



# Ayrshire

## Shared Equality Outcomes

### 2017-2021



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# 1 Introduction

All public authorities in Scotland must comply with the public sector equality duty as set out in the [Equality Act 2010](#). This means that all public authorities, as part of their day to day business, must show how they will:

- 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
- Foster good relations between persons who share a relevant **protected characteristic** and persons who do not share it

The **protected characteristics** referred to in the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation. We are all likely to have more than one protected characteristic that makes up our individual identity.

This is the first set of shared Ayrshire equality outcomes and builds on previous equality outcomes set by partner organisations (see [3 About Us](#)). As we reviewed the progress and relevance of previous outcomes, we developed, updated and added to create this new set of shared equality outcomes.

By reviewing and publishing equality outcomes on a regular basis, we aim to make better, fairer decisions and be able to show that these decisions are bringing tangible benefits for our communities and our staff.

## 2 What are Equality Outcomes?

National guidance on setting equality outcomes notes that these should be proportionate and relevant to the functions and strategic priorities of the organisation setting them, and that they may include both short and long term benefits for people with protected characteristics.

From the outset of the development process, the following definition was applied to ensure consistency and rigour.

Outcomes are not what we do, but the beneficial change or effect which results from what we do. These changes may be for individuals, groups, families, organisations or communities.

Specifically, an equality outcome should achieve one or more of the following:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations

Equality outcomes have been developed on the basis that they are short to medium term (1–4 years) and link with longer term and national outcomes.

It should be noted that a number of the shared equality outcomes link with already existing policies and strategies in order that the outcomes become integral to the work of the various partners to drive a more focused effort on areas for improvement specifically to improve equality and reduce inequalities.

### **3 About Us**

#### **Ayrshire**

Ayrshire is a county in south-west Scotland, located on the shores of the Firth of Clyde. Ayrshire is home to three local authority areas - East, North (including Arran and Cumbrae) and South Ayrshire.

National Records for Scotland (NRS) estimated the 2015 mid-year population of Ayrshire to be 370,590. Of the three local authority areas in Ayrshire, East Ayrshire accounts for 33 per cent (122,060) of the total population, North Ayrshire 37 per cent (136,130) and South Ayrshire 30 per cent (112,400).

Meeting the needs of our communities is an integral part of our comprehensive partnership working arrangements. Below is a short summary of each of the partners involved in developing and publishing these equality outcomes.

#### **Ayrshire College**

Ayrshire College was established in August 2013 in response to the Scottish Government reform 'Putting learners at the centre – delivering our ambitions for Post-16 education'. From the outset, the College made clear its commitment to being a high quality college which would proactively tackle inequalities and positively contribute to the communities of Ayrshire. Such a commitment is underpinned by the College's vision, mission and values and is demonstrated in the learning and teaching experiences. The College's vision is to raise aspirations, inspire achievements and increase opportunities.

#### **Ayrshire Valuation Joint Board**

The Ayrshire Valuation Joint Board is a council in its own right and comprises 16 members who are elected councillors from East, North and South Ayrshire Councils. The Joint Board appoints the Assessor and Electoral Registration Officer to undertake its three main functions which are all prescribed by statute and comprise:

- The production of a Valuation Roll setting out the values of all non-domestic properties in Ayrshire for rating purposes.
- The production of a Council Tax Register or list in which is shown the Council Tax band of every dwelling in Ayrshire for Council Tax purposes.
- The production of the Register of Electors for Ayrshire (commonly known as the Voters Roll).

#### **Community Justice Authority**

South West Scotland Community Justice Authority was a devolved public body focused on working in partnership to reduce reoffending across Ayrshire and Dumfries and Galloway.

Informed by a national redesign of community justice, transition arrangements are in place to establish two new bodies, namely, Community Justice Ayrshire and the Dumfries and Galloway Community Justice Partnership from 1 April 2017.

Community Justice Ayrshire will have delegated responsibility to oversee the delivery of the community justice agenda on behalf of the three Ayrshire Community Planning Partnerships, bringing together a broad range of partners to improve outcomes for those involved in the community justice system and seek to prevent offending behaviour. Community Justice Ayrshire's Outcomes Improvement Plan – Beginnings, Belonging, Belief – was published on 31 March 2017.

### **East Ayrshire Council**

East Ayrshire Council serves just over 120,000 people living in diverse communities in both urban and rural settings. The majority of people live in mainly rural settings across some 30 small communities set against a background of some of Scotland's most spectacular scenery. East Ayrshire is rich in culture and heritage with strong transport links first class schools, excellent community and leisure facilities, five star tourist attractions and attractive green spaces.

East Ayrshire Council provides quality public services that reflect the needs of our communities. The Council has a strong track record of working with partners to develop and work towards a shared vision for the area. The East Ayrshire Community Planning Partnership's vision is: '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.'

### **East Ayrshire Health and Social Care Partnership**

East Ayrshire Health and Social Care Partnership took responsibility for the delivery of health and social care services on April 2015. The partnership combined the services of NHS Ayrshire & Arran and East Ayrshire Council to develop and deliver services that are more personalised and meet the needs and aspirations of our residents. Specifically, our focus is on ensuring that children and young people get the best start in life, that people live healthier, longer lives and are supported to be independent and included and have choice and control - no matter who they are or where they live.

The partnership will also work with acute hospital services with a particular focus on creating a community health and care infrastructure for our residents that minimises the need for unplanned or avoidable use of hospital services.

### **NHS Ayrshire & Arran**

NHS Ayrshire & Arran want the best for our local people and our staff. We pride ourselves on improving health and providing a comprehensive range of high quality, safe, effective and person-centred health services. Our strategic direction is based on continuous improvement and services that are centred on the patient or service user. Our purpose is 'Working together to achieve the healthiest life possible for everyone in Ayrshire and Arran'.

### **North Ayrshire Council**

North Ayrshire Council has an ambitious programme of change, focusing on what our customers and communities need and delivering on this as effectively, efficiently and

creatively as possible. As part of the Community Planning Partnership, the Council will work with its partners to make sure the people and communities of North Ayrshire are working, healthy and safe.

### **North Ayrshire Health and Social Care Partnership**

North Ayrshire Health and Social Care Partnership was established in April 2015. We manage and monitor the joining together of community health and social care services. Our partner organisations include: North Ayrshire Council, NHS Ayrshire & Arran, TSI North Ayrshire and Independent Care Home representation.

Through partnership working our vision is that:

*'All people who live in North Ayrshire are able to have a safe, healthy and active life'.*

All of our work fits within our five strategic priorities. The aim of these priorities is to work together with local people to tackle the significant social and health inequalities that exist in North Ayrshire. We will meet our priorities by making changes to the Health and Care services we deliver. In doing this we will support local people of any age to live safely at home, or in a homely setting, as close to family, friends and the local community as possible.

### **South Ayrshire Council**

South Ayrshire Council is an ambitious, forward-looking and responsive organisation that is committed to working with partners and communities to make life better. The Council serves a population of more than 112,000 people located across a diverse area that includes the towns of Ayr, Girvan, Maybole, Prestwick and Troon as well as small rural villages, coastline and farmland. The Council works to six strategic objectives which focus on maximising the potential of: the local economy; young people; adults and older people; communities; environment; and improving how we work as a Council. This includes our Transform South Ayrshire programme, which will help ensure customers can access information, request relevant Council Services, and complete customer transactions via easy to use self-service digital channels. The Council is an equal opportunities and inclusive organisation and we fully support equal human rights for all.

### **South Ayrshire Health and Social Care Partnership**

South Ayrshire Health and Social Care Partnership was formally established in April 2015 and brings together a wide range of health and social work services into a single operational delivery unit. The Partnership's Integration Joint Board is responsible for planning and overseeing the delivery of a full range of community health and social work/social care services, including those for older people, adults, children and families and people in the Criminal Justice system in South Ayrshire. It is also responsible for a number of Pan-Ayrshire health services relating to Allied Health Professionals, Continence, Joint Equipment and Technology Enabled Care.

#### **4 Rationale for Shared Equality Outcomes**

A number of organisations across Ayrshire deliver public services to local communities. In delivering services, these organisations must ensure that no person or group are discriminated against on the basis of any protected characteristics they may possess.

In Ayrshire, each public sector organisation (see above) has a requirement to develop and publish a set of equality outcomes. Considering the close working links between many of the public sector organisations, it was proposed that closer working around the development of equality outcomes should be undertaken. More importantly, as all organisations are delivering, or supporting the delivery of, services to the same communities, the experience of people in Ayrshire could be improved if approaches were consistent. This could be driven through the development of shared equality outcomes. Therefore, a decision was taken that public sector organisations across Ayrshire would develop a shared set of equality outcomes while maintaining individual accountability for their own organisation's equality outcomes.

This shared equality outcomes document builds on already established partnership working relationships and outlines the actions and activities to be undertaken to improve a range of quality services for local people.

#### **5 Ayrshire Equality Outcome Working Group**

In June 2016, an event was held in St Kentigern's Church, Kilmarnock to consider the possibility of developing a set of shared equality outcomes. Delegates attended from all of the partner organisations.

The event sought to elicit the benefits and risks of taking a joint approach to setting equality outcomes as well as the broad themes emerging for each of the organisations. Overall it was clear that there would be more benefits than risks in adopting a shared approach. In addition, a previous mapping exercise highlighted strong similarities in organisation's priorities and themes.





Having so many different sets of equality outcomes across Ayrshire represented significant challenges in developing a culture of equality. A shared set of equality outcomes between the Ayrshire public sector organisations would help to facilitate the cultural shift needed.

The outcome from the discussions and workshops was a clear consensus for progressing the development of equality outcomes for April 2017 on a partnership basis. With regards to the need to show clear lines of accountability, it was agreed that this would be shown through specific actions to be taken forward by each partner that would ultimately result in the overarching delivery of the outcomes.

To this end, a core group of partnership employees established a working group to drive this forward.

## **6 Evidence Review**

As public bodies, the foundation of existing good practice on equalities, established and committed to through our previous equality outcomes, allowed us to build upon and reinforce taking this agenda forward. Given this, it makes sense to ensure that equality outcomes are aligned explicitly with existing Scottish Government policy priorities, as well as evidence from local engagement, and integrated into current performance management systems.

This approach to implementation aims to provide coherence, minimise duplication and support the ongoing mainstreaming of equality into business across Ayrshire.

We took a joint approach to the development of our equality outcomes including:

- Desk-based research and evidence review, across our community planning partners that presented a baseline selection of the key facts and figures about groups who meet one or more of the protected characteristics. The review drew on the evidence collected from previous engagement and consultation exercises as well as the wider national policy context.
- An online survey monkey questionnaire seeking views from our communities to build upon previous discussion and consultation with equality groups. As well as the online survey, we mirrored this through the use of paper based survey forms which were available at various locations across Ayrshire. This form of consultation elicited over 250 responses.
- Further desk-based exercises in collaboration with community planning partners to review and consider local comment, intelligence and evidence gathered from the consultation and engagement work was carried out to help shape the final outcomes and actions to deliver on these.
- Face to face discussions with equalities groups and individuals with protected characteristics. Groups who were not able or wished not to be directly involved, asked that notes of previous discussions be used to inform our work.

In this way our first set of shared equality outcomes were identified and agreed, and represent outcomes that can be achieved in the short to medium term and that cover all of the protected characteristics.

The agreed equality outcomes for the period 2017–2021 are set out in [Section 9](#). These outcomes will be reviewed during the four year period 2017–2021 and a progress report published in 2019.

## **7 Engagement and Consultation**

We are required to involve and consult with people in developing our equality outcomes. People should have a wide range of backgrounds and characteristics and should be drawn from our service users, staff and from communities across Ayrshire and Arran. Following the desktop research work to identify our thematic areas, engagement and consultation in the development of our specific equality outcomes took place over a number of months. As well as the specific face-to-face engagement events, we involved communities and staff using a variety of methods including online surveys, engagement through our local Public Partnership Forums, and engagement at community and staff events.

During the first phase of consultation, the partners proposed five equality outcomes; however, based on the feedback received, the equality outcomes were reduced to four and the wording of some simplified to ensure the public were clear on our intent.

Following phase one of consultation, each organisation undertook a second phase of consultation but this time the outcomes had organisation specific actions included. This second phase of consultation included online surveys, engagement through partnership forums, locality planning initiatives and internal and external stakeholder engagement through community and staff events.

## **8 Finalising Our Equality Outcomes**

The final feedback from the aforementioned consultation and engagement methods informed the final equality outcomes for 2017–2021.

In order to provide coherence, minimise duplication and support the ongoing mainstreaming of equality into policy and practice across Ayrshire, it is important to ensure that equality outcomes are aligned explicitly with existing organisational and governmental policy priorities.

We have taken consideration of national policy context in the development of our shared equality outcomes to ensure robust and effective outcomes are set for the next four years.

In the development of our equality outcomes many people gave us their experiences, views and, not least, their time freely and willingly to make sure that the outcomes we set meet the specific needs of the people we serve. For this and all the other people who have supported the development of these outcomes, we thank them all for their contribution.

## **9 Our Shared Equality Outcomes**

Following the consultation process, the following shared equality outcomes were set for 2017–2021:

1. In Ayrshire people experience safe and inclusive communities
2. In Ayrshire people have equal opportunity to access and shape our public services
3. In Ayrshire people have opportunities to fulfil their potential throughout life
4. In Ayrshire public bodies will be inclusive and diverse employers

## 10 Our Action Plan

To support the delivery of the agreed outcomes an action plan has been developed between the Ayrshire Equality Outcome Working Group. Many of these actions will involve contribution from all involved partners, other actions are unique only to North Ayrshire Health and Social Care Partnership (NAHSCP). In the action plan below, shared outcomes remain unshaded and NAHSCP's unique actions are shaded in blue.

Equality Outcome 1		In Ayrshire people experience safe and inclusive communities					
Links to National Outcomes		We have tackled the significant inequalities in Scottish Society We have improved the life chances for children, young people and families at risk We live our lives safe from crime, disorder and danger We have strong, resilient and supportive communities where people take responsibility of their own actions and how they affect others					
Context		Outputs	Actions	Measurement	Protected Characteristics	General Duty	NA HSCP Lead Officer
1.1	Hate Crime	Increased awareness of hate crime	Raise staff awareness to better identify hate crime and share data	Number of staff trained	Disability, Sex Gender Reassignment, Race Religion and Belief, and Sexual Orientation	Eliminate unlawful discrimination	Senior Manager Learning Disability
			Work with partners to raise awareness of hate crime	Number of crimes reported and detected			Senior Manager Learning Disability
		Increased use of third party reporting	Increase the awareness of third party reporting	Increased third party reporting using a variety of media tools and promotion materials	Disability, Gender Reassignment, Race Religion and Belief, and Sexual Orientation	Eliminate unlawful discrimination	Senior Manager Learning Disability
		Implementation of the 'Keep Safe' initiative across partner agencies in Ayrshire	Deliver partner training as appropriate	Number of training courses/briefing sessions delivered  Number of staff trained	Disability	Foster good relations	Senior Manager Learning Disability

			Conduct a baseline of 'Keep Safe' places	Audit of existing 'Keep Safe' places	Disability	Foster good relations	Senior Manager Learning Disability
			Support the development of the 'Keep Safe' initiative in Ayrshire	Increase in the number of establishments registered for 'Keep Safe'	Disability	Foster good relations	Senior Manager Learning Disability
1.2	1.2 Prevent	People are aware of prevent	Raise staff awareness to better identify radicalisation	Number of staff trained	All		Senior Manager Intervention Services
		Established reporting protocols in place	Increase awareness of reporting procedures	Published briefings and leaflets in all key areas	All		Senior Manager Intervention Services
1.3	1.3 Social Isolation	People experience reduced levels of social isolation	We will work with partners to identify and promote services or activities that can reduce the impact of Social Isolation		Age, disability, sex	Advance equality of opportunity	Principal Manager – Planning and Performance
1.4	1.4 Youth Crime	Vulnerable young people are diverted from Adult Criminal Justice process and supported when they enter the Criminal Justice System	Whole systems approaches are employed to divert young people away from, and support those who enter, the Criminal Justice system.	Number of young people referred to Early and Effective Intervention Service  Number of young people in Secure Accommodation	Age	Advance equality of opportunity	Senior Manager Intervention Services

1.5	1.5 Vulnerable People	Ensure vulnerable people are safe and respected	Implementation of Children's Services Plan	Percentage of families placed on the child protection register with 12 months of de-registration  Number of referrals to SCRA on Care and Protection Grounds	All	Advance equality of opportunity	Head of Service Children, Families and Criminal Justice
			Implementation of Adult Support and Protection (ASP) Improvement Plan.	Decrease repeat referrals to ASP  Improve timescales for completion of ASP Investigations  Increase representation of adults at ASP case conference	All	Eliminate unlawful discrimination	Senior Manager Locality Services
1.6	Accommodation	Develop a range of supported accommodation options	Develop a range of supported accommodation options to support those with complex Mental Health concerns and Learning Disabilities	Number of people with mental health concern or learning disability living in supported accommodation	Disability	Advance equality of opportunity	Senior Manager Learning Disability

<b>Equality Outcome 2</b>		<b>In Ayrshire people have equal opportunities to access and shape our public services</b>					
<b>National Outcomes</b>		<b>We have tackled the significant inequalities in Scottish society</b> <b>We live in well-designed, sustainable places where we are able to access the amenities and services we need</b> <b>Our public services are high quality, continually improving, efficient and responsive to local people's needs</b>					
<b>Context</b>		<b>Outputs</b>	<b>Actions</b>	<b>Measurement</b>	<b>Protected Characteristics</b>	<b>General Duty</b>	<b>Lead Officer and Timescale</b>
2.1	Consultation and Engagement	The experiences of marginalised or under-represented groups continue to inform decision-making	Through the partnership undertake a mapping exercise to identify marginalised and under-represented groups in Ayrshire.	A list of marginalised and under-represented groups to be developed and maintained	Disability, Gender Re-assignment, Race and Sexual Orientation	Advance equality of opportunity	Principal Manager – Planning and Performance
			Ensure processes are in place which welcome, encourage and support marginalised and under-represented groups to inform decision-making	Evidence inclusion of marginalised and under-represented groups in decision-making	Disability, Gender Re-assignment, Race and Sexual Orientation	Foster good relations	Principal Manager – Planning and Performance
			Explore joint approach for the commissioning of translation, interpretation and communication support (TICS) service	TICS usage reports  Increased customer satisfaction	Disability and Race	Advance equality of opportunity	Principal Manager – Planning and Performance

			Locality Planning Forums will engage with local communities and services to identify locality specific priorities	Feedback gathered from engagement and consultation events	All	Foster good relations	Principal Manager – Planning and Performance
			Former/current service users will be trained as Peer researchers to gather qualitative views of current service users.	Number of peer researchers developed Number of research projects/consultations undertaken	All	Advance equality of opportunity	Principal Manager – Planning and Performance
			Grow our Social Media presence as a tool to engage with local people	Number of followers/imprints	All	Advance equality of opportunity	Principal Manager – Planning and Performance
2.2	Accessible and welcoming buildings and services	Trans people are not discriminated against when accessing our services	Ensure our public buildings and services are accessible and welcoming	Feedback from trans community Increased customer satisfaction	Gender Reassignment	Advance equality of opportunity	TBC
			North Ayrshire Drug and Alcohol Recovery Service (NADARS) will consider the recommendations made by the Scottish Transgender Alliance (STA) to improve the experience of Trans' people accessing Addiction Support Services	Implementation of NADARS' local Shared Equality Outcomes Improvement Plan (based on STA recommendations)	Gender Reassignment	Advance equality of opportunity	Senior Manager Addictions



<b>Equality Outcome 3</b>		<b>In Ayrshire people have opportunities to fulfil their potential throughout life</b>					
<b>National Outcomes</b>		<b>We realise our full economic potential with more and better employment opportunities for our people</b> <b>We are better educated, more skilled and more successful, renowned for our research and innovation</b> <b>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</b> <b>Our children have the best start in life and are ready to succeed</b> <b>We live longer, healthier lives</b>					
<b>Context</b>		<b>Outputs</b>	<b>Actions</b>	<b>Measurement</b>	<b>Protected Characteristics</b>	<b>General Duty</b>	<b>Lead Officer and Timescale</b>
3.1	Less than 2% of all Modern Apprenticeships in Scotland are taken by Black and Minority Ethnic (BME) Communities although they form around 4% of the target population.	Increase the number of modern apprentices who are BME	Conduct audit of existing modern apprenticeships by protected characteristics	Baseline of number of BME modern apprentices in Ayrshire	Age, Race	Advance equality of opportunity	Senior Manager Intervention Services
			Work with internal and external stakeholders to promote uptake across protected characteristic groups	Increase in BME modern apprentices	Age, Race	Advance equality of opportunity	Senior Manager Intervention Services
	Less than 0.5% of all Modern Apprenticeship placements are taken by someone with a declared disability. Around 8% of the target population (16-24) is disabled.	Increase the number of modern apprentices who have a disability	Conduct audit of existing modern apprenticeships by protected characteristics	Baseline of number of disabled modern apprentices in Ayrshire	Age, Disability	Advance equality of opportunity	Senior Manager Intervention Services
			Work with internal and external stakeholders to promote uptake across protected characteristic groups	Increase in modern apprentices who have a disability	Age, Disability	Advance equality of opportunity	Senior Manager Intervention Services

3.2	Evidence about non traditional roles	Increased no of people in non traditional gender roles including modern apprenticeships	Conduct an audit of existing modern apprenticeships roles by gender	Baseline of number of modern apprenticeship roles by sex in Ayrshire	Age, Sex	Advance equality of opportunity	Senior Manager Intervention Services
			Work with internal and external stakeholders to promote uptake across protected characteristic groups	Increase in non traditional roles by both sexes	Age, Sex	Advance equality of opportunity	Senior Manager Intervention Services
3.3	Employability	More people are ready and confident for work	Support formerly cared for young people to access Employment, Education or Training.	% of formerly looked after young people in EET  Number of those completing AAs going onto positive destination	Age, Disability	Advance equality of opportunity	Senior Manager Intervention Services
			Provide employability support to parents of Early Years children	Review of implementation of programme	Age, Disability, Pregnancy and Maternity	Advance equality of opportunity	GIRFEC Manager
			Implement the 'Family Firm' programme to provide employability support to young people 15+	Review of implementation of programme	Age, Disability	Advance equality of opportunity	GIRFEC Manager
			Implement the Employability and Skills element of the 'Care Leavers Covenant'	Review of implementation of programme	Age, Disability	Advance equality of opportunity	GIRFEC Manager
			Review and development of job coaching services for	Number of LD and MH service users accessing	Disability	Advance equality of opportunity	Senior Manager

			those with a Learning Disability or with Mental Health concerns.	employment support activities			Learning Disability Senior Manager Community Mental Health
3.4	Social Enterprise	Implementation of Social Enterprise Strategy	NAHSCP will deliver in partnership with NA CPP the NA Social Enterprise Strategy.	Number of new Social Enterprises	All	Advance equality of opportunity	Senior Development Officer
3.5	Promote Good Health and Well being	People are healthier for longer and have a greater knowledge of their own health and wellbeing	Work with partners to promote healthy and active lifestyles		All	Advance equality of opportunity	Principal Manager – Planning and Performance
			Provide greater access to information about health and wellbeing	Growth of CareNA	All	Advance equality of opportunity	Principal Manager – Planning and Performance
			Improved signposting to appropriate services and facilities	Hits on CareNA Sign posting by Community Connectors	All	Advance equality of opportunity Fostering good relations	Principal Manager – Planning and Performance

Equality Outcome 4		In Ayrshire public bodies will be inclusive and diverse employers					
National Outcomes		We realise our full economic potential with more and better employment opportunities for our people We are better educated, more skilled and more successful, renowned for our research and innovation					
Context		Outputs	Actions	Measurement	Protected Characteristics	General Duty	Lead Officer and Timescale
4.1	Recruitment Practices	Public bodies have a diverse workforce reflective of the local population	Use alternative opportunities for advertising posts	More diverse applications for posts within the public sector	All	Eliminate unlawful discrimination  Advance equality of opportunity	<i>Led by parent organisations</i>
			Achieve and maintain Level 2 of the Disability Confident Scheme	Level 2 award achieved and maintained	Disability	Advance equality of opportunity  Foster good relations	<i>Led by parent organisations</i>
			Progress work to achieve level 3 of the Disability Confident Scheme	Level 3 award achieved	Disability	Advance equality of opportunity  Foster good relations	<i>Led by parent organisations</i>
4.2	Training programmes / awareness sessions on general equality and specific equality themes	A better educated workforce to support equality inclusiveness	Partners working together to develop and provide a range of training and awareness sessions around Equality and Diversity issues.	Training programmes developed  Training programmes delivered  Number of staff trained	All	Foster good relations	Senior Manager Practice and Policy