



Mainstreaming the Equality Act

Progress report on the delivery of the aims of the general duty of the Equality Act 2010

National Museums Scotland 2015

Published 30 April 2015

Welcome

National Museums Scotland's vision sets out what we aspire to achieve over the next ten years:

"...Inspiring people, connecting Scotland to the world and the world to Scotland."

Visitors are at the heart of our work and ensuring all our visitors have an opportunity to engage with our collections, participate in our learning programmes and enjoy their experience is a responsibility to which we attach great importance. We are proud that our commitment has been reflected in our proven track record of providing wider access.

Our service is realised through guiding strategies and policies and brought to life by the creativity, commitment and talent of our workforce, both paid and voluntary. I thank them all for their contribution to our visitor and stakeholder experiences. To build on our success we continue to lead and develop our staff and volunteers to realise their potential and the potential of National Museums Scotland.

This is our second Mainstreaming Report and it outlines our approach to embedding equality and diversity in our day-to-day work, whilst harnessing the step changes made by some specific projects in relation to community engagement, digital access and capital project work in terms of access and engagement with our collections, and participation with our programmes.

Work is underway in terms of delivering our Equality Outcomes, Impact Assessments and Action Plans involving everyone in the organisation. This Mainstreaming Report sets out our progress to date, current issues and next steps. We progress in the confidence that all this activity fundamentally reinforces our commitment to delivering National Museums Scotland's mission:

*"We preserve, interpret and **make accessible for all**, the past and present of Scotland, other nations and cultures, and the natural world".*

A handwritten signature in black ink that reads "Gordon Rintoul". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Dr Gordon Rintoul
Director

1.0 Introduction and background

National Museums Scotland's approach to Equality and Diversity reflects the General Duty in the Equality Act (2010). We must in the exercise of our functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share protected characteristics and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

And have due regard in the exercise of our functions to the outputs specified in the Specific Duties Scotland (2012):

1. to report progress on mainstreaming the equality duty;
2. to publish equality outcomes and report progress;
3. to assess and review policies and practices;
4. to gather and use employee information;
5. to publish gender pay gap information;
6. to publish statements on equal pay;
7. to consider award criteria and conditions in relation to public procurement;
8. to publish in a manner that is accessible; and
9. to consider other matters.

The 2010 Equality Act places a responsibility on listed organisations, of which National Museums Scotland is one, to publish a Mainstreaming Report every two years as a minimum. This report outlines the commitment and progress that National Museums Scotland has made in embedding equality and diversity in our day-to-day work.

The report consists of the following sections:

Section 2.0 Equality Outcomes progress
Section 3.0 Equality Impact Assessments progress
Section 4.0 Next steps

Appendix 1 – Equality Outcomes
Appendix 2 – Employee report

2.0 Equality Outcomes Progress

2.1 PROGRESS REPORT

National Museums Scotland has five Equality Outcomes:

As a Policy Maker

(i) National Museums Scotland has improved the quality and impact of decision-making by giving due regard to equality in setting strategy and policies.

As an Employer

(ii) National Museums Scotland is an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base, providing opportunities, supporting and encouraging everyone to reach their full potential.

(iii) National Museums Scotland is a positive place to work which recognises and values our staff and volunteers; and manages diversity to the benefit of our visitors, our stakeholders and our business.

As a Service Provider

(iv) National Museums Scotland creates inspiring, memorable visitor experiences through its collections, gallery interpretation, special exhibitions (both charged for and free) and associated public programmes across our sites, to encourage more participation and dialogue with all ranges of audiences.

(v) National Museums Scotland increasingly reaches national and international audiences through community engagement, multimedia experiences, touring exhibitions and lending.

(See **Appendix 1** for further details.)

In 2013, we devised an action plan for 2013-17 which set out the activities and deliverables we plan to complete/achieve by March 2017 in support of these five Equality Outcomes. An update on the progress made on each Outcome to 31 March 2015 is set out in Sections 2.2 to 2.4.

2.2 AS A POLICY MAKER

2.2.1 Summary of Progress to Date against our Action Plan

All the five planned actions and deliverables for *Policy Maker* have been achieved, with three of them now embedded as ongoing activities. Therefore, to date we have:

- Reviewed our existing Equality Impact Assessment Procedure to ensure that it meets the needs of the legislation and organisation.
- Defined and agreed terminology to support Equality Impact Assessment, through the development and communication of cross-organisational guidance on “document definitions”.
- Developed an updated plan for Equality Impact Assessments and completed the Assessments for all our strategies and policies - current and new. The next

phase in 2015 will be to ensure all our projects and procedures are also assessed (i.e. this is an ongoing activity).

- We have provided appropriate advice and guidance for all those involved in policy development and sign off, and will continue to do so (i.e. ongoing activity).
- We review our complaints from the public on a regular basis to assess whether any equalities issues are occurring that require us to revisit/update any of our policies (i.e. ongoing activity).

2.2.2 Strategic Framework

National Museums Scotland continues to have in place a robust Strategic Framework for the ten-year period 2011-2021 that enables us to deliver our priorities, increase our impact and achieve our ambitions. The overarching vision which sets out what we aspire to achieve over this ten-year period is:

“Inspiring people, connecting Scotland to the world and the world to Scotland.”

This vision is delivered by our four strategic themes that set out our main areas of delivery:

- *Collections*: developing the potential of our collections making time more relevant to today’s audiences.
- *Audiences*: engaging people with our collections, at and beyond our museums.
- *Connections*: building more strategic relationships, nationally and internationally.
- *People and Resources*: engaging and developing our people enhancing our estates and increasing income.

These Strategic Themes continually guide our work. Within the current Strategic Plan (2011-16) they are underpinned by 13 Strategic Priorities which have been translated into 41 Strategic Actions focusing us on delivering to our diverse audiences and supporting our workforce. By looking at our activities in this way we are more readily able to see how balanced we are in relation to these Themes within the context of our planning, across our programming and our Museums.

2.2.3 Business Planning Documents

Our business planning documents support our strategic planning processes and include specific reference to any activities that support the delivery of the Equality Act 2010 to ensure action, transparency and further embedding.

2.2.4 Handling Complaints from the Public

Since the last Mainstreaming Report, we have adopted the national Complaints Handling Procedure for Scottish public bodies regulated by the Scottish Public Sector Ombudsman. As part of this, we have a single point of contact for all complaints and a complaints database. This supports the organisation in the review of complaints from the public to assess whether any equalities issues are occurring that require us to revisit/update any of our policies and procedures.

2.3 AS AN EMPLOYER

2.3.1 Summary of Progress to Date against our Action Plan

All three planned actions and deliverables for *Employer* have been achieved, with two of them now embedded as ongoing activities. Therefore, to date we have:

- Reviewed our existing HR Recruitment and Selection process and success measures for Equality & Diversity to enable more effective reporting and action.
- Implemented a consistent reporting mechanism for Volunteers and Applicants to inform strategy and policy.
- Reviewed processes to capture data on protected characteristics, especially in relation to those characteristics that have the highest rates of 'Do Not Wish to Declare' and have embedded these requirements into the specification for our new HR system which has now been procured.

2.3.2 Staff and Volunteer Experience

National Museums Scotland continues to be an equal opportunities employer from policy to practice to perception, and our Staff Survey results from 2005, 2007 and 2010 reflect this. Our 2015 Staff Survey covered key aspects of the employment experience with the inclusion of equality-related questions:

Staff were asked how strongly they agreed or disagreed with the following statements –

- 1) National Museums Scotland is an equal opportunities employer.
- 2) Within the past 12 months, I have felt disadvantaged at National Museums Scotland on account of:
 - i. Gender
 - ii. Age
 - iii. Race, ethnic origin or nationality
 - iv. Religion or belief
 - v. Sexual orientation
 - vi. Disability
 - vii. Pregnancy / maternity
 - viii. Gender reassignment

The overall response rate for the staff survey was 80%. Three quarters of staff responding agreed that National Museums Scotland was an equal opportunity employer. A substantial number of the remaining staff answered 'neither agree / disagree', 'don't know / no opinion' or 'not stated'. Although a positive result, future surveys will include a definition of what an 'equal opportunities employer' is for clarity as staff interpretation of this may have affected the results.

The top line results from the survey's second equality-related question conclude that there are marked improvements across all indicators compared to the 2010 results. More staff disagreed with the statement that they have felt disadvantaged at National Museums Scotland on account of a protected characteristic. Staff were most likely to have felt disadvantaged on account of their gender, age or disability (6%, 5%, 4%

respectively). Men are more likely than women to say that they had felt disadvantaged on account of their gender (11% compared with 3%).

Analysis of the full results from the 2015 Staff Survey will be presented and discussed with the Executive Team on 1 May 2015 and staff will be involved and consulted with after that point in respect of making further improvements.

2.3.3 Information and Evidence

We have continued to analyse a range of employee and volunteer data annually to enable us to look at trends and patterns in relation to occupational segregation, workforce profile as well as other requirements outlined in the Equality Act or by other stakeholders.

Our annual Employee Report Data can be found in *Appendix 2*.

In addition we have an ever increasing volunteer base with some 170 volunteers from different backgrounds and experiences giving their time regularly supporting a wide range of activities across our museums and sites.

2.3.4 Recruitment & Selection

We continue our commitment to being an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base. In July 2014, we re-launched our Recruitment & Selection policy and procedures, including the development of an increasingly effective reporting mechanism for volunteers and applicants. This enables us now to monitor outcomes and trends more readily enabling us to very quickly review and revise supporting policy and strategy as appropriate.

The Human Resources (HR) team will also be launching a new HR system in September 2015. As part of the work towards this implementation, all HR recruitment processes are being reviewed to ensure data capture mechanisms are effective in terms of enabling our future ability to report in respect of protected characteristics.

National Museums Scotland recognises that youth unemployment is a major social, political and economic challenge and is committed to continuing the many positive activities already undertaken across the organisation both for, and with, young people* as well as identifying new areas in which we can make a contribution to Scotland's Youth Employment Strategy within the constraints of existing funds. We are developing a Young People plan for 2015-17 in liaison with the Learning and Programmes department, Community Engagement team and Volunteers Co-ordinator as well as strengthening links with third sector organisations and sponsors of traineeships.

2.3.5 Training, Development, Communication and Engagement

Equality and diversity shapes, informs and purveys all aspects of National Museums Scotland's work as a policy maker, a service provider and as an employer; and as such the principles are included in a range of workshops.

At this time, our statistics for April 2014 – March 2015 are not ready for publication. However, for the year April 2013 – March 2014, the following is a summary of training provided for National Museums Scotland staff:

- Disability Equality Training
- Employment Law Update
- Fathers Figure: Including the Men in Children's Lives
- Introduction to Working with ADHD and those on the Autism Spectrum
- Performance and Development Reviews for New Managers
- Recruitment and Selection
- Selecting and Training Volunteers
- Staff Diversity
- Equality Impact Assessment training
- Talent e-recruitment system for Managers

There were 197.5 training days recorded over 2013-2014 with a total of 229 staff involved compared with 80.2 training days in 2012-2013. This increase in equality and diversity related training courses demonstrates National Museums Scotland's continued commitment towards mainstreaming equality and diversity across all areas of the business.

We have continued to provide our equality & diversity training to all new joiners and refreshers as required, and are developing some basic resources for those who feel additional information would support their confidence and competence.

Our managers are the key to creating a positive and equal workplace and we offer many workshops to ensure this is the case. From Recruitment & Selection to Diversity Awareness, from Managing Diversity to Managing Attendance, all reflect the key policy areas that affect staff and volunteers experience of work.

We are committed to sharing good practice and current thinking about equality and diversity and continue to maintain a dedicated equality and diversity intranet page for staff and volunteers that acts as a hub for information relating to news and developments as well as resources for staff to access.

We also know that engaging with staff and creating a space for dialogue is critical to ensure that we create a positive working environment for all and, to that end, National Museums Scotland has fully embraced its Employee Engagement Strategy and supporting Implementation Plan that focuses on six themes - Team working, Partnership Working, Leadership, Communication, Performance and Reward; and Wellbeing. Our progress in this will not only be measured through our 2015 full Staff Survey, but also through regular pulse surveys and we hope this will contribute to our aspirations in relation to equality and diversity.

2.3.6 Review of HR Equality and Diversity Measures

We continue our commitment to ensuring that NMS is a positive place to work which recognises and values its staff and volunteers. Part of this is having a sound understanding of the diversity of our workforce and how this is a key aspect of providing benefit to our visitors, our stakeholders and our business. The HR team gathers

equalities data, including protected characteristics. Monitoring and evaluation of this data in the context of outcomes and trends takes place annually with any resulting improvements being addressed through actions in the HR Department's Annual Plan.

2.3.7 Gender Pay Gap

Based on January 2015's payroll data (excluding overtime) the results of the gender pay analysis is that the average hourly pay for women (£13.65) is 1.47% higher than for men (£13.45). This reflects the high number of women in the organisation - 254 women compared to 198 men – who, on average, occupying higher grades in the staff structure. The details are shown below:

Grade	Female		Male		Gender Pay Gap	
	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	£	%
Snr Mgt	9	34.08	9	33.19	0.89	2.69
1	6	23.79	8	23.41	0.38	1.63
2	16	20.46	10	20.27	0.20	0.97
3	22	17.67	15	17.88	-0.21	-1.20
4	45	15.06	19	15.33	-0.27	-1.73
5	44	12.61	20	13.34	-0.73	-5.47
6	47	10.66	24	11.73	-1.07	-9.15
7	47	9.05	83	9.47	-0.41	-4.36
8	18	7.93	10	8.15	-0.22	-2.73
All	254	13.65	198	13.45	0.20	1.47

Note: Figures within above table based on January 2015 payroll data.

2.4 AS A SERVICE PROVIDER

2.4.1 Summary of Progress to Date against our Action Plan

We have committed to five actions and deliverables for *Service Provider* with one being achieved – to conduct front-end and formative evaluation of our capital projects – for our MP3 (Connections) project at the National Museum of Scotland and our National Museum of Flight capital project. Good progress has been made to achieve our remaining targets. We have:

- Commenced the review of our Project Management Framework to prompt the planning of better engagement with broader range of audiences, including those who share one or more protected characteristics, by Summer 2015
- Agreed to audit our current types of programming including special exhibitions, permanent displays and educational activities to better understand the need for improvements, by end of May 2015
- Agreed to create a new Access Statement that sets out our service commitment and our physical/architectural context and issues by March 2016.

2.4.2 Achievements to Date

National Museums Scotland has a proven track record in relation to excellent service provision for our diverse audiences this has been showcased through recent:

Awards

Web review site TripAdvisor named National Museums Scotland the best museum in Britain at its inaugural Travellers' Choice awards. The museum was also selected as the Best Large Venue at the Scottish Events Awards and was praised by judges as being "beautiful, versatile, impressive and iconic". Currently holding the prestigious Customer Services Award as a "5 star" service excellence awarded by Visit Scotland. Also the silver award for Green Tourism at three of our outlying Museums.

Visitor Numbers

Inspired by our collections, we engage a diverse audience of all ages through a dynamic programme of exhibitions, events and activities at our museums. People continue to enjoy our museums with 2.3 million visits across our sites and 118,000 people participating in our learning programmes in 2014/15. The National Museum of Scotland remains the most visited free attraction in Scotland, as well as the most visited museum outside London.

Communication

We are promoting the British Sign Language (BSL) pilot online video relay interpreting service on our website, to improve access to our services for people in Scotland who are deaf, deafened or hard of hearing. The pilot is helping to tackle the barriers and discrimination that the deaf community face and supports public services in meeting their legal obligations in relation to the Human Rights Act 1998, Equality Act 2010 and Patient Rights (Scotland) Act 2011.

Accessibility Survey

Vitalise conducted an accessibility survey between June – December 2014 whereby the top 100 most visited UK tourist attractions in 2013 (as compiled by ALVA, the Association of Leading Visitor Attractions) were invited to take part. Overall accessibility of each venue for wheelchair users was the most important factor considered, although other factors such as number of disabled toilets / hoists available / concessions offered for disabled people and carers were also measured. National Museums Scotland was ranked 39 out of 100.

2.4.3 Public Programmes, Exhibitions & Collections

Our Special Exhibitions Programme continues to tell stories from a wide range of people and perspectives appealing to a wide range of audiences. One such theme is the centenary of the First World War which spans a four year period from 2013-17. Through a selection of family treasures, our *Next of Kin* exhibition reveals profound personal experiences and explores the way in which loved ones were remembered. It will tour eight venues across Scotland from 2015 to 2017 with supporting digital and learning resources thanks to grants from the Heritage Lottery Fund and the Scottish Government.

Photograph, A Victorian Sensation opens in June 2015 and will use digital interactives to enable all visitors to explore, up close and in greater detail, digitised images of rare, early photographs. Touch-screen interactives will give visitors unprecedented access to

the collections, whilst a series of audio-visual films, all sub-titled, will assist the visitor in tracing the development of photography.

2.4.4 Community Engagement

We want our collections to reach and connect with as many people as possible. Our community projects aim to meet the needs and interests of different groups around Scotland, offering wider access to our objects and resources for example:

- Secondary school pupils from across Scotland were inspired by our collections to solve scientific challenges relating to our energy needs of the future through an innovative project supported by the Scottish Power Foundation. More than 350 pupils took part in the *Get Energised* programme working alongside experts from the field of science and engineering in a series of challenge days aimed at solving scientific problems around renewable energy, solar, hydro, wind and wave power. The programme allows us to work with leading female industry experts, providing a positive role model to encourage young girls into physics.
- Over the period of this report, we have delivered an outreach session to Donaldson's School for the Deaf (West Lothian) and have increased numbers of Assisted Special Needs schools visiting the National Museum of Scotland
- Our big event for June 2014 was a Father's Day Family takeover in partnership with *Dads Rock*, involving seventeen different organisations or individuals attracting 5,000 visitors in the National Museum of Scotland that day. We are building on this partnership for 2015: *Dad's Rock* exist to support any male carers and their children, through a network of free playgroups, outings and other activities.
- We are receiving increased numbers of enquiries from adult groups, in particular those with older people or people with a disability, seeking assistance when visiting the museum, either guided tour or supported visit. We were able to provide bespoke sessions for The Scottish War Blinded, using our Hearing Helper audio headsets to create an intimate guided tour. We have also welcomed groups who are recovering from a stroke or MS and those with learning disabilities.
- We have appointed a Community Engagement Officer who is developing a range of projects for young people and adults, including 'Opening Up The Museum' to create new resources, guided tours and support for adult learners, older or vulnerable adult groups and people with visual or hearing impairment.
- With Heritage Lottery (Young Roots programme) funding, we are working with the Young Sikh Leaders Network at Glasgow Gurdwara, exploring the heritage of young British-Scottish Sikhs today and tracing the story of the Maharaja Duleep Singh, the first Sikh in Britain. This initiative arose from an exhibition project on display at the National Museum of Scotland from November 2014 to March 2015 called *Indian Encounters*.

- Beyond our Museums, young people across Scotland took part in the *Scotland Creates: A Sense of Place* project, creating their own exhibitions inspired by our collections and defining the place where they live. A number of these young participants have learning disabilities, including Asperger's Syndrome or autism.
- With funding from the Scottish Government, we delivered our first, museum after-hours event for young people with autism, giving them exclusive access to the *Game Masters* special exhibition. Part of this funding was used to support staff training and we plan to work towards achieving the National Autism Award.
- We are consulting with young people from LGBT Scotland, as part of our plans to develop new programmes and activities for young people.
- We participated in Luminate: Scotland's Festival of Creative Ageing in October 2014, with a presentation, *Margaret's Wardrobe*, focusing on the impact of Dementia, using objects from our Art & Design fashion collections together with personal items from the subject (Margaret). This event attracted an unprecedented older adult audience.

2.4.5 Digital Engagement

Our website continues to be a destination with over 1.6 million website visits and our social media presence grows with more than 49,570 Facebook fans and more than 34,740 Twitter fans.

We invested more in digital delivery to interpret collections and reach audiences who might not be able to visit our museums due to various physical and geographic difficulties. Website visits were up 2% with further growth planned thanks to increasing digitisation of collections, more engaging content and a revamped website launched in 2014 which delivers better mobile and tablet access.

2.4.6 Formative and/or Summative Evaluation of Capital Projects

National Museums Scotland seeks to ensure that it is meeting the needs of its audiences, potential audiences and un-represented groups through the undertaking of surveys and focus groups. It utilises the information provided as part of these exercises to inform and influence our capital project strategies.

Recent years have been transformative for National Museums Scotland with significant redevelopment of our sites, innovative visitor engagement and new ways of delivering services beyond our museums. At the heart of all these changes are our collections: remarkable objects with powerful stories that continue to have an enduring appeal to audiences across Scotland and the world.

We have also been able to continue with our drive to improve the preservation of and access to our collections, with the completion of major new state-of-the-art storage facilities at the National Museums Collection Centre and a significant leap forward in digitising collections.

3.0 Equality Impact Assessment progress

Since 2007, National Museums Scotland has been undertaking Impact Assessments on its key guiding document, such as Strategies and Policies. More recently though, our Equality Impact Assessment procedure has been reviewed, producing a more streamlined approach to impact assessment that better meets the needs of the legislation and organisation. This review has been overseen by our Equality and Diversity Steering Group who have considered and agreed the changes that were made for adoption across National Museums Scotland. It was agreed that the organisation's effort would focus on Impact Assessing Policies and Strategies in the first two reporting years (April 2013 to March 2015), before moving onto Plans, Procedures and Project work in the following two reporting years (April 2015 to March 2017). The aim is that within this four year reporting period, National Museum Scotland will have reviewed all the key ways it makes decisions about priorities and allocating resources in light with the General and Specific Duties of the Equality Act.

In order to undertake this work, all staff with responsibility for Policy and Strategy development have undertaken training in respect of the revised impact assessment process. Our Organisational Development Projects Manager has also developed and implemented documentation with key definitions and agreed terminology that supports the Equality Impact Assessment process.

Meeting quarterly, the Equality and Diversity Steering Group has a robust plan in place that enables the monitoring and evaluation of the Equality Impact Assessment process, as well as the resulting Equality Impact Assessment actions. The Equality and Diversity Steering Group provides six-monthly reports to the Executive Team members highlighting progress against targets for Impact Assessment completion and issues.

A summary of the progress made to date is:

	Total number	Number Impact Assessed	Notes about Outstanding issues
Strategies	16	16	0
Policies	92	92	0

A summary of the results from the Equality Impact Assessments we have conducted is available in the 'Downloads' section on our website, for your reference:

<http://www.nms.ac.uk/equality>

Also, available for our staff via the intranet is:

- The detailed summary of results (as referenced above)
- Templates and guidance to conduct Equality Impact Assessments
- All completed Equality Impact Assessments
- Guidance on definitions of corporate documents e.g. Policies and Strategies
- Key equalities data (i.e. internal statistics, documents and census information).

Our Impact Assessment work on Plans, Procedures and Project work will be updated in our next Mainstreaming Report and made available on our website in due course.

4.0 Next Steps

We are proud to be actively committed to equality and diversity and have spent much time in this last reporting period ensuring that apt governance structures, critical processes and organisational communication has been put in place to enable our actions and ambitions are implemented.

We are equally committed to continue with the progress made to date and have plans in place for the final two years in this reporting period. Over the next two years we will continue to monitor, act, consult and give feedback to ensure that our third Mainstreaming Report develops even more examples of how we are achieving our General and Specific Duties in both our day-to-day practices and targeted, specific project-work.

In particular we will strive to:

- Equality Impact Assess our Plans, Procedures and Project-work
- Continue to implement our Impact Assessment Actions
- Proceed with our Equality Outcomes objectives and their actions

If you would like to get involved in any of our work in relation to equality and diversity then please do not hesitate to contact equalityanddiversity@nms.ac.uk or visit our dedicated equality and diversity pages on our website:

<http://www.nms.ac.uk/about-us/our-organisation/equality-and-diversity/>

This Mainstreaming Report is available in larger print format.

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EQUALITY OUTCOMES 2013-17

Function	As a Policy Maker
Equality Outcome	National Museums Scotland has improved the quality and impact of decision-making by giving due regard to equality in setting strategy and policies.
Why is this an important Equality Outcome?	Integrating equality into our policy making will ensure that our policies and other decision-making frameworks give due consideration to our equality duty.
Strategic Themes Strategic Priorities	This Equality Outcome affects all of our four Strategic Themes and our 13 Strategic Priorities.
General Duty	This Equality Outcome has the potential to further all three parts of the general duty: <ul style="list-style-type: none"> • Eliminate discrimination, harassment, victimisation and any 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 relevant protected characteristic and those who do not.
Our Activities and Deliverables	<ul style="list-style-type: none"> • We will review our existing Equality Impact Assessment Procedure to ensure that it meets the needs of the legislation and organisation. • We will define and agree terminology to support Equality Impact Assessment. • We will develop an updated plan for Equality Impact Assessments. • We will provide appropriate advice and guidance for all those involved in policy development and sign off. • We will review our complaints from the public on a regular basis to assess whether any equalities issues are occurring that require us to revisit/update any of our policies.

Function	As an Employer
Equality Outcome	National Museums Scotland is an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base, providing opportunities, supporting and encouraging everyone to reach their full potential.
Why do we think this is an important Equality Outcome?	<p>National Museums Scotland has been collecting data from its applicants, employees and volunteers. Whilst for the majority of the protected groups we are in line with current demographic data for Scotland this is not the case for all.</p> <p>There are many reasons for this including attractiveness as a sector, regional demographic profile, sector role models as well as potentially being a function of our employment practices this is an area for further reflection and research.</p>
Strategic Theme	People & Resources – engaging and developing our people, enhancing our estate and increasing income.
Strategic Priority	Leads and develops people to realise their potential.
General Duty	<p>This Equality Outcome has the potential to further the following parts of the general duty:</p> <ul style="list-style-type: none"> • Eliminate discrimination, harassment, victimisation and any other prohibited conduct. • Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
Activities and Deliverables	<ul style="list-style-type: none"> • Review existing HR Recruitment & Selection process and success measures for equality and diversity to enable more effective reporting and action. • Implement consistent reporting mechanism for Volunteers and Applicants to inform strategy and policy. • Review processes to capture data on protected characteristics, especially in relation to those characteristics that have the highest rates of 'Do Not Wish to Declare'.

Function	As an Employer
Equality Outcome	National Museums Scotland is a positive place to work which recognises and values our staff and volunteers; and manages diversity to the benefit of our visitors, our stakeholders and our business.
Why do we think this is an important Equality Outcome?	Research into employee engagement highlights that there are significant organisational, individual and customer gains to be reaped by creating a workplace where everyone's views, differences of opinion, outlooks and experiences are valued. It is important that all our staff and volunteers are enabled to work effectively, through good management practices, to contribute to best serve our audiences' needs and maintains our proven track record of high quality public programming and products.
Strategic Theme	People & Resources – engaging and developing our people, enhancing our estate and increasing income.
Strategic Priority	Leads and develops people to realise their potential.
General Duty	This Equality Outcome has the potential to further the following parts of the general duty: <ul style="list-style-type: none"> • Eliminate discrimination, harassment, victimisation and any other prohibited conduct. • Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
Activities and Deliverables	<ul style="list-style-type: none"> • Review existing HR equality and diversity measures and report formats to enable more effective communication and action. • Continue to include 'equality questions' in staff questionnaires, e.g. the Staff Survey. • During the development cycle of Equality Outcomes, staff and volunteers will be invited to give feedback both at front-end and formative deadlines. • Within the context of the Staff and Volunteer Questionnaire feedback review policies process; and training and information provision to ensure that everyone is committed to and contributes to equality mainstreaming and the realisation of our Equality Outcomes.

Function	As a Service Provider
Equality Outcome	National Museums Scotland creates inspiring, memorable visitor experiences through its collections, gallery interpretation, special exhibitions (both charged for and free) and associated public programmes across our sites, to encourage more participation and dialogue with all ranges of audiences.
Why is this an important Equality Outcome?	This is an important outcome because we want to ensure that everyone has the opportunity to engage with our stories, sites and/or collections.
Strategic Theme Strategic Priorities	Audiences - engaging people with our collections, at and beyond our Museums Creates inspiring and memorable visitor experiences. Enables more participation and dialogue with all ranges of audiences.
General Duty	This Equality Outcome has the potential to further all three parts of the general duty: <ul style="list-style-type: none"> • Eliminate discrimination, harassment, victimisation and any 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 relevant protected characteristic and those who do not.
Our Activities and Deliverables	<ul style="list-style-type: none"> • We conduct front-end, formative and/or summative evaluation of our capital projects, through surveys and focus groups with target and potential audiences and under-represented audiences. We will work with external access consultants where applicable. • Our front-of-house staff will receive customer-focused training, including specialist training to help them meet visitor needs with one or more protected characteristics. • We will add a section to exhibition, project and event programme planning documents, where applicable, to prompt the planning of better engagement with broader ranges of audiences, including those who share one or more protected characteristics. • We will audit our current types of programming provision (e.g. permanent displays, special exhibitions, educational activities) to better understand areas for potential improvements to support the needs/reflect more diverse audiences. • We will create a new Access Statement that sets out our service commitment, and our physical/architectural context and issues.

Function	As a Service Provider
Equality Outcome	National Museums Scotland increasingly reaches national and international audiences through community engagement, multimedia experiences, touring exhibitions and lending.
Why is this an important Equality Outcome?	The use of digital engagement, community engagement and outreach, our touring exhibitions and our loans programmes has many positive impacts on multiple protected characteristics groups. For example by supporting individuals who are less able to travel to our museums (through disability, age, gender and religion and belief for instance) or by facilitating comprehension of content for screen readers.
Strategic Themes	Audiences: engaging people with our collections at and beyond our Museums. Collections: developing the potential of our collections, making them more relevant to today's audiences. Connections: building more strategic relationships, nationally and internationally.
General Duty	This Equality Outcome has the potential to further all three parts of the general duty: <ul style="list-style-type: none"> • Eliminate discrimination, harassment, victimisation and any 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 relevant protected characteristic and those who do not.
Our Activities and Deliverables	<ul style="list-style-type: none"> • We will develop and deliver a programme for increasing the breadth and depth of collections on-line. • We will continue to develop and deliver our strong outreach programme reaching diverse audiences across Scotland. • We will continue to measure our success and undertake research where applicable, to develop products that meet the needs of our diverse virtual audiences. • We will gather and measure audience participation in our outreach learning and other relevant off-site activities to gauge quality of experience and collect demographic information. • We will review digital engagement data (web and social media) to better support the facilitation of participation from a broad range of virtual audiences with different motivations and needs, recording both qualitative and quantitative measures.

EMPLOYEE REPORT DATA

National Museums Scotland measures and monitors a number of HR processes and indicators to identify the extent to which they deliver the anticipated benefits of strategy and policy; and at the same time any issues with regard to implementation.

We report on these measures throughout the year for specific stakeholder groups and in addition review all measures as part of developing Equality Outcomes and other requirements in line with Equality Act 2010 e.g. snapshots for workforce and volunteer profile as well as for other measures.

Our workforce profile data is captured through applicants completing our Equal Opportunities Monitoring Form and through our annual Data Capture and Cleanse exercise whereby existing staff are asked to review the demographic information we hold on them and for them to amend and include additional information where there are gaps for particular characteristics. Where people have left a characteristic blank we have included this blank into Do not Wish to Disclose (DnWtD) response.

As with many organisations, we have found that there are certain characteristics that our staff and volunteers feel less willing to share with us and we respect these feelings. However, we also reflect that we may need to be clearer about the reasons for wanting this information and how we use it not only demonstrate due regard but also, where applicable, to make improvements.

Outlined below is the latest available Workforce Profile data for National Museums Scotland:

HEADCOUNT

	As at April 2013	As at April 2014
No of employees/workers	458	470

DISABILITY

	As at April 2013	As at April 2014
Do not Wish to Disclose	23%	26%
No	69%	67%
Yes	7%	7%

AGE

	As at April 2013	As at April 2014
Under 16	None	None
16-24	2%	0.8%
25-44	47%	48.6%
45-65	48%	48.6%
65-74	2%	2.0%
Over 75	none	None

GENDER RE-ASSIGNMENT

We did not historically include a gender identity question in our Equal Opportunities Monitoring Form or our Data Capture and Cleanse Template. In seeking advice from the Equality and Human Rights Commission, we are currently utilising the following question:

“Is your gender identity the same as the gender you were assigned at birth?”

We will continue to monitor progress in this area and adjust future question(s) as appropriate.

PREGNANCY & MATERNITY

Employee absence levels in relation to the above are:

	As at April 2013	As at April 2014
Maternity Leave	2% of our female workforce	2.25% of our female workforce
Paternity Leave	None	None
Adoptive Leave	None	None
Parental Leave	None	None

MARRIAGE OR CIVIL PARTNERSHIP

This characteristic is covered by only one part of the general duty which is to eliminate discrimination, harassment, victimisation and any other prohibited act. We capture and record this information through our Equal Opportunity Monitoring Questionnaire but, as planned, are reporting the detail for the first time as part of this Mainstreaming Report.

	As at April 2013	As at April 2014
Do not Wish to Disclose	Not reported during this period.	9.6%
Married	Not reported during this period.	39.7%
Married/Civil Partnership	Not reported during this period.	4.2%
Civil Partnership	Not reported during this period.	0.2%
Cohabiting	Not reported during this period.	8.5%
Divorced	Not reported during this period.	2.8%
Separated	Not reported during this period.	1.5%
Widowed	Not reported during this period.	0.9%
Unmarried	Not reported during this period.	31.7%
Not Specified	Not reported during this period.	0.9%

SEXUAL ORIENTATION

	As at April 2013	As at April 2014
Do not Wish to Disclose	50%	51.9%
Heterosexual	48%	46.4%
Homosexual	0.9%	1.5%
Bisexual	0.2%	None
Other	0.2%	0.2%

RACE

	As at April 2013	As at April 2014
Do not Wish to Disclose	11%	12.77%
White Other British	39%	37.45%
White Scottish	35%	35.10%
White Other	13%	11.70%
White Irish	1%	1.28%
Asian Indian	0.4%	0.43%
Black African	0.4%	0.21%
Asian Other	0.2%	0.21%
Asian Pakistani	0.2%	0.21%
Other	0.2%	0.43%
Mixed	0.2%	0.21%

RELIGION OR BELIEF

	As at April 2013	As at April 2014
Do not Wish to Disclose	51%	50.2%
None	29%	29.8%
Church of Scotland	11%	10.2%
Other	5%	5.1%
Roman Catholic	4%	4.5%
Buddhist	0.2%	None
Muslim	0.2%	0.2%

SEX

	As at April 2013	As at April 2014
Do not Wish to Disclose	None	None
Female	55%	57%
Male	45%	43%