

Equality Mainstreaming Report 2017

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Foreword

This is our third report on mainstreaming the equality duty. We believe that it, as well as our Equality Outcomes Report 2017, shows that we recognise the importance of considering equality in all that we do.

The end of a reporting cycle is a good opportunity for us to reflect and review our own practise: what we have achieved, what we could have done better, what we still need to do.

There have been substantial changes for us over the last two years. We:

- have changed to a fitness to practise model of regulation
- have revised our Codes of Practice
- will be implementing our new Strategic Plan this year.

We have considered, and will continue to consider, our equalities responsibilities as part of each of these changes.

It has been heartening to see the progress we have made:

- in helping our staff, sub-committee and Council Members refresh their knowledge of equality issues
- in using equality impact assessments to examine how our work can achieve more equal outcomes
- in moving towards a social service workforce representative of the diversity of Scotland.

It has been great to have the chance to work with other organisations in revising our equality outcomes. We look forward to making progress on these over the next four years.

While we are proud of our progress, we recognise that we have much still to achieve. Achieving our new outcomes will require dedication and hard work. We must work towards increasing diversity, and achieving an equal balance of men and women, among our Council Members. We must encourage more of our staff to complete their equality and diversity information, and use the results to achieve a more diverse workforce.

We continue to welcome all feedback on how we can better achieve our equalities responsibilities.



Professor James McGoldrick
Convener



Anna Fowlie
Chief Executive

1. Who we are and what we do

The Scottish Social Services Council (SSSC) is the regulator for the social service workforce in Scotland. Our work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce.

We protect the public by registering social service workers, setting standards for their practice, conduct, training and education and by supporting their professional development. Where people fall below the standards of practice and conduct we can investigate and take action.

We:

- publish the national codes of practice for people working in social services and their employers
- register people working in social services and make sure they adhere to the SSSC Codes of Practice
- promote and regulate the learning and development of the social service workforce
- are the national lead for workforce development and planning for social services in Scotland.

2. Purpose of this report

This report sets out:

- our legal equality duties
- our strategic approach to addressing them
- information on our employees' protected characteristics
- our gender pay gap
- our Equal Pay Statement
- how we plan to make our board more diverse.

For a more complete picture of how we address our equalities responsibilities, you should read this report together with our Equality Outcomes Report 2017. For more detailed information on our responsibilities around equality, please see the appendix.

3. Where equality fits in our strategic plan

Our Strategic Plan 2014-2017¹ sets out our vision and the strategic outcomes that we work towards.

¹ This can be accessed [on our website](#).

One of the outcomes is that the SSSC is recognised as a well-run, well governed and effective organisation. The Strategic Plan notes that, to demonstrate that we are achieving this outcome, we will be asking to what extent “we ensure equality of opportunity in the organisation and externally”. This report, and the Equality Outcomes Report 2017, details how we promote equality of opportunity.

The SSSC’s Strategic Plan 2017-2020 will set out the priorities that we will work towards over the next three years. These strategic priorities will complement and contribute to how we address our responsibilities around equalities.

For example, the plan states that we will continue to work with the Scottish Government to support policy in areas such as dementia and early years. This will help advance equality of opportunity across different age groups in the standard of care they receive.

4. How we aim to mainstream equality

a) Equality Impact Assessments

Where the SSSC’s policies or practices may have an impact on people with protected characteristics, we complete equality impact assessments (EIAs). These assess the impact, or possible impact, of the policies against the three ‘needs’ of the general equality duty:

- eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advancing equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- fostering good relations between persons who share a relevant protected characteristic and persons who do not share it.

SSSC staff regularly complete EIAs. Our templates for project initiation documents (PIDs) and the papers for Council meetings include a requirement for staff to indicate whether they have completed an EIA. EIAs are a running item at meetings of our Equalities Working Group. The Chief Executive has also highlighted the importance of EIAs in her regular blog.

Our EIAs can be viewed on the SSSC’s [website](#). The EIA process has highlighted issues which have led, or may lead to, changes in our policies. For example, evidence considered as part of the EIA on the change to a fitness to practise model of regulation found that more men on our Register are referred to us than women. We will be investigating the reasons behind this.

In addition, many projects which are facilitated by our Learning and Development Team involve engagement with people who share protected characteristics. Equality and accessibility issues are considered as part of many external funding applications for these projects.

b) Equalities Working Group

Our internal Equalities Working Group (EWG) consists of staff members from all areas of our organisation. The group's aim is to make sure that the equality duty is considered by all members of staff and is a part of all functions we undertake as an organisation. The group benefits from the input of external members including the Care Inspectorate and a social worker who has a special interest in disability discrimination.

The group meets every six to eight weeks to discuss EIAs, discuss progress towards our equality outcomes, and any other issues which arise where the equality duties interact with our work.

c) Training

We regularly provide equality and diversity training for SSSC staff. Equality also features prominently at staff induction sessions. This training contains information on the SSSC's equality duties and wider equality issues. This training has also been delivered to our Council and sub-committee members.

Our Council Members receive regular updates on the SSSC's performance on equality issues and on changes to policy around equalities. They took part in a session on equality and diversity at a development day and have been involved in deciding our approach to board diversity.

We have held awareness training sessions on specific equality issues, in particular sensory impairment and the needs of older LGBT people. These have been open to all members of staff, with priority given to EWG members.

d) Partnership working

We work with all Scottish non departmental public bodies (NDPBs) as part of the NDPB Equality Forum, and work particularly closely with the Care Inspectorate. We have held a number of equalities events jointly with the Care Inspectorate, including the LGBT age awareness event. We meet regularly to discuss progress on equality issues and opportunities for shared working. The Care Inspectorate has distributed our materials at equality events, including Glasgow Mela.

We consulted on our 2017-2021 equality outcomes and took on board feedback from various equalities organisations. For more information on this, please see our Equality Outcomes Report 2017.

5. Employee information

The staff composition information is based on the position on 31 January based on information extracted 16 January 2017.

Promotion figures represent the people within a group who were successful in achieving a promotion as a percentage of all those who applied within the group.

Recruitment figures note the number of applicants.

Gender

Composition

	2017		2016	
	Count	Percentage	Count	Percentage
Female	205	74.3%	210	76.1%
Male	71	25.7%	66	23.9%
Total	276	100.0%	276	100.0%

Turnover

	2017		2016	
	Count	Percentage	Count	Percentage
Female	31	*	31	*
Male	*	*	*	*

Promotion

	2017	2016
Female	29.5%	33.3%
Male	41.7%	44.0%

Recruitment

	2017		2016	
	Count	Percentage	Count	Percentage
Female	78	16.9%	94	16.2%
Male	30	6.5%	48	8.2%
Unanswered	354	76.6%	440	75.6%
Total	462	100.0%	582	100.0%

Age

Composition

	2017		2016	
	Count	Percentage	Count	Percentage
<29	62	22.5%	78	28.3%
30-39	90	32.6%	78	28.3%
40-49	52	18.8%	51	18.5%
50-59	60	21.7%	57	20.7%
60-69	12	4.3%	12	4.3%
Total	276	100.0%	276	100.0%

Turnover

	2017		2016	
	Count	Percentage	Count	Percentage
<29	19	*	15	*
30-39	*	*	10	*
40-59	10	*	13	*
60+	*	*	*	*

Promotion

	2017	2016
21-29	26.9%	44.0%
30-39	35.7%	26.3%
40-49	36.4%	40.0%
50-59	50.0%	41.7%
60-69	0.0%	no applications

Recruitment

	2017		2016	
	Count	Percentage	Count	Percentage
<29	24	5.2%	28	4.8%
30-39	30	6.5%	24	4.1%
40-49	18	3.9%	21	3.6%
50+	20	4.3%	23	4.0%
Unanswered	370	80.1%	486	83.5%
Total	462	100.0%	582	100.0%

Disability

Composition

	2017		2016	
	Count	Percentage	Count	Percentage
No	161	58.3%	172	62.3%
Prefer not to say	*	*	13	4.7%
Unanswered	98	35.5%	80	29.0%
Yes	*	*	11	4.0%
Total	276	100.0%	276	100.0%

Turnover

	2017		2016	
	Count	Percentage	Count	Percentage
No	18	*	23	*
Prefer not to say	*	*	*	*
Unanswered	16	*	12	*
Yes	*	*	*	*

Promotion

	2017	2016
No	33.3%	42.1%
Prefer not to say	no applications	20.0%
Unanswered	30.4%	31.3%
Yes	no applications	50.0%

Recruitment

	2017		2016	
	Count	Percentage	Count	Percentage
No or not answered	451	97.6%	*	*
Yes	11	2.4%	*	*
Total	462	100.0%	582	100.0%

Gender reassignment

Composition

	2017		2016	
	Count	Percentage	Count	Percentage
No	126	45.7%	143	51.8%
Prefer not to say	15	5.4%	16	5.8%
Unanswered	135	48.9%	117	42.4%
Total	276	100.0%	276	100.0%

Turnover

	2017		2016	
	Count	Percentage	Count	Percentage
No	20	*	14	*
Prefer not to say	*	*	*	*
Unanswered	20	*	21	*

Promotion

	2017	2016
No	33.3%	45.2%
Prefer not to say	no applications	0.0%
Unanswered	31.0%	32.1%

Recruitment

	2017		2016	
No or not answered	462	100.0%	582	100.0%
Yes	0	0.0%	0	0.0%
Total	462	100.0%	582	100.0%

Marriage and civil partnership

Composition

	2017		2016	
	Count	Percentage	Count	Percentage
Divorced	*	*	12	4.3%
Married	80	29.0%	87	31.5%
Prefer not to say	18	6.5%	18	6.5%
Separated	*	*	*	*
Single	72	26.1%	82	29.7%
Unanswered	93	33.7%	73	26.4%
Widowed	*	*	*	*
Total	276	100.0%	276	100.0%

Turnover

	2017		2016	
	Count	Percentage	Count	Percentage
Divorced	*	*	*	*
Married	10	*	34	*
Prefer not to say	*	*	*	*
Separated	*	*	*	*
Single	13	*	*	*
Unanswered	14	*	*	*
Widowed	*	*	*	*

Promotion

	2017	2016
Divorced	25.0%	0.0%
Married	40.0%	60.0%
Prefer not to say	0.0%	33.3%
Separated	0.0%	0.0%
Single	40.0%	38.9%
Unanswered	30.4%	38.1%
Widowed	no applications	no applications

Recruitment

	2017		2016	
	Count	Percentage	Count	Percentage
Divorced	*	*	*	*
Married	33	7.1%	29	5.0%
Prefer not to say	*	*	*	*
Separated	*	*	*	*
Single	25	5.4%	20	3.4%
Unanswered	389	84.2%	520	89.3%
Widowed	*	*	*	*
Total	462	100.0%	582	100.0%

Pregnancy and maternity

Composition

This information is based on staff who were pregnant or on maternity leave as at 31 January

	2017		2016	
	Count	Percentage	Count	Percentage
Pregnant	11	4.0%	*	*
Not pregnant	265	96.0%	*	*
Total	276	100.0%	276	100.0%

Turnover

This information is based on staff who were pregnant or on maternity leave as at leave date

	2017		2016	
	Count	Percentage	Count	Percentage
Pregnant	*	*	*	*
Not pregnant	*	*	*	*

Promotion

	2017	2016
No	32.1%	39.0%
Yes	no applications	0.0%

Race

Composition

	2017		2016	
	Count	Percentage	Count	Percentage
Other	*	*	*	*
Prefer not to say	10	3.6%	10	3.6%
Unanswered	90	32.6%	70	25.4%
White - British	54	19.6%	58	21.0%
White - other	*	*	*	*
White - Scottish	114	41.3%	130	47.1%
Total	276	100.0%	276	100.0%

Turnover

	2017		2016	
	Count	Percentage	Count	Percentage
Other	*	*	*	*
Prefer not to say	*	*	*	*
Unanswered	14	*	10	*
White - British/other	10	*	14	*
White - Scottish	16	*	13	*

Promotion

	2017	2016
Other	no applications	0.0%
Prefer not to say	no applications	20.0%
Unanswered	30.4%	26.7%
White – British	33.3%	38.5%
White – other	no applications	no applications
White – Scottish	33.3%	50.0%

Recruitment

	2017		2016	
	Count	Percentage	Count	Percentage
Other	*	*	11	*
Prefer not to say	*	*	*	*
Unanswered	384	83.1%	494	*
White – British	12	2.6%	12	*
White – Scottish	59	12.8%	64	*
Total	462	100.0%	582	100.0%

Religion and belief

Composition

	2017		2016	
	Count	Percentage	Count	Percentage
Any other religion	22	8.0%	22	8.0%
Church of Scotland	40	14.5%	40	14.5%
None	77	27.9%	86	31.2%
Prefer not to say	24	8.7%	30	10.9%
Roman Catholic	17	6.2%	22	8.0%
Unanswered	96	34.8%	76	27.5%
Total	276	100.0%	276	100.0%

Turnover

	2017		2016	
	Count	Percentage	Count	Percentage
Any other religion	*	*	*	*
Christian	10	*	11	*
None	11	*	12	*
Prefer not to say	*	*	*	*
Unanswered	14	*	11	*

Promotion

	2017	2016
Any other religion	no applications	no applications
Church of Scotland	50.0%	60.0%
None	17.6%	50.0%
Other Christian	37.5%	0.0%
Prefer not to say	100.0%	12.5%
Roman Catholic	60.0%	42.9%
Unanswered	30.4%	29.4%

Recruitment

	2017		2016	
	Count	Percentage	Count	Percentage
Any other religion	*	*	*	*
Church of Scotland	22	4.8%	14	2.4%
None	41	8.9%	40	6.9%
Other Christian	*	*	*	*
Prefer not to say	*	*	10	1.7%
Roman Catholic	14	3.0%	16	2.7%
Unanswered	377	81.6%	496	85.2%
Total	462	100.0%	582	100.0%

Sexual orientation

Composition

	2017		2016	
	Count	Percentage	Count	Percentage
Bisexual	*	*	*	*
Gay Man	*	*	*	*
Gay Woman	*	*	*	*
Heterosexual	155	56.2%	173	62.7%
Not stated	*	*	*	*
Prefer not to say	18	6.5%	19	6.9%
Unanswered	95	34.4%	77	27.9%
Total	276	100.0%	276	100.0%

Turnover

	2017		2016	
	Count	Percentage	Count	Percentage
Bisexual	*	*	*	*
Gay Man	*	*	*	*
Gay Woman	*	*	*	*
Heterosexual	24	58.5%	24	60.0%
Not stated	*	*	*	*
Prefer not to say	*	*	*	*
Unanswered	16	39.0%	11	27.5%

Promotion

	2017	2016
Bisexual	no applications	100.0%
Gay Man	no applications	no applications
Gay Woman	no applications	no applications
Heterosexual	33.3%	43.6%
Not stated	no applications	no applications
Prefer not to say	no applications	16.7%
Unanswered	30.4%	26.7%

Recruitment

	2017		2016	
	Count	Percentage	Count	Percentage
Bisexual	*	*	*	*
Gay Man	*	*	*	*
Gay Woman	*	*	*	*
Heterosexual	86	18.6%	75	12.9%
Prefer not to say	*	*	*	*
Unanswered	373	80.7%	498	85.6%
Total	462	100.0%	582	100.0%

We are pleased to see positive indications in the figures, such as our high retention rate of staff who become pregnant. There are a number of priority areas in which we intend to make progress:

- encouraging staff to declare their protected characteristics
- recruitment of BME people
- recruitment of disabled people.

We will continue to monitor this information regularly and assess what further action we can take to address the diversity of our workforce.

6. Gender pay gap

	Median female hourly wage	Median male hourly wage	Gender pay gap
2016	£11.62	£16.58	29.9%
2017	£12.29	£17.09	28.1%

We have calculated our gender pay gap using the median male and female hourly wages. We have found that our gender pay gap as of 31 January 2017 is 28.1%. This means that women working at the SSSC earn, on average, 71.9% of the average wage of men working at the SSSC. This has remained broadly static since 2015, when our median pay gap was 29.5%, and is higher than the Scottish average, which was 15.6% in 2016.²

Our pay gap largely results from vertical occupational segregation. This is where workers of different genders are 'clustered' in different pay grades. In the SSSC, men are overrepresented in grades C5 to D7 whereas women are overrepresented in grades F10 and F11.

We recognise the importance of reducing our gender pay gap. We:

- offer a flexible working scheme
- offer childcare vouchers
- carry out an annual equal pay audit
- monitor job applications and appointments, including promotions, by gender.

² As reported by the Office for National Statistics (ONS):
http://www.parliament.scot/ResearchBriefingsAndFactsheets/S5/SB_17-06_The_gender_pay_gap_fact_and_figures_2016.pdf

Gender pay gap by pay grade

Grade	2016	2017
CEO	N/A	N/A
Other	N/A	6.9%
A2	N/A	N/A
B3	-11.3%	-4.4%
C4	5.8%	5.8%
C5	-1.0%	0.0%
D6	-1.0%	1.0%
D7	-2.1%	2.0%
E8	-3.0%	N/A
E9	-1.2%	-1.9%
F10	-1.9%	1.8%
F11	-1.9%	-1.8%

Gender pay gap by job type

	2016	2017
Admin	-0.9%	9.3%
Data processing / contact centre	-1.9%	-5.6%
Legal	7.6%	5.8%
Professional	-2.0%	2.0%

7. Equal Pay Statement

a) Equal pay policy

The SSSC supports equal opportunities in employment and believes that as part of that principle staff should receive equal pay for the same or broadly similar work.

We believe that it is in the organisation's interest and in the interests of good management practice that pay is awarded fairly and equitably to eliminate any bias and to support morale and enhance efficiency.

We recognise that in order to achieve the principle of equal pay for employees doing equal work, it should operate a pay system which is transparent, based on objective criteria and free from any bias relating to any of the protected characteristics.

In order to put our commitment to providing equal pay into practice we will:

- examine and keep under review existing and future pay practices including continuing to use an objective job evaluation system
- carry out regular monitoring of the impact of the organisation's pay practices
- provide guidance for managers directly involved in decisions relating to remuneration
- continue to work in partnership with Unison on the actions and implementation of this policy
- conduct an annual equal pay audit.

b) Occupational segregation information

Gender

Horizontal segregation (by job type)								
Grade	Admin		Data processing / contact centre		Legal		Professional	
	Female	Male	Female	Male	Female	Male	Female	Male
C5 and above	*	*	*	*	12	*	32	13
D6	*	*	*	*	17	11	*	*
D7-E9	14	*	*	*	*	*	12	*
F10	15	*	17	*	*	*	*	*
F11	22	*	35	13	*	*	*	*
Total	53	10	60	16	33	21	52	21

Horizontal segregation (by department)								
Grade	Fitness to Practise		Learning and Development		Other		Registration	
	Female	Male	Female	Male	Female	Male	Female	Male
C5 and above	15	8	21	10	*	*	*	*
D6	21	12	*	*	*	*	*	*
D7-E9	*	*	*	*	20	*	*	*
F10-F11	16	*	*	*	17	*	49	16
Total	58	24	32	10	47	11	61	23

Vertical segregation			
Grade	Female	Male	Total
C4 and above	15	*	*
C5	29	16	45
D6-D7	36	20	56
E8	14	*	*
E9-F10	41	10	51
F11	57	15	72
Total	198	68	258

Disability

Horizontal segregation (by job type)																
Grade	Admin				Data processing/contact				Legal				Professional			
	No	No answer	Prefer not to say	Yes	No	No answer	Prefer not to say	Yes	No	No answer	Prefer not to say	Yes	No	No answer	Prefer not to say	Yes
C5 and above	*	*	*	*	*	*	*	*	12	*	*	*	24	15	*	*
D6	*	*	*	*	*	*	*	*	12	14	*	*	*	*	*	*
D7-F10	26	11	*	*	23	*	*	*	*	*	*	*	13	*	*	*
F11	13	*	*	*	25	22	*	*	*	*	*	*	*	*	*	*
Total	39	22	*	*	48	24	*	*	26	23	*	*	44	23	*	*

Horizontal segregation (by department)																
Grade	Fitness to Practise				Learning and Development				Other				Registration			
	No	No answer	Prefer not to say	Yes	No	No answer	Prefer not to say	Yes	No	No answer	Prefer not to say	Yes	No	No answer	Prefer not to say	Yes
C5 and above	16	6	*	*	14	11	*	*	*	*	*	*	*	*	*	*
D6	15	16	*	*	*	*	*	*	*	*	*	*	*	*	*	*
D7-F10	12	*	*	*	*	*	*	*	25	10	*	*	23	*	*	*
F11	*	*	*	*	*	*	*	*	*	*	*	*	26	22	*	*
Total	45	34	*	*	21	14	*	*	39	16	*	*	52	28	*	*

Vertical segregation					
Grade	No	No answer	Prefer not to say	Yes	Total
C4 and above	*	*	*	*	*
C5	26	13	*	*	45
D6	18	16	*	*	36
D7-F10	63	19	*	*	85
F11	38	31	*	*	72
Total	157	92	*	*	258

Race

Horizontal segregation (by job type)																
Grade	Admin				Data processing/contact centre				Legal				Professional			
	No answer	Other	White British	White Scottish	No answer	Other	White British	White Scottish	No answer	Other	White British	White Scottish	No answer	Other	White British	White Scottish
C5 and above	*	*	*	*	*	*	*	*	*	*	*	*	17	*	12	14
D6	*	*	*	*	*	*	*	*	12	*	*	12	*	*	*	*
D7-F10	12	*	*	19	*	*	*	17	*	*	*	*	*	*	*	*
F11	10	*	*	11	19	*	*	20	*	*	*	*	*	*	*	*
Total	22	*	*	30	22	*	13	37	20	*	*	20	25	*	20	24

Horizontal segregation (by department)																
Grade	Fitness to Practise				Learning and Development				Other				Registration			
	No answer	Other	White British	White Scottish	No answer	Other	White British	White Scottish	No answer	Other	White British	White Scottish	No answer	Other	White British	White Scottish
C5 and above	*	*	*	10	12	*	10	*	*	*	*	*	*	*	*	*
D6	14	*	*	13	*	*	*	*	*	*	*	*	*	*	*	*
D7-F10	*	*	*	*	*	*	*	*	11	*	*	19	*	*	*	15
F11	*	*	*	*	*	*	*	*	*	*	*	*	19	*	*	20
Total	31	*	15	31	16	*	11	14	18	*	*	28	24	*	15	38

Vertical segregation					
Grade	No answer	Other	White British	White Scottish	Total
C5 and above	25	*	16	22	65
D6-D7	20	*	12	22	56
E8-F10	15	*	12	36	65
F11	29	*	10	31	72
Total	89	*	50	111	258

8. Council Member diversity

The SSSC works to develop a diverse Council, taking into account a range of people including carers, people who use services and registrants. Our Council is typically gender balanced or close to achieving an equal gender balance.

Six men and five women have been members of our Council since we published our last mainstreaming report on 30 April 2015. Our Council can have up to 10 members and there have been six men serving with four women (or three when there has been a vacancy) over the two year period.

While this means the SSSC is close to achieving a gender balance over the two year period, we recognise the need to continue working to ensure that our Council better reflects the diversity of Scotland's communities. One of our outcomes for 2013-17 was to work to ensure that the rich diversity of Scotland is reflected in our workforce and Council and committee memberships and that staff understand and support the needs of the people we serve. Further detail on this work can be found in our 2017 Equality Outcomes Report.

The SSSC welcomes members from a range of backgrounds and experiences. Our founding legislation, the Regulation of Care (Scotland) Act 2001, requires the Scottish Ministers to appoint:

- at least two members who are registered social service workers
- at least two members who
 - use or have used care services
 - care for people who use or have used care services.

We have already carried out some activity towards increasing the diversity of our Council. For example, we offer support to 'near-miss' applicants and encourage them to reapply. We currently have a vacancy on our Council and will use this opportunity to attract a diverse range of applicants.

We have discussed the possible barriers which may currently exist in all stages of the process to discourage a more diverse range of applicants for Council positions. We have used these discussions to put together a plan to increase the diversity of our Council. This plan will be informed, and possibly revised, following the collection of information of the protected characteristics of our members by the Scottish Government.

To encourage a more diverse range of applicants, we will aim to:

1. publicise the experiences of our Council Members and what their roles involve to help raise awareness and dispel myths about their roles

2. work with the Scottish Government to ensure that the language used in advertisements for Council positions does not discourage individuals from underrepresented groups from applying
3. work with the Care Inspectorate to identify potential Council Members from underrepresented groups and encourage them to apply when vacancies arise
4. discuss offering other locations for interviews for Council positions with the Scottish Government and other public bodies
5. work with the Care Inspectorate to keep in contact with applicants from underrepresented groups who narrowly missed out on being appointed to encourage them to reapply
6. consider appointing 'shadow' Council Members to give individuals greater experience when applying for board positions.

9. Procurement

The SSSC's Procurement Strategy 2016-2019 sets out how equalities considerations are mainstreamed in our procurement processes. All full tenders address equal opportunities as a mandatory requirement. Suppliers must not unlawfully discriminate against any group within the protected characteristics in their activities relating to contracting with the SSSC. This is included in our standard terms and conditions.

We also use the collaborative contracts and frameworks procured by the Scottish Government and Crown Commercial Services wherever possible. In these circumstances, equalities are considered as part of the process.

Procurement training which covers equalities issues is provided to all members of staff responsible for budgets.

Appendix: Our legal responsibilities

Our legal duties in relation to equalities are set out in various pieces of legislation and regulations:

- the Regulation of Care (Scotland) Act 2001
- the Equality Act 2010
- the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, as amended.

The Regulation of Care (Scotland) Act 2001 requires the SSSC to act in a manner which encourages equal opportunities.

Our responsibilities on equality issues were expanded by the Equality Act 2010 including the public sector equality duty detailed in section 149 of the Act. This section (known as the general duty) requires us, in all that we do, to consider the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The general duty is accompanied by the specific duties, which were set out in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

These duties are:

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

The 2012 regulations were amended by the Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016. We are now required, in our reports on mainstreaming the equality duty, to publish:

- the number of men and women who have been members of our Council over the previous two years

- how we have used the protected characteristics information of our Council Members to take steps towards making sure that the membership is diverse
- how we propose to use this information in future.

This is our third report on mainstreaming the equality duty and the first to address the new duties around the diversity of our Council.

This report sets out the strategies and structures we have put in place for mainstreaming the equality duty. It also contains our employee and gender pay gap information and our Equal Pay Statement. It is intended to be read in conjunction with our Equality Outcomes Report 2017, which sets out our specific aims and actions around addressing the three 'needs' of the general duty.