East Ayrshire has not seen a significant change in relation to the demographics, and as the information above states, the population is to decrease slightly. We know that we have a slight increase in relation to our black and ethnic minority communities due to the Refugee Programme, however this will not have a significant impact. The two largest protected characteristic groupings in East Ayrshire still remain age and disability. The equality profile from the Household Survey 2018 is as follows:



LEADERSHIP AND GOVERNANCE

East Ayrshire Council Strategic Plan

The Council produced a [Strategic Plan](#) in 2022, which recognises the strengths and assets that exist within East Ayrshire and highlights the ambitions we have for our communities. However, it is written against a backdrop of what are unprecedented challenges for both our Council and for those we serve. These challenges include:

- Rising Inflation and increases in the cost of living
- The impact of EU Exit
- Increased demand for services
- Restrictions in funding
- Pandemic Recovery and Renewal
- Public Sector Reform

The content of our Plan has been informed by feedback from our communities and builds on our strong track record of service delivery and transformation over the past 10 years. Our Plan sets out how we will work with our communities and our partners to address these challenges, while ensuring that we continue to deliver improved outcomes. We will review and report on our progress on an annual basis and update our plans to take account of any changes and developments.

Community Planning in East Ayrshire

The Council and its Partners approved [Community Plan](#) for East Ayrshire in March covers the period from 2015 to 2030. It builds on the longstanding and solid foundation of strong and effective partnership working in the delivery of the first twelve-year Community Plan and the many and notable achievements which have been realised throughout the area since its implementation in April 2003.

The Community Plan provides a strategic policy framework for the delivery of services by the Council and all Community Planning Partners. It sets out the following Community Planning vision for East Ayrshire, which partners would work together to achieve:

“East Ayrshire is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people’s needs.”

A three yearly review cycle was built into our community planning arrangements, to afford partners a regular, planned opportunity to reaffirm their commitment to work together towards achievement of the shared vision; and also to allow the work of the partnership to be reviewed and recalibrated if required, in response to changing circumstances.

The three thematic Delivery Plans and the Local Outcomes Improvement Plan (LOIP) were updated in 2021, and are the shared strategic priorities of the Community Planning Partnership (CPP) Board and East Ayrshire Council, which are aligned to the same three year cycle.

Delivery Plans

As stated above, the 2015-2030 Community Plan is delivered through high level, strategic Local Outcomes set out in our three Delivery Plans namely:

[Economy and Skills](#);
[Safer Communities](#); and
[Wellbeing](#)

Through each Delivery Plan, we are taking forward the activities/actions that have been shown to make the biggest difference and will bring about real change for local people and communities.

The Delivery Plans have a 3-year lifespan and are dynamic documents to allow amendment, where appropriate, to take account of emerging agendas. The responsibility for driving forward the activity/actions within the Delivery Plans sit with the Community Planning Partnership Board, supported by three Strategic Lead Officers.

Case Study – Africans in Ayrshire Community Engagement

In October 2022, East Ayrshire Council attended an event hosted by Police Scotland which brought together the Ayrshire African/Caribbean Community.

This event was the first of its kind in Ayrshire and allowed African/Caribbean community across Ayrshire to come together and engage with emergency services and East Ayrshire Council

This event has highlighted some of the issues prevalent in the Africa/Caribbean community including instances of isolation, access to services and access to education and employment.



We have now established a group, Africans in Ayrshire to ensure that we remain in contact with the community and to support their integration into Ayrshire to ensure that they have access to good and services in Ayrshire.

The Council has the lead responsibility of for supporting the group working to ensure they become a constituted group acting as a point of contact to for meaningful engagement becomes a standard practice.

MAINSTREAMING EQUALITIES IN SERVICE PROVISION

Mainstreaming the equality duty is an organisational responsibility, and leadership and employee awareness is central to its success. The Council has further developed a range of mechanisms and processes to ensure that consideration of equalities underpins everything we do and that there is effective leadership at all levels.

Spokesperson for Equalities

The Council continually review the ongoing importance of the equalities agenda and have taken further measures to mainstream equality at a strategic level. The Council appointed a Cabinet Member and portfolio lead for Equalities, Social Inclusion and Poverty. In addition to this lead the Council have also developed leads for Violence Against Women Gypsy/Travellers, White Ribbon Campaign Ambassador and a Children and Young People's Champion.

Case Study – Learning Disability Week

A mixture of sports, games, singing and walking made up the many events that were held across East Ayrshire to mark Learning Disability Awareness Week, seven days which celebrate the inclusion of people with learning disabilities in our communities.

Now in its eighteenth year, the week featured a Tea in the Park and All Ability Sports Day in Cumnock; games, chats and tea in Kilmarnock; a health walk in Howard Park and karaoke at the Clansman Bar in Kilmarnock.



Learning Disability Awareness Week is a chance for people with learning disabilities in our communities to shine. It allows them to share their skills, talents and attributes and it's fantastic to hear how much they have enjoyed the week's events. The week highlights all of the excellent work that goes on across East Ayrshire and between partner agencies to help people with learning disabilities.

Equalities Forum

The Council continue to engage with equality groups through the Equalities Forum, which meets twice per year and, in addition, an annual equalities event is held, which reviews achievements in the previous year and identifies issues for consideration in the coming twelve months. Equalities Forum members have discussed and debated a wide range of issues, including Violence against women, the Local Development Plan, Health and Social Care, Development of the Council's Digital Strategy. Forum members have also been involved in the development of strategies and policies such as the development of the Cultural Quarter in Kilmarnock, changes in Hurlford, and in the development of the Council's Budgets.

We continue to take the opportunity to review the membership and remit of the Equalities Forum on an ongoing basis to ensure that the Forum is relevant and fit for purpose.

Case Study – Empowering Communities in Ayrshire to End Hate Conference

In October 2022, the Council led in partnership with Ayrshire Equability Partnership in organising a conference to Empower communities in Ayrshire to end Hate Crime



With hate crime figures on the rise, the ever present need existed to support understanding of diversity and foster community cohesion, and thus in early 2022, East Ayrshire Councils' Corporate Officer (Equality and Diversity) brought a sub group of the Ayrshire Equality Partnership partners together and began organising the conference which was subsequently held on 5 October 2022.

The conference offered opportunities to support learning about hate crime through the lived experiences of its speakers and the good practice demonstrated across Ayrshire and beyond to tackle the issues related to hate crime and promote positive solutions.

Dave Scott, Campaign Director from Nil by Mouth hosted the conference with keynote addresses from Dr Christian Harrison, Reader in Leadership and Khadjia Mohammed, Senior Lecturer both from the University of the West of Scotland. The conference also offered workshops for participants to choose from including I am me charity (Keep Safe initiative); Scottish Refugee Council; Police Scotland Criminal Justice Authority and others.

Over 100 people attended the conference which was deemed to be a huge success in meeting its aim of raising awareness but moreover giving people the chance to consider what they can do in their role and workplace.



Equality and Impact Assessment (EIA)

The Council has in place a process to ensure that policies and strategies are assessed in line with the general and specific duties. We continue to review and develop the on-line toolkit to ensure ease of access for employees undertaking EIAs. The system allows EIAs to be tracked, updated and quality assessed by an approved assessor. The system also allows for a summary of the EIA to be published directly onto the Council's website.

To ensure that there is a robust process in place in relation to undertaking EQIAs, a programme of refresher training is currently taking place. This training together with the development of Equality Champions for each service including Ayrshire Roads Alliance, East Ayrshire Leisure Trust and East Ayrshire Health and Social Care Partnership will who will be verifiers for EQIAs undertaken within their service areas will ensure the continuous implement of EQIAs undertaken .

As well as the local engagement for EQIA, the Council continues to access information on the Scottish Government [Equality Evidence Finder](#). This tool makes it easier for people to locate and access equalities information, and provides a wealth of data and other evidence with accompanying commentary, background papers, and links to further information.

As a result of the impact of Covid-19 and the necessity for fast pace of changing in how we deliver services, we have continued to progress local EQIAs but also worked with the NHS

Scotland Equality and the Scottish Council's Equality Network to support national pieces of work such as the EQIA for the rollout of the National Covid-19 Vaccination Programme.

The Council also developed an Ayrshire Growth Deal Equality Impact Assessment Toolkit that will be used by the three Councils to undertake EQIAs for projects.

MAINSTREAMING EQUALITIES PARTNERSHIP WORKING

The Council has a long and successful history of partnership working, this partnership approach was strengthened during Covid19 and we have developed stronger connections in relation to taking forward campaigns such as Black History Month, LGBT History Month and consultation for our shared equality outcomes. Our specific partnership arrangements in relation to the equalities agenda include some the following:

- Ayrshire Equality Partnership
- LGBT+ Development Group
- East Ayrshire Violence Against Women Partnership
- Equalities Forum
- Young People's and Children's Cabinet
- LGBT Youth Scotland
- CEMVO
- Terrance Higgins Trust

Case Study – International Day for the Elimination of Racial Discrimination

Racism and racial discrimination continue to affect people all over the world, harming not only those who endure it, but our society as a whole. March 21 is marked globally as the [International Day for the Elimination of Racial Discrimination](#) and the 2023 theme focused on the urgency of combatting racism and racial discrimination, 75 years after the adoption of the Universal Declaration of Human Rights.

To recognise this year's International Day for the Elimination of Racial Discrimination, the Ayrshire Equality Partnership hosted an event.

Guest speaker at the event was Gamal Turawa, or G, as he prefers to be called, who shared his incredible and inspiring story, including what it means to be an anti-racist leader. G's early life was filled with adversity and trauma, but he went on to serve in London's Metropolitan Police for over 26 years, before retiring in 2018.

G spoke from the heart and his honesty, vulnerability and authenticity had everyone captivated. His story was deeply touching, but his insight also gave us much to think about, both in terms of our own identity and the need for us all to do more to tackle the pervasiveness of racism and intolerance.



East Ayrshire Violence Against Women Partnership (EAVAWP)

At local level, the EAVAWP recognises that it is a multi-agency approach which will lead to success and the partnership will fully embrace the four priorities of [Equally Safe](#), in conducting its work. EAVAWP is a multi-agency partnership established with the aim of addressing violence against women and girls, including domestic abuse and gender based violence, within the strategic framework of the East Ayrshire Community Plan, which is the sovereign and overarching planning document for East Ayrshire. EAVAWP contributes to the Safer Communities and Wellbeing themes of the Community Plan through its work to; reduce inequality and build a fairer and more inclusive

East Ayrshire, protect vulnerable people and families, encourage responsible citizenship and support positive health and wellbeing outcomes across the lifespan. EAVAWP is comprised of East Ayrshire Health and Social Care Partnership, Police Scotland, NHS Ayrshire and Arran, Ayrshire College, the Third Sector, HMP Kilmarnock and wider East Ayrshire Council services across Education, Housing, Corporate Equalities, Vibrant Communities, Early Years and Community Safety services.



[The EAVAWP Strategic Plan 2021 - 2024](#) outlines the key themes that EAVAWP has identified to continue to implement Equally Safe in East Ayrshire and work towards preventing and eradicating all forms of VAWG in East Ayrshire. Using a co-ordinated approach, the partnership will achieve this by:

- Leadership and governance
- Promoting equality
- Support needs - Specialist Services
- Preventing violence - Early intervention
- Interventions with perpetrators and building an evidence base of unmet need
- Engaging with women and girls with lived experience
- Learning together by building up local evidence
- Learning and development
- Monitoring and evaluating our progress

Case Study – Equally Safe Accreditation Programme

Equally Safe at Work is an innovative employer accreditation programme developed by Close the Gap, Scotland's expert policy advocacy organisation working on women's labour market equality. It supports employers to improve their employment practice to advance gender equality at work and prevent violence against women.

Equally Safe at Work was developed to support the implementation of [Equally Safe, Scotland's national strategy to prevent and eradicate violence against women and girls](#). The strategy, which is jointly owned by Scottish Government and COSLA, recognises that violence against women is a cause and consequence of wider gender inequality. Addressing gender inequality in the workplace is therefore a fundamental step in preventing violence against women.



The Council embarked on this programme in summer in 2022, and quickly established a working group to take forward the actions required to take forward the actions required to achieve Bronze status.

One campaign to raise awareness to of domestic abuse and sexual harassment was to have information placed on refuse lorries which go into the heart of our communities to inform residents of information and where they can access help from should they need it.

Equality Outcomes Mid Term Progress

Equality Outcomes 2021-2025

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 stipulates that all listed bodies are required to develop and publish a set of equality outcomes to further one or more of the three needs of the Public Sector Equality Duty (PSED). The purpose of the specific duties in Scotland is to help public bodies, such as the Council, in their performance of the PSED.

The Council published four equality outcomes in April 2021 with associated outputs and actions. How the actions and activities have progressed, and what our plans are for the future are contained within the Equality Outcomes Progress Report 2023. As we are currently mid-term in implementing these equality outcomes it should be noted that some actions will not conclude until 2025.

MAINSTREAMING EQUALITIES IN EMPLOYMENT

EMPLOYMENT MONITORING

East Ayrshire Council is one of the largest employers within East Ayrshire and believes that the recruitment and employment of Council employees, at all levels, is an important activity through which mainstreaming can be achieved. By having a higher and more diverse workforce, the Council can provide better quality services to all our citizens.

The Council aims to have a workforce which reflects the community the Council serves. The benefits of having a diverse workforce that is broadly representative of the local population is that the Council is seen as an employer of choice.

The data is collected from a number of sources including the Council's Integrated Payroll and Human Resources system (CHRIS21) and the Council's Recruitment Portal (national myjobscotland portal). In analysing the information, some gaps have been identified and work will be undertaken to better improve the data collection. A full analysis is contained within our Employee Monitoring and Equal Pay Report.

Equal Pay

The Council is committed to the principles of equality of opportunity in employment and believes that employees should receive equal pay for the same or broadly similar work, or work rated as equivalent and for work of equal value, regardless of their protected characteristics. To achieve this, pay systems require to be transparent, based on objective criteria and free from unlawful bias. Our equal pay statement can be found on our [website](#).

East Ayrshire Council is committed to the real Living Wage and ensuring that people are paid fairly for the work they do. In April 2020, the Council achieved accredited living wage status after undergoing a rigorous application process.

By paying the real Living Wage of £10.90 rather than the national Living Wage, which stands at £10.42 for workers aged 25 and over. The difference between the national Living Wage and the real Living Wage is even more marked for younger workers.

MAINSTREAMING EQUALITIES IN EMPLOYEE DEVELOPMENT

Employee Information

East Ayrshire Council greatly values the contribution of its employees in the delivery of services to local communities. As an employer, we are committed to equality and treat our employees with the dignity, respect and consideration they deserve, helping staff to reach their full potential at work. We also recognise that a diverse organisation with a range of abilities, experience and skills is more likely to be sensitive to the needs of the diverse community that we serve.

As outlined in our previous mainstreaming reports, the Council continues to provide opportunities for flexible working practices balancing both individual and organisational needs.

Equality Champions

In December 2022, Equality Champions were created who have been identified for each service area, including the East Ayrshire Health and Social Care Partnership, Ayrshire Roads Alliance, and East Ayrshire Leisure Trust. Equality Champions are recognised as playing a central role in disseminating good practice and encouraging the promotion of equalities within organisations.

The Equality Champion is the main contact in relation to equalities for their service. They will also act the Equality Impact Assessment (EQIA) Lead. It is proposed to hold a minimum of two and a maximum of four sessions annually for Equality Champions that will include providing training, information and support sessions

Role Outline

The role of the Equality Champion is to actively promote all aspects of equality and diversity within their area of work, ensuring all employees are aware of their responsibilities and that the Corporate Equalities Strategy Group is kept updated in such matters through regular reports as and when required.

The Equality Champions will also be the lead for EQIA within their service. This will entail supporting colleagues undertaking EQIAs as and when required, acting as the link person within their service in relation to EQIAs and signing off EQIAs within their service. All training and support will be provided through scheduled support/training sessions.

Specific tasks of the Equality Champion

- Attend at least two of the four quarterly Equality Champion meetings/support sessions
- To act as an information resource, provide guidance and deal with queries as appropriate to your team or Head of Service on equality matters.
- Attend internal team meetings to feedback information relevant to employees on current equality and diversity legislation and guidance.
- To proactively assist other colleagues to assess the impact of policies and schemes on equality.
- To raise concerns through the appropriate channels about any behaviour that may undermine equality, the Equality and Diversity lead.
- Provide timely updates as and when required through the CESC providing a report by exception on any activities in your area.

Ayrshire Black and Minority Ethnic Minority Employee Network

People with certain protected characteristics face discrimination both in employment and the wider environment due to their protected characteristics. Whilst they will face discrimination due to this, they are often exacerbated due to intersection of these characteristics. Employee network groups can transform the experiences of employees representing different and specific groups from diverse communities

Research has shown that employee network groups can transform the experiences of employees representing different and specific groups from diverse communities..

In June 2022 the Council in partnership with North and south Ayrshire Council established a BAME Employee Network. The Network has met on 4 occasions and are presently developing Terms of Reference and remit. To date they have also discussed issues in

relation to recruitment and retention, training, visibility of BAME employees and issues in relation to unconscious bias.

We will continue to support the BAME forum and learn from their experiences to create a visibly diverse workforce across the Ayrshire councils.

People and Culture Equality Forum

In response to the Equalities and Human Rights Committee seeking information about public sector organisation's approach to increasing employment of minority ethnic people, and to go beyond our PSED, at the beginning of 2021, the Head of People and Culture agreed to establish a new People and Culture Equality Forum.

This forum ensures that the principles of the Equality Act 2010 are embed in all activities, practices and interactions with our services, wider communities and partners. The group meets quarterly and call on services within the council as and when required. At present, the membership consists of members from the People and Culture Team, Health and Social Care Partnership, Corporate Support and a Trade Union Representative.

The Forum has developed an action plan which is being progressed and covers a number of areas including:

- Policy and Procedures
- Learning and Development
- Support Services and Practices
- Partnership Working

Equally Safe Accreditation Award

In 2022, the Council was successful in its application to undertake the Equally Safe at Work Employer Accreditation Programme developed by Close the Gap. The programme enables employers to better support employees who have experienced gender-based violence and work towards creating an inclusive workplace culture that prevents violence against women.

Equally Safe at Work is a tiered programme which allows the Council to progress from building a foundation for change to embedding a strong culture of gender equality within the organisation. The bronze, silver and gold tiers are cumulative, and councils progress to the next level once the required criteria at each stage is achieved and maintained.

The programme supports the implementation of Scotland's national strategy to tackle Violence Against Women and Girls (Equally Safe). The strategy, which is jointly owned by Scottish Government and COSLA, recognises that violence against women is a cause and consequence of wider gender inequality. Addressing gender inequality in the workplace is therefore a fundamental step in preventing violence against women.

The Council is embarking on working with Close the Gap on a programme to achieve Equally Safe at Work Bronze accreditation. Equally Safe at Work (ESAW) has the potential to create real change for women working in local government - taking steps to advance gender equality at work, supporting victim-survivors of gender-based violence and fostering a zero-tolerance culture in East Ayrshire Council so that elected members and managers can become leaders on gender equality not only in the workplace but in wider East Ayrshire society.

Achievement of Bronze will confirm that the Council is committed to creating a zero-tolerance culture towards gender-based violence through policy development, training and communication. Gender-based violence affects all aspects of women's lives, including employment.

Equalities and Diversity E-Learning

In addition, to ensure all employees and Elected Members are trained and developed to fulfil their role and responsibilities within the Equalities Act 2010 a number of equality and diversity training courses are delivered.

Equality and Diversity training is provided for Elected Members and is mandatory for all new employees. It is delivered through an online training course designed in Partnership by the OD team and the Corporate Officer (Equality and Diversity). A face to face course can be delivered for employees unable to undertake the e-learning course. This course is mandatory for all new employees.

Equality and Diversity training is also included in the Council's Corporate Induction process.

The Council continuously review and develop training available to employees. A number of other e-learning courses are available to raise awareness of equality issues in the workplace and in relation to our Service delivery. Since 2019, we have introduced a number of new e-learning modules. These include:

- Gypsy/Traveler Awareness;
- Challenging Anti-Muslim Prejudice;
- Myths Of Immigration
- Cultural Awareness
- Hate Crime

The Council strives to deliver continuous improvement by providing new and relevant learning opportunities. Nil by Mouth seeks to ensure that communities are free from sectarianism. The Council is delivering training within our schools and to employees to promote communities where cultural and religious diversity is respected and celebrated by everyone.

Three other training courses delivered support and good practice in equalities and diversity in the workplace, namely:

- The Management of Workplace Stress
- A Positive Approach to Handling Stress
- Mentally Healthy Workplace training

We continue to review our training in relation to employee development to ensure that the training remains relevant.

MAINSTREAMING EQUALITY IN EDUCATION SERVICES

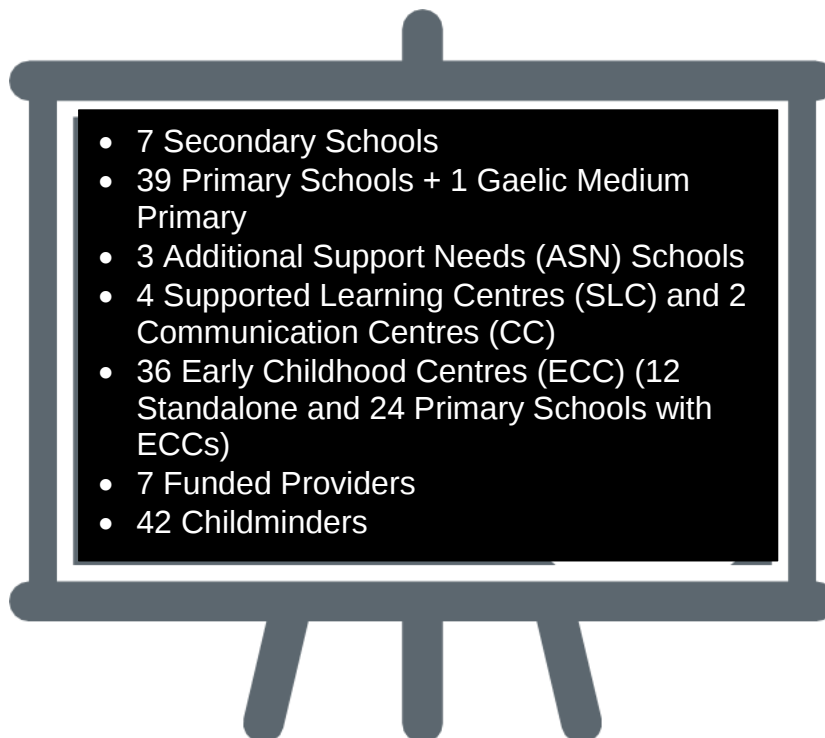
The full information for the Mainstreaming Equality in Education is contained within the Quality and Standards Report which can be accessed [here](#). Below is information extracted with a focus on equalities.

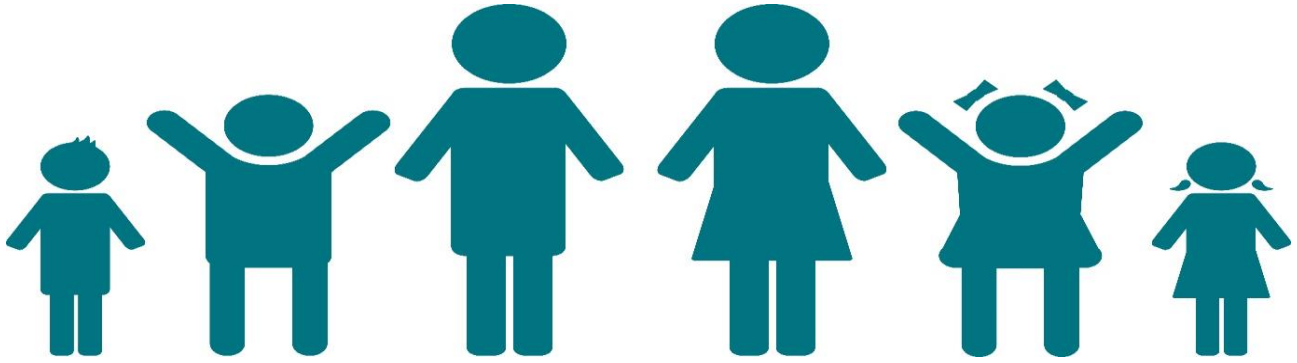
We cannot begin this report without acknowledging that yet again this has been an unprecedented year and our children and young people and employees are commended for their ongoing resilience, hard work and courage during these difficult times. Authentic and purposeful partnerships and relationships continue to be developed and nurtured to best support our young people and families as we began to recover from the COVID-19 pandemic and establish some form of new “normal” in both education and wider society and communities, whilst still grappling with the longer-term effects of the pandemic.

We saw the return of senior phase pupils to formal examinations following two years of cancelled exam diets and our data for 2021/22 shows a great deal of improvement, with some record figures and achievements, but also highlights areas for further development, which form a key part of our Education Service Improvement Plan 2021-24 in regard to how we plan to achieve even stronger outcomes for the young people in our care.

The School Estate

At present our school estate consists of:





The service is responsible for the education of:

- 16,173 school age children (Secondary 6,844, Primary 8,882 and 447 Additional Support Needs)
- 2,926, 0-5 year olds attending an early childhood centre, funded provider or childminder

Improving the School Estate

There remains further ambition to continue to improve all aspects of the school estate. Ongoing investment is planned in order to continue to meet the 21st century learning needs of all children and young people; to ensure our schools support 'place-based' approaches and serve as a central resource for all our communities; to ensure all Council assets have a focus on sustainability and to be sector leading in the delivery of digitally enabled establishments.

Completed/completing projects include:

- A £6.200m upgrade and extension to Crosshouse Primary School and Communication Centre is now fully operational.
- A new modular building has been built at Grange Campus to accommodate the increasing roll: 2 new classrooms are now in use by Annanhill Primary School.
- An investment of £10.314m in Netherthird Primary School, is in the final stages of construction and will complement the excellent facilities of the new Early Childhood Centre that opened in August 2020.

Early Learning and Childcare Expansion

Scottish Government took the decision to delay the full roll-out of the duty to provide 1140 hours of funded early learning and childcare (ELC) and suspend the legal obligation to increase provision to 1140 hours from August 2020. The statutory entitlement to ELC remained at 600 hours during the period March 2020 to August 2021.

The full implementation of funded ELC for all 3 and 4 year olds and eligible 2 year olds expansion was realised in August 2021 with 36 early childhood centres and 7 funded ELC providers delivering 1140 hours. This was followed by 42 childminders who were placed on the Council's Flexible Framework.

In academic year 2021/22, 2666 eligible 3 and 4 year olds and 298 eligible 2 year olds accessed funded ELC place:

- 86 children accessed a blended place with a childminder or with another ELC provider in East Ayrshire

- 18 eligible children who are resident in another local authority area accessed their funded ELC place in East Ayrshire
- 47 eligible children who are resident in East Ayrshire accessed their funded ELC hours in an ELC provider in another local authority area
- 123 applications for an additional year of funded ELC were received from parents. All applications were supported.

Capital investment previously agreed by Cabinet along with the capital monies allocated for the ELC expansion, continued to support the development of new build provision along with adaptations of existing ECCs.

During 2021, work started on a new modular building for Dalmellington ECC and work commenced on the remodelling and refurbishment work of Catrine ECC and Fenwick ECC. Ground works for the new build Dunlop ECC started which is due for completion in November 2023.

Some Highlights 2021/22

Rights Respecting Schools Award

UNICEF is the world's leading organisation working for children and their rights. The Rights Respecting Schools Award is granted to schools that show commitment to promoting and realising children's rights and encouraging adults, children and young people to respect the rights of others in school.

The Award recognises achievement in putting the United Nations Convention on the Rights of the Child at the heart of a school's planning, policies and practice. A Rights Respecting School is a community where children's rights are learned, taught, practised, respected, protected and promoted.

All schools in East Ayrshire are working towards achieving their Rights Respecting Schools Award. Currently 6 schools have achieved the Gold Award, 13 have achieved the Silver Award, 33 have achieved the Bronze Award and the rest are working towards the Bronze Award.

Darvel ECC achieved the Silver Award on 2 December 2022. They were commended on their passion, commitment to the rights and the strong respectful relationships between staff and children and also the respect the children had for each other.

East Ayrshire have also had two teachers trained as assessors by UNICEF and they will assess Bronze and Silver Awards this year.

Annanhill Primary School was awarded the Silver Rights Respecting School Award by UNICEF UK in May 2022.



Listen to Muirkirk Primary and 'Dinnae Haud Yer Wheest'

On Mental Health Awareness Week, Primary 5/6 from Muirkirk Primary launched an exciting new project, in collaboration with Columba 1400.



The 'Dinnae Haud Yer Wheest' project encourages children and young people from the school and members of the local community to recognise their feelings and take action to improve their mental wellbeing. Their aim is make their village a happy place where people talk openly about their feelings.

The school app is being updated daily with a different theme each day.

Monday is Magic Monday and the young people have prepared compliments to make people feel good; Tuesday is Try it Tuesday and the young people have prepared mental health activities; Wednesday is Wonderful Wednesday and the young people will encourage everyone to get involved; Thursday is Thinking Thursday when the young people will share fun riddles keeping everyone on their toes and finally, Friday is Funny Friday when the young people will keep everyone entertained with jokes!

Head Teacher Anne McLean said: “After almost two years of the pandemic, our children and young people felt that it was important that people addressed their feelings and worked to improve their mental health. They also recognised that Scottish people aren’t great at sharing their feelings and that is how their project came about.”

Instrumental Music Service

Since returning to school in Aug 21 the Music Service have been busy supporting the Covid Recovery through the benefits of music education. Some of the highlights of the last year have been:

EAC Whole Class String Project in 20 primary schools and our partnership with Dumfries House and RCS. Finding alternative ways to teach and engage pupils and providing a focus on Health and Wellbeing.



Whole Class Strings Pupils performing an outdoor concert at Dumfries House



Celebrating successes after Covid including restarting ensembles, raising over £700 by pupils for the Kris Boyd Foundation, celebrating schools who have achieved the first We Make Music Digital Schools Awards in Scotland and Emily Robinson, winner of our inaugural East Ayrshire Young Musician who then performed at the Scottish Young Musician final in May at the Royal Conservatoire of Scotland.

Improving Health and Wellbeing

In the area of supporting and promoting health and wellbeing (HWB), a range of approaches and achievements have been made through session 2021/22:

- **Planning, Learning, Teaching and Assessment in HWB** – With the support of the HWB Progression Frameworks, primary schools monitored and tracked progress in HWB. For the first time, all primary schools added Curriculum for Excellence levels to the authority tracker and the information was shared with parents. The levels were

reviewed by the HWB Team. Support and guidance was provided for the schools requiring this. A pilot moderation activity resulted in HWB being integrated within the moderation processes for literacy and numeracy. Secondary staff are starting to assign CfE levels for their pupils in an ongoing process.

- **Wellbeing Profiling** – A number of schools were supported to successfully implement the [Glasgow Motivation and Wellbeing Profiling System](#). Via the authority tracker, primary staff indicated biannually that they had completed pupil wellbeing profiles. Secondary staff were supported to develop wellbeing profiling in their establishments.
- **Mental Health Promotion and Support** – The authority Wellbeing Champions network continued to develop with staff and pupils from a number of our schools undergoing the initial training, this resulted in wellbeing champions in primary and secondary settings throughout the authority raising awareness of mental health and acting as support for their peers. The HWB Team have created any time any place training for staff and delivered remote, live mental health awareness courses for parents. The feedback was very positive.
- **Respectme** – As part of the second year of the respectme community project, pupils, parents and staff from several schools undertook the T4T training and then provided anti-bullying awareness inputs in their communities.
- **Parental HWB Information Site** – The site is continually developed and over the year a section on financial inclusion information was added. Since the site was established, it has had over 30,000 hits.
- **HWB CLPL programme** – Since it was launched in August 2021 the [Staff Wellbeing and HWB CLPL Blog](#) has been used by staff to access remote HWB CLPL programmes and staff wellbeing support.
- **Poverty Proofing** – The Education Financial Inclusion steering group, which includes partners such as Financial Inclusion and Social Security Scotland, continued to keep parents aware of the latest information via posters, flyers, school apps and the Parental HWB Information Blog. In response to the Period Products (Free Provision) (Scotland) Bill, in addition to the funding provided to purchase sanitary products, each primary and secondary school was provided with an additional budget for storage solutions and other incidentals that are required.
- **Gender Based Violence** – Staff and pupil mentors in all the secondary schools were provided with Mentors in Violence Prevention (MVP) training and then raised awareness of gender-based violence in their school. Due to the restrictions, it was difficult to deliver the lessons but schools adapt the delivery model to convey the information to the young people. St Joseph's Academy worked with Rape Crisis to launch the Equally Safe at Schools resources and encouraged staff and pupils to think about the safety of woman in their community.

Inclusion and Additional Support Needs

East Ayrshire Support Team (EAST) is the central support team for additional support needs education within East Ayrshire. The team supports educational establishments to meet the spectrum of additional support needs (ASN) across the authority. In order to ensure East Ayrshire is at the forefront of implementing best practice around ASN, EAST has a comprehensive Improvement Plan.

The Psychological Service

The Psychological Service continues to provide a direct service with every educational establishment in East Ayrshire. This includes ECCs, Primary, Secondary and Specialist establishments and with all of our funded early years providers.

Throughout last session the service provided a mix of in person and online service delivery in line with national and authority guidance. This became increasingly in person as restrictions eased.

Approximately 70% of the service's work continues to be with and in our establishments, with the remaining areas delivered at Education Service and whole authority/partnership level involvement.

Evaluation with establishments via reviews of Service Level Agreements highlighted a high value being placed on the physical and emotional support provided through the session and welcomed the increasing ability to be undertaking regular visits into schools and centres again. This was recognised both around the specific needs of children and families, but also in response to staff wellbeing needs that were ongoing.

Core elements of service delivery continued to prioritise advice and consultation, assessment and intervention. Training and professional learning also provided a significant component of service delivery despite restrictions, having been delivered to establishment teams and to service wide groups of staff all on-line throughout last session.

Some examples of feedback from establishments and partners include:

- The service has provided a significant impact on staff understanding of children and their needs.
- The school found Educational Psychologist (EP) input and advice helpful and has helped to broaden the ASN coordinator's knowledge and understanding.
- We couldn't have achieved what we have without the involvement of our EP.
- This training and understanding have changed everything about the way I work.
- Nurture is a game changer.

Key areas to highlight from an improvement perspective include:

- Therapeutic service: the service continues to provide therapeutic support for a very targeted number of children, young people and families typically via Developmental Dyadic Practice, and/or video guided supports, again often with parents or staff. A detailed review of the data relating to this was undertaken with some of the following findings:
 - 110 children/young people have accessed service since August 2016 - Rebuilding this as part of overall service delivery after seeing a reduction through covid.
 - 54% of interventions delivered have included a key adult in the child's life such as a parent/carer or education staff member.
 - Impacts reported include reduced dysregulated behaviours; improved relationships with parents, carers, family members, peers and staff; increased attendance at school and improved views of self and future.
- Meeting the needs of high numbers of children with asn in early learning and childcare: developing a consultation and advice support model with staff in partnership with Speech and Language Therapy and Occupational Therapy.
- Relational and trauma informed practice: having begun a journey of learning as a service in the NeuroSequential Model of Education 3 years ago, we are now working with the majority of primary schools, an increasing number of ECCs and the majority of

secondaries to support them in their NME journeys. 28 schools and centres are now either beginning joint work in this area or are actively progressing with it in their practice.

National involvement

We have been very fortunate to have our Depute Principal Psychologist as the national representative on the Scottish Government Advisory Group on Relationships and Behaviour, which last session involved advising on the draft national guidance on inclusion, physical restraint and seclusion. This has provided the opportunity of educational psychology having a strong voice in the drafting of this document but also allowed us to consider the national thinking in this area in relation to practice and improvements in East Ayrshire.

Inclusion and additional support needs

Related to this has been the increased focus on further improving our own approaches to inclusion across the authority. The service has played a lead role in gathering and analysing the data relating to additional support needs and the projected need for both inclusion in our mainstream and ASN school provision. With the increase in ASN in East Ayrshire now meaning over 32% of our pupil population has an additional support need, it is now very much everyone's responsibility. Working closely with education managers and heads we have been able to set an agenda and vision for inclusion to take into the 22-23 session and ahead.



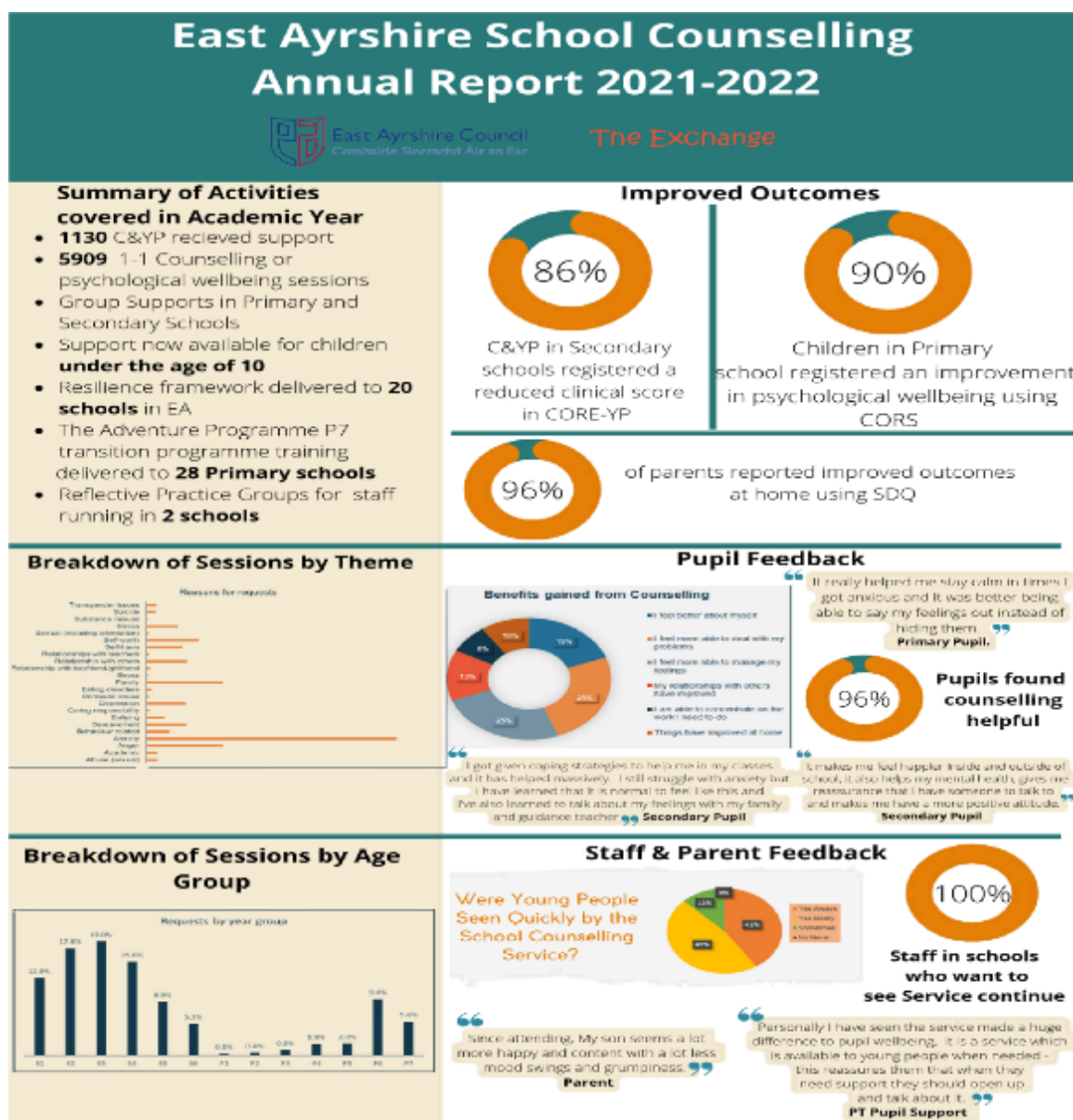
School Counselling Service

School Counselling is provided in East Ayrshire by The Exchange, who provide support to all pupils aged 10 and over in the local authority. The service is able to provide one-to-one counselling, group work sessions, and wider support for schools and families with capacity building training for staff planned ahead.

The focus is to provide psychological support to children and young people with the aim of improving the overall resilience and psychological wellbeing of the young person and where appropriate, the whole family. Counselling has been made accessible to children and young people with additional support needs, has involved a more in-depth discussion with those requesting the support, and adapting sessions to ensure that they meet the needs of each young person.

The Counselling Service is reviewed by a core group on a monthly basis. This group is multi-agency and includes representation from Educational Psychology, Child and adolescent Mental Health Services (CAMHS), the school nursing service, and the GIRFEC Education

Manager who has been pivotal in ensuring the service is aligned to the values underpinning GIRFEC in East Ayrshire.



Scottish Attainment Challenge (SAC)

East Ayrshire Council is a designated Scottish Attainment Challenge (SAC) authority. The authority therefore receives an additional monetary sum to support us to make progress in improving attainment and outcomes for our most deprived learners and to close the attainment gap. The authority must publish plans and continually review its progress in relation to the EAC Scottish Attainment Challenge plan. In 2021/22, a wide variety of interventions were in the SAC plan across our three main workstreams of Excellence in Literacy and Numeracy, Working together with Families and Communities and Leadership for all.

Key measures of attainment at P1, P4 and P7 are used to quantify closing of the attainment gap as set out within the National Improvement Framework (NIF). Children in EAC have improved their attainment across all of these measures from 2020/21 – 2021/22. The attainment gap between the most deprived and least deprived also closed across all measures 2020/21 – 2021/22.

Inclusion Hubs

Our four SAC Inclusion Hubs based in secondary schools are designed to re-engage vulnerable young people, who may be at high risk of exclusion, disengagement with education, potentially requiring out with placements. They may also have gaps in their learning after periods of sustained absence from school.

Children accessing the Inclusion Hubs may have experienced significant adversity; many are Care Experienced. Session 2021/22 saw the Inclusion Hubs provide a high level of targeted support for 68 young people. As the model has developed, the Inclusion Hubs are able to support a higher number of children, who, whilst they require support, their need is less. Using this model, young people both in mainstream school and the Inclusion Hubs have developed peer relationships, and had opportunities to develop their learning in terms of positive role models. The Neurosequential Model in Education continues to be embedded within the Inclusion Hubs. The model evidences positive impacts for young people in terms of wellbeing, attendance and attainment. In addition, staff report improvement in their own wellbeing. As a result of the impact of the NME model, we are rolling out across mainstream school in each of the four Inclusion Hub secondaries. This will ensure we build capacity and sustainability in systems; continue to improve in terms of young people's experiences and outcomes; and support staff to fully understand and embed inclusive practice.

Improving Employability and Skills and sustained positive destinations for all young people

Developing the Young Workforce (DYW)

The provision of Scottish Government funded DYW coordinators in each of our secondary schools and Park School means designated time within existing timetables is assigned to the delivery of DYW Activity. Coordinators work closely with colleagues from DYW Ayrshire to ensure their work complements existing school service level agreements with Skills Development Scotland and any crossover enhances rather than duplicates the offer for school learners. Coordinators report school activity on a monthly basis and come together regularly as a community of practice both locally and as part of a larger SWEIC group led by Education Scotland.

The impact of DYW Coordinators is being measured nationally using two key performance indicators: the first to increase employer engagement opportunities, and the number of employers actively engaged in supporting and preparing young people for the world of work; and the second to increase work-based learning and employer engagement opportunities for those who would benefit most. To support DYW coordinators, a monthly report is issued to each school from the 16+ Data Hub which identifies the proposed career paths of current school learners and the current destination status of young people who have left school in the previous year. This information is being used by coordinators to inform planning and to ensure that any young person without a preferred career route is identified and followed up by the school so that appropriate actions are put in place.

Leaver Destinations

In the survey of school leaver destinations published in February 2022 the percentage of school leavers from East Ayrshire (2020-21) identified in an initial positive destination was 95.7%. **This is the highest ever percentage recorded for the authority and above the national average of 95.5%.**

The initial destination percentage reflects the priority given by schools to ensure every young person has the offer of a viable progression pathway. Partnership with Skills Development Scotland (SDS) and the authority's No-One Left Behind post-school team means that school leavers, at risk of not achieving a positive destination, can now progress directly into the

SDS 'Next Steps' programme immediately after leaving school, before moving into the authority's annual "No-One Left Behind" Summer Leavers programme. Here they are offered guidance on the range of post school pathways offered in East Ayrshire, so that any subsequent positive destination is agreed, appropriate and aligns with their career aspirations.

Skills and Learning 33 (SL33)

The success of Skills & Learning 33 (SL33), the Developing a Young Workforce (DYW) Partnership Hub, in Titchfield Street, Kilmarnock, established in 2021 and led by the Education Service, provides an impetus for a refreshed and expanded focus on much of the ongoing work to progress delivery and implementation of DYW in East Ayrshire, while providing opportunities to work in partnership with the Employability Service and partners including social work, national training providers, Ayrshire College, Skills Development Scotland and DWP, in a purpose-built environment to meet the needs of young people in school and in post-school. The building provides a single door approach for all- age clients from across the authority and currently also hosts groups of school-age learners, at risk of disengagement, who are undertaking a range of training provision which seeks to re-engage them in learning and prepare them effectively for the world of work.

Hosted at SL33, the Education Service Young Person's Guarantee (YPG) team consists of a Project Manager and two designated work coaches. Delivery of the programme commenced fully in September 2021 and, as of March 2022, the team had supported 260 young people (16-24 years). Included in this number were 30 undertaking salary supported Modern Apprenticeships for 12 months with local private employers and third sector organisations; a further 20 Modern Apprentices were employed by the council; 78 young people were in jobs funded via bespoke YPG grant allocation (including DWP 'Kickstart' programme extensions); and 8 young people undertaking work trials with employers in February 2022, are now in full time employment.



Working together with families and communities

We continue to work beside our young people, families and communities to best support the needs and aspirations of all. The undernoted provide a few examples of some of the ways that we have reached out into our communities and families.

Home Link Workers

Session 2021/22 saw the Home Link Team (HLT) supporting a total of 943 children, young people and their families across all seven Education Groups, with 792 of those families now

no longer requiring HLT support. Partnership working and communication continue to be a strong priorities for the HLT. From August 2021 until August 2022 this support included:

- 16,366 coaching conversations / text messages/ emails
- 1,962 Home visits / walk and talk sessions
- 182 Team Around the Child (TAC) meetings

Community Practitioners

The impact of poverty on families continues to be evident within the work of this team. During the period of 2021/2022, the team supported 424 families with donations of clothing and Christmas gifts from Hillhouse Care. Each year the team support on average 180 families with access to foodbanks and community larders. There have been 18 onward referrals made to the financial inclusion team and a number of families have been supported with housing issues. Prior to Christmas two local shops donated a combined sum of £800, this donation provided, food, clothing and gifts for 245 families. Families also benefit from referrals made to other charitable organisations such as the Buttle Trust and Citrus Energy. Each of the community practitioners are linked to one of our 36 early childhood centres as well as the 7 funded providers delivering early learning and childcare (ELC). The added benefit of being linked to an ELC setting means that parents can contact their link community practitioner for advice and support. This year the team supported an additional 72 families who were referred to them from their link establishment.

Get into Summer

The Scottish Government provided funding to the Local Authority to support a Summer of Activities for Children and Young People. The aim of this fund was to promote children and young people's health and wellbeing. As a result of this funding, Community Practitioners were able to assist and support 150 families. Families participated in outings which consisted of trips to the farm park, the beach and access to local green spaces. Parents and carers reported that the trips had helped them "build memories" and gave a focus for conversation with their children. Staff during the activities observed greater family connection and engagement. Parents and carers reported that the outings had supported their general health and wellbeing.

As well as being able to access outings, families were provided with activity bags which parents could use in green spaces with their children. Families shared with the team that they were able to set aside their worries and enjoy quality family time. They advised that throughout the summer they continued to use the green spaces on their doorstep and that the activity bags really helped them play and make time for their children.

A pilot delivering out of school childcare places was also provided to children from North West Area Kilmarnock during the school holidays. PEACE Childcare provided opportunities for the children to enjoy activities and events all summer.



EAST AYRSHIRE LICENSING BOARD

Constitution

The Board is constituted in terms of Section 5 of the Licensing (Scotland) Act 2005. The Board is entrusted with the administration of liquor licensing and with certain other statutory duties.

The Board is comprised of 10 elected members of the Council, elected at the first Council Meeting after each ordinary Council election. A Licensing Board must consist of at least 5 members.

Board meetings are held in public but deliberations can be made in private. All decisions taken by the Board must be made in public.

The Council is charged with the responsibility for providing such property and services as are required in respect of the proceedings of the Board.

Statutory Governance

This Strategy sets out how the Board is meeting its duties in terms of equality and diversity legislation. The Equality Act 2010 introduced a single equality duty covering the nine protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The single equality duty is in two parts. The general duty came into effect from 5 April 2011, and requires public authorities to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. The specific duties, which came into effect on 27 May 2012, provide a framework to help public authorities meet their general duty, such as a duty to report progress on mainstreaming the equality duty.

Apart from equalities duties, the Board has objectives laid down in statute specifically related to work around which the Board must organise all of its licensing functions as detailed below:

Board Staff

East Ayrshire Licensing Board is supported by a Clerk, a Depute Clerk and support staff. All staff carrying out the Board's responsibilities are recruited and employed by the Council. The Council also employs two Licensing Standards Officers.

LICENSING FORUM

The Licensing Forum ("the Forum") is the medium through which the Board can engage with representatives of all parts of the community and ensure community views are taken into account in the development of Board policies and guidelines.

The Licensing (Scotland) Act 2005 lays down statutory groups that must be represented within the Forum, these being:

- holders of premises licenses and/or personal licenses
- the Chief Constable for the area
- persons having functions related to health, education or social work
- young persons

- persons resident within the Forum's area
- Licensing Standards Officer

The Act also prescribes minimum and maximum members for the Forum. At present there are 15 members, comprising of:

- 3 holders of premises licenses and personal licenses
- 1 representative of the Chief Constable
- 1 Elected Member
- 2 persons having functions related to health, education or social work
- 2 persons resident in the East Ayrshire Council area
- 1 representative of the Health Board
- 4 persons representing Community Councils
- 1 Licensing Standards Officer.

The Board understands that equality of opportunity is not achieved by treating everyone in the same way, but by recognising that sometimes it is necessary to treat people differently to allow them the same opportunities to participate and achieve their potential. Therefore, the success of the Board's policies and functions in the future will depend on its ability to work with representatives of diverse groups. The Forum is the main vehicle for this involvement and the makeup of the Forum is therefore of primary importance. The Council is responsible for the appointment of and support for the Forum.

Employment Considerations

Employees employed to deliver the Board's functions are covered by the employment policies of the Council's on recruitment and selection, training and development, and flexible working opportunities. The Council's policies on harassment, equal opportunities and maternity and paternity apply. The Licensing Board, as it is not an employer, is not required to provide public employee data. Information on the Council's employees concerned have however been incorporated into the Council's Reports, along with the Council's pay gap information and equal pay statement.

The Equality Outcomes developed for the East Ayrshire Licensing Board were incorporated into the Council's Equality Outcomes.