

OUR PEOPLE

VisitScotland's Equality and Diversity
Mainstreaming Report 2018/19



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Equality and diversity highlights

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Our joint online tool with VisitEngland helps industry describe and promote their accessibility





VisitScotland in numbers

- 650 staff
 - 4 directorates
 - 26 regional Visitor Information Centres/iCentres
 - 200 seasonal information staff
 - £45m organisation budget
 - 14,000 businesses listed on [visitscotland.com](https://www.visitscotland.com)
 - 1,300,000 followers on Facebook
- Numerous valued partners including:
 - The Scottish Government (The Culture and Tourism Directorate provides core funding for VisitScotland); Scottish Enterprise; Highlands and Islands Enterprise; Convention of Scottish Local Authorities; VisitBritain; Team Scotland and Commercial Partners including airlines (such as Emirates, United Airlines, American Airlines, WestJet), airports (including all Scottish airports), transport providers, rail operators and content providers (such as TripAdvisor).



Welcome to our report outlining all our equality and diversity activities since April 2017.

There is always a danger that a document like this becomes a dry tick box exercise, a list of projects, achievements and future targets. Certainly, here at VisitScotland, we

have a lot to report. We have spent a lot of time, energy and money on our diversity and equality work, progressively embedding it into the organisation.

But over recent years we have come to realise that the way we viewed equality was actually reducing inclusivity. Equality by its nature can be divisive, separating people into groups, making them feel different and isolated.

We needed a new mindset; a way of removing the labels. We needed to see equality and inclusion as integral to our corporate behaviour, how we think, the quality of our relationships, and how that informs all that we do with our partners in industry and with our visitors.

So while this report does its statutory duty and provides numbers and outcomes it does so in a way that tries to reflect this change in approach. Today we see diversity as a continuous process, starting at the centre of our organisation, with our staff, and rippling out into all our activities with stakeholders, partners and visitors to Scotland.

We also tell some wonderful stories to illustrate this, like that of our own Rachel Woods who lives and works with autism. This year she was a guest speaker at the Women in Business Conference, talking about the challenges she faces, in life and at work and how VisitScotland has supported her. We are still on a journey, learning together, but we have given her confidence to be who she is and not be defined by her disability. She is Rachel, just one of our team.

And we tell the stories of our staff who are helping the industry to change its understanding – from seeing a disabled person coming on holiday to Scotland to seeing another valued customer. No labels, no assumptions, just good quality customer service for all.

Over the past two years we have seen huge progress as we seek to move the organisation ahead – ‘from good, to great, to world class’. We want to be a world class organisation, respected by our peers, delivering a real contribution to growth in the visitor economy and respecting, nurturing and developing our talent, allowing individuals to be the best they can be.

Our work in equality and diversity is playing an important and meaningful role in achieving these aims and we will do it the “VS Way”.

Malcolm Roughead
Chief Executive



About VisitScotland

VisitScotland is the National Tourism Organisation for Scotland with the goal to stimulate new and sustainable growth in the visitor economy through:

- Marketing to visitors from all parts of the world, including the promotion of Scotland to people living in Scotland.
- Events: delivering the national events strategy and promoting Scotland as one of the world's foremost events destinations.
- Quality and Sustainability: providing advice to businesses to help improve quality standards and sustainability.

Inclusive Tourism: striving to make tourism in Scotland inclusive and available to all.

International Engagement: helping Scottish tourism businesses to exploit international opportunities and market to a global audience. We believe that a visit to Scotland is just the start of our job, the start of a life-long relationship that benefits the whole of Scotland. Tourism presents a unique opportunity to learn from others, build communities, share ideas, embrace cultural differences and build a vibrant and dynamic economy.

VisitScotland has a crucial role in helping to deliver the Scottish Government's core purpose of creating a more successful country, with opportunities for all of Scotland to flourish. Our activities are aligned to the two key pillars of Scotland's Economic Strategy, namely increasing competitiveness and tackling inequality.

We would like to thank the many people who support us in our equality and diversity work, our staff, our tourism industry stakeholders and our key public sector partners: the Scottish Government; Government (The Culture and Tourism Directorate provides core funding for VisitScotland); Scottish Enterprise; Highlands and Islands Enterprise; Convention of Scottish Local Authorities; Scottish Development International; Creative Scotland; Historic Environment Scotland and Scottish Natural Heritage.

Values

Underpinning all that we do are **VisitScotland's values**.

We aim to be:

- **People-orientated:** open; honest; cooperative; flexible; trusted; respectful; empowered; supportive; valued; respectful.
- **Innovative:** bold; fast paced; proactive; persistent; persuasive; inspiring.
- **Collaborative:** sharing ideas and information; transparent; understanding; aware; team spirit; common goals / purpose.
- **Outward-looking:** open minded; proud; aware; clear about purpose; open to change.
- **Ambitious:** constantly striving to be the best; challenging the status quo; taking the initiative; results driven.

Executive summary

Our Equality and Diversity Work and Outcomes 2017-19

We report on our equality and diversity work over the last two years, driven by the eight outcomes we established in 2015.

Informed by desk-based research and engagement with equality groups, these equality outcomes are aligned to our corporate business strategy and represent VisitScotland's high level and long term commitment to equality and diversity.

Our equality and inclusivity work has progressed a great deal in the last four years and, as a result, we have taken a slightly different approach to the reporting structure.

From primarily supporting disabled people and others with specific access requirements we have moved to a fully inclusive approach, with the aim of embedding inclusion in all we do within our organisation as well as in our business support and marketing to make Scotland an internationally recognised 'inclusive destination' with a resultant increase in economic, cultural, and social benefits.

This report shows our inclusion work starting in the core of the organisation, for and with our staff, and rippling out from there. It illustrates our view that if we get the core drivers right then we have a head start in working successfully with the tourism industry, and more broadly in helping Scotland become a more inclusive country.

Our achievements – section 1: looks at the achievements within the organisation over the last two years, for example new training, new staff support groups, our mediation work and an Investors in Young People Gold Award in recognition of our support for younger people working with VisitScotland.

Our work with industry – section 2: looks at the broader impact we have had on helping the industry to understand the potential of the market and to be prepared to exploit it. Our successful Inclusive Tourism Programme is now integrated into our core VisitScotland business, with a dedicated team leader, and an example of mainstreaming in action.

The wider impact of our work – section 3: looks at the broader impact of our work in helping Scotland to become a more inclusive country. Our highlights include our partnership with Euan's Guide expanding accessible information to visitors to Scotland, ScotSpirit Breaks providing holidays to disadvantaged groups and working in partnership with the Scottish Government supporting Scotland is Now and the Year of Young People.

Our equality outcomes – section 4: reports on the eight Equality Outcomes which have driven our work so far, and our plans to reframe those outputs to fit in with our vision for the next two years until 2021 and beyond.

Appendix 1 provides the legislative content to this report.

Appendix 2, 3 & 4 contains data (and the evidence base of how the information was collected) on the applications, recruitment, composition, promotion, development and retention of employees in relation to their protected characteristics. We also report on the gender pay gap, specifically any difference between women's and men's hourly pay.

All the information that VisitScotland produces is accessible, either available on our website or on request in different formats. There is also a short [video](#) featuring our Equality and Diversity Manager talking through some of the highlights of this report.

- 1 Tourists relax in the Corinthian Club, Glasgow
- 2 A couple having lunch in the British Museum Club
- 3 Goven Help Culzean
- 4 Princes Street Gardens a public park in the centre of Edinburgh
- 5 Glasgow Science Centre located on the Clyde waterfront
- 6 Wegan blogger, Edinburgh





Tourists enjoy a guided tour of the Clydeside Distillery, Glasgow



The Eight Equality Outcomes established in 2015

1. Harness the growing global Inclusive Tourism market and help make Scotland a destination recognised internationally as 'inclusive', and highlight the economic, cultural, and social benefits thereof.
2. Improve tourism information provision, and enhance the tourism experience in Scotland, for disabled people and others with access requirements (e.g. older people and families with young children).
3. Improve information for LGBTI visitors about tourism in Scotland.
4. Enhance awareness among LGBTI visitors of Scotland as a safe and welcoming place to visit.
5. Improve awareness of opportunities for ethnic minority communities in Scotland to become involved in Scotland's Themed Year activities.
6. Enhance staff awareness of mainstreaming equality, inclusion, and diversity matters.
7. Enhance support for employment of young people in tourism.
8. Maintain a supportive and inclusive working culture and environment which supports staff engagement and professional development.

Section 1. Core drivers – at the heart of VisitScotland

The Equality Act says we must eliminate discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

Our mainstreaming programme - creating pathways for ALL our staff, valued for their differences.

Our People Strategy says that we want to be an employer of choice which rewards, nurtures and develops our people in an environment which is progressive, ambitious, outward-looking, fair and collaborative.



“Our equality and inclusion programme is being driven right through the heart of the organisation. We want all our staff to be defined not by their equality ‘group’, but by their equality ‘ambition’. We don’t want people to be divided into groups with ‘characteristics’ but to be valued as an individual for the difference they bring to the organisation.

We want to develop open pathways that everyone can travel to achieve their goals. If we get this right then we can deliver successfully on our core purpose: to support the tourism industry and deliver economic benefits for Scotland and long term viability for our tourism industry.”

Chris McCoy, MBE, Equality and Diversity Manager

1.1 Engaging and enthusing staff

We are supporting staff to mainstream equality into their day to day work. Our training courses include:

- A new facilitated Disability Awareness Course, initially delivered to our facilities management staff and subsequently to other customer facing staff.
- An Unconscious Bias online learning module, designed to get people thinking about unconsciously biased decisions in their work and relationships. Almost 50% of our staff have registered for or completed the training.
- Mental Health Awareness, a full day course, identifying concerns and practical solutions to supporting wellness and mindfulness.
- Developing Conflict Management Skills, aimed at supporting our leadership group and our team of First Contact Officers who support staff with workplace conflicts.
- LinkedIn learning courses on personal development available to all staff on line.
- A new three day course introducing staff to BSL, funded by the PCS Trade Union and delivered by Scottish charity Sign and be 'Heard'. BSL also benefits sufferers of Aspergers', ADHD, Autism and other communication difficulties. As with any language, even if we use it at only the most basic of levels we can make people around us feel more comfortable.

New staff confidence out in the field

Our Inclusive Tourism Manager set up a new educational programme to boost awareness and confidence among our staff that have direct contact with businesses – our Quality and Tourism Advisors and Industry Relationship Managers. Sessions focused on understanding the benefits to consumers of businesses preparing accessibility guides and showcasing accessibility and inclusion in practice. Guided visits of accessible venues such as the Scottish Whisky Experience, Motel One and Double Tree Hilton were accompanied by accessibility experts from Euan's Guide, the online review site for disabled travellers.

“The session was well-balanced, with a mix of theory and practical visits. I feel much more confident talking about Inclusive Tourism now. I have even been able to help businesses in Callander write their Accessibility Guides, as part of their project to position the town as an Accessible Tourism Destination.”

Gemma Gascoigne, Quality and Tourism Advisor

“I thought the training and overall approach to Inclusive Tourism was empowering. This aspect of tourism has now become a central part of my daily work not only when dealing with stakeholders but also when I customise the advice I include in business de-brief sessions.”

Benito Gundin, Quality Tourism Advisor

1.2 Supporting young people in tourism

“From formal placements to internal mentoring and a team of staff keen to go into schools, we have an active programme to attract young people to tourism. We were delighted and proud that our work was recognised through the Investors in Young People Gold Award.”

Andrew Cunningham, Learning & Organisation Development Manager

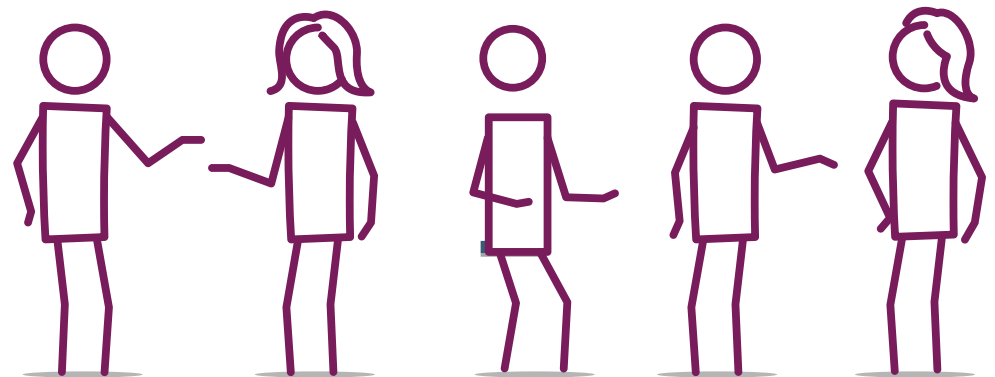


6 Graduate placements are offered every year. The graduates are paid and remain in a single role throughout their placement, rather than doing short-term projects in different directorates, plus receive training to help them apply for jobs within VisitScotland at the end of the year. The retention rate (within VS or a related tourism field) over the last three years has been 70%.

6 Modern Apprenticeships are offered every year to students aged 16-19. The apprentices take a formal qualification (SVQ) in a subject such as IT, Customer Service, Business Administration or Digital Marketing, and have a guarantee of a one-year fixed term contract on successfully completing it. The retention rate over the last 3 years has been 65%. We would like more apprentices from ethnic minority backgrounds and recently attended a meet-the-employer event run by Skills Development Scotland to look at ways of doing this.

We were proud in 2017 to be a finalist in the Modern Apprenticeship Awards for the Public Sector (run by Skills Development Scotland). And our Modern Apprentice, Rachel Woods, won Young Ambassador of the Year.

25 in the mentoring scheme The senior management team volunteered as mentors to junior members of staff. We also have ‘reverse mentoring’ opportunities for some of our newest and youngest members of staff to mentor our Executive team!



Reaching out to young people

6 Mentorships are offered every year to fourth year secondary school students who come from underprivileged backgrounds. The students also get a month long, paid placement and many are then taken on as seasonal employees at VisitScotland iCentres

40 a year in work experience.

Secondary school students come for a week, normally in one of our VisitScotland iCentres. On average over the last three years we have placed 40 students a year.

Internships: we offer a limited number of short term internships to UK and international university and college students, for example a number of students for Digital Skills and Data Analytic Internships who have come to us through The Data Lab and CodeClan.

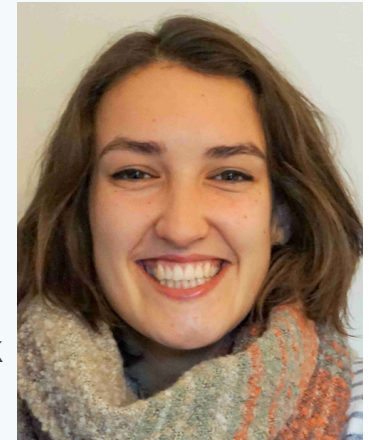
Schools outreach: we have a team of staff from across the country at all grade levels who go into local schools to promote careers within tourism and VisitScotland.

Future Leaders Group

The Future Leaders Group, launched in early 2019 and a legacy from the Year of Young People, gives a voice to young staff. Anyone below senior management can join but we will try to ensure that 50% of the group are under 30 years old and half are women.

The group will input into new policies and into senior management decisions. Two members of the new group also sit on the main Staff Equality Working Group so they can see VisitScotland's inclusive work in action.

“It's great that junior staff who wouldn't normally have the chance to contribute to organisational decisions will get to do exactly that! On a personal level, I feel that the allowing me to network with staff from other areas of the business will build my confidence.”



Imogen Beck, HR Administrator



Rising Star Award

Kathleen McNab was nominated for our first ever Rising Star Award, presented here by our Chairman Lord Thurso, for the tremendous amount of work she did around the Year of Young People 2018. On top of her daily role as Events Executive she took on a voluntary position as a Year of Young People Ambassador, representing VisitScotland with professionalism and enthusiasm.

1.3 Developing staff confidence in the working culture



“We would like to see a stage where no member of staff should feel uncomfortable declaring a condition either at the interview or to their immediate colleagues. They should feel confident that they can reach their full potential with encouragement and support.”

Lynn Jack, Head of Human Resources

A welcoming working culture

“I came to VisitScotland on a Modern Apprenticeship in 2015 and I am still here! I have felt [welcome](#) and supported since my first day and so grateful to be employed by an organisation that is so open and accepting of my disability.



2018 was a challenging year for me. I was invited to speak about [living with autism](#) at the TedX@ YouthGlasgow event in front of thousands of people

and livestreamed by the BBC. I was also a guest speaker at the International Women’s Business Conference held in Edinburgh, talking about my life and work. I couldn’t have done it without VisitScotland’s coaching.

At work I can get anxious, overwhelmed and self-critical. But my colleagues and my line manager Sam are incredibly supportive. Sam has told me that everyone makes mistakes and that everyone is learning so I’m not alone. We go to the canteen to have a cup of tea and a chat which makes me calm down. They find another task that’s better suited to my skills.

While preparing for the TEDx talk, my coach suggested I write a journal whenever I have a good or unpleasant experience. Writing about it helps eliminate any negative thoughts quickly. I have even thought of writing a book about my experience with autism in my personal life and the workplace. VisitScotland has given me the confidence to be who I am, and to be one of the team.”

Rachel Woods, User Experience Executive, VisitScotland

Staff Equality Group

Set up in 2016, this is the group which ‘owns’ the drive to take inclusion and equality to the heart of our organisation. Chaired by our Equality and Diversity Manager, it has members of staff from all levels and from all the equality support groups.

Its aim is to ensure that all VisitScotland policies and procedures reflect our organisational values, and that the principles of equality are embedded in our day to day working practices in a coordinated and business-focused way.

The group has led in preparing the style and tone of this report and is currently developing the new equality outcomes or ‘equality pathways’ that will drive our inclusion work over the next few years.

Mediation Partnership Team

The Mediation Partnership Team (MPT) was founded by VisitScotland in 2012 and is managed by us. Prior to the MPT, public sector bodies in Scotland were individually dealing with workplace conflict, buying in expensive mediation support for each case and as a result unable to accrue long term corporate learning about the process. The MPT was established to catalyse a fresh approach to mediation in public sector organisations and to encourage partnership working.

The Mediation Partnership Team (MPT) deals with a range of cases, many of them around discrimination. It manages an average case load of 30 two-party or team cases per year. There are currently eight live ones for 2019. The key to successful mediation is early intervention but even without that the outcomes can be successful.

“Why didn’t we do this years ago, it would have prevented so much stress and grief for all parties, the team will never be perfect, BUT we are working together again, and I enjoy coming to work again.”

MPT client testimony

“The Mediation was exceptionally helpful. From a very difficult and hopeless situation we were given an environment in which to speak openly and honestly. The situation had affected us deeply on professional and personal levels. Since our mediation our relationship has improved immeasurably. We are now able to work in a professional and constructive way and all blame is removed. I can’t thank the two mediators enough. I only wish this had been done much, much sooner.”



The MPT has a team of 22 trained mediators from eight public bodies (six are VisitScotland staff) who can be called on to mediate cases. We have recently added 12 members of Scottish Enterprise to the team. The team takes an innovative approach, employing the two person model, enabling less experienced members to work alongside a more experienced mediator. One member of VisitScotland staff has credited the MPT training and case work in improving her confidence resulting in promotion. The team comes together at least twice a year for residual training and the sharing of anonymised caseloads. Recently it had a two day course on understanding mental health in the work-place and its effect on mediation.

“This mediation model, working across organisations, is unique in the UK. Not only does it solve problems cost effectively before they escalate but the public sector in Scotland is also sharing best practice and knowledge of equality issues.

Nicole Eisele, mediation trainer and MD Eisele Consulting.

Mediation in practice

A recent case dealt with the impact of living and working with a hidden disability, Fibromyalgia. The staff member was in constant pain and often irritable as a result. Her performance was poor, but she didn't want to tell her co-workers for fear of being discriminated against.

However once her colleagues and her manager knew and understood the impact through the mediation sessions, her work was transformed. She was given more time and more flexible working including working from home. Her performance dramatically improved to the benefit of the

organisation, and her own well-being. The MPT helped create this personal pathway for her.

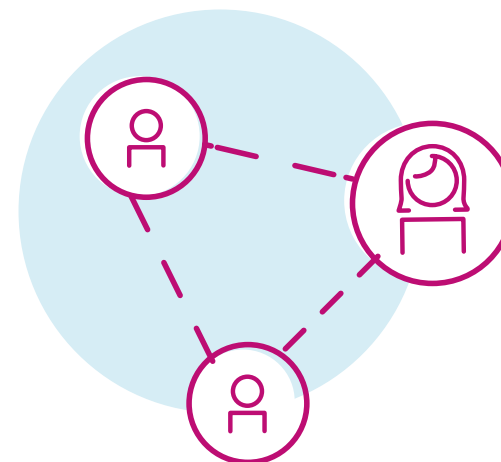
Staff confidence through support groups

With the support of VisitScotland, staff set up two groups in 2018 designed to provide a space and a voice for their members.

The original LGBT+ group was founded in 2012 and met off site as some were uneasy to 'come out' in the office. The fact that it now meets in the office, and also welcomes non-LGBT+ staff to join, signals a culture that respects diversity.

The new look group contains staff of different genders, sexual orientation, ages and levels of seniority, thus offering a good mix of experiences and perspectives. In fact, some of the most proactive members of the group identify as heterosexual.

On a practical level the group has worked with the Inclusive Tourism team and marketing team to improve LGBT+ presence in campaigns and worked with Stonewall Scotland to input into the Scottish Government's 2018 Consultation on trans rights (review of the Gender Recognition Act 2004).



“Living with any kind of disability is hard, but especially living with an ‘invisible’ disability. D & D can be isolating and make the workplace a difficult place to be. This group is a great way of sharing coping mechanisms and supporting each other.”

Alasdair Macauchlan, Industry Relationship Manager and organiser of the D&D Support Group



The Dyslexia and Dyspraxia (D&D) Support Group first came together in May 2018 to help staff with D&D to share work problems and has already fed into management about improving support for staff with D&D.

The group also wants to help change perceptions among staff about living and working with D & D. It invited Dyslexia Scotland to speak at an informal session in the canteen and to show how examples of alternative print formats make information more accessible. It is also planning, working with colleagues in Scottish Government, to promote a wider understanding of living with D&D and how we can use this to better welcome our visitors.

Measuring diversity in our workforce

In line with our statutory duty, we measure diversity in our workforce by monitoring numbers with protected characteristics in: the composition of the workforce; employees awarded internal promotion; employees attending learning and development courses; employees who left the organisation; individuals who applied for a vacancy and individuals recruited. These statistics are provided in Appendix 2.

Section 2. Direct impacts – supporting industry and visitors

“We have focused much of our time and effort to date on raising awareness among businesses of the benefits of being inclusive and helping them make changes to benefit from this growing market. We realised early on that this activity had to be ongoing and sustained to make any real impact.”

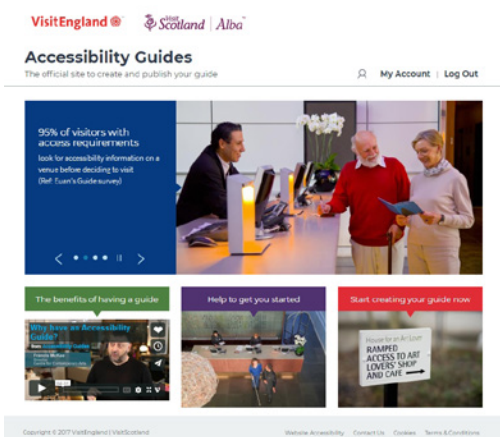


We also look to add value through our facilitation work – identifying opportunities and brokering relationships, connecting community and industry groups to work together to develop ‘Inclusive Tourism Destinations’ and create promotions and visitor information which inspire and reassure different consumer groups.”

Marina Di Duca, Inclusive Tourism Manager

2.1 Helping businesses through the Inclusive Tourism Programme

In 2018 the position of Inclusive Tourism Manager was made permanent and was embedded in our Industry and Destination Development directorate. Mainstreaming our inclusive tourism activity within VisitScotland’s wider business engagement support programme will let us deliver our inclusive tourism messages to many more businesses. Our inclusive tourism programme employs a mix of presentations, advice sessions, online tools, guides and advice sheets - all available free of charge on our dedicated corporate industry website.



Accessibility Guides – accurate access information for visitors. Our visitor research has consistently shown that disabled people and other groups with specific access requirements value accurate access information above all else when planning to visit. So, in partnership with VisitEngland, in November 2017 we launched

a new online tool to help businesses create a clear and detailed guide of their accessibility.

Businesses register online and answer a specific set of questions related to their type of business. Once completed the guide is created online with a dedicated url so the business owner can add a link to it from their own website.

This new standardised accessibility guide format means that visitors can spot accessibility features much more easily and make better informed decisions.

The tool is free to use on VisitEngland and VisitScotland's joint website. As of February 2019, nearly 300 Scottish businesses have created guides using this tool. These will be highlighted on our visitor website with an icon for easy identification.

Accessible Tourism training course

Our online accessible tourism training course aimed at industry managers and key frontline staff was updated in 2017. Practical tips, advice and information are delivered via a combination of text, videos and audio files. As of February 2019, 1,480 employees and 885 managers had completed the course.

- £1.33bn the value of the accessible tourism market to Scotland, through spending on overnight and day visits. The accessible tourism visitor also travels in larger groups and stays longer than other visitors.
- £1.27bn the value of the 55+ tourism market to Scotland. One third of all domestic trips in Scotland are by this age group.

Source: Great Britain Tourism Survey and International Passenger Survey(2015)

Advice and support

We presented at 18 business events in 2017/18, connecting with 1100 businesses, DMOs and industry groups, promoting the value of the inclusive tourism market and handing out advice sheets. As a result of this activity several DMOs have come forward showing interest in collaborating with other regional partners to create inclusive tourism campaigns. These groups have been encouraged to apply for Growth Funding, which offers up to £40,000 match funding for marketing activity.

We publish three free online advice guides:

- Inclusive and Accessible Events guide.
- Easy Does It guides full of tips and advice for simple, low-cost changes to benefit visitors .
- Take The Lead guides to welcoming customers with assistance dogs have been distributed at industry events. (The guide was led by the Equality and Human Rights Commission, in partnership with VisitEngland, VisitWales and Assistance Dogs UK).

We publish monthly articles in Tourism Insider, VisitScotland's Industry Newsletter, as well as other industry newsletters, such as the Glasgow Welcomes updates. We also use other channels, such as LinkedIn to promote awareness about the value of inclusive tourism.

We've produced two video [case studies](#) and a [short animation](#) on inclusive tourism featuring interviews with disabled people, seniors and a family with young children talking about the benefits of inclusive environments and customer service to their enjoyment of tourism venues. These videos are used in industry presentations and in our inclusive tourism business toolkit.

Improving accessibility in accommodation and attractions

In February 2016, we introduced three new accessibility assessments to our Quality Assurance visits to accommodation and attraction premises.

We ask:

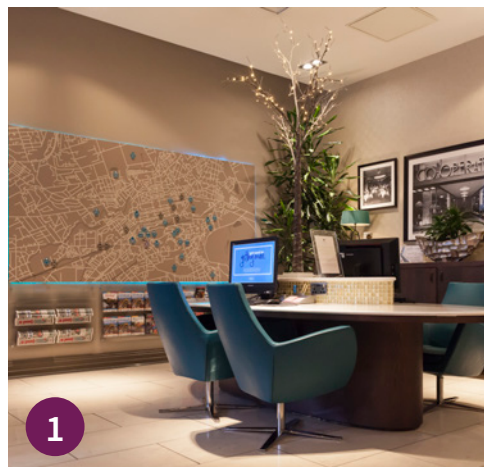
- If the business undertakes action to promote their accessibility facilities.
- If the business undertakes accessible customer care training.
- If the business has an Accessibility Guide.

Since 2016 over 3,000 businesses (63% of total number of businesses) have been reviewed and, of these, 29% were undertaking at least one of the three possible actions.

We have also created five internal Accessible Tourism Champions within our network of Quality and Tourism Advisors. They have additional training on inclusive tourism, learning more about the customers, their needs and wants and how businesses can capitalise on this market.

Accessible Venues:

- | | | |
|---|---|--|
| 1 | 2 | Double Tree Hilton |
| 3 | 4 | The Rings self catering, Fife |
| 5 | 6 | Whisky Experience, Royal Mile, Edinburgh |



2.2 Helping the visitor Neatebox in Glasgow

We are trialling the use of Neatebox in our newly refurbished Glasgow iCentre. Neatebox is an app which alerts venues, like our icentres, to all the users/customers who intend to visit that day and to their individual accessibility needs. Neatebox also sends us an overview of their disability and top tips to improve interaction.

We installed the technology in June 2018 in anticipation of the large number of people expected at the European Championships, as well as Glasgow hosting several large medical conferences.

Although only a proportionately small number of visits have been arranged through Neatebox so far we know that it has boosted the confidence of the iCentre staff. It also contributed to the iCentre receiving a 5 star rating for customer service from Euan's Guide in 2018.

We have committed to Neatebox for 18 months and are jointly promoting with the company to boost awareness among potential users.

75% of disabled people have left a shop or deserted a business because of poor disability awareness or understanding.*

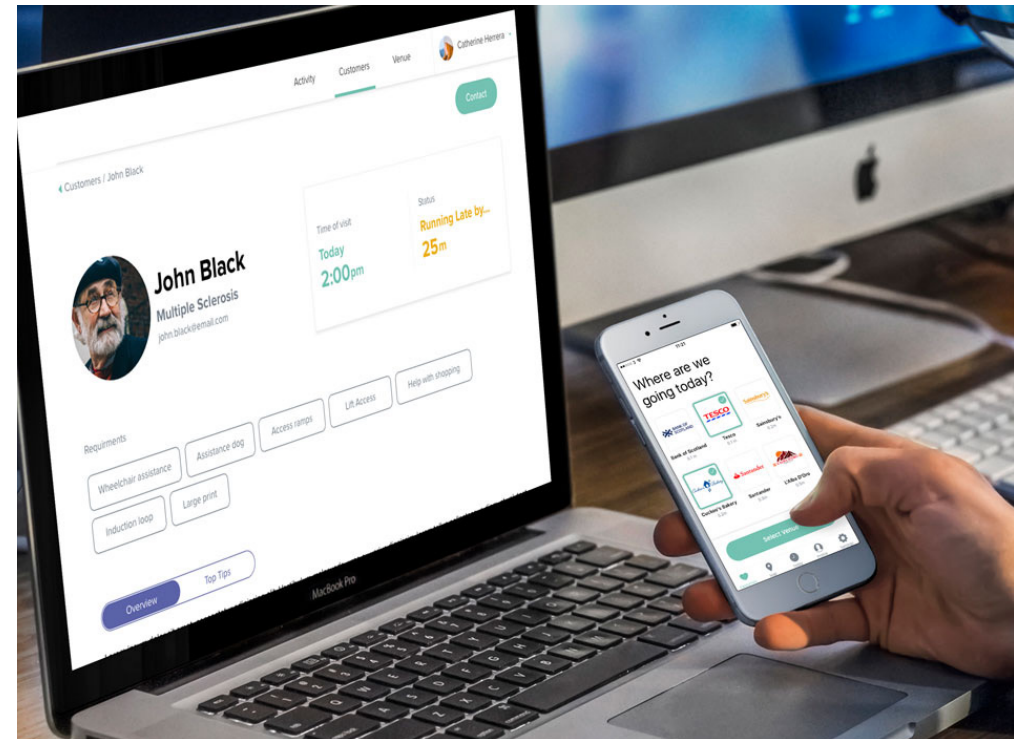
*Source: Extra Costs Commission, Interim Technical Report, March 2015

iCentre disability awareness video

While working on an Edinburgh Tourism Action Group project, we asked Euan's Guide to do some mystery shopping and they identified some weaknesses in our services for wheelchair users in our Edinburgh Information Centre. We decided to use digital storytelling techniques to help our team understand the experiences of wheelchair users such as ensuring leaflets are easily accessible and that enquiries should be dealt with at a lower desk. The resulting video is also helping our facilities team in iCentre refurbishment projects.



Neatebox Welcome App



Award winning conference welcome

Conferences provide important income to Glasgow - in 2018 the city welcomed over 120,000 delegates from around the world.

Three prestigious medical meetings were due to attract 7000 delegates: the World Federation of Haemophilia; the World Down's Syndrome Congress; and the 29th International Symposium on ALS/Motor Neurone Disease. We knew that many of the delegates were living with the condition under discussion and so, working with our Glasgow Welcomes partners (Scottish Enterprise, Skills Development Scotland, and Glasgow Life) and with the Glasgow Convention Bureau and the Scottish Enterprise Council, we prepared bespoke industry training courses and fact sheets.

461 staff from hotels, attractions, restaurants, retail and transport including around 100 taxi drivers and Glasgow Airport and Scotrail employees attended the courses.

Glasgow Convention Bureau has now produced a webpage, toolkits and videos to help businesses and to show other medical charities what the city could provide (and indeed what the charities could usefully request if going to another destination).

In November 2018 the World Downs Syndrome Congress won an award from the ICCA, the international meetings industry body, for the success of its Glasgow event.

“Our members came from all over the world for this event. We were so pleased with the training sessions for the tourism industry and taxi trade coordinated by VisitScotland. It meant that our members had a wholly positive experience during their visit to Glasgow.”

Pandora Summerfield, CEO of Down's Syndrome Scotland

Itineraries for tour operators

Working in conjunction with Euan's Guide we are developing a series of itineraries for tour operators to use. This was driven by research we did with tour operators from UK and Europe at VisitScotland's travel trade event Expo in April 2018. 55% of respondents had seen an increase in requests for programmes from disabled people, senior travellers and families with young children under 5 years of age. The research also showed that:

- 36% found it easy to access information on Scottish tourism products, with 16% saying it was hard to find.
- 40% of respondents wanted more information on accessible accommodation and 26% on things to see and do and 22% on restaurants and retailers with good access for all.

Euan's Guide is road testing the itineraries and we are hosting a familiarisation trip for Accessible Travel Agents after our Travel Trade event, Expo, in April 2019.

2.3 Diversity photo shoot

We commissioned a series of photo shoots to emphasise the diversity of people that visit, live and study in Scotland to be freely available for use by external parties. The focus was people from the LGBT+, disabled, elderly and Black Asian and Minority Ethnic (BAME) communities.

Four separate photo sessions were commissioned: at Edinburgh Winter Festivals; at Glasgow attractions; at St Andrews for golf and outdoors shots and at Knockengorroch, a world music festival held annually in South West Scotland.

The images, available from our Digital Media Library, have already been used in a number of VisitScotland and trade campaigns. Additional funding of £10,000 for this project was provided by the Scottish Government.

Euan's Guide Team, Fife



Scotland as an LGBT+ friendly destination

Same-sex marriage has been legal in Scotland since 2014. However, while 82% of Scottish LGBT visitors believe Scotland is welcoming, only 68% of visitors from abroad and 67% of visitors from the rest of the UK agree. We invited influencers Whitney and Megan, a lesbian couple known as Wegan with a large online following, to come to Edinburgh during Hogmanay. The trip was co-funded by the Scottish Government to promote the Scottish Winter Festivals and LNER provided return train tickets from London to Edinburgh.

Wegan bloggers in Edinburgh



Wegan posted about their time in Edinburgh on Instagram, Twitter and Facebook, created a blog and a YouTube video – evergreen content that continues to generate hits and views and helping promote Scotland as LGBT+ friendly destination.

VisitScotland also secured two short break experiences in Scotland for charity auction at the International Gay and Lesbian Travel Association's annual conference in Brussels, helping to promote Scotland's visibility as a desirable destination for LGBT+ customers.

LGBT+ and the European Championships

VisitScotland had a strong LGBT+ presence at the Championships in Glasgow in 2018. We were members of the Inclusion Group for the Championships, contributing ideas and supporting the event through our press channels. We also organised an LGBT+ marketing workshop at Pride House for 20 businesses.

Section 3. Indirect impacts – supporting communities

“Tourism can have a hugely positive impact on local communities. Great customer service, improved infrastructure, new things to do and see and good food in the local pub or hotel finds an appreciative audience among the resident population as well as the visitor. It’s the same with equality and inclusion – if we can encourage businesses and destinations to get accessibility right for the visitor then the impact spreads beyond, into the local community, improved local amenities, encouraging investment, more local jobs and the long term sustainability of the sector.



So much of our work is done in partnership, with businesses, public and third sector, as our case study from Euan’s Guide shows. If we can help get the right people in the room to share ideas and create a common vision, then great things can happen.”

Lord Thurso, Chairman VisitScotland

3.1 Brokering partnerships

Win-win with Euan’s Guide

VisitScotland’s partnership with Euan’s Guide, the review site for disabled people and their family and friends, continues to be immensely productive, helping both organisations to capitalise on their strengths.



The Euan’s Guide team has contributed its first hand knowledge of living with disability to VisitScotland’s training sessions, to improving iCentre services and to developing our visitor itineraries, such as the ones we developed for our travel trade contacts.

In return, VisitScotland has been helping raising awareness of Euan’s Guide as an important source of accessible visitor reviews. We encourage businesses to list with Euan’s Guide and to use their services to improve their accessible facilities.

By pooling our expertise we have helped improve provision of facilities and information for both disabled visitors and the local community.

“Working with VisitScotland is a hugely exciting and productive experience, bringing together our knowledge of disabled consumers and their knowledge of the industry. VisitScotland encouraging venues to list on Euan’s Guide helps us in our joint working to develop inclusive itineraries. Our joint work on Accessibility Guides, familiarisation trips, itineraries and raising awareness is definitely making Scotland a more accessible and inclusive destination for everyone”.

Paul Ralph, Access and Inclusion Director, Euan’s Guide



Destination development – St Andrews

After a successful campaign around its new beach accessible wheelchairs in 2018, Tourism St Andrews approached VisitScotland for advice in expanding its accessible tourism offer and to help them raise awareness amongst the business community of their new free app ‘Scotland’s Accessible Beaches’.

We are now working with Tourism St Andrews to develop a campaign to target accommodation, transport, attractions and restaurants in St Andrews and North East Fife to create accessibility guides and get a listing on the app.

Brokering collaborations like this is a good illustration of the value-added contribution VisitScotland can make to inclusive tourism. We bring businesses together to create integrated tourism provision which benefits visitors and locals alike as well as boosting local economic activity.

From our work with St Andrews we are drawing up some guidelines and suggestions that could benefit any destination in Scotland interested in improving its inclusive tourism provision.



Scotland is Now national campaign

Launched in April 2018, Scotland is Now is the £6m ‘country brand’ initiative from the Scottish Government, VisitScotland, Scottish Development International and Universities Scotland to promote Scotland globally. Its website is a one stop shop promoting Scottish culture and living, working, studying, visiting, and doing business in Scotland.

VisitScotland input heavily into the diversity elements of the campaign including producing a video Scotland is Diverse showcasing the diversity of Scotland’s communities.

#SCOTLAND IS NOW

3.2 Social impact of our work

ScotSpiritBreaks

In 2016 VisitScotland partnered for the first time with the Family Holiday Association (FHA), a national charity that has been delivering breaks for struggling families for almost 40 years.



Since then more than 80 travel industry partners have donated accommodation, transport or tickets for attractions and activities. Over 1,000 families including over 2,300 children have been helped to take a short break somewhere in Scotland. For many, it is their first ever holiday.

“We have not ever been away with my wee boy before. It was good to show everyone we can travel by ourselves. We both have additional needs. It was BRILLIANT! Great to get away and enjoy quality time just me and my son.”

Family who went to Aberdeen

“We are involved because we have a social responsibility to everyone in Scotland to share our heritage and shouldn't just be for people who can afford it.”

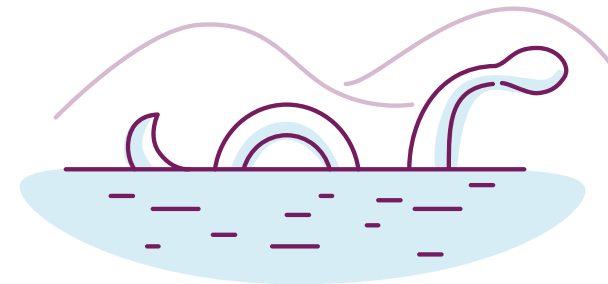
Industry partner

The campaign achieved excellent media coverage – including features in over 20 national and regional online and print media outlets.

ScotSpirit Breaks has been shortlisted twice in the Third Sector Partnership category at the Scottish Public Service Awards, in both 2017 and 2018, and was selected in 2018 as a global best practice exemplar in the United Nations World Tourism Organisation's (UNWTO's) Global Report on Inclusive Tourism.

“Thanks to VisitScotland and the generosity of the Scottish travel and tourism industry we've been able to help significantly more families and show them that Scotland is an inclusive, welcoming destination for all. The ScotSpirit partnership looks set fair for the future.

John McDonald, Chief Executive, Family Holiday Association



3.2 Impact on young people

Year of Young People

Led by the Scottish Government, and a global first, the Year of Young People 2018 year celebrated the contribution young people (8-26) make to our country.

The main events programme for the year was delivered by VisitScotland's events directorate Event Scotland, part of the VisitScotland Events Directorate . All of the 49 events over the year, ranging from sports to music to attractions, had a strong YOYP theme, targeted at involving young people.

A core theme of the year – and one that young people felt they wanted to address - was equality and discrimination. The events explored issues ranging from race and sexuality to homelessness and mental health and were designed to encourage participation from diverse groups and to minimise barriers through affordable ticket pricing and even help with travel and living costs.

Several projects engaged rural communities (from Unst to Dumfries & Galloway) and those from socially disadvantaged backgrounds such as young people affected by adversity in their early years, young offenders, those from key SIMD areas, young participants with additional support and/or complex needs and those with disabilities.

The data on participation by local communities and diverse and excluded groups will be published in 2019.

Work in our industry

As part of the Year of Young People 2018 we mounted a campaign showcasing young people working in the tourism industry, Future Focus. Our website hosted videos and blogs introducing these young tourism 'ambassadors' as a way of encouraging other young people to think about working in our industry.



Section 4. Report on Equality Outcomes 2017-19 and the re-framing of our outcomes & vision for 2019-2021

4.1 Report on Equality Outcomes 2017-19

1. Harness the growing global Inclusive Tourism market and help make Scotland a destination recognised internationally as inclusive, and highlight the economic, cultural, and social benefits thereof.
2. Improve tourism information provision, and enhance the tourism experience in Scotland, for disabled people and others with access requirements (e.g. older people and families with young children).

What we have achieved 2017-19

- Accessible Tourism online training course was updated in 2017. Over 1400 staff and 800 managers have completed the course.
- Business engagement through 18 presentations at industry events connecting with 1100 businesses, DMOs and industry groupings. Plus participation in many DMO meetings, brokering partnerships and providing advice.
- Advice Guides distributed: 1000 *Inclusive and Accessible Events*, 2000 *Easy Does It* and 500 *Take The Lead*.
- Publishing to industry through monthly articles in Tourism Insider, industry newsletters and Glasgow Welcomes updates.
- Growth of the ScotSprit breaks campaign jointly with industry and the Family Holiday Association: over 1000 families have benefited since 2016.
- As events delivery partner for Year of Young People we ensured that promotion and participation opportunities reached a range of groups with protected characteristics.

What we have achieved 2017-19

- Launch of new accessibility guides. Nearly 300 businesses have completed this online tool to help them collate and present access information to visitors.
- Embedding accessibility in the Quality Assurance Schemes with the addition of three new criteria and creating five new Accessible Tourism Champions among the Quality and Tourism Advisors.
- Partnership with Euan's Guide including developing new itineraries for tour operators.
- Video to assist iCentre staff in understanding requirements of wheelchair users.
- Installing Neatebox in our Glasgow iCentre.
- Working in partnership with Glasgow Welcomes to organise training and support for three large medical congresses.

3. Improve information for LGBT+ visitors about tourism in Scotland.

What we have achieved 2017-19

- Diversity photo shoot.
- European Championships – workshop for 20 businesses at Pride House
- Integrating LGBT+ information and images in the Scotland is Now campaign.
- Integrating LGBT+ information and images in the Year of Young People campaign.

4. Enhance awareness among LGBT+ visitors of Scotland as a safe and welcoming place to visit.

What we have achieved 2017-19

- VS supported Scottish Government who funded, and LEAP Sports who organised, Pride House at the European Championships.
- Inviting high profile bloggers to visit Edinburgh during Edinburgh's Winter Festivals.

5. Improve awareness of opportunities for ethnic minority communities in Scotland to become involved in Scotland's Themed Year activities.

What we have achieved 2017-19

- Our programme of events for Year of Young People contained promotion specifically targeted at ethnic minorities, well-publicised opportunities for volunteering and free or cheap tickets to reduce barriers to participation.

6. Enhance staff awareness of mainstreaming, equality, inclusion, and diversity matters.

What we have achieved 2017-19

- New staff training courses in Equality and Diversity, Disability Awareness and Mental Health Awareness.
- New specialised course in Developing Conflict Management Skills.
- New online training course in Unconscious Bias – almost 50% of staff have registered for or completed training.
- New introduction to BSL training course.

7. Enhance support for employment of young people in tourism.

What we have achieved 2017-19

- A comprehensive programme of support for young employees including ongoing mentoring, a new Rising Star Award and a new Future Leaders Group.
- A variety of employment options targeted at young people including 6 graduate placements a year and 6 apprenticeships a year. We were a finalist in the Modern Apprenticeship Awards for the Public Sector in 2017.
- Outreach activities to encourage young people to consider a career in tourism including work experience through secondary schools (40 placements a year), internships for university and college students, mentorships to school students who come from underprivileged backgrounds (6 a year) and a team of staff who go out to speak in schools.
- Future Focus – an online campaign showcasing young people in tourism, as part of the Year of Young People.

- In 2018 VisitScotland won an Investors in Young People Gold Award.
- 8. Maintain a supportive and inclusive working culture and environment which supports staff engagement and professional development.

What we have achieved 2017-19

- A new Staff Equality Group with specific responsibilities for ensuring equality is mainstreamed into the organisation.
- Two new staff support groups: LGBT+ Support Group and Dyslexia and Dyspraxia Support Group.
- Mediation Partnership Team continues to grow and to handle discrimination and equality related cases.

4.2 Re-framing our outcomes and vision for 2019-2021

At the end of 2018 we launched our new VisitScotland strategic business framework and staff engagement plan and, in March 2019, the guiding principles of how we will deliver this within the organisation, the VS Way. This gives us the opportunity to re-frame our Equality Outcomes for 2019-2021 which will now focus on the four key outcomes below:

Equality Outcome 1. Our People

Being an inclusive organisation means that we develop and support 'Our People' to be the best they can be. We are moving away from defining people by disability, ethnicity, sexuality or age to an approach that focuses on individual ambition, the success of individual pathways and the quality of our human relationships. We are an organisation that values difference but is not defined by it.

Actions to support outcome:

- Staff Equality Group to develop and formalise the new Equality Outcomes and formats for future reporting, including redefining equality impact assessment, making events or policies relevant to the person.
- Develop new Health and Well Being Strategy for all staff and managers, focussing on individual pathways and including mental health resilience training.
- Launch a new Carers Staff Group and Disability Staff Group and broker opportunities for collaboration with the LGBT+ and Dyslexia and Dyspraxia Groups.
- New support group to help retain and develop our international staff by way of 'buddy' mentoring, group meetings and information.
- Promote the Health and Well Being site on our internal Hub where staff can find practical help such as the Employer Assistance Programme, and the Employee Health Care Scheme providing help to pay for dental, optical or physiotherapy.
- Promotion of the First Contact Officer (FCO) network to provide an independent resource for all staff and managers.
- Working with Inclusion Scotland to encourage more disabled people into the organisation and to Board level, working with them to mainstream their contribution to the organisation.
- Connecting with our partners in Scottish Government and the public and private sectors to promote our vision of equality, sharing our expertise and speaking at conferences.
- Contributing, through our membership of the Non Departmental Public Body's Equality Forum, to the debate and review of the public sector equality duties.

Equality Outcome 2. Inclusion and confident management

Being an inclusive organisation means that we want to create confident management and confident leaders of the future. We want to support those who manage teams to see where they fit in this bigger picture, to anticipate and evaluate the impact of their decisions and to understand the options for conflict resolution. We want them to be able to deliver on our new organisational objectives – in the VS Way - creating time to care, time to congratulate, and time out for my career, time to connect, time to clarify and time to communicate.

Actions to support outcome:

- Promote our new Resolution Policy to staff and managers, enabling them to understand there are different pathways to resolving conflict, gaining an insight into the behaviours around bullying and harassment and helping everyone in VisitScotland to understand their rights and their responsibilities.
- Promote the role of our Board member who has become a First Contact Officer to senior management as an option for first point of call.
- Future Leaders Group to develop mentoring and shadowing programme for our young future leaders.
- LinkedIn on line learning courses around personal and career development, managing difficult conversations etc, to be available to all staff from April 2019.
- Manage and lead the Mediation Partnership Team across the public sector in Scotland, setting an example in inclusion work and being recognised as ‘World Class’ in our service.

Equality Outcome 3. Inclusion and the industry

Being an inclusive organisation means that we embed the principles of inclusive tourism into our industry engagement activity. We will further strengthen our relationship with businesses, to increase their understanding of the market and to help them mainstream inclusion profitably into their operations. In doing so we will help make Scotland an inclusive destination contributing to our goal to stimulate new and sustainable growth in the visitor economy and bringing social, economic, and cultural benefits to all our visitors and our communities.

Actions to support outcome:

- Industry communications programme promoting the value of inclusion and equality training through presentations, workshops, PR and editorial content. In 2019 we launch the Inclusive Tourism category in the national tourism Thistle Awards.
- Providing advisory guides on aspects of disability. In 2019 we will add dementia and autism guides to our portfolio.
- Brokering partnerships across destinations so that local businesses can work together on integrated transport/attractions/retail and accommodation provision. Our work with St Andrew’s to date will form the basis of a new Destination Development Guide. Destination development plans in the near future also include Callander and the Forth Valley.
- Providing funding application advice – advising businesses, either individually or as partnerships, in their applications for Growth Funding.

- Identifying opportunities for businesses to capitalise on pots of funding, eg via Scotland's Themed Years.
- Helping businesses to provide accurate information for visitors – we will continue to refine and promote the Accessibility Guide as a tool by which businesses can capture their access information and promote it to visitors.
- Supporting Euan's Guide as an expert source of visitor information by encouraging Scottish businesses to list on the website.

Family on tree



Equality Outcome 4. Inclusion and services for the public

As an inclusive organisation we will help increase inclusion for our visitors which also results in a positive impact on services for our local communities. We are conscious of our corporate responsibility and will work with our industry partners and our stakeholders to promote equality of opportunity wherever we can in the public arena.

Actions to support outcomes:

- Refurbishment plans to ensure that our iCentres estate is as accessible as it can be.
- Improve services to the public through staff training and boosting awareness of inclusive tourism.
- Website and digital provision to be accessible for consumers.
- Continue work to promote the ScotSprit breaks in partnership with Family Holiday Association.
- Continue to work with SG colleagues and Event Scotland around our Themed Years; supporting events like Solheim Cup, Edinburgh Winter Festivals and forthcoming Euro 2020 football championships.

Appendix 1. Meeting our Equality Duties – The Legislative Context

The Equality Act 2010

The Equality Act 2010 consolidated a range of equality laws that had been in place since the 1970s. The Act sets out the ‘protected characteristics’ that are protected by law. Under the Act, the protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

It is unlawful to discriminate, harass or victimise another person on the grounds of their having a protected characteristic, or if there is a perception that they have a protected characteristic, or if they are associated with someone who has a protected characteristic. The Act also protects people who have a protected characteristic against discrimination relating to employment, both when engaged in and when seeking employment.

The Equality Act 2010 forms the foundation of our Equality Policy. It is our policy to provide employment and service delivery equality to all, irrespective of their protected characteristics.

Our Diversity Statement sums up our vision:

“The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. Diversity consists of visible and non-visible differences which include factors such as gender, transgender, social and economic background, race, disability, religion, age, sexual orientation, personality and work style. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilized and in which organisational and business goals are met.”

The Public Sector Equality Duty

On 5 April 2011, the public sector equality duty in the Equality Act came into force. VisitScotland is subject to this duty, which comprises both a general equality duty and specific duties.

The General Equality Duty

Under the general duty in the Equality Act itself, VisitScotland, in the exercise of its functions, must have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not, in particular by removing or minimising disadvantages, recognising that the needs of people in protected groups may be different from others and meeting these needs, and encouraging participation in public life.
- Foster good relations between people who share a protected characteristic and those who do not.

The Specific Duties

VisitScotland is also subject to specific equality duties that were introduced by Scottish Ministers through the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The specific duties came into force on 27 May 2012 and aim to assist authorities in meeting their obligations under the general duty. Under the specific duties, we are required to:

- report on mainstreaming the equality duty (every two years)
- publish equality outcomes and report progress
- assess and review policies and practices
- gather and use employee information
- use information on members or board members gathered by the Scottish Ministers
- 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.

Full copies of Visit Scotland's Equality Policy and our new Resolution Policy, are available on www.visitscotland.org

Appendix 2. Reporting on diversity in our workforce & Gender pay Gap Information

Important Background Information

Since the date of the last mainstreaming report VisitScotland has undergone a number of changes to its internal Human Resource systems which has resulted in some of the Employee Information that was reported on last time being unavailable or not being sufficiently robust to be a true and reliable reflection of the organisation.

VS has now moved to Oracle HR platform which although it brings with it the prospect of far greater reporting capability in future, the system relies on employee self-service to populate the equality data and unfortunately with this being a very recent change the level of completion of this voluntary data remains at best light, in spite of our best effort. The implementation of HR, Finance and Procurement systems concurrently has meant priority to wages, and key procurement projects. The time frame was simply not achievable. We will be encouraging staff to complete this self-service equality data over the next few months.

Additionally the move to the Oracle system for recruitment means VS has now operated 3 separate recruitment systems since the last report. As a result we are unable to capture and report accurate and comparable data in relation to the profile of staff applying to the organisation for employment.

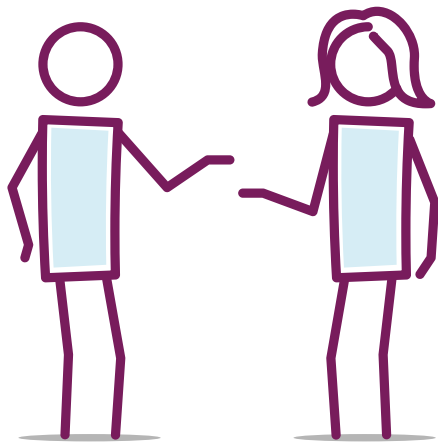
Due to the changes in systems we will not be able to provide data for Applicants, some L&D activity and Internal moves. Some L & D info is attached at App 4

The areas we are able to report on are:

- Composition
- New Starts
- Leavers

In this section we supply the information that we have currently available to measure our workforce. The gaps in this report will be rectified in time for the 2021 Mainstreaming report.

However in the spirit of the new reframed equality outcomes the depth of our diversity success is not simply measured in numbers it is in the quality of our relationships, the impact we make as an organisation with our stakeholders, and the difference we make to the well-being of our staff. This information is clearly visible in the main body of this report.



VisitScotland employee information, 2016–2018

The sections below give a breakdown of the following, in relation to the protected characteristics, for the period since our last equality mainstreaming report published April 2017

1. The composition of the whole VisitScotland workforce
2. Employees awarded internal promotions (unable to provide due to IT changes – See important info above)
3. Employees attending Learning and Development courses – see App 4 (unable to breakdown into certain categories – see info above)
4. Employees who left the organisation (‘leavers’)
5. Individuals recruited to the organisation (‘new starts’)

In all cases:

- All figures are rounded to the nearest decimal point. In some cases, this has an impact on the calculation of totals (i.e. totals may not always be whole numbers).
- Counts of employees in each category and the total number of employees included in the analysis have not been provided in order to prevent disclosure of employee identity by deduction.

Whole Workforce Composition

Characteristics of VisitScotland whole workforce, March 2016- December 2018

1.1. Disability

Employee status ¹	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Disabled	1.8	2.5
Not disabled	98.2	97.5
Prefer not to say	0	0
No information provided	0	0

¹In all cases this is self-assessed, in accordance with the definition of disability in the Equality Act 2010 as a physical or mental impairment that has a substantial and long term (12 months or more) adverse effect on a person's ability to carry out normal day to day activities (including progressive conditions such as cancer, HIV, and multiple sclerosis, which are regarded by the Act as a disability from the day of diagnosis).

1.2. Gender

Employee status	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Female	67.7	67.4
Male	32.3	32.6
Prefer not to say	0	0
No information provided	0	0

1.3. Gender reassignment

Information on gender reassignment was collected for the first time in 2014/2015 in relation to our whole workforce composition through the means of a question in our equality monitoring questionnaire.

Employee identifies as transgender?	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
	No transgender employees as at March 2016	No transgender employees as at Dec 2018

1.4. Age

Age bracket (years)	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
16-20	2.7	1.4
21-25	8.4	5.8
26-30	13.9	13.2
31-35	14.3	15.9
36-40	11.5	14.3
41-45	9.4	10.4
46-50	10.5	10.4
51-55	10.3	11.5
56-60	9.9	9.2
61-65	5.6	4.8
66-70	2.5	1.2
71-75	1	0.7
76-80	0	0
81-85	0	0
86-90	0	0

1.5. Marriage and civil partnership

Employee status	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Civil partnership	0.3	0.4
Married	44.7	45.7
Not married or in a civil partnership	50.7	49.1
Prefer not to say	0	0
No information provided	4.3	4.8

1.6. Religion or belief

Employee religion or belief ²	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Buddhist	0	0
Christian	40.3	39.0
Hindu	0.7	0.4
Muslim	0.3	0.4
None	40.5	49.2
Other	1.4	1.2
Pagan	0.6	0.4
Sikh	0.0	0.2
Prefer not to say	4.9	2.7
No information provided	10.8	6.7

1.7. Ethnic Group

Employee status ³	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Bangladeshi	0.1	0.2
Chinese	0.3	0.9
Indian	0.9	0.5
Other	1	0.9
Other Asian	0.1	0.2
Other Black	0	0.2
Pakistani	0.1	0.0
White	94.2	94.5
<i>Total in Ethnic Minority groups⁴</i>	2.5	2.9
Prefer not to say	0	0
No information provided	3.1	2.6

1.8. Sexual orientation

Employee status ⁵	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018	
Bisexual	0.0	Bisexual	0.2
Homosexual ⁶	2.8	Homosexual	2.6
Heterosexual	89.5	Heterosexual	90.3
Prefer not to say	4.7	Prefer not to say	3.7
No information provided	2.9	No information provided	3.0

²In all tables, this list includes only those religions or beliefs that are represented in the VisitScotland workforce. A number of religions and beliefs were stated by employees in the 'Other' category. These include: Atheist, Catholic, Humanist and Jedi.

³In all tables, this list includes only those ethnic groups that are represented in the VisitScotland workforce.

⁴In all tables, this is in relation to all employees – including those who have not provided information on their ethnic group.

⁵In all tables, this list includes only those categories that are represented in the VisitScotland workforce.

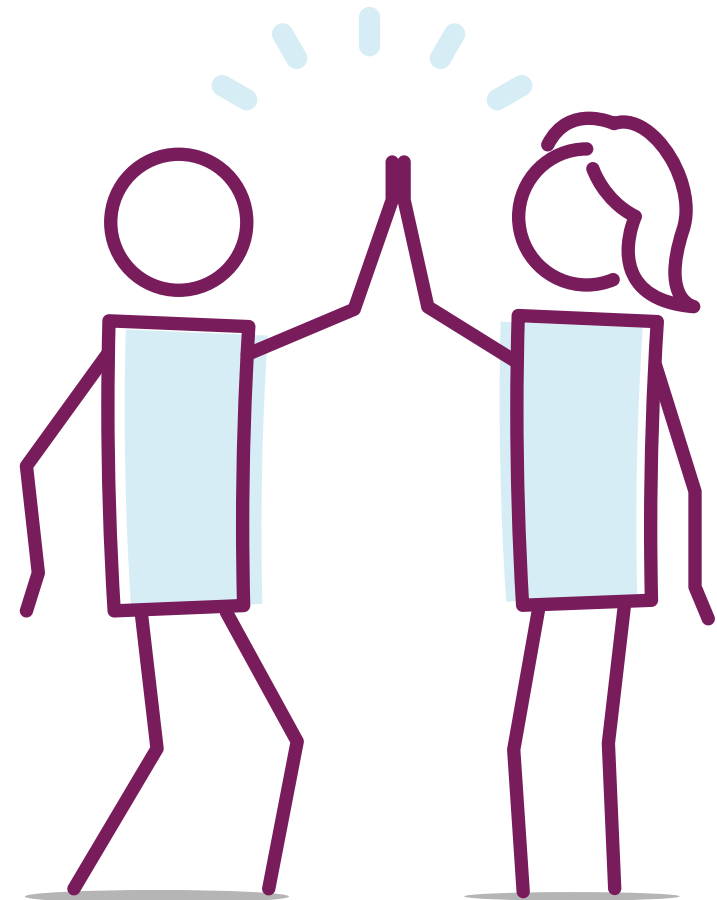
⁶Sexual orientation data in respect of Gay Men and Gay Women has been combined under a single homosexual indicator.

1.9. Pregnancy and maternity

In the period 1 January to 31 December 2018, approximately 3% of the workforce either started or were on a period of maternity leave. During the same period 91% of those on maternity leave returned to their original job role or a direct equivalent.

1.10. Flexible working applications

VisitScotland has a flexible working policy and wherever possible we aim to support flexible working applications made by staff and these are generally agreed and accommodated by local management at a local level. Since the last report in 2017 we have introduced compressed hours as a flexible working option



Staff Recruitment – New Starts

Characteristics of individuals recruited to VisitScotland ('new starts') in the period March 2016 – December 2018

'New starts' includes Visitor Services staff members who are employed on a seasonal basis. These comprise the majority of new starts.

1.1. Disability

Employee status	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Disabled	2.2	6.3
Not disabled	97.8	93.7
Prefer not to say	0	0
No information provided	0	0

1.2. Gender

Employee status	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Female	71.4	69.5
Male	28.6	30.5
Prefer not to say	0	0
No information provided	0	0

1.3. Gender reassignment

Information on gender reassignment was collected for the first time in 2014/2015 in relation to our whole workforce composition through the means of a question in our equality monitoring questionnaire.

Employee identifies as transgender?	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
	No transgender employees in data March 2016	No transgender employees in data Dec 2018

1.4. Age

Age bracket (years)	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
16-20	15.4	13.5
21-25	21.2	25.1
26-30	15	15.3
31-35	9.9	9.9
36-40	6.6	8.1
41-45	5.9	5.8
46-50	3.3	5.4
51-55	6.6	8.1
56-60	8.8	4.5
61-65	4.8	2.7
66-70	1.8	1.4
71-75	0.7	0.5
76-80	0	0
81-85	0	0
86-90	0	0

1.5. Marriage and civil partnership

Employee status	Percent (%) of new starts at March 2016	Percent (%) of new starts at Dec 2018
Married or in a civil partnership	28.9	24.7
Not married or in a civil partnership	68.1	70.9
Prefer not to say	0	0
No information provided	2.9	4.5

1.6. Religion or belief

Employee religion or belief ²	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Buddhist	0	0.5
Christian	48.3	32.3
Hindu	0.0	0.5
Muslim	0.0	0
None	47.6	65.0
Other	0.0	0.0
Pagan	1.5	0.9
Sikh	0.0	0.0
Prefer not to say	0.7	0.5
No information provided	1.5	0.5

1.7. Ethnic Group

Employee status ³	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Bangladeshi	0	0
Chinese	0.4	1.4
Indian	0	0.5
Other	0.7	0.5
Other Asian	0.4	0.0
Other Black	0.4	0.0
Pakistani	0	0.0
White	97.4	97.8
<i>Total in Ethnic Minority groups⁴</i>	1.8	2.3
Prefer not to say	0	0
No information provided	0.7	0.0

1.8. Sexual orientation

Employee status	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Bisexual	0.4	Bisexual 2.
Homosexual	2.3	Homosexual 3.1
Heterosexual	89.4	Heterosexual 86.1
Prefer not to say	7.3	Prefer not to say 7.6
No information provided	0.7	No information provided 0.0

Staff Retention – Leavers

Characteristics of individuals who left VisitScotland ('leavers') in the period March 2016 - Dec 2018

'Leavers' includes staff that left the organisation as a result of either: resignation, retirement, dismissal, death during service, end of contract, illness or accident, mutual agreement, or voluntary redundancy. In this report we have additionally included data on redundancies, retirement and dismissal by gender.

1.1. Disability

Employee status	Percent (%) of employees at March 2016	Percent (%) of leavers at Dec 2018
Disabled	3	5.0
Not disabled	96.5	95
Prefer not to say	0	0
No information provided	0	0

1.2. Gender

Employee status	Percent (%) of employees at March 2016	Percent (%) of leavers at Dec 2018
Female	73.6	68.6
Male	26.4	31.4
Prefer not to say	0	0
No information provided	0	0

1.3. Gender reassignment

Information on gender reassignment was collected for the first time in 2014/2015 in relation to our whole workforce composition through the means of a question in our equality monitoring questionnaire.

Employee identifies as transgender?	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
	No transgender employees as at March 2016	No transgender employees as at Dec 2018

1.4. Age

Age bracket (years)	Percent (%) of leavers at March 2016	Percent (%) of leavers at Dec 2018
16-20	13.9	11.7
21-25	17.3	23.4
26-30	12.5	13.0
31-35	10.8	9.2
36-40	4.7	8.8
41-45	6.1	4.6
46-50	5.8	5.0
51-55	8.1	8.0
56-60	9.1	5.0
61-65	6.8	5.4
66-70	3.0	5.0
71-75	1.4	0.8
76-80	0	0
81-85	0	0
86-90	0.3	0.0

1.5. Marriage and civil partnership

Employee status	Percent (%) of new starts at March 2016	Percent (%) of new starts at Dec 2018
Married or in a civil partnership	30.9	34.6
Not married or in a civil partnership	65.8	62.4
Prefer not to say	0	0
No information provided	3.3	3

1.6. Religion or belief

Employee religion or belief	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Buddhist	0.3	0
Christian	43.2	46
Hindu	0.2	0.3
Muslim	0.2	0
None	36.1	44.4
Other	0,3	0
Pagan	0,5	2
Sikh	0	0
Prefer not to say	0.2	1
No information provided	18.4	5.4

1.7. Ethnic Group

Employee status	Percent (%) of employees at March 2016	Percent (%) of employees at Dec 2018
Bangladeshi	0	0
Chinese	0.3	0
Indian	0.5	0.3
Other	1.5	0.7
Other Asian	0.5	0
Other Black	0.2	0.3
Pakistani	0	0.0
White	92.8	95.2
<i>Total in Ethnic Minority groups</i>	3.0	1.3
Prefer not to say	0	0
No information provided	4.3	3.4

Gender Pay Gap Information

VisitScotland has undertaken its latest analysis of VisitScotland employee salaries as part of its obligations to undertake regular Equal Pay Audits. The data used for the audit is based on a snapshot of staff as at 31st December 2018 and further details of the audit are available below.

The methodology adopted in the analysis of data followed guidance provided from a number of sources including Close the Gap, the Equality and Human Rights Commission (EHRC), the PCS Union website.

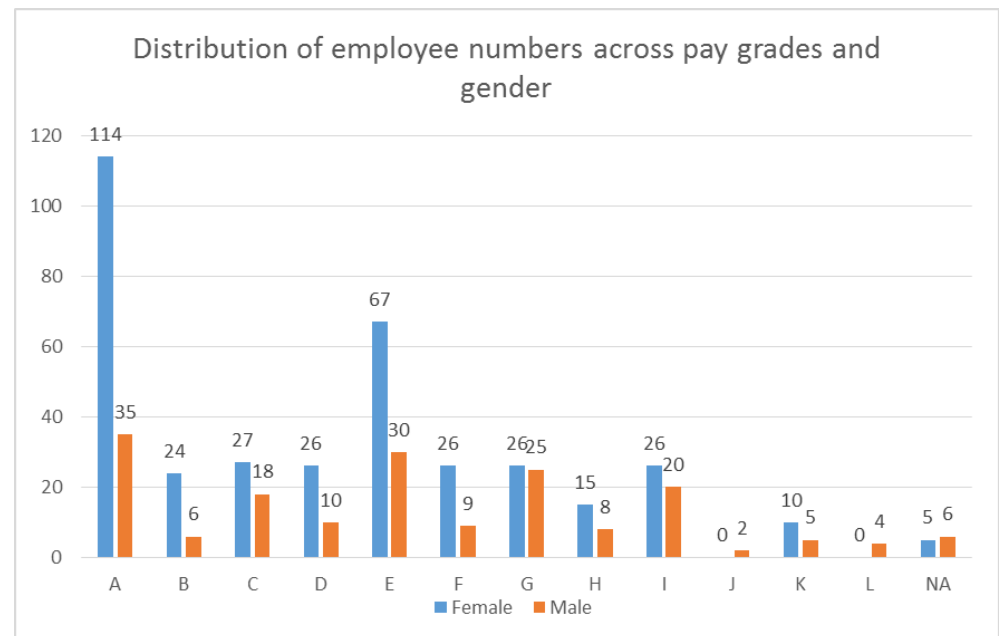
Compliance of the Equal Pay Act is an important and fundamental role VisitScotland acknowledges and the aim of the audit was to undertake an objective analysis of staff salaries within the context of the profile of employment demographics for the organisation from which to identify trends patterns or discrepancies which may not align with equal pay legislation or the organisation aim to equality with promote equality for staff undertaking like work.

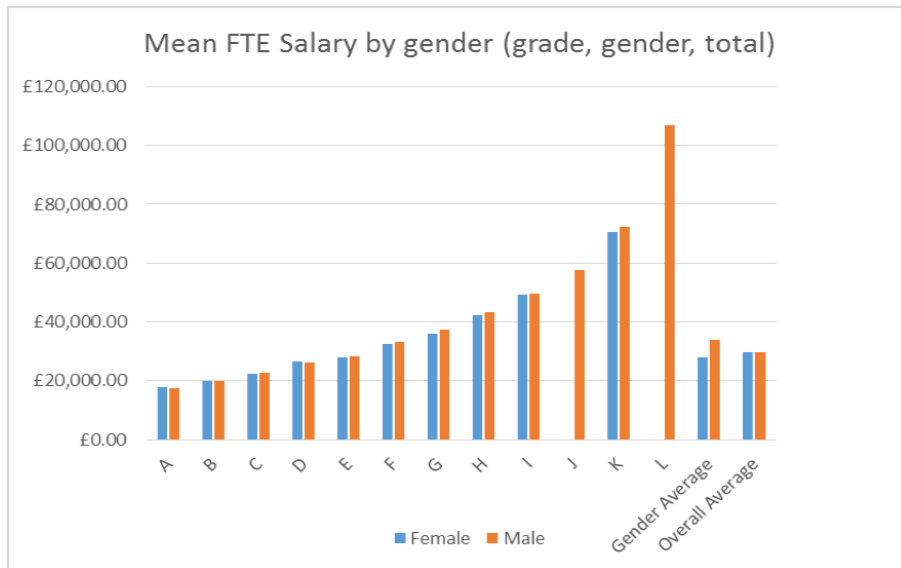
Highlights from the Pay data audit are as follows:

- VisitScotland has a higher ratio of females in the organisation as a whole 67%/33% and across all but 2 of its grades.
- The introduction of a new pay and grading structure has had a broadly positive impact upon the gender pay gap both at grade level and at an organisation wide level. The number of grades increasing from 8 to 14.
- The pay gap within all of the new narrower grades is now less than 3% with the exception of grade G where it is 3.6%

- 2 grades have no female representation including grade L, our the Director level
- The incidences where there is a difference in hourly salary at a departmental level of greater than 10% have been reduced to 1. Subsequently, analysis of anomalies will now be expanded to cover gaps of 5% or more.
- An increased number of grades and hence fewer staff in each grade may be amplifying pay gap anomalies.

Based on the recommendations detailed in the methodology, the following is the standard analysis in evaluating equal pay using a consistent approach. The charts below provide an illustration of the data:





The charts above highlight the gender profile of the organisation and specifically that there are a high ratio of females to males both at an organisation wide level, where it is 67% Female to 33% Male, and also with there being a higher number of females than males in all but 2 of the 14 grades.

Since the last Mainstream report the organisation has introduced a new grade structure which increased the number of grades from 8 to 14 but which now have narrower pay ranges. This has contributed to the significant reduction in the gender pay gap at a grade level with all bar 1 (Grade G) now having a pay gap of less than 3%.

Grade	% Difference - FTE Salary between Female & Male
A	-1.2%
B	-0.3%
C	1.1%
D	-2.3%
E	1.4%
F	2.5%
G	3.6%
H	1.7%
I	1.1%
J	No [F] Employees
K	2.7%
L	No [F] Employees
<hr/>	
Overall(mean)	21.2%
Overall (median)	10.6%

There is no female representation within grades J or L. It should be highlighted that grades J & K were created by splitting the previous grade 7 into 2. Of the 10 female and 7 male staff that were previously grade 7, 10 female staff and 5 male staff were assigned to the higher grade K with 2 male staff assigned to grade J based upon job evaluation. Grade L is made up of 4 male Directors.

Average of Hourly Rate by Department and Gender

Grade	Female						Male					
	Chief Executives Office	Corporate Services	Events	Industry & Destination Devel.	Marketing, Digital & Brand	Female Total	Chief Executives Office	Corporate Services	Events	Industry & Destination Devel.	Marketing, Digital & Brand	Male Total
A	£9.44	£9.77	No entry	£9.77	£9.60	£9.77	No entry	£9.44	No entry	£9.67	£9.44	£9.65
B	£10.24	£11.59	£11.14	£10.55	£10.24	£11.06	No entry	£11.47	No entry	£11.47	£10.15	£11.03
C	£12.84	£12.86	£12.15	£12.55	£12.07	£12.35	Data withheld	£12.65	£12.07	£12.37	£11.98	£12.49
D	£15.01	£14.14	£15.38	£15.21	£14.39	£14.69	No entry	£14.41	£13.65	£15.00	£14.32	£14.34
E	£15.35	£15.20	£15.23	£14.90	£15.12	£15.12	£15.40	£16.49	No entry	£14.98	£15.32	£15.40
F	£17.57	£17.69	£17.37	£18.74	£17.54	£17.87		£19.11	£16.72	£18.04	£17.75	£18.04
G	£18.27	No entry	£19.63	£20.35	£19.58	£19.76	Data withheld	£19.90	£19.51	£20.04	£20.08	£20.47
H	£24.68	£23.56	£22.12	£24.15	£21.91	£23.34	No entry	Data withheld	£23.59	£23.21	No entry	£23.73
I	£26.28	£27.18	£25.38	£26.58	£28.23	£27.02	£26.66	£27.18	£26.88	£29.11	£26.73	£27.33
J	No entry	No entry	No entry	No entry	No entry	No entry	No entry	£31.61	No entry	No entry	No entry	£31.61
K	£39.14	Data withheld	Data withheld	£38.33	£38.48	£38.75	No entry	£40.22	£38.96	Data withheld	No entry	£39.78
L	No entry	No entry	No entry	No entry	No entry	No entry		£58.86	£55.20	£52.34	£68.68	£58.77
Gender Average	£19.72	£15.33	£17.13	£12.85	£18.09	£15.26	£23.99	£20.53	£24.32	£14.78	£18.72	£18.50
Overall Average Hourly	£21.06	£17.97	£19.49	£13.40	£18.29	£16.32						

In line with guidance from equality bodies, a deeper review was undertaken to look at the mean hourly rates by grade gender and department and calculating the percentage difference:

In the table, where no male or female staff sit within a department at a specific grade then these cells are shown as No (males) or No (females). Where there is only 1 member of staff of a particular gender in the specific grade and department then the data has been withheld to protect personal data.

In the 2017 Mainstreaming Report where Departmental anomalies that exceeded 10% were highlighted for investigation.

Using the same approach this time, the data has highlighted there is now only one incidence where, within a specific department, a pay gap exceeding 10% exists, this being: Events, Grade D -11.29% (a negative figure reflects that the female average pay is higher than the male average).

Given there is now only one incidence exceeding 10% further analysis will now be undertaken to explore incidences where the gap exceeds 5% or if there are patterns of 3% or more, to establish whether they are genuinely caused by factors unrelated to gender or whether remedial action needs to be put in place.

Grade	% Pay gap by gender, department and grade					Female/Male Difference
	Chief Executives Office	Corporate Services	Events	Industry & Destination Devel.	Marketing, Digital & Brand	
A	No (males)	-3.44%	No staff	-1.01%	-1.75%	-1.16%
B	No (males)	-1.03%	No (males)	8.68%	-0.89%	-0.29%
C	Insufficient Data	-1.65%	-0.71%	-1.40%	-0.72%	1.14%
D	No (males)	1.87%	-11.29%	-1.40%	-0.45%	-2.35%
E	0.26%	8.53%	No (males)	0.53%	1.26%	1.86%
F	No (males)	8.03%	-3.70%	-3.72%	1.24%	0.96%
G	Insufficient Data	No (females)	-0.65%	-1.56%	2.57%	3.59%
H	0.00%	Insufficient Data	6.67%	-3.89%	0.00%	1.69%
I	1.44%	0.00%	5.92%	9.52%	-5.32%	1.12%
J	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data
K	No staff	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data	2.67%
L	No staff	No (females)	No (females)	No (females)	No (females)	N/A

From our initial analysis it would appear that, similar to the organisation as a whole, the pay gaps are typically the result of the weighting of a specific gender in a particular grade and Department. E.g. in a department where there are 2 male staff and 8 female staff at a particular grade, if the 2 males are long standing in their roles and are sitting at the top of the pay scale even though there may be 2 female staff also at the top of the same pay scale, the presence of the other more junior female staff who are further down the pay scale has the impact of reducing the female average salary. We have also found that increasing the number of grades and hence having fewer staff in each grade is partly amplifying this effect.

In conclusion the analysis has seen a reduction in the gender pay gap for the organisation as a whole from 25.9% to 21.2% since the 2017 report and a reduction to 10.6% on a median measurement. The predominantly female profile of the organisation may skew the overall pay gap due to the weight of female numbers in lower grades even though in the 3 of the 4 lower grades female average pay is higher for males.

Appendix 3. Summary of Policies & Practices

Assess and review policies and practices

We fully accept our responsibilities in relation to the assessment and review of the impact of our policies procedures, and Staff Equality Working Group whose primary task is to support our strategy of mainstreaming of equality and diversity across the organisation.

One of the primary purposes of the Group is to support the Equality Impact Assessment (EQIA) process by reviewing policies and procedures to ensure that staff policies and procedures reflect our organisational values, and that the principles of equality, as defined by the Equality Act 2010, are embedded in our day to day working practices.

The group have already reviewed staff policies relating to adoption leave, maternity leave and fixed term contracts and the new resolution policy. Following an initial screening, the group did not find or highlight any areas of equality concern or impact in any of the policies, and therefore a full EQIA assessment was not required. However they did have few minor suggestions for clarity that have been incorporated into the policies.

In partnership with the Scottish Government and other participative partners we have also undertaken 'a full a EQIA' assessment for the 2018 European Championships held in Glasgow, one of the highlights being that Pride House was set up using the Commonwealth Games model ensuring a "safe space for all LGBTI+ athletes, spectators and visitors. Several events were held including an awareness session for the tourism industry on LGBTI initiatives to encourage visitors to Scotland who are from the LGBTI+ community. This is published on the VS web-site. An EQIA is currently underway for the Solheim Cup and will be published soon.

A full EQIA training programme was to have been rolled out Oct 2018, however due to the impact of the Oracle implementation on our training resources, and estate, this was postponed until May 2019. The training will be made interactive with our Inclusive Tourism training manager bringing case studies for both internal and external projects on inclusion.

VisitScotland Board - Succession Planning

At the beginning of 2015 the VisitScotland Board membership consisted of seven men and one woman, plus Chair (male).

Aware of the benefits a more balanced board membership would bring to VisitScotland we have worked hard to improve on that position and as a result of a number of successful initiatives, including a partnership with Changing the Chemistry to promote the Board appointment round with a dedicated seminar and workshop; and targeted mailing of women's organisations, at the end of 2015, we successfully achieved a gender balance on our Board with a Board membership consisting of four men and four women plus Chair (male).

In 2016, the incoming Chair identified a need to appoint a co-opted member to provide expertise in audit and in view of our commitment to ensure gender balance, he appointed an additional woman now a full member to the Board and the Board now consists of five men and five women, including our Chair, Lord Thurso.

Our last Board appointments were completed late 2018. However we are conscious of the need to encourage and promote future Board membership therefore VisitScotland Board are running a mentoring programme which is designed to encourage more female members

to apply for Board positions, and we are currently also considering a mentoring programme for disabled people, in order to increase the representation in this very under represented area. This is in partnership with Inclusive Scotland, and will report back on this on 2021

One of our female Board members is on the Staff Equality Working Group and takes an active interest in the work and attends as many meetings as she can. A second female member of the Board also volunteered to be a First Contact Officer, a network to provide an independent support and resource for all staff and managers. (See Re framed Equality Outcomes para 4.2)

Award criteria and conditions in relation to public procurement

The Scottish Model of Procurement is widely acknowledged and the Scottish Government Procurement Journey is now embedded within VisitScotland as the principal procurement process. Principles of cost, sustainability and quality are key to all procurement decisions within VisitScotland and our standard terms and conditions of contract contain specific wording on supplier duties and employee liabilities, and make it clear that suppliers must not unlawfully discriminate against any person within the meaning of the Equality Act 2010 in its activities relating to the contract. All VisitScotland procurement contracts are subject to internal audit requirements.

Supplier Duties - Discrimination

The Supplier must not unlawfully discriminate against any person within the meaning of the Equality Act 2010 in its activities relating to the Contract or any other contract with the Purchaser.

Employee Liabilities

“Employee Liabilities” means all liabilities, entitlements and/or claims in respect of and/or in connection with any personnel, including claims (whether pursued by or on behalf of any personnel or by any trade union in respect of any personnel) for protective awards, awards in respect of any failure to inform and consult under the Transfer of Undertakings (Protection of Employment) Regulations 2006, redundancy payments, unlawful deduction of wages, unfair, wrongful or constructive dismissal (including automatically unfair dismissal) compensation, compensation for sex, race, disability, age, gender reassignment, marriage and civil partnership, sexual orientation discrimination or discrimination by reason of religion or belief, claims for equal pay, claims in relation to pensions entitlements, compensation for less favourable treatment of part-time workers or fixed term employees, and any claims (whether in delict, tort, contract or statute or otherwise), demands, actions, proceedings and any award, compensation, damages, tribunal awards, fine, loss, order, penalty, disbursement, payment made by way of settlement and costs and expenses reasonably incurred in connection with a claim or investigation (including any investigation by the Equality and Human Rights Commission, or other enforcement, regulatory or supervisory body and of implementing any requirements which may arise from such investigation), and any legal costs and expenses and any other Losses related to any such liabilities, entitlements and/or claims.

Appendix 4. Employees attending Learning & Development Courses

See Background Information at App 2 regarding L & D Stats for this report.

All staff, regardless of protected characteristics, are offered equal opportunity of access to our learning and development courses. In supporting all staff in positive professional development, we aim to contribute towards eliminating discrimination, advancing equality of opportunity and strengthening good relations within our workforce, and build capacity within our organisation to promote equality in our external functions. Examples of learning for 2017/19 include

Training Days

Total number of delegate training days evaluated during 2018-19 = 612
(20% increase on 2017-18)

	Number of courses 2017 -2018	Number of courses 2018 -2019	% Increase
Face to face	94	133	41%
Lunchtime Learning	103	157	52%
Webinar	24	35	45%

Course evaluation

Satisfaction Score: 1- Strongly Disagree 5 – Strongly Agree

	Satisfaction directly after course	Satisfaction 2 months after course (learner)	Satisfaction 2 months after course (manager)	Net Promoter Score
2017-18	4.65 (93%)	4.4 (84%)	3.9 (78%)	70.04%
2018-19	4.66 (94%)	4.6 (92%)	4.0 (80%)	74.01%

Learner Evaluation comments

“The learning was very engaging, an enjoyable way to learn about customer service.” – **EVE Customer Service**

“Very interesting course with interactive activities” – **The 7 Habits of Highly Effective People**

Have attended time management training previously but with the addition of time management with outlook this will make a massive difference” – **Time Management with Outlook**

“Really worthwhile course and very appropriate.” – **Aspiring Manager**

“I already knew about mental health but this course helped shed some more light on things I never knew.”- **Mental Health for all staff**

“In my day to day function, I have come across many scenarios which were mentioned during the course. Also, there were plenty of opportunities to put your own thoughts forward or mention any issues which occur on the work floor. The workbook was also helpful in that it is structured but not too detailed. All in all, a very useful course and definitely recommended for anyone who is in a managing function..” – **Manager as a Coach**

“Some very useful tips and techniques that will help in a wide variety of situations. I’ve already put some of the techniques to use, it’s made me very aware of how the situations can arise and how both parties need to resolve, and have also shared some of the key learnings with team members.” – **Conflict Management Skills**

Managers Evaluation comments

“Since ... attended the time management with outlook course he has made a significant effort to better organise his calendar” – **Time Management with Outlook**

“I just wanted to drop you a note to say that the support I have received as a manager for helping staff with mental health issues has been fantastic. The Mental Health Awareness course has allowed me to have a shared language to discuss this in my team” – **Mental Health Awareness for Managers**

“It has helped that I have attended the course and can help ...with implementing their habits in the role” – **PreThe 7 Habits of Highly Effective People**

Additional Impact 2018-19

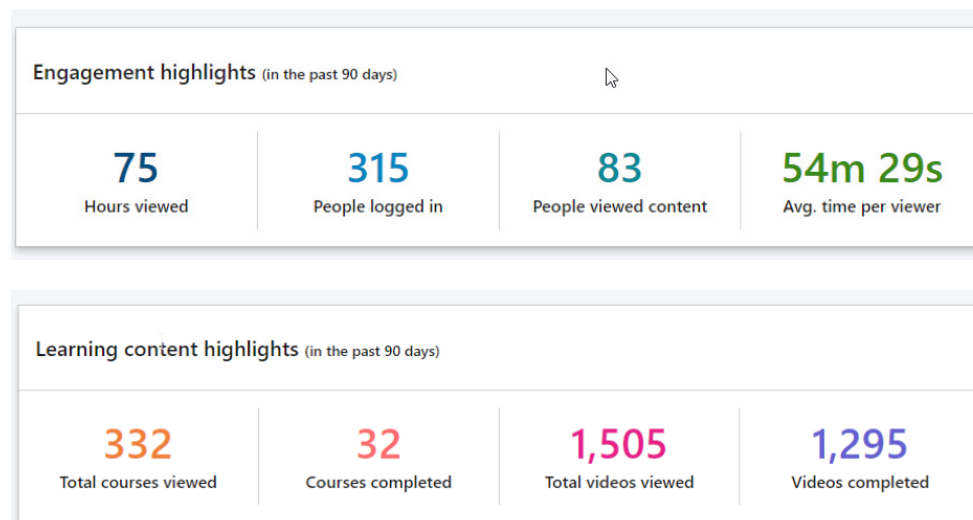
- **27** internal mentorship pairings – A highly successful one year mentoring programme
- **16** Managers have completed the Management Development Passport programme – a 6 month leadership and management programme through Edinburgh College
- **25** Professional Qualifications completed:
 - 2018-19 25
 - 2017-18 16
 - 2016-17 20
- Adhoc training arranged for teams across the Directorates including:
 - o Advanced social Media
 - o Advanced Public Relations
 - o Prince2 project Management
- Individual learning request
 - o British Sign Language course – through PCS Union
 - o Various conferences
 - o Cyber security conference
 - o Marketing Conference
 - o UX Edinburgh
- Delivery of **2** Management development cohorts to achieve 20 level 5 CMI Leadership and Management qualifications.

We announced to all staff early this year that they would soon have access to Oracle Learn. From 1 April all staff were be able to access learning through Oracle Learn. Everyone had instant access to a wealth of workshops, video’s, workbooks and world class learning through our Partnership with LinkedIn Learning and The Open University.

In preparation for the Launch, and to make sure staff were engaged with the initiative and could access the LinkedIn Learning content, we offered a series of Elevenses and Webinars on how to “**Rock Your LinkedIn Profile**”. Staff can:

- View the full range of workshops available at VisitScotland and self-enroll onto programmes
- Access a range of VS Skill videos and Workbooks that provide short micro-learning opportunities
- Access a huge range of online learning through LinkedIn Learning*, The Open University and the Regional Tourism Customer Service modules. Figures for the end of the first week following Oracle and LinkedIn Learning launch, we have had:
 - 36 separate learners complete a learning in full on Oracle with a further 20 separate learners in Progress. This includes videos and online learning but does not include the numbers enrolled onto face to face courses as I am still building the reporting functionality for this.
 - We have activated 267 licences on LinkedIn which represents 50.3% of licences.
 - 13 hours of videos viewed
 - Average time per viewer 18m 40 seconds
 - 73 courses viewed – 3 completed in full
 - 257 total videos viewed – 220 videos completed to the end

Most recent figures for the past 90 days are in tables below:



This was a fantastic start to Oracle Learn content, driven by our L & D Manager Andrew Cunningham. Over the next stage of development Andrew will shape a Learning Dashboard to get Directorate specific learning updates for the whole organization, so managers can see the progress their staff are making in their personal and professional learning & development.

Here endeth the lesson!

