



Equality mainstreaming and outcome progress report

April 2015

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Alternative languages and formats

This document is available in alternative languages and formats on request.

To arrange this, please contact us by calling 01786 457700 and ask for our Equality Specialist or by email at: equality@sepa.org.uk

Foreword

Welcome to our second equality mainstreaming report. In our first report, in 2013, we set out the ways in which we would ensure that equality became an integral part of how we operate. We made firm commitments to equality then, and this report gives you the opportunity to see how we are building on those commitments, and to determine how well you think we are doing.

Our Agency Board and Agency Management Team feel it is vitally important that SEPA leads by example. Our *Corporate plan 2012-2017* and *Annual operating plan 2014-2015* both commit us to embedding equality into our work, and equality considerations are fundamental to a number of our key business processes.

It might not always be obvious where equality is relevant to SEPA and our work, but for us the answer is simple. We strive to protect and improve the environment effectively by working more and more with, and through others, whether it's members of the public, local communities, communities of interest, businesses or environmental organisations. Those audiences are both substantial and diverse. Communicating effectively and widely, to reach all of these people, taking account of their diversity, is key to achieving greater understanding of who we are, what we do, and the role that others can play in helping us protect and improve their environment.

We look forward to the future, embracing equality and ensuring that we respect, engage with, respond to, and serve the people of Scotland, in all their diversity.

James Curran, Chief Executive Officer and David Sigsworth, Agency Board Chairman

Introduction

Welcome to our second equality mainstreaming report. This report shows the journey we have taken since we published our first mainstreaming report in April 2013 and the mechanisms we have introduced to make equality truly part of our core business. We have included an update on where we are with our published equality outcomes and the next steps we need to take to achieve these.

We believe that we have come a long way in a relatively short time, but we know that there is much more to do.

About us

Our purpose is to protect and improve the environment of Scotland for its people. We do this by being an excellent environmental regulator, helping business and industry to understand their environmental responsibilities, enabling them to comply with legislation and good practice.

We protect communities by regulating activities that can cause harmful pollution and by monitoring the quality of Scotland's air, land and water, contributing to the Scottish Government objective of improving the health and well-being of the people of Scotland and to the achievement of sustainable growth.

Every year we take and analyse thousands of samples to check on the state of the environment and provide Scottish ministers with information and advice on the best use of our natural resources.

We also provide early warning alerts to people on flood risk and produce flood risk maps and guidance to help individuals, businesses and planning authorities make informed decisions about the risk from flooding and protecting their property.

Our role is complex and we employ around 1,300 staff across Scotland to carry out these and many other activities. It is important that we equip them with the right skills and tools to enable them to provide the best service for our customers.

Our four organisational outcomes provide the framework for our work and these are:

- Scotland's environment is protected and improving.
- Scotland's environment is understood and SEPA is a respected and influential authority.
- Scotland is preparing for a sustainable future and is taking steps to limit climate change.
- SEPA is a high performance organisation.

Equality is integral to these outcomes, whether through effective communication and understanding of our audience or employing the best people to deliver our services, it is relevant in everything we do.

Legal responsibilities

The Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012 set out a single equality duty and statutory specific duties for listed public bodies in Scotland. These organisations, which SEPA is one of, must meet these duties in order to ensure positive and real change for people with protected characteristics.

General equality duty

When we go about our business as a public body, we have to meet the single or general equality duty, which requires that in the execution of our duties, we take into account the need to:

- eliminate unlawful discrimination, harassment, victimisation and other prohibited conduct;
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not.

Statutory specific duties (for Scotland)

The statutory specific duties for Scotland set out how we evidence what we are doing in relation to equality and require us to:

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

The protected characteristics

The Equality Act 2010 applies to nine listed protected characteristics only and these are:

- race;
- sex;
- age;
- disability;
- sexual orientation;
- religion and belief;
- gender re-assignment;
- marriage and civil partnership;
- pregnancy and maternity.

Part 1: Mainstreaming equality

This section provides an update on where we are in relation to mainstreaming equality. Mainstreaming equality is about introducing equality into every relevant aspect of work.

This section has five distinct elements:

- Corporate commitment.
- Progress on our 2013 commitments.
- Equality in action in SEPA – some working examples.
- Future commitments.
- Equality Impact Assessments (EqIA)

Corporate commitment

In 2013, our Agency Board and Agency Management Team (AMT) formally committed to equality. In particular, our Board stands testament to our commitment. The Board comprises of a Chair and 10 board members. 40% of those members are women. Our Board Equality Champion is Professor Lesley Sawers, Vice Principal of Glasgow Caledonian University. Lesley supports the Scottish Government in determining equality in gender issues and, when first appointed as SEPA Board Equality Champion said: "*I wholeheartedly support equality of opportunity for current and prospective employees. But I am also personally committed to ensuring that SEPA provides the best possible services to our many and varied customers.*"

Management of SEPA is overseen by the AMT, which is made up of our Executive Directors and Chief Officers and led by our Chief Executive Officer. Fiona Martin is Chief Officer, Resources and is AMT lead for equality. Fiona provides the day-to-day strategic direction and scrutiny for equality within the organisation and provides updates to both AMT and Agency Board on progress made. She meets regularly with the Equality Specialist and equality outcome holders to ensure that they maintain focus and commitment to equality throughout SEPA.



Fiona Martin, Chief Officer Resources

Progress on our 2013 commitments

In our last report we:

- set out what we had already done in order to mainstream equality into SEPA;
- made a commitment to a number of activities.

The following shows what we have done in relation to those commitments:

Table 1: 2013 commitments

2013 commitment	Achieved	Summary of activity
Raising awareness of equality.	Yes	<ul style="list-style-type: none">• Briefings to management teams.• Revision of equality intranet pages for staff information.• Presentations at team development days.
Training – introduce mandatory e-learning for staff.	Yes	<ul style="list-style-type: none">• E-learning package for equality essentials in place and mandatory.• Equality Impact Assessment training delivered.• Equality introduced in corporate induction.
Business structures – integration of consideration of equality impact in high level business procedures.	Yes	<ul style="list-style-type: none">• Embedded in Agency Board and AMT papers.• Included in project planning structure at initial stage.• Included in procurement procedure and tender document where relevant.• Included in document review process.

In addition to our stated commitments, we have also taken some further important steps in mainstreaming equality into our business:

- Equality elements feature throughout our corporate plan.
- Our annual operating plan sets out continuing requirement to embed equality across SEPA functions.

- Required that equality activity is captured in internal and external audits.
- Created links to external equality groups to further promote understanding within communities of SEPA's role.
- Equality Impact Assessment (EqIA) process reviewed and updated, and being actively used.
- Partnership organisations influenced to undertake EqIAs.



Air monitoring



Management team meeting



Taking soil samples



Schools flooding play

Equality in action in SEPA

These are some examples where taking equality into account has led to an improved service, and improved our staff's understanding of equality:

Study 1

Staff dealing with a licensed operator were not getting any response to letters being sent to him.

"We visited him at his office and learned that he had limited literacy skills and he had been ignoring the letters. We helped him to understand what he needed to do and provided support for him to complete forms. He is now meeting his legal responsibilities and we are now better able to support him in the future. This experience has helped the individual and it has helped us to recognise equality in our everyday role. It has also helped the environment."

SEPA Operations staff member

Study 2

SEPA flood warning services want to enhance the take-up of the telephone warning service Floodline.

"We have some areas where the take-up of Floodline is well below 20% and we want to ensure people know about the service and can use it. We have used the latest Census data to identify where there are issues linked to protected characteristics. With that information we have developed promotional materials that are pictorial based and we are making use of third sector organisations to promote the system more widely."

Flooding Communications Team member

Study 3

A customer wanted to sign up for flood warning services.

"I am totally blind and wanted to register for flood alerts. Unfortunately I couldn't use the web based sign up because I had to enter characters from an image. I did however manage to use the telephone sign up very easily. I contacted SEPA to make them aware of this and now help them as a user tester."

RGM, Perth, Flood alert customer

Future commitments

Evidence gathering - whilst we monitor protected characteristics of our workforce, we do not gather similar data from our service delivery work. To help us identify any gaps in our customer services, we will consider the introduction of equality monitoring/user satisfaction surveys in key areas over the next reporting period. Equality monitoring in relation to complaints has recently been introduced, however we will look to extend that to areas within our operations portfolio. Working with the respective teams, we will determine the level of monitoring/survey which is relevant and proportionate and will help us add value to those services.

Training development - training is a key means of achieving understanding of equality and one important area where training benefits is in relation to management development. Introducing equality specific issues into the training, such as challenging behaviour, managing reasonable adjustments, and engagement with communities will help support managers in their day-to-day role of managing their teams and in their approach to their functions activities.

Translation services – although we currently provide translation services on an ad hoc basis, we will formalise the arrangements for services and raise awareness amongst staff.

External engagement – we have already developed some links with third sector organisations and sign post staff to a range of external equality groups, we want to continue to develop links with those groups to further promote the organisations and their role and enhance our overall engagement and involvement.

Employment policies – we will continue to review and revise our employment policies to meet the needs of our organisation and staff. Some of these policies are already being revised as part of the work to achieving two of our equality outcomes. We will set out a timetable for review within our business plans.

Equality Impact Assessments (EqIA)

One of the main ways in which we are mainstreaming equality into our day-to-day activity is by using the Equality Impact Assessment (EqIA) process to help us determine where our business has a relevance to equality. With that information we have been building equality into our business.

We have developed Equality Impact Assessment training and it has been delivered to over 70 people across the organisation and has been targeted at managers with responsibility for developing and reviewing policies and activities, to ensure maximum benefit to our service users. Importantly, the requirement for EqIA screening is now factored into a range of our business processes. With these steps we are already seeing an increase in screenings and full assessments being done.

In 2014, the following Equality Impact Assessments have been completed and these and others can be viewed on our [website](#):

- SDRN – Scottish Detailed River Network
- RBMP web tool – river basin management plan Inspire – (Infrastructure for Spatial Information in Europe)

- Code of conduct for staff
- Flood management consultation
- Landfill Tax project
- Corporate plan 2014 review
- SEPA charging scheme
- Disciplinary procedures
- Sponsorship of migrant workers
- Online complaints process
- Probationary period
- Crisis management documents



Flooded farmland

Part 2: Our equality outcomes

In this section we set out our equality outcomes, what they are and the activities we have introduced to deliver them. We also set out the progress we have made towards achieving them.

Over the past two years, we came to recognise that the outcomes needed to be more focused on an end point, rather than in the activity to reach that end point. Whilst outcomes 2, 3 and 4, now differ slightly in their presentation from the ones published in 2013, the intention and the delivery plans supporting these outcomes remain unchanged.

Outcome 1

Increase the number of women in leadership roles, and young people employed within SEPA. In doing this, we will focus on attracting, developing and retaining knowledge and skills.

This outcome is relevant to the protected characteristics of age and sex (gender). It contributes to the general duty in eliminating discrimination, harassment and victimisation, and promoting equality of opportunity for people with those protected characteristics.

Our workplace data shows a shortage of women progressing into leadership roles. This is in spite of having a similar number of women and men in the roles immediately below the senior leadership grades. This could indicate a number of issues for SEPA, including issues around organisational culture, self-confidence and awareness, and unconscious bias in selection procedures. It is important that we understand the factors that influence this dynamic and address them to ensure equality of opportunity for all within the organisation.

In addition, we have very few people within SEPA below the age of 25. To encourage resilience and diversity within the organisation and contribute positively to reducing levels of unemployment in young people, we again need to understand the drivers for these findings and make changes to our approach to employment, where relevant.

The overall benefit to SEPA of this outcome will be to employ and retain skilled, knowledgeable and committed staff.

Progress to date

We have carried out significant analysis and established a base line for both elements of this outcome.

In relation to women in leadership roles, the research has identified some key points:

- Significantly fewer women are applying for posts at our senior management level.
- The percentage of women applicants shortlisted tended to be greater than the percentage of male applicants shortlisted.
- A higher proportion of women were successful at the interview stage than men.

Analysis of applications from young people has raised some key issues that we need to consider:

- Less than 1% of staff in SEPA are under the age of 25.
- Although 12% of candidates for posts in the last couple of years have been under 25, only 1% of applicants have been successful.

Places offered for traineeships in environmental protection and flood risk management attracted applicants with an average age of 29.

Future

The evidence we have captured suggests that there are barriers to women applying for the leadership posts and the focus of our activity will be on examining ways to encourage more application from women by providing support through the use of role models and mentoring and also revisiting the ways in which we promote roles and vacancies

For the element of the outcome relating to young people, in the next two years some of our work will focus on identifying roles across SEPA that would be suitable for a young person, making use of social media for advertising our posts and developing links with schools and colleges to raise the profile of SEPA as a possible future employer. We will also ensure our recruiting materials reflect and are inclusive of young people.



Examining samples

Outcome 2

The public, including 'hard to reach' and minority communities, will have a better knowledge and understanding of SEPA and our role in protecting the environment. We will deliver this by improving our communications, including our website, making them more accessible, particularly to those with the protected characteristics of race, age and disability, and engaging better with the third sector and communities.

This outcome is relevant to the protected characteristics of age, disability and race. It contributes to the general duty in eliminating unlawful discrimination, harassment and victimisation, and promoting equality of opportunity for people with those protected characteristics.

This outcome is important to us because, although we are significantly a science and environmental based organisation, engaging with government and environmental partners, we also have a role in providing advice and information to businesses and the public alike.

We issue licenses to businesses of all sizes and to individuals, and have responsibility for enforcing environmental legislation. It is therefore vital that we have information and guidance that can reach and meet the needs of all those who require those services.

In terms of the protected characteristics we have identified, these are relevant because we know that a significant number of single operator businesses are owned and operated by people whose first language is not English. We have also encountered small and single operators with limited literacy skills, some because of learning disabilities or difficulties, and others because of cultural and social reasons. The 2011 Scottish Census shows that our minority ethnic communities are increasing, with an overall average of 7% across Scotland.

Age is important because the Scottish demographic is ageing, with growing numbers of people over the age of 65 and the recent Ofcom *Communications market report August 2014* indicates that although greater numbers of over 65's are now using the Internet, this is still only half the usage rate of those under 65.

Effective marketing of who we are and what we do will help to build confidence in us as an organisation, not only amongst our service users, but amongst those who would look to us as an employer of choice. The use of external equality groups will be a key element of that work, particularly in relation to disability and race.

Progress to date

The main focus of work thus far has been on our website. It is the principal means of dissemination of information on SEPA and our role, and also provides the routes to support the public for flooding, licensing and pollution. It is also the source of general information on the environment and how individuals can contribute to improving it.

Our starting point was to establish what we needed to do to improve the accessibility of our site for customers and public alike. To support us on this we sought external advice on how we could develop our site to meet recognised standards for accessibility (known as W3C standards). Taking on those principals, we have:

- changed the content;
- changed the structure;
- changed the overall look of the site,

- provided information that is both relevant and readily understood by the audience.

The revised site is due to go live in 2015

To support our staff in understanding equality, we have developed equality information pages on our Intranet. This now provides information on subjects as diverse as legislation, the protected characteristics and good practice in communications and engagement. It also provides links to a range of external equality groups.

Future work

For the next reporting period, we will concentrate on how we promote SEPA and our services beyond our website, and our engagement with external equality groups is a key feature of that work. Internal communications to improve how we engage with each other will also get us to a place where equality is truly embedded.

Outcome 3

Flood warning services will be more widely known and used by the public, including those 'hard to reach' and minority communities. We will deliver this by increasing awareness of the services and improving accessibility for those with the protected characteristics of race, age and disability.

This outcome is relevant to the protected characteristics of race, disability and age. It contributes to the general duty to eliminate unlawful discrimination, harassment and victimisation, and promote equality of opportunity for those protected characteristics.

Flood warning services are one of our critical roles in relation to public safety and well-being. We provide information and advice through the media and social media on flood risk, flood prevention and preparing for flooding. In addition, Floodline provides an early alert for those in high risk areas who sign up for that element of our flood warning services. Because of the nature of flood warning as a public safety service, we felt it significantly important to be a stand-alone outcome.

We have identified that take-up for some of the flood warning alerts varies greatly across Scotland and this is a concern, particularly in high flood risk areas. As previously mentioned in this report, we are making use of the 2011 Scottish Census to identify whether there are equality related matters that contribute to the differences in take-up. We also have empirical evidence that access to the flood alerts service is difficult for some with sensory disabilities and that will influence our activities in the next reporting period.

Progress to date

Initial work has been carried out to identify the areas where there is a low take-up of flood warning services, including Floodline. Analysis is being done using the 2011 Scottish Census, to determine any links to the protected characteristics. In addition, a series of posters and an animated film have been developed to take into account different age groups for some targeted work to encourage registration.

We have actively promoted the use of EqIAs with partner agencies in cross agency planning for flood warning to identify and address any risk for those hard to reach individuals and communities who may not have previously benefited from the service.

Future work

We have, for the first time, carried out some research in the use of our flood warning system, asking for feedback on accessibility. That research has shown no issues to date and in the next reporting period we will enhance that survey to include questions specific to the protected characteristics. We will also determine how to best capture evidence for all our flood awareness materials and campaigns, as well as provide training for our staff.

Outcome 4

Staff and public alike will have better access to our offices and public counter services. This will be delivered by carrying out access audits of our buildings to identify any barriers and implement any changes required to address the needs of all, in particular those with the protected characteristics of race, disability and gender.

This outcome is relevant to the protected characteristics of race, disability and gender. It contributes to the general duty by eliminating discrimination, promoting equality of opportunity and fostering good relations for those with these protected characteristics

We employ in the region of 1,300 members of staff in offices across Scotland. A number of staff have declared a disability in staff monitoring and we want to ensure that their workplace, our offices, do not present a barrier for them or for any of our visiting customers.

In addition to staff use, these offices are often the first point of contact for individuals requiring licences or general advice on good environmental practice. The 2011 Scottish Census indicates that 19% of the population have a disability or limiting illness. Over the next few years, we will be revising our estate and we want to ensure that our offices have the capability of supporting the needs of the public and staff alike.

Progress to date

In our 2013 report, we committed to carrying out access audits to all our properties. We changed direction on this, with focus on our moves to two new buildings that accommodate 60% of our staff. We carried out our first audit as part of the move to our premises at Eurocentral in North Lanarkshire, which is now home to 30% of our staff

Our second audit was carried out when we consolidated our two offices in Stirling. The issues identified in the audit are being addressed over the phased move, which is expected to be completed in early 2015,

In addition to this, we have developed a new estate strategy, which supports a long term approach to our estate and includes our continued commitment to improving accessibility.

Future work

Over the next two years we will continue to deliver our programme of access audits and implement, where proportionate and relevant, any changes in line with our estate strategy. In addition, we will ensure that all staff involved with the maintenance of our property and those involved in the delivery of our estate strategy receive training for carrying out Equality Impact Assessment and specifically in matters relating to disability and wider accessibility.

Outcome 5

We will work toward a workforce profile in line with the demographics of Scotland, recognising regional difference. This will be delivered through a more inclusive approach to recruitment, sound employment policies and practices, and promoting a better understanding of the use of employment monitoring.

This outcome relates to all the protected characteristics. It contributes to the general duty by eliminating discrimination, harassment and victimisation and promoting equality of opportunity for all the protected characteristics.

Like any large organisation, the benefit of having a diverse workforce is the opportunity to harness a wide range of skills, knowledge and experiences which all contribute to an organisation that has a better understanding of the people it engages with. It also widens the appeal of SEPA as an employer of choice within minority communities and the wider population.

Progress to date

Our approach has been to establish a baseline of our workforce as at 28 January 2014 and compare that to the 2011 Scottish Census data. We recognise that there are further steps required to separate the data into geographical areas.

Figure 1 shows that the majority of our workforce demographics are in line with most of those of Scotland, with the exception being disability where 2% of staff members have declared themselves to be disabled against 19% in the Scottish population. There are many legitimate reasons why someone would not wish to declare that they have a disability, including concerns about confidentiality of data capture and concerns about discrimination, whilst some individuals may not recognise that they have a disability as defined under the act.

One area we feel reflects well the diversity of SEPA is our Science and Strategy portfolio. In 2012 the Royal Society of Edinburgh published a strategy for Scotland in relation to women working in the different areas of science. The strategy, *Women in science, technology, engineering and mathematics; a strategy for Scotland*, highlighted that only 27% of women who graduated in the science fields (STEM subjects) found work within STEM occupations compared to 52% of male STEM graduates. Within our Science and Strategy portfolio the gender split is currently 48.3% women to 51.7% men and we continually see women applying for scientist posts.

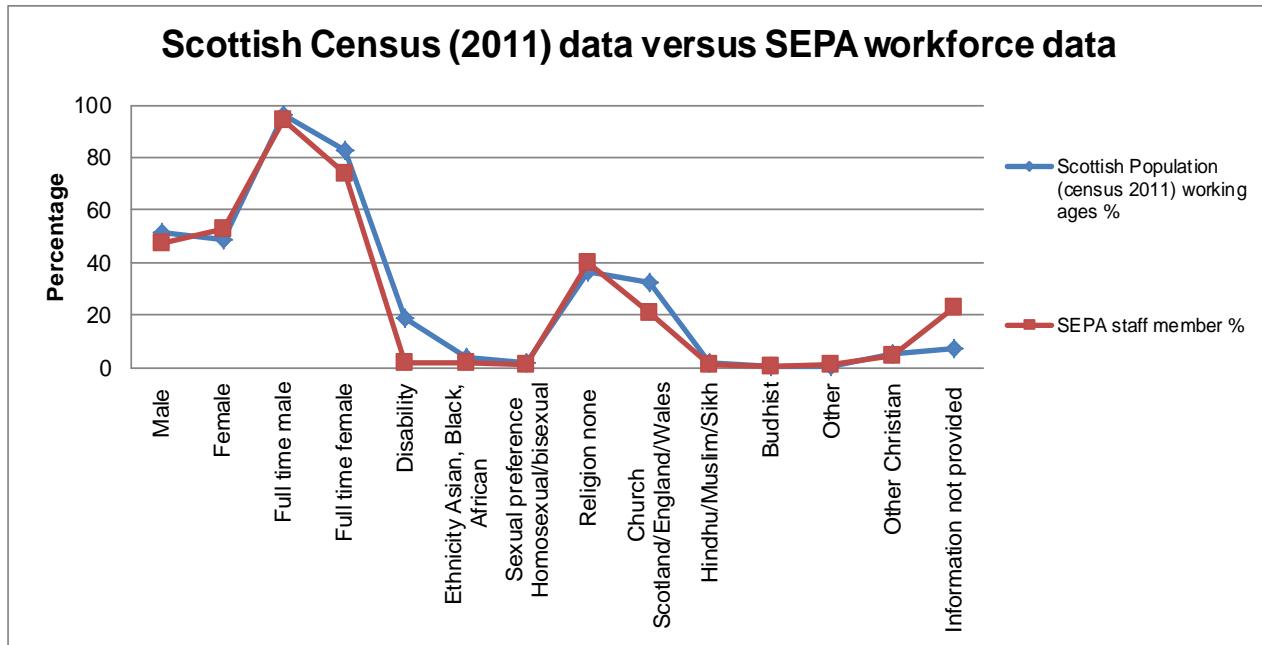
To support people with a disability, we provide reasonable adjustments for those who require them, in both the recruitment process and in the workplace. A framework to capture the decision-making processes around that is being developed by our Human Resources Department at present. In addition, we work with SAMH (Scottish Association for Mental Health) to provide training to staff in personal resilience and in raising awareness of stress and mental health for managers. We are also in dialogue with SEE ME to determine how we can better support staff with mental health issues.

In relation to race and ethnicity, 2.96% of our staff are from visible minority ethnic groups, against a national demographic of 4.1%. We have a considerable number of staff from non-visible minority ethnic groups (white, non-British), with 8.7% of our staff in those groups as opposed to a national average of 4%. These figures, although not yet level with the national demographic, compare very favourably with other public bodies. Advertising through minority

ethnic recruiting agencies and engaging with third sector equality groups are some of the means we use to encourage applications from minority ethnic groups.

In relation to the other protected characteristics, we will review our employment policies to ensure they are inclusive of the protected characteristics. In addition, we will promote external support organisations for advice and support for our staff, should they seek it.

Figure 1: 2011 Scottish Census data vs SEPA workforce data



Future work

To move toward a demographic makeup similar to that reflected in the census, we will be focusing our work on our recruitment and employment policies and practices.

There are some key areas of work being progressed to encourage applications for posts.

These include:

- Increase the range of media currently used to advertise vacancies whilst still ensuring value for money in recruitment advertising spend for example, advertise routinely in job sites such as: www.ethnicjobsite.co.uk and job centres.
- Review content of recruitment pages on our website and intranet to ensure no unconscious bias.
- Ensure language used in all job adverts, job descriptions and recruitment material is inclusive, and encourages applications from minority communities as well as the wider population.
- Ensure profiles of staff on recruitment pages features staff members from under represented equality groups.

- Consider the use of third sector to raise awareness of roles and vacancies within SEPA.
- Ensure that employment policies are inclusive of the protected characteristics (where relevant) encouraging people for underrepresented groups to apply.
- Encourage completion of equality monitoring forms by staff and applicants.

Part 3: Employment information

Our workforce profile

As an employer, we have 1,316 employees (as at 31 December 2014) working in offices across the whole of Scotland, from Shetland in the north to Newton Stewart in the south.

We have a statutory responsibility to carry out monitoring on the protected characteristics of our workforce. This allows us to identify any gaps or issues in our recruitment and employment procedures.

We currently monitor the characteristics:

- of our leavers;
- in the recruitment process;
- during training and development;
- in our promotions;
- In staff performance.

Each of these sections includes workforce data in relation to all the protected characteristics, with the exception of gender reassignment. At present, we are considering how to complete our workforce profile for all protected characteristics.

Our monitoring highlights differences between groups, such as minority groups, gender or staff in particular grades, in terms of satisfaction and progression. We are committed to ensuring employees or job applicants are treated with dignity and respect, and will not be discriminated against on the grounds of any of the protected characteristics.

The data shows a continuing trend that female employees are under represented at management grades and over represented at lower grades. The majority of female employees are in grades D, E and F, whilst in comparison, the majority of male employees are in Grades C, D and E. We aim to address this differential through **Outcome 1**.

In relation to recruitment, HR monitors all job applications in terms of disability and liaises with the recruiting line manager to ensure that reasonable adjustments are applied during and after the recruiting process.

Employment monitoring – detailed employment breakdown is provided in **Appendix B**.

Gender pay gap

We published an equal pay policy in the last report and made a commitment to addressing occupational segregation and reducing the gender pay gap.

Table 2 is based on headcount by grade and shows the analysis of the average hourly basic pay for male and female employees and identifies the gender pay gaps as at 31 December 2014.

The overall pay gap for each pay grade is arrived at by a breakdown of the number of staff at each pay step within a grade, by gender to calculate an overall basic salary total for that step and gender. For example, seven males at pay step C6 = £X. The totals for each pay step are then used to calculate an overall grade total and average hourly salary for each gender, with the difference between the two shown as a percentage of the male average hourly salary.

The bargaining unit comprises of the 1,310 members of staff that are covered by our pay and grading system, excluding the Agency Management Team (AMT).

We conducted an equal pay audit in 2008 for staff in the bargaining unit. This highlighted an overall gender pay gap of 17.77%, with five pay grades having a notable gender pay gap of between 3-5% in favor of male staff. Since then we have produced information on the gender pay gap annually to help assess the impact of the annual pay awards for all staff in the bargaining unit.

Table 2: Analysis of the average hourly basic pays for male and female employees, identifying gender pay gap at 31 December 2014

FTE - Full Time Equivalent

*Denotes a return of less than 10

Pay Bands at 31/12/14	Female			Male				
	No of staff	%staff in band	£ avg. basic hourly FTE for grade	No of staff	%staff in band	£ avg. basic hourly FTE for grade	Gender Pay Gap £ hourly	Pay Gap as % of male £ avg.
A	*	0.46	36.16	15	1.15	35.59	-0.57	-1.16
B	14	1.07	29.13	28	2.14	29.08	-0.05	-0.16
C	62	4.73	24.53	104	7.94	24.92	0.39	1.55
D	203	15.50	19.36	176	13.44	19.33	-0.03	-0.18
E	222	16.95	15.94	213	16.26	16.00	0.06	0.38
T	*	0.23	13.03	*	0.23	13.03	0.00	0.00
F	111	8.47	12.31	51	3.89	12.25	0.07	-0.54
G	73	5.57	9.97	23	1.76	9.71	0.25	-2.62
H	*	0.08	8.10	*	0.15	8.01	0.09	-1.16
Total	685	53.05%	£16.95	610	46.95%	£19.19	£2.03	10.72%

Pay gap

The key points to take from Table 2 are that:

- There are no pay gaps which would be rated as 'significant'.
- We have an overall gender pay gap of 10.72%.
- This is an increase on the pay gap assessed for year 2014-2015 pay offer which showed an overall pay gap of 10.53% based on data as at 31 March 2014.
- In six pay grades, the pay gap is in favour of females.
- Males earn a higher average hourly rate in only two pay grades – C and E, with a differential of £0.39 (1.55%) in band C.
- The average hourly salary of men in our organisation is £2.03 higher than for our female staff, an increase of £0.06.

Whilst disappointed in the increase in our gender pay gap, we know that this is due to the greater numbers of men in the higher grades and at the highest pay points within those grades. The equality outcome to increase women in leadership roles has been developed to address the gender imbalance, which in turn will contribute to a reduction in the gender pay gap.

Gender split

The overall gender split is 53.05% female and 46.95% male, with 80 more females than males. Whilst the gender split overall is reasonably neutral, as the table shows, there are some notable differences:

- Gender breakdown is more pronounced between the upper and lower sections of the grading structure.
- The top three bands of A to C of the grading structure are predominantly male with over 45% more male staff than female. Nearly 24% of the total male staff are in these pay grades, compared to 11.8% of total female staff.

In bands D to T, the gender split is much more even, covering 61.5% of all female staffing and 63.7% of males. Lower pay bands of F, G and H are predominantly female, with nearly 60% more female staff than males. Within these pay bands, the split shown in the top section of the grading structure is reversed, with 26.6% of all females staff being in these pay grades and 12.35% of all males

Whilst it is encouraging that the number of pay grades where the pay gap is in favour of females has increased, the overall hourly pay rate remains higher for males. This overall pay gap is accounted for by the predominance of female staff in the lower section of the pay structure and male staff in the higher grades. Whilst this remains the position, with more males progressing through the pay points within the higher pay grades, the overall organisational pay gap is unlikely to decrease.

The continuing trend of females being under represented at management/specialist grades and over-represented at lower grades is being addressed through our equality outcome to increase the number of women in leadership roles.

We are currently going through a change in our organisational design. Once this work has been completed it is intended that a full equal pay audit will be conducted.

Part 4: Performance reporting

Equality outcomes

In 2013 to 2014, the Agency Board received a quarterly performance report on each of the equality outcomes. In addition, quarterly meetings between the outcome holders and the Agency Management Team lead were arranged to identify any challenges and monitor progress generally.

In 2014 to 2015, it was determined that the Agency Board would have an annual update on performance of equality outcomes and mainstreaming generally.

Quarterly meetings between the outcome holders and the Agency Management Team lead will continue and in addition, the Agency Management Team will receive quarterly updates on the progress of the delivery of the outcomes and any concerns.

Mainstreaming equality

The Equality Specialist meets monthly with the Agency Management Team lead for equality and will provide the quarterly update to the Agency Management Team on the progress on mainstreaming.

Equality champions

The Equality Champions Group meets quarterly and an update on progress on equality is discussed at that group.

The future

Whilst we have come a long way in a relatively short period, we recognise that this is a continuous journey. We understand that the landscape in which we work is constantly changing and that we will face challenges over the coming years. We look forward to those challenges and finding ways in which we can further our commitment to equality and diversity and embed its principles across our business. If you feel that you can contribute to our efforts, please feel free to contact us through the contact details below.

Further information

Further detail relating to our equality outcome activity plans and employment data is contained in the appendices to this report.

However, if you would like to ask other questions on the report and its content, please contact us through our [equality e-mail address](#) or by telephoning to our Equality Specialist on 01786 457700.

If you're from the media call us on 01786 452546 or [email us](#).

Part 5: Appendices

A - Equality outcomes activity plans

This appendix sets out the high level activity plans to deliver our equality outcomes.

The relationship of each of the outcomes to the general duty and the protected characteristic

Equality outcome	Relevance to general duty
<p>Outcome 1: To increase the number of women in leadership roles, and young people employed within SEPA. In doing this, we will focus on attracting, developing and retaining knowledge and skills.</p> <p>Protected characteristic – sex (gender) and age.</p>	<ul style="list-style-type: none"> • Eliminate discrimination. • Promote equality of opportunity.
<p>Outcome 2: The public, including hard-to-reach minority communities, will have a better knowledge and understanding of SEPA and our role in protecting the environment. We will deliver this by improving our communications, including our website, making them more accessible, particularly to those with the protected characteristics of race, age and disability and engaging better with the third sector and communities.</p> <p>Protected characteristic – race, age and disability.</p>	<ul style="list-style-type: none"> • Eliminate discrimination. • Promote equality of opportunity.
<p>Outcome 3: Flood warning services will be more widely known and used by the public, including those 'hard to reach' communities. We will deliver this by increasing awareness of the services and improving accessibility for those with the protected characteristics of race, age and disability.</p> <p>Protected characteristic – race, age and disability.</p>	<ul style="list-style-type: none"> • Eliminate discrimination. • Promote equality of opportunity.
<p>Outcome 4: Staff and public alike will have better access to our offices and public counter services. This will be delivered by carrying out access audits of our buildings to identify any barriers and implement any changes required to address the needs of all, in particular those with the protected characteristics of race, disability and gender.</p> <p>Protected characteristics – race, disability and sex</p>	<ul style="list-style-type: none"> • Eliminate discrimination. • Promote equality of opportunity. • Fostering good relations.

(gender).	
<p>Outcome 5: To work towards a workforce profile that is in line with the demographics of Scotland. We will do this by encouraging completion of staff monitoring forms and revising our recruitment processes and materials, as well as ensuring sound employment policies that acknowledge the protected characteristics.</p> <p>Protected characteristic – all characteristics.</p>	<ul style="list-style-type: none"> • Eliminate discrimination. • Promote equality of opportunity.



Our people



Coastal flooding



Our buildings



Our communications

The following tables show the aims, measures and owners of our five equality outcomes.

Outcome 1

Equality outcome 1: To increase the number of women, in leadership roles, and young people employed within SEPA. In doing this, we will focus on attracting, developing and retaining knowledge and skills.			
Aim	Measures	Owner	Target date
Encourage more applications from women for leadership roles.	Annual review of equality data for all job applicants. Annual review of recruitment advertising spend.	HR	Annually from November 2014
Identify and remove any barriers which may discourage women from applying for leadership roles.	Benefits package available on recruitment pages. Annual review of equality data for all job applicants. Annual review of recruitment panel gender balance.	HR	May 2015
Increase the competence and confidence of females within SEPA and in particular those who are currently employed in leadership roles and those in band C (i.e. the potential leaders of the future).	Identify good practice and make recommendations on how this could be adopted by SEPA. Support groups have been identified and contact details are available on the intranet.	HR	June 2015 August 2015
Encourage more applications from younger people	Annual review of equality data for all job applicants. Annual review of recruitment media used.	HR	Annually from November 2014 From April 2015
To increase opportunities for work experience, raising awareness of SEPA as an employer.	Local schools and colleges identified. Relationships with schools established, greater knowledge of SEPA has been gained.	HR	May 2015 September 2015

Outcome 2

Equality outcome 2: The public, including hard-to-reach minority communities, will have a better knowledge and understanding of SEPA and our role in protecting the environment. We will deliver this by improving our communications, including our website, making them more accessible, particularly to those with the protected characteristics of race, age and disability and engaging better with the third sector and communities.

Aim	Measures	Owner	Target date
Ensure, and continually improve, the accessibility of information on our website	<p>Establish an equality web user testing group.</p> <p>Test our website annually to ensure accessibility.</p>	Strategic Comms Lead	<p>May 2015</p> <p>September 2015</p> <p>September 2016</p>
Ensure that our communications planning takes account of equality outcomes	<p>Include equality outcomes in our new corporate communications strategy.</p> <p>Include equality outcomes in our annual operating plan.</p> <p>Agree internal guidance and process on equality for communications planning.</p> <p>Establish an external equality group to inform our communications planning, build relationships with protected groups, and help raise awareness of our with protected groups.</p>	Strategic Comms Lead	<p>April 2015</p> <p>April 2015</p> <p>April 2015</p> <p>June 2015</p>
Raise awareness within SEPA of equality and equality outcomes, and help establish a supportive organisational culture	<p>Review equality intranet pages.</p> <p>Review internal communications in all forms (written, spoken and non-verbal) to ensure consistency with an organisational culture which supports equality.</p>	SEPA Equality Specialist Strategic Comms Lead	<p>September 2015</p> <p>Ongoing</p>

<p>Explore the potential to work in partnership with other public sector environmental organisations to achieve equality outcomes in relation to communications.</p>	<p>Explore potential for a joint training/awareness-raising for public sector environmental bodies communications teams.</p> <p>Consider potential for shared service arrangements around equality and communications.</p>	<p>Strategic Comms Lead</p> <p>Strategic Comms Lead</p>	<p>May 2015</p> <p>September 2015</p>
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Outcome 3

Equality outcome 3: Flood warning services will be more widely known and used by the public, including those 'hard to reach' communities. We will deliver this by increasing awareness of the services and improving accessibility for those with the protected characteristics of race, age and disability.

Aim	Measures	Owner	Target date
<p>Develop understanding of Floodline services with equality groups.</p>	<p>Presentation to SAREC (Scottish Association Equality councils).</p> <p>Feedback and consultation meetings with representative groups.</p>	<p>Flooding Comms and Customer Service Team</p>	<p>June 2015</p> <p>September 2015</p>
<p>Improve access to Floodline communications materials.</p>	<p>Review materials used for marketing and awareness.</p> <p>Identify opportunities with partner bodies.</p> <p>Explore service leaflet signposting in alternative languages and formats.</p>	<p>Flooding Comms and Customer Service Team</p>	<p>July 2015</p> <p>August 2015</p> <p>December 2015</p>
<p>Evaluate and respond to any Floodline customer equalities issues.</p>	<p>Include equalities questions within annual Floodline customer survey.</p> <p>Analyse and respond to equalities aspects raised.</p>	<p>Flooding Comms and Customer Service Team/ SEPA Equality Specialist</p>	<p>June 2015</p> <p>December 2015</p>

Improve equalities understanding and awareness with Flooding Communications staff.	Equalities training within team development day. Inclusion of equalities within appraisal objectives.	Flooding Comms and Customer Service Team/ SEPA Equality Specialist	June 2015
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Outcome 4

Equality outcome 4: Staff and public alike will have better access to our offices and public counter services. This will be delivered by carrying out access audits of our buildings to identify any barriers and implement any changes required to address the needs of all, in particular those with the protected characteristics of race, disability and gender.

Aim	Measures	Owner	Target date
To increase Facilities staff understanding of access issues particularly in relation to the protected characteristics of disability gender and age.	EqIA training for Facilities staff. Access audits training. Knowledge transfer to caretaking staff. Develop links with external equalities groups.	Head of Facilities Facilities Co-ordinator Head of Facilities/ SEPA Equality Specialist	June 2015 June 2015 March 2016 September 2015
To ensure the delivery of equalities objectives embedded in our <i>Estate strategy 2014-2020</i> .	Initial implementation plan to be developed by March 2015 and annually updated through to 2020. All option appraisals carried out to inform future estate business plans fully address accessibility requirements.	Head of Facilities	March 2015 With annual reviews to March 2020 Ongoing to March 2020

To carry out works to address access issues in our existing buildings.	Specialist property management consultancy appointed. Property consultants complete program of access audits. Prioritisation planning of required works. Budgeting and bidding for capital spend. Rolling programme of access related works carried out.	Head of Facilities Facilities Co-ordinator	December 2014 June 2015 September 2015 Annually to March 2016 March 2017
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Outcome 5

Equality outcome 5: to work towards a workforce profile that is in line with the demographics of Scotland.

Aim	Measures	Owner	Target date
To ensure we hold equalities data for all staff and prospective candidates to enable more accurate comparison to be made between our workforce demographics and that of the Scottish population.	Increase in staff completing equality monitoring forms. Information on all protected characteristics is gathered and reported on.	HR Equality lead	September 2015 September 2015
To identify any gaps between our workforce demographics versus those of the Scottish Census 2011.	Baseline of staff demographics reported on annual basis. Baselines disaggregated by Health Board areas to identify regional variations. Analysis carried out annually to reflect changes.	HR Equality lead HR Equality lead/ SEPA Equality Specialist	September 2015 June 2015 September 2015

To encourage more applications from applicants from under represented equality groups.	<p>Relationships established with third sector and network groups.</p> <p>Our recruitment webpages will be revised and reflect staff members from underrepresented groups.</p> <p>Training developed for all managers involved in recruitment and selection, including a focus on unconscious bias and equality matters.</p> <p>Recruitment policies and procedures have undergone Equality Impact Assessment and mitigating activity identified.</p>	<p>HR Equality lead</p> <p>HR and Comms Web Team</p> <p>HR and SEPA Equality Specialist</p> <p>HR</p>	<p>June 2015</p> <p>May 2015</p> <p>September 2015</p> <p>May 2015</p>
To further understand staff equality data trends.	<p>Evaluate on an annual basis to identify trends.</p> <p>Introduction of equality monitoring for grievance and discipline cases on all protected characteristics.</p>	<p>HR</p> <p>HR</p>	<p>Continuous from November 2014</p> <p>December 2015</p>
To understand what our staff and customers think regarding our commitment to equality and recruitment.	<p>Annually capture complaints/compliments of our recruitment.</p> <p>Equality data monitoring on complaints and compliments in place.</p>	<p>HR</p> <p>Info. Management</p>	<p>June 2015</p> <p>June 2015</p>

Appendix B – Employment monitoring data

Workforce composition

The detailed information provided in this Appendix is taken from our Human Resources Management Information System and is valid as at 31 December 2014. At that time we employed 1316 members of staff. This equated to 1250.5 members of staff at full time equivalent.

Numbers less than 10 are not disclosed to protect individual confidentiality and are marked as a *. Information not provided denotes that a member of staff has not supplied information, / prefer not to say denotes that a member of staff has chosen to not provide information

Figure 2: Gender percentage

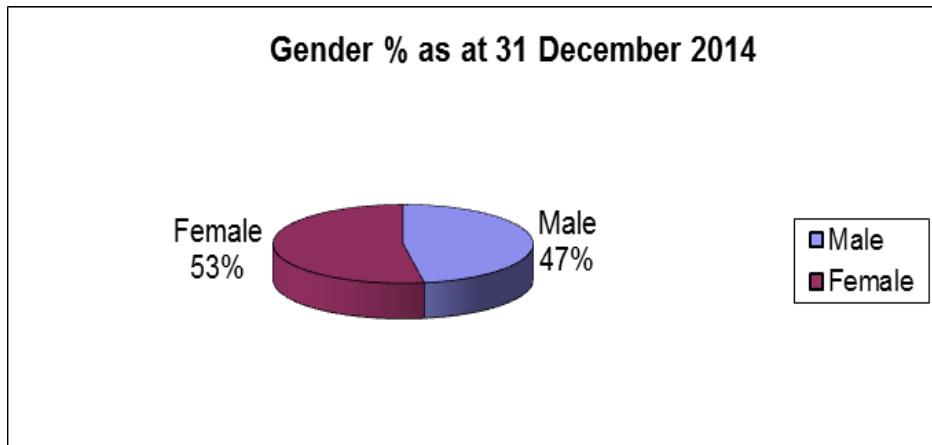
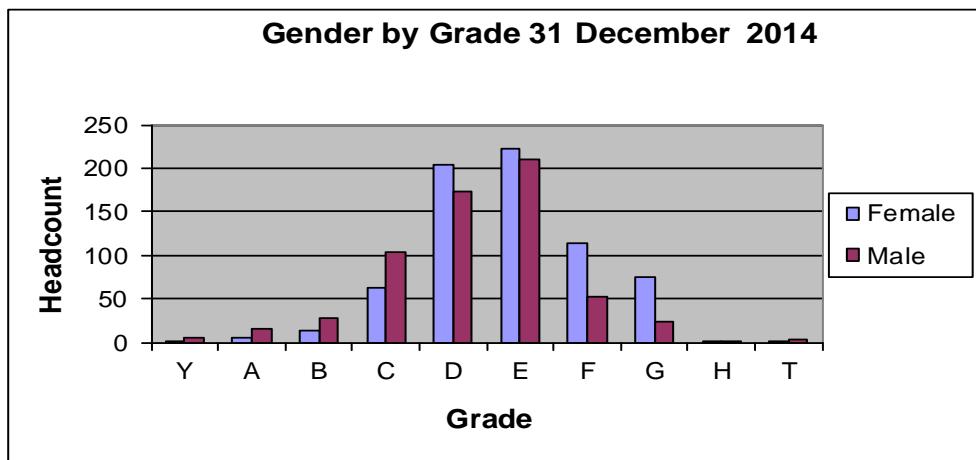


Table 3: Explanation of pay grades

Grade	Description
Y	Members of Agency Management Team: Executive Directors / Chief Officers
A	Members of Senior Management Teams
B	Managers of Managers or National Experts with Management responsibility
C	Core manager roles or technical specialists
D	Manager/supervisor roles or technical roles
E	Core officer roles
F	Support officer roles
G	Administrative roles
H	Graduate placements
T	Trainee grade

Figure 3: Gender by grade



The following tables show the breakdown of staff by protected characteristic. At present we do not monitor on gender re-assignment.

Table 4: Equality information response rate

Protected characteristic	Responses expected	Responses received	Information not provided
Disability	1,316	1,259	57
Marital status	1,316	1,241	75
Sexual preference	1,316	1,074	242
Religion	1,316	1,038	278
Ethnicity	1,316	1,219	97

Table 5: Full time versus part time by gender split

Gender	Full time	Part time	% Full time	% Part time	Total
Male	583	33	94.6%	5.4%	616
Female	506	194	72.3%	27.7%	700

Table 6: Staff profile by age by gender

Age	Female	Male	Total
16 - 24	12	*	16
25 - 34	161	120	281
35 - 44	288	201	489
45 - 54	189	189	378
55 - 64	49	95	144
65 and over	*	*	*
Totals	700	616	1,316

Table 7: Staff profile by marital or civil partnership

Marital status	Total	Percentages
Civil partnership	*	0.4%
Divorced	20	1.5%
Information not provided	75	5.7%
Married	688	52.3%
Not married	511	38.8%
Separated	11	0.8%
Widowed/widower	*	0.5%
Totals	1,316	100%

Table 8: Staff profile by disability

Disability	Yes	No	Information not provided
Total	28	1,231	57
Percentage	2.1%	93.5%	4.3%

Table 9: Staff profile by sexual orientation

Sexual orientation	Gay, lesbian, bi-sexual or other	Heterosexual	Prefer not to say	Total
Total	23	1051	242	1,316
Percentage	1.7%	79.7%	18.7%	100%

Table 10: Staff profile by religion and belief

Religious belief	Roman Catholic	Church of Scotland	Other	None	Prefer not to say	Total
Total	118	279	98	543	278	1,316
Percentage	9%	21.2%	7.4%	41.3%	21.1%	100%

Table 11: Staff profile by ethnic origin

Ethnic origin	Black/Asian/Mixed/other	White Scottish	White British	White other	Information not provided	Totals
Total	39	682	383	115	97	1,316
Percentage	3%	51.8%	29.1%	8.7%	7.4%	100%

Table 12: Staff grade mix

Grade mix	Female	Male	Total
Y	*	*	*
A	*	15	21
B	14	28	42
C	63	104	167
D	203	174	377
E	223	210	433
F	113	52	165
G	74	23	97
H	*	*	*
T	*	*	*
Totals	700	616	1316

Recruitment

The data on recruitment represents all job applicants from 01 January 2014 to 31 December 2014. Due to the nature of our data capture for recruitment, the information in the following table is only relevant at the point of application, as opposed to the point at which a post is secured.

Table 13: Job applicants by gender

Gender	Female	Male	Not specified	Total
Total applicants for vacancy	1,199	1,282	22	2,503
Total number of applicants shortlisted	76	76	1	153
Number of successful applicants	61	41	1	103

Table 14: Job applicants by marital status

Marital status	Married	Not married	Not specified	Total
Total applicants for vacancy	640	1434	429	2503
Total number of applicants shortlisted	49	80	24	153
Number of successful applicants	29	57	17	103

Table 15: Job applicants by religious belief

Religious belief	Roman Catholic	Church of Scotland	Other	None	Not Specified /Prefer not to say	Total
Total applicants for vacancy	296	351	310	1340	206	2,503
Total number of applicants shortlisted	24	21	19	78	11	153
Number of successful applicants	10	16	10	58	*	103

Table 16: Job applicants by ethnic origin

Ethnic origin	Black/Asian /Mixed/other	White Scottish	White British	White other	Not specified	Totals
Total applicants for vacancy	192	1,463	526	300	22	2503
Total number of applicants shortlisted	10	84	36	21	*	153
Number of successful applicants	*	72	16	*	*	103

Table 17: Job applicants by disability

Disability	Disabled	Not disabled	Not specified	Total
Total applicants for vacancy	78	2403	22	2503
Total number of applicants shortlisted	*	149	*	153
Number of successful applicants	*	101	*	103

Table 18: Job applicants by sexual orientation

Sexual orientation	Bisexual	Heterosexual	Homosexual	Not specified	Total
Total applicants for vacancy	*	2414	58	22	2503
Total number of applicants shortlisted	*	147	*	*	153
Number of successful applicants	*	99	*	*	103

Table 19: Job applicants by age bands

Age band	16-19	20 - 29	30 - 39	40 - 49	50 – 59	60 - 69	Not specified	Total
Total applicants for vacancy	15	867	858	452	254	34	23	2,503
Total number of applicants shortlisted	*	43	55	37	15	*	*	153
Number of successful applicants	*	34	41	17	*	*	*	103

Staff promotions

From 01 January 2014 to 31 December 2014 there were 88 internal promotions (46 male and 42 female). Of those, 52 were temporary and 36 permanent. The following tables represent promotions by protected characteristic:

Table 20: Staff promotions by grade and gender

Grade	Female	Male
A	*	*
B	*	*
C	*	*
D	14	13
E	13	17
F	*	*
T	*	*
Total	42	46

Table 21: Promotions by disability

Disability	Not Disabled	Disabled	Information not disclosed
Total	85	*	*

Table 22: Promotion by ethnic origin

Ethnic origin	Black/Asian/Mixed/other	White Scottish	White British	White other	Information not provided
Total	*	51	22	12	*

Table 23: Promotion by sexual orientation

Sexual orientation	Gay, lesbian, bi-sexual or other	Heterosexual	Prefer not to say
Total	0	78	10

Table 24: Promotion by religion and belief

Religion and belief	Roman Catholic	Church of Scotland	Other	None	Prefer not to say
Total	*	13	*	45	15

Table 25: Promotion by age

Age	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 and over
Total	*	39	38	*	*	0

Appraisal and performance

A staff appraisal scheme is an essential part of every organisation's performance management framework. The following tables present the 2014 – 2015 staff appraisal return.

Table 26: Gender analysis for each rating category

Gender	Exceptional	Performing well	Performing improvements agreed	Underperforming	Not rated	% appraisals
Male	49	483	18	*	22	47.9%
Female	65	508	10	*	39	52.1%
Totals	114	991	28	*	61	100%

Table 27: Age range of all completed appraisals

Age	Exceptional	Performing well	Performing improvements agreed	Underperforming	Not rated
16 - 24	0	*	*		*
25 - 34	17	213	*		18
35 - 44	50	358	10	*	27
45 - 54	36	291	11		*
55 - 64	11	114	*		*
65 and over		*			
Totals	114	991	28	*	61

Table 28: Appraisal distribution rate reflecting disability rate

Disability	Exceptional	Performing well	Performing improvements agreed	Underperforming	Not rated
Disabled	*	22	*	*	*
Not Disabled	107	921	26	*	59
Not Specified	*	48	*	*	1
Total	114	991	28	*	61

Table 29: Appraisal distribution by ethnic grouping

Ethnic origin	Exceptional	Performing well	Performing improvements agreed	Underperforming	Not rated
Black/Asian/Mixed/other	*	31	*	*	*
White Scottish	54	510	11	*	36
White British	42	285	*	*	13
White other	*	89	*	*	*
Information not provided	*	75	*	*	*
Total	114	991	28	*	61

Table 30: Appraisal distribution by sexual orientation

Sexual orientation	Exceptional	Performing well	Performing improvements agreed	Underperforming	Not rated
Gay, lesbian, bi-sexual or other	*	15	*	*	*
Heterosexual	94	783	25	*	49
Prefer not to say	19	193	*	*	11
Total	114	991	28	*	61

Table 31: Appraisal distribution by religion and belief

Religion and belief	Exceptional	Performing well	Performing improvements agreed	Underperforming	Not rated
Roman Catholic	*	89	*	*	*
Church of Scotland/England/Wales	26	210	*	*	13
Other	*	81	*	*	*
None	*	404	*	*	31
Prefer not to say	28	207	10	*	*
Total	114	991	28	*	61

Leavers

The following tables reflect leavers from 1 January – 31 December 2014 (including end of fixed term contracts, retirements, voluntary severance, dismissal and ill health retirements).

Table 32: Leavers by gender

Gender	Female	Male	Total
Total	41	33	74
Percentage	55.4%	44.6%	100%

Table 33: Leavers by disability

Disability	Disabled	Not disabled	Total
Total	*	73	74
Percentage	1.4%	98.6%	100%

Table 34: Leavers by sexual orientation

Sexual orientation	Gay, lesbian, bi-sexual or other	Heterosexual	Prefer not to say	Total
Total	*	65	*	74
Percentage	1.4%	87.8%	10.8%	100%

Table 35: Leavers by religious belief

Religious belief	Church Scotland/England/Wales	Roman Catholic	None	Other	Prefer not to say	Total
Total	12	*	39	*	*	74
Percentage	16.2%	10.8%	52.7%	8.1%	12.2%	100%

Table 36: Leavers by age group

Age group	16-24	25-34	35-44	45-54	55-64	65 and over	Total
Total	5	28	24	8	7	2	74
Percentage	6.8%	37.8%	32.4%	10.8%	9.5%	2.7%	100%

Table 37: Leavers by ethnic origin

Ethnic origin	White	Ethnic minority	Other	Not provided	Total
Total	66	4	2	2	74
Percentage	89.2%	5.4%	2.7%	2.7%	100%

Training and development

SEPA has an organisational competency framework that requires staff to demonstrate competency in relation to skills, knowledge and behaviours related to their role. This has supported the organisation in determining the training and development needs of staff to deliver team and organisational outcomes.

From 1 January 2014 - 31 December 2014, 322 events have been held with 1844 staff members attending.

The portfolio of training available to staff is significant and covers a wide range of competencies required by the organisation. The level of training required by staff members will vary according to their role and the competencies of that role. As a result, the numbers of staff attending training during the reporting period will include multiple training interventions for some staff.

Table 38: Training interventions by gender

Gender	Female	Male	Total
Total	1044	800	1844

Table 39: Training interventions by disability

Disability	Disabled	Not disabled	Not specified	Total
Total	29	1765	50	1844

Table 40: Training interventions by ethnic origin

Ethnic origin	Black/Asian/Mixed/other	White Scottish	White British	White other	Information not provided	Total
Total	42	948	559	198	97	1844

Table 41: Training interventions by sexual orientation

Sexual orientation	Gay, lesbian, bi-sexual or other	Heterosexual	Prefer not to say	Total
Total	27	1548	269	1844

Table 42: Training interventions by religious belief

Religion and belief	Roman Catholic	Church of Scotland	Other	None	Prefer not to say	Total
Total	194	373	148	797	332	1844

Table 43: Training interventions by age

Age	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 and over	Total
Total	10	603	658	435	133	*	1844