

# Law Society of Scotland – Race Equality Assessment



## Stage 2 – Action Planning

## 1. ADMINISTRATION

Function	Score	Issues	Action Required	Indicators	Respon-	Target	Progress
					sibility	Date	
RECORDS - Recording disciplinary matters	12	In English only and in small type.	May have to review this if more incomers.	New web site. SSDT web site now also available.	DR / IT	06/06	Cont. Proc.
ILG - Nominations for committee membership and retirals.	11	Nomination papers currently sent out with AGM papers to be completed by hand.	New web site will allow the nomination form to be completed on-line using a keyboard.	New web site – Nomination papers to be moved to AGM page for better visibility.	TS / IT	07/06	Done
Admin Dir - Maintenance, refurbishment and alteration of Buildings. DDA arrangements.	11	The building is not suited to wheelchairs and it is important that staff are aware of the limitations of the building and the operation of the evacuation chairs etc. The policy of using the ground floor offices for visitors must be clear to all.	Continued reminders to Reception and staff. All First Aiders and Fire Officers trained in the use of evacuation chairs. Additional toilet for the disabled to be installed October 2006, lift to the basement to allow access from the car park to be installed 2007.	Hopefully we will get it right or be able to adjust room bookings to resolve problems. <b>New lift in 2007 will accommodate wheelchairs (Financial constraints – the lift expenditure has been postponed indefinitely).</b>	GCS	NOW	Cont.
Admin Dir - Health and Safety co-ordination.	11	On-going	Vigilance	Risk Assessment training - annual new staff training.	GCS HoDs		Cont.
Admin Dir - Competence Committee incorporating the Specialisation Committee.	11	There have been occasions when some have tried to gain a waiver because of hearing or sight impairment.	Ensure that the Society's our own course providers and Update have sufficient courses in place with the right aids. Induction loops installed in Reception and Media Room.	Hopefully we will get it right or be able to adjust room bookings to resolve problems. All CPD papers and forms are now on the new web site. <b>Competence Committee stood down now with Legal Education and others.</b>	GCS / IR	NOW	Cont.
Admin Dir - Heads of Department Committee.	11	Need to keep them advised of difficulties within the location.	Correct difficulties where possible.	On-going as continuing relocations within buildings. <b>Second toilet for the disabled became operational 6<sup>th</sup> October 2006.</b>	Frida y GCS	A/R	Cont.
Admin Dir - Employee Relations Group.	11	<b>Not now part of the group.</b>	N/A	N/A	N/A	N/A	

RECORDS - Database maintenance	10	New RMS should allow input by partially sighted staff. Should also record disabilities and should provide guidance on output to recipients with physical difficulties. Needs to provide translations too.	Proper specification of provisions only outline at the moment.	New RMS for Admin purposes will not probably be available until 2008. <b>Records Officer attended Disablement Equality meeting with disabled people and other staff 20<sup>th</sup> September 2006</b>	DR / IT	06/08	Cont.
RECEPTION - Greeting visitors. Operate door entry system - allow entry to callers with appointments and deny entry to others.	10	This is in place and protecting the Reception staff. Not however very welcoming for visitors. For the future automatic opening doors will be a necessity	The H.o.D. Committee is keeping this under review.	Reception and entry to be refurbished mid 2007.	HoDs	06/07	Cont.
Admin Dir - Practice Management Course - waivers and postponements.	10	Waivers may be granted on medical grounds or special arrangements are made by Update to accommodate the impaired.	Continue as before. Venue always chosen by Update to be disabled friendly.	On-going consideration of requests for waivers. <b>(August 2006 passed to Practising Certificate Committee)</b>	DC	NOW	
ILG - Handouts at any event.	9	Invariably small type. Must ensure speakers handouts and in-house material is 14 point or larger.	Speakers notes. Now almost always Power point presentations Will continue to review other notes received.	Not added to web as planned as often not sufficiently detailed to be of use.	TS / IT	06/06	Cont.
RECEP - Switchboard. Operate switchboard and maintain queue and voicemail messages.	8	All PC and screen based.	Might be possible to employ a partially sighted person with appropriate support equipment.	As required. New jobs advertised but no disabled applicants as yet. <b>Receptionist attended Disablement Equality meeting with disabled people and other staff 20<sup>th</sup> September 2006</b>	DR / GCS	01/05	Cont.
RECEP - Minicom. Operate and reply to callers queries.	8	Getting the number known	Now on all letterhead and compliment slips	Need to be promoted by everyone.	HoDs	06/05	Cont.
RECEP - Advise callers without appointments to take and complete leaflets incl. CRO.	8	Not all languages available in outer hall.	Should be added to new web site. Translations can be obtained quickly if necessary.	New web site. Delay in getting texts through Committees due to volume of new legislation. <b>Now part of re-branding project by Corporate Communications</b>	DR / IT / LE / CRO	06/07	Cont.
RECEP - Assist those who wish to use the disabled lift if necessary.	8	Some people don't notice the lift and use the steps with great difficulty	Must make lift more noticeable.	Notice to be bigger. <b>Installed 4<sup>th</sup> October 2006.</b>	GCS	08/06	Done
ILG / SOLAR. Data and information gathering re Policy decisions.	8	Research not often undertaken but might make an effort to engage with Solicitors with impairments.	Consider whether necessary or beneficial.	ILG will consider if this function used.	TS	12/05	Cont.
ILG / SOLAR - Annual seminar programme prep. Including publicity and selection of speakers / venues.	8	Usually have disabled attendees / speaker. Again large type versions.	ILG Usually in-house. SOLAR usually in an appropriate venue.	Will review material – on-going. <b>Responsibility with SOLAR for SOLAR courses as LSoS only administer seminars for a fee.</b>	TS / IT	Cont.	

ILG / SOLAR - Seminar Administration - meeting rooms, menus, speakers expenses etc.	8	Usually have disabled attendee / speaker.	Usually in-house. Usually in ground floor media room.	Will review see previous comment re PowerPoint.  <b>Responsibility with SOLAR for SOLAR courses as LSoS only administer seminars for a fee.</b>	TS / IT	Cont.	
ILG - All arrangements for Annual Dinner if necessary.	8	May have disabled attendee / speaker.	Ensure venue appropriate.	Review paperwork. see previous comment re Power Point.	TS	Cont.	
POPS - Rearrange meeting room furniture as weekly diary sheet received from Reception.	8	Need to make sure set-up is ok for a wheelchair.	Need standard set-ups to allow quick adaption for wheelchair users.	Review room layouts as required. Often layouts are one-off.	AM	08/05	Cont.
RECORDS - Applications for Practising Certificates and Renewal. Guarantee Fund payments. .Special Levy	7	All of this guidance is available in small type and in English only. The forms need to be completed by hand and returned by mail.	The New RMS and web site will allow those who have difficulty writing to use a keyboard.	Will review material – on-going and web site. RMS delayed until 2008. All guidance is now available on the new web site.	DR / IT	06/08	
RECEP – Switchboard - Assist callers to reach the correct contact by establishing reason for call.	7	Language is sometimes a problem	Best endeavours currently few and infrequent.	Will keep under review. <b>Have established that an interpreter may be available through the European in Scotland.</b>	DR		Cont.
RECEP - Audio Conferencing. Provide terminals to meeting rooms and offices as necessary. Arrange conferencing calls through 'bridge' as required.	7	May be a problem for the hard of hearing.	Must place individual close to terminal or vice versa.	Meeting organisers to consider this and arrange seating. Reception will also be aware. <b>Receptionist attended Disablement Equality meeting with disabled people and other staff 20<sup>th</sup> September 2006</b>	DR / ALL	08/05	Cont
POPS - Leaflet enquiries from profession and public by telephone.	7	One language only	Consider other languages on new web site. Translations can be obtained quickly.	New web site and budget. <b>Now Incorporating appropriate leaflets from others on the web site. LSoS leaflets Now part of re-branding project by Corporate Communications</b>	AM / GCS	06/06	Cont.
Admin Dir - Car Park Rota.	7	Not a problem.	Disabled persons with badges may park at the front of the building.	Review as necessary. Only disabled staff member is accommodated at basement level and has an allocated car park space at the same level. <b>New lift in 2007 will accommodate wheelchairs (Financial constraints – the lift expenditure has been postponed indefinitely).</b>	SB		Cont.

RECEP – Switchboard Direct callers to departments and individuals.	6	Occasionally language is a problem.	Best endeavours – allowances made on both sides.	Review if it becomes a more frequent problem.	DR	06/06	Cont.
--	---	-------------------------------------	--	---	----	-------	-------

Revision 10<sup>th</sup> October 2006

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

2. CRO

Function	Score	Issues	Action Required	Indicators	Respon- sibility	Target Date	Progress
<p>Objectives, timescales, and priorities may vary depending on the outcome of the current review by the Scottish Executive titled “Reforming Complaints Handling, Building Consumer Confidence: Regulation Of The Legal Profession In Scotland”. This could potentially have a significant effect on the work the department and could mean major revision of this plan.</p>							
<b>EXTERNAL LIAISONS -</b>							
<b>Scottish Consumer Council</b>	15	Do we wish to establish a formal working relationship with various groups on service delivery and diversity issues?	As this goes wider than CRO should be discussed at Heads of Department level.	<b>Strategic Diversity Objective – No. 4</b>			
<b>Media</b>	14						
<b>Citizen's Advice Bureau</b>	12						
<b>Scottish Refugee Council 1</b>	12						
<b>MP/MSP/MEPs</b>	7	Does current process of liaison and communication work in a reactive or proactive way?					
<b>DECISION MAKING –</b>							
<b>General</b>	14	Wide discretion in the application of the statutory and common law tests for professional misconduct and inadequate professional service	<ul style="list-style-type: none"> <li>Process for review of committee decisions</li> <li>Process of feedback to and training of decision-makers</li> <li>Review of criteria applied in reaching decisions</li> </ul>	<ul style="list-style-type: none"> <li>Will technology open doors to maintaining proper records?</li> <li>Formation of working party to initiate process of review, feedback and training</li> <li>Approval of Client Care committee</li> <li>Implementation of review system</li> <li>Implementation of training programme for all decision-makers</li> <li>Working party to review criteria and guidance</li> </ul>	MQM	12/06	W1
<b>Client Relations Committee decision/recommendation</b>	14				PJY	12/06	W1
<b>PCC decision</b>	14				PJY	04/07	W1
					MQM	06/07	W1
					PJY	06/07	W1
					PJY/ MW	06/07	W1
					PJY	12/07	W1

<b>Process &amp; Policies - "Refusal" to investigate</b>	14	Wide discretion for Case Manager supported by Sifting Panel to refuse to admit complaints	<ul style="list-style-type: none"> <li>▪ Process for review of Sifting Panel decisions</li> <li>▪ Process of feedback to and training of Sifting Panel members and Case Managers</li> <li>▪ Review of criteria applied in reaching decisions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formation of working party to initiate process of review, feedback and training</li> <li>▪ Monitoring project to identify any commonalities in relation to complainers in cases refused for investigation</li> <li>▪ Approval of Client Care Committee</li> <li>▪ Implementation of review System</li> <li>▪ Working party to review criteria and guidance</li> <li>▪ Implementation of training programme for CMs and Sifters</li> </ul>	MQM /JT  MW PJY MW MW	12/06  04/07 06/07 12/07 06/07	W1  W1 W1 W1 W1
<b>Personnel - Selection of Case Managers</b>	14	<b>Strategic Diversity Objective – No. 1</b>					
<b>Providing information/education - Letters/emails/standard letters</b>	13.5	<ul style="list-style-type: none"> <li>▪ Wide discretion in all communications.</li> <li>▪ Are we paying enough attention to the impact of our documentation on all sectors of society?</li> <li>▪ Is our service open and accessible to all, regardless of race , language , disability or other?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Standardise as much as possible so we can be assured of our message and its delivery—initial information pack completed and will be published soon</li> <li>▪ Review, update and extend our range of standard letters/paragraphs—technology is key to this.</li> <li>▪ Develop and publish information leaflet for profession</li> <li>▪ Training for all staff, reporters and committee members on diversity and good communication</li> <li>▪ Already achieved : working relationship with translation services and typetalk facility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Can our communications be understood easily? How do we know this?</li> <li>▪ Implement programme of review and modernisation of all standard communications. Work on involvement project with representatives of minority groups to review our work (for example, standard letters)</li> <li>▪ Ensure ongoing programme of training</li> <li>▪ Publish information for the profession</li> <li>▪ Review of communications/training</li> </ul>	MW/ MQM /MB	07/07	W1

<b>PROCESS &amp; POLICIES –</b>							
<b>Preliminary enquiry</b>	13	Awareness on part of case managers of importance of diversity and ensuring good practice.	Establish programme of induction and continuing training for case managers	<ul style="list-style-type: none"> <li>▪ Liaise with Diversity Lead to establish training programme along lines already provided</li> </ul>	MW	10/05	C
<b>Agreeing issues of complaint</b>	13	Issues can arise at any of the stages of dealing with a complaint		<ul style="list-style-type: none"> <li>▪ Implement programme</li> <li>▪ Review regularly</li> </ul>	MW	02/06	W1
<b>Corresponding with parties to the complaint</b>	13				MW	02/07	W1
<b>Corresponding with third-parties</b>	13						
<b>Comments on Report process</b>	13						
<b>Statutory responsibilities - Investigation (Section 33)</b>	12.5	<ul style="list-style-type: none"> <li>▪ Is the statute compliant with any EU Directives on diversity issues?</li> <li>▪ We don't keep any statistical data on the outcomes of s33 investigations involving diverse groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Liaise with Law Reform department/obtain legal advice on statute after conclusion of Scottish Executive review process</li> <li>▪ Develop a monitoring form and system to analyse data</li> </ul>	<ul style="list-style-type: none"> <li>▪ Obtain advice</li> <li>▪ Act on that advice if necessary</li> <li>▪ Develop monitoring form and system</li> <li>▪ Approval by committee</li> <li>▪ Implementation of scheme</li> </ul>	IR PJY MQM	10/07	W1
<b>Providing information/education - Information Pack for complainers</b>	12	Ensure that the information pack provides the information required by all parties making a complaint and that it is appropriately accessible.	<p>Assess information requirements for new information pack</p> <p>Develop new pack and make available in paper form and on-line</p>	<ul style="list-style-type: none"> <li>▪ Publish new information pack</li> </ul>	MQM  MQM	09/05  05/07	C  W1
<b>Process &amp; Policies - Timebar</b>	12	Wide discretion in how this is applied /relaxed.	<ul style="list-style-type: none"> <li>▪ The written decision awaited in a recent SSDT case which will provide guidance</li> <li>▪ Develop a system to ensure time bar applied/relaxed consistently</li> <li>▪ Appropriate training for cms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disseminate SSDT guidance when available and publish in CM manual</li> <li>▪ CRO management team to develop and implement system to achieve consistency and fairness</li> <li>▪ Training programme</li> <li>▪ Review</li> </ul>	MQM  MW  MW CRO -MT	07/05  12/06  02/07 02/08	C  W1  W1 W1

<b>Process &amp; Policies - Review/evaluation of policies</b>	12	Policies and processes are formulated then reviewed usually on a piecemeal basis often driven by specific cases. The plethora of policies is published but not on one site.	<ul style="list-style-type: none"> <li>Creation of a bank of key existing policies, easily searchable (on intranet site?)</li> <li>More pro-active review and evaluation of policies and processes</li> </ul>	<ul style="list-style-type: none"> <li>CRO management team to create bank of policies</li> <li>Client Care committee to develop systematic review of key policies</li> <li>Report annually on policies reviewed in that period</li> <li>Identify where new technology may provide a key to achieving this</li> </ul>	CRO -MT PJY  MQM	12/06 12/06  12/06	W1 W1  W1
<b>Statutory responsibilities - Scottish Legal Services Ombudsman</b>	11	<ul style="list-style-type: none"> <li>Highlighting instances of good practice identified by SLSO to ensure this is known and applied throughout team</li> <li>Dialogue with SLSO on diversity issues</li> </ul>	<ul style="list-style-type: none"> <li>Institute process of sharing good practice</li> <li>Maintain ongoing dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Devise system for information sharing</li> <li>Update CM Manual</li> <li>Maintain ongoing dialogue</li> </ul>	MQM MW/I R MQM /PJY	12/05  12/05  ONG OIN G	C  D W1
<b>Process &amp; Policies - Persistent complainers</b>	11	Policy has been agreed	Working with other key players in LS , implement policy	Work with group chosen by HoD to implement policy	MQM	?	C
<b>Process &amp; Policies - Abandonment of complaints</b>	11	Wide discretion for case managers to apply /relax policy.	<ul style="list-style-type: none"> <li>Develop a system to ensure abandonment policy applied/relaxed consistently</li> <li>Training for cms</li> </ul>	<ul style="list-style-type: none"> <li>CRO management team to develop and implement system to achieve consistency and fairness</li> <li>Training programme review</li> </ul>	CRO -MT  MW CRO -MT	12/06  02/07 02/08	W1  W1 W1
<b>Providing information/education - Website contact</b>	10	Need to ensure standard information is updated regularly	New web user group will begin work on modernisation process	<ul style="list-style-type: none"> <li>Assess action</li> <li>Implement</li> <li>Evaluate , review and update regularly</li> </ul>	MQM /HL MQM /HL	Ongoing 12/05 12/06	C C W1
<b>Providing information/education - Meeting with complainers</b>	10	<ul style="list-style-type: none"> <li>Are locations for meeting suitable?</li> <li>Are case managers and helpline staff trained to handle diversity issues?</li> </ul>	Ensure appropriate training	<ul style="list-style-type: none"> <li>Training for case managers</li> <li>Training for helpline staff</li> <li>Impact assessment of training</li> <li>Review of meeting locations - using check sheet developed as part of <b>Strategic Diversity Objective 9C</b></li> </ul>	MW  MQM MW/ MQM MQM	All training ongoing 12/06	C  C W1

<b>Process &amp; Policies - Requirement to have complaint in writing</b>	10	This has already been recognised as a significant issue for certain disabled groups and people for whom English is not their primary language.	Within the plans for the new software system will be the creation of a person record from key data which will obviate the need for a written complaint although this is desirable. Review possibility of requirement being re-phrased 'permanent form' to allow submission of audio tape	<ul style="list-style-type: none"> <li>Develop and implement new software</li> <li>Review</li> </ul>	JT CRO -MT	06/06 06/07	C W1
<b>Personnel –</b>		<b>Strategic Diversity Objective – No. 1</b>					
<b>Selection of Reporters</b>	10						
<b>Selection of Committees</b>	10						
<b>Selection of Sifting Panel</b>	10						
<b>Process &amp; Policies - Third-party complaints</b>	9	There have been significant communication issues recognised	By June 2005 a new process will be implemented supported by a separate explanatory leaflet .	<ul style="list-style-type: none"> <li>Implement new process</li> <li>Prepare standard letters</li> <li>Training for CMs</li> </ul>	MQM MQM MQM	05/05 05/05 comp leted	C C C
<b>Providing information/education - Telephone contact</b>	8.5	This involves ensuring that our helpline staff and case managers are suitably trained.	Programme of training	<ul style="list-style-type: none"> <li>Ensure staff have received diversity training</li> <li>Annual reminder in relation to contact methods (phone, e-mail, textphone, etc)</li> </ul>	MW MQM	Ongo ing/c ompl eted	C
<b>Process &amp; Policies - Choosing reporter</b>	8	<ul style="list-style-type: none"> <li>Case managers exercise discretion in setting the criteria for type of reporter sought and selection is made by admin. Staff on basis of availability. Is this system good enough?</li> <li>Do case managers have suitable training to inform their criteria setting?</li> </ul>	<ul style="list-style-type: none"> <li>Review system</li> <li>Monitor referrals</li> <li>Ensure suitable training</li> </ul>	<ul style="list-style-type: none"> <li>CRO management team to review system</li> <li>Identify monitoring project to examine and report on sample levels of referral against case manager's stated criteria for selection</li> <li>Action any issues arising</li> </ul>	CRO -MT MW	01/07 03/07	W1 W1
<b>Process &amp; Policies – Reports and Supplementary observations by reporter</b>	8	Reporters must have similar training to CMs in diversity issues	Arrange reporter training	Training for reporters	PJY	09/05	C W1

<b>Process &amp; Policies - Interpretation/translation</b>	8	<ul style="list-style-type: none"> <li>▪ Is process for obtaining translations good enough?</li> <li>▪ Need to formulate a policy on employing interpreters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review process for translation</li> <li>▪ Formulate policy on interpreters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review translation process</li> <li>▪ Client Care committee to formulate policy on interpreters</li> </ul>	CRO -MT PJY	10/05 10/05	C W1
<b>Process &amp; Policies - Instructing Fiscal</b>	7	Only issue is selection of fiscal. As this is generally done on basis of availability there are no real issues to be tackled.	None	None			

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

**3. EDUCATION AND TRAINING**

Function	Score	Issues	Action Required	Indicators	Responsibility	Target Date	Progress
<b>Measurement Project</b>	13	<ul style="list-style-type: none"> <li>Prepare paper and make recommendations on measuring performance and outcomes in the department</li> </ul>	<ul style="list-style-type: none"> <li>Obtain information on techniques available</li> <li>Agree appropriate technique</li> <li>Involve department in working through tools</li> </ul>	<ul style="list-style-type: none"> <li>Development of Dolphin consensus document</li> <li>Benchmark against other organisations</li> <li>Develop KPIs for departmental functions including in relation to Diversity</li> <li>Review procedures on annual basis</li> </ul>	LC	12/06	W2 <sup>1</sup>
<b>Foundation Document</b>	13	<ul style="list-style-type: none"> <li>Design of Educational processes could cause differential outcomes</li> <li>Ethical values could relate only to certain moral paradigms</li> </ul>	<ul style="list-style-type: none"> <li>Seek out information on effects of Diversity issues on education</li> <li>Seek to involve representatives of a wider range of groups in discussions</li> </ul>	<ul style="list-style-type: none"> <li>Have guidance notes been produced for committees?</li> <li>Can we produce examples of greater and appropriate involvement?</li> </ul>	NS/ LC	10/06	W1 <sup>2</sup>
<b>Pathways to the Professions</b>	13	<ul style="list-style-type: none"> <li>Working with Edinburgh Uni.</li> <li>Opportunity to promote access to non-traditional groups</li> </ul>	<ul style="list-style-type: none"> <li>This is a collaborative programme – simply need to maintain involvement and look for other opportunities to be involved in similar schemes at other institutions</li> </ul>	<ul style="list-style-type: none"> <li>Have we become involved in any new project similar to this one?</li> <li>Careers outreach to non-traditional groups</li> </ul>	LC/ JM JM	12/06	W1 <sup>3</sup>
<b>Young Citizens Passport</b>	13	<ul style="list-style-type: none"> <li>Opportunity to promote good relations and understanding</li> <li>Need to ensure the information and advice covers all groups in appropriate manner</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support project and future editions</li> <li>Invite comment on current draft as to appropriateness of information provided</li> <li>Involve authors with appropriate expertise</li> </ul>	<ul style="list-style-type: none"> <li>Monitor distribution of YCP in collaboration with publishers</li> <li>Consult more broadly in relation to Diversity issues in the second edition</li> </ul>	LC	09/06	W2 <sup>4</sup>

<sup>1</sup> Delayed due to pressure of work and rescheduled for end 2006.

<sup>2</sup> A revised format Document will be produced following completion of the project strands. In the meantime, greater involvement will be achieved through the use of SNAP software for consultation process.

<sup>3</sup> New Lawyer’s Coordinator currently being recruited who will have responsibility for driving careers strategy in proactive way.

<sup>4</sup> Deadline has been revised to reflect plans for second edition, which will include reference to goods and services. We will seek to promote the distribution of the YCP to community centres and to asylum seekers.

<b>Fit and Proper Statement</b>	13	<ul style="list-style-type: none"> <li>At the moment there is a wide discretion and lack of criteria</li> <li>We do not know if such an assessment is valid or reliable</li> </ul>	<ul style="list-style-type: none"> <li>Gather information about criteria applied by other professions and jurisdictions</li> <li>Set up working party to establish factors that should and should not be taken into account</li> <li>Produce a defined set of criteria</li> <li>Establish longer term project to examine sources informing the fit and proper test</li> </ul>	<ul style="list-style-type: none"> <li>Desk research</li> <li>Formation of working party</li> <li>Involvement project to ensure that recommendations are 'fit for purpose'</li> <li>Report to and approval of Council</li> <li>Proposals implemented</li> </ul>	JM JM  JM JM/ LC	06/05 06/05 12/06	C C W2 <sup>5</sup>
<b>Media Comment on Legal Education</b>	13	<ul style="list-style-type: none"> <li>Language</li> <li>Target Audience</li> <li>Messages</li> <li>Opportunity to promote Equal Opps and Good relations</li> </ul>	<ul style="list-style-type: none"> <li>Ensure inclusive language</li> <li>Promotion to a wide cross section,</li> <li>Promote Diversity within law</li> <li>Promote to non-traditional groups</li> </ul>	<ul style="list-style-type: none"> <li>Monitor media comment</li> <li>Periodic review by Diversity Advisory Group</li> <li>Seek way to promote to 'non-traditional' groups and make recommendations</li> <li>Implement recommendations</li> </ul>	LC/ MRO  LC	On Going  12/06	W1 <sup>6</sup>
<b>Website Content</b>	13	<ul style="list-style-type: none"> <li>Access issues</li> <li>Language</li> <li>Messages</li> <li>Opportunity to promote Equal Opps and Good relations</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with DDA - Will be addressed as part of IT overhaul of website</li> <li>Ensure inclusive language</li> <li>Statement on Diversity in education</li> </ul>	<ul style="list-style-type: none"> <li>Consult on information required</li> <li>Monitor hits</li> <li>Request feedback</li> <li>Action any issues required</li> <li><b>(See IT Action Plan + SDO 9 re overall web accessibility)</b></li> </ul>	IT Dept/ JB	12/05	C
<b>Standard Setting (Accreditation)</b>	12	<ul style="list-style-type: none"> <li>Assessment Methods</li> <li>Course Content</li> <li>Access Issues</li> <li>Need to assess providers on Equal Opps Criteria</li> </ul>	<ul style="list-style-type: none"> <li>Revised accreditation guidelines to include specific reference to these issues</li> <li>Consult on phrasing of new standards</li> <li>Check examples from other accreditation schemes</li> </ul>	<ul style="list-style-type: none"> <li>Publish new accreditation standard</li> <li>Monitor through submission of annual reports from accredited providers</li> <li>Action taken for non-compliance</li> </ul>	NS  NS	12/05  06/08 Annual	C  W1 W1
<b>Eligibility (Reg 20)</b>	12	<ul style="list-style-type: none"> <li>Need to have a pre-diploma training contract in order to be eligible to sit Society exams</li> </ul>	<ul style="list-style-type: none"> <li>Review routes to qualification generally and pre-Diploma requirements specifically</li> </ul>	<ul style="list-style-type: none"> <li>Monitor routes to qualification followed by different groups</li> <li>Report on as part of the review of routes to qualification</li> </ul>	NS	12/07	W1

<sup>5</sup> Deadline revised. Working party established and work underway.

<sup>6</sup> Work ongoing. Articles to be placed focussing on careers in targeted publications.

<b>Standing Interviewing Panel - Process</b>	12	<ul style="list-style-type: none"> <li>Need for training of Panel members</li> <li>Guidance on Criteria to be applied</li> </ul>	<ul style="list-style-type: none"> <li>Organise diversity briefing for Panel members</li> <li>Organise information packs for panel members</li> <li>Create guidance on relevant criteria and those which should not be taken into account</li> <li><i>Links to fit and proper issue</i></li> </ul>	<ul style="list-style-type: none"> <li>Delivery of briefings</li> <li>Provision of information packs</li> <li>Development of criteria and approval by committee</li> <li>Maintain statistics of interview results – reason for appearing before panel and outcome</li> </ul>	JM	12/06	W2 <sup>7</sup>
<b>Managing the Training Register</b>	12	<ul style="list-style-type: none"> <li>Consider information requested and supplied to employers</li> <li>Consider system for sending out applications</li> <li>Bring in line with Society recruitment practices</li> </ul>	<ul style="list-style-type: none"> <li>Monitor statistics on information given to employers and success rate of those interviewed</li> <li>Seek feedback from those on register following issue of details to employers</li> <li>Create new template and process in line with Society recruitment policy</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of monitoring system</li> <li>Collection and analysis of feedback</li> <li>Action any issues</li> <li>New template created and approved by committee</li> </ul>	JM	12/06	W1 <sup>8</sup>
<b>Diploma Review</b>	11	<ul style="list-style-type: none"> <li>Assessment Methods</li> <li>Course Content</li> <li>Access Issues</li> <li>Need to consider Equal Opps Criteria</li> <li>Opportunity to promote Equal Opps and Good relations</li> </ul>	<ul style="list-style-type: none"> <li>Ensure committee are aware of diversity issues in relation to education</li> <li>Involve relevant groups/individuals on competency statements and assessment methods to ensure they are appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Incorporating diversity into committee training and meetings</li> <li>Consulting and receiving feedback on diversity angles</li> <li>Actioning of issues raised</li> </ul>	NS/ LC	12/06	W1
<ul style="list-style-type: none"> <li>Panel Selection</li> <li>Appointment of Examiners (Reg 19)</li> <li>Appointment of Invigilators</li> <li>Standing Interviewing Panel - Selection</li> </ul>	11	<b>Strategic Diversity Objective – No. 1</b>					
<b>Disclosure (Criminal Record)</b>	11	<ul style="list-style-type: none"> <li>Lack of criteria in relation to deciding what and when convictions are relevant</li> </ul>	<ul style="list-style-type: none"> <li>Develop tariff defining when conviction to be referred to committee</li> <li>Links to fit and proper issue</li> </ul>	<ul style="list-style-type: none"> <li>Monitor statistics of number and type of conviction and disposal</li> <li>Development and approval by committee of guidance on convictions</li> </ul>	JM JM	On Going 04/06	W2 <sup>9</sup>

<sup>7</sup> Analysis to be undertaken by new Policy Officer on appointment

<sup>8</sup> Statistics to be compiled on race/gender/disability.

<sup>9</sup> Analysis to be undertaken by new Policy Officer on appointment

<b>Exemption from Diploma (Reg 28)</b>	10	<ul style="list-style-type: none"> <li>A full-time Diploma could be seen as a bar to various groups for various reasons – especially those who have taken law society exams</li> </ul>	<ul style="list-style-type: none"> <li>Engage providers in discussion about development of part time Diploma</li> <li>Establish criteria for non-Diploma training</li> <li>Identify what constitutes exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>Catalogue discussions about part time Diploma</li> <li>Maintain statistics on take up of part time Diploma/non-Diploma training</li> <li>Use competencies from Diploma outcomes project to create policy on non-diploma training</li> </ul>	LC JM JM	12/06 On Going 12/07	W1 W1 W1
<b>Standards - Quarterly Reviews</b>	10	<ul style="list-style-type: none"> <li>Some criteria (communication skills, negotiation) could lead to discrimination – especially as trainers are not trained in their application / equal opps.</li> </ul>	<ul style="list-style-type: none"> <li>Guidance and training to trainers on criteria</li> <li>Guidance and training on equal opportunities/diversity</li> <li>Review criteria – is it necessary to tick all boxes</li> </ul>	<ul style="list-style-type: none"> <li>Training to trainers on criteria and assessment</li> <li>Statistics for take up of training</li> <li>Statistics for enquiries/guidance</li> <li>Revised guidance/criteria for council to approve</li> </ul>	JB JB	12/06 06/07	W1 <sup>10</sup>
<b>Interventions (Reg 16)</b>	10	<ul style="list-style-type: none"> <li>Greater criteria needed in relation to when an intervention takes and in what form</li> <li>Training needed for those involved in interventions</li> </ul>	<ul style="list-style-type: none"> <li>Definition of criteria ties in with authorisation of training firms</li> </ul>	<ul style="list-style-type: none"> <li>Desk research on models of authorisation</li> <li>Establishment of small working party</li> <li>Involvement of stakeholders in defining suitable model</li> <li>Piloting of model</li> </ul>	LC	04/06 10/06 05/07	C W2 <sup>11</sup> W2 <sup>12</sup>
<b>Monitoring of Accredited Providers</b>	9	<ul style="list-style-type: none"> <li>Do monitor on equal opps criteria</li> <li>Need to agree data set with provider to create longitudinal profile</li> </ul>	<ul style="list-style-type: none"> <li>Identify relevant Diversity criteria</li> <li>Incorporate criteria into annual reporting template</li> <li>Report publicly on annual reports from providers</li> </ul>	<ul style="list-style-type: none"> <li>Have all providers complied with requirements?</li> <li>Report on website</li> <li>Action if non-compliance</li> </ul>	NS	Annual cycle	W1
<b>Other Events</b>	9	<b>Strategic Diversity Objective – No. 9</b>					
<b>Careers advice + Individual Careers Advice Service + Requalification Advice Service</b>	9	<ul style="list-style-type: none"> <li>Use of language</li> <li>Opportunity to encourage those from non-traditional backgrounds</li> <li>Additional support for certain groups?</li> </ul>	<ul style="list-style-type: none"> <li>Ensure even spread of representation at careers events</li> <li>Seek out opportunities to target non-traditional groups</li> <li>Work with universities to target groups through wider access programmes</li> </ul>	<ul style="list-style-type: none"> <li>Monitor careers attendance</li> <li>What approaches have we made to universities?</li> <li>Monitor universities' wider access approach</li> </ul>	JM	12/07	W1
<b>Reg 8(1) - 2.5 years after Diploma to obtain traineeship</b>	9	<ul style="list-style-type: none"> <li>Potential to discriminate against women, people with disabilities, careers, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Need to develop fair criteria</li> </ul>	<ul style="list-style-type: none"> <li>Written policy on criteria to be applied to extension requests</li> </ul>	LC	12/06	W2 <sup>13</sup>

<sup>10</sup> Training completed on ensuring consistency in QPRs and Train the Trainer. Analysis of attendance to be undertaken.

<sup>11</sup> Timescale revised to bring in line with SNAP consultation.

<sup>12</sup> Timescale revised to bring in line with SNAP consultation.

<sup>13</sup> Revised deadline

<b>Reg 12 - non-diploma training contracts</b>	9	<ul style="list-style-type: none"> <li>Need further criteria in relation to who this is appropriate for and when</li> <li>Guidance of what measures should be put in place as an alternative to Diploma</li> </ul>	<ul style="list-style-type: none"> <li>Links with authorisation of training firms</li> <li>Establish criteria for defining Diploma equivalence in non-Diploma contract</li> </ul>	<ul style="list-style-type: none"> <li>Written criteria for non-Diploma training approved by Council</li> <li>Benchmark against other organisations</li> <li>Monitor take up by different groups</li> </ul>	LC	12/06	W1
<b>Joint Standing Committee</b>	8	<ul style="list-style-type: none"> <li>No formal constitution or aims</li> <li>Low awareness of Diversity issues</li> <li>Potentially influential</li> </ul>	<ul style="list-style-type: none"> <li>Support drafting of constitution</li> <li>Recommend Diversity training for members and ensure Diversity training for Law Society representatives</li> </ul>	<ul style="list-style-type: none"> <li>Promote drafting of constitution</li> <li>Ensure training of Society members</li> </ul>	LC	12/06	C
<b>Schools Careers Advice</b>	8	<ul style="list-style-type: none"> <li>Opportunity to promote access to non-traditional groups</li> <li>Opportunity to promote Equal Opps and Good relations</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that materials reflect Diversity issues</li> <li>Work with schools, information users to assess any additional information that may be helpful to certain groups</li> </ul>	<ul style="list-style-type: none"> <li>Document attempts to engage with Careers Scotland</li> <li>Approach individual schools and monitor success rate</li> </ul>	JM	06/07	W1 <sup>14</sup>
<b>Timetabling (Reg 23(1))</b>	8	<ul style="list-style-type: none"> <li>Exams only provided in Edinburgh</li> <li>Dates and times of various diets needs consideration</li> </ul>	<ul style="list-style-type: none"> <li>Monitor any complaints received about exam times/locations</li> <li>Request information on forms as to if any problems presented by dates/times</li> </ul>	<ul style="list-style-type: none"> <li>Add questions on dates/times to standard application forms</li> <li>Establishment of criteria which will allow exam to be taken outside Edinburgh</li> <li>Monitor returns of forms</li> </ul>	JM	07/07	W2 <sup>15</sup>
<b>References</b>	8	<ul style="list-style-type: none"> <li>These are used at start of traineeship for admission</li> <li>Lack of criteria</li> <li>Able to choose who provides,</li> <li>Currently requested but provide little benefit to system</li> </ul>	<ul style="list-style-type: none"> <li>Design and develop new reference form, procedures and criteria in conjunction with the universities – this will need to wait until after ‘outcomes project</li> <li>Links with fit and proper issue’</li> </ul>	<ul style="list-style-type: none"> <li>Form designed</li> <li>Consultation with ‘Stakeholders’ (inc. diversity)</li> <li>Form approved by committee</li> <li>Statistics of how often reference leads to referral to Committee</li> </ul>	LC	12/06	W2 <sup>16</sup>
<b>Leaflets</b>	7	<ul style="list-style-type: none"> <li>Formats available</li> <li>Content</li> <li>Target audience and distribution</li> </ul>	<ul style="list-style-type: none"> <li>Create plain-text version of the text which can be resized</li> <li>Have file prepared for production of alternative formats</li> <li>Check Inclusivity of language and message – opportunity to promote diversity</li> </ul>	<ul style="list-style-type: none"> <li>Plain text version available</li> <li>Monitor requests for leaflets in other forms</li> <li>Distribution of leaflets to various for comment expert/advisory bodies</li> </ul>	JM	12/07	W1 <sup>17</sup>
<b>PCC attendance confirmed</b>	7	<ul style="list-style-type: none"> <li>University applying their own standards on acceptable reasons for absence – this opens potential for a range of issues</li> </ul>	<ul style="list-style-type: none"> <li>Draft guidance on absence</li> <li>Seek approval of Joint Standing Committee</li> <li>Include in Accreditation scheme for PCC</li> </ul>	<ul style="list-style-type: none"> <li>Policy approved by Advisory Group</li> <li>Policy notified to trainees</li> <li>Monitor any complaints</li> </ul>	NS	12/06	W1

<sup>14</sup> New Lawyer’s Coordinator recruitment underway. Appointee will drive careers advice proactively.

<sup>15</sup> Revised deadline established.

<sup>16</sup> Ties in with fit and proper project.

<sup>17</sup> See footnote 14 above.

Admission Ceremony	7	Strategic Diversity Objective – No. 9					
Reg 40 - Right of Appeal (21 days)	-	<ul style="list-style-type: none"> <li>▪ Not sure is 21 day rule has implications for disability/sex</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review at next redraft of regulations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legal Advice</li> <li>▪ Regulations redrafted and approved by Council</li> </ul>	JM	12/07	W1

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

4. Guarantee Fund

Function	Score	Issues	Action Required	Indicators	Respon- sibility	Target Date	Progress
<b>Presentations to outside bodies</b>  <b>Attendance at Inspections</b>  <b>Meeting and Escorting Visitors</b>  <b>Conducting interviews</b>	12 12 11 9	There are a variety of issues when presenting to/working with any group particularly in contentious/stressful situations – this is also a key area of contact with the profession	Review training levels for Committee, Inspectors, Interventions and support teams	<ul style="list-style-type: none"> <li>Ensure presenters have received diversity training</li> <li>Ensure inspectors have all received diversity training</li> <li>Collect feedback from key presentations and monitor for any diversity issues raised</li> <li>Where relevant, take specialist advice (organised by Head of Diversity) on audiences re content or format</li> </ul>	MN MG LD HK	31.8.	C
<b>Production of Reports for Regulatory bodies</b>	10	There are a variety of issues	Ensure factual accuracy and that diversity issues are taken account of. Ensure that reports are accessible	<b>Organisational Strategic Objective – Nos. 3 &amp; 9</b>	MG	On going	W1
<b>Claims Handling</b>	8	Correspondence issues	Review standard letter styles for clarity	<ul style="list-style-type: none"> <li>Carry out review of standard letters – involving feedback from lay people or members of the public</li> <li>Make amendments as required</li> <li><b>Organisational Strategic Objective – No. 9</b></li> </ul>	LD	03/07 /08	W1
<b>Committee Appointments</b>	7	<b>Organisational Strategic Objective – No. 1</b>					
<b>Committee Decisions</b>  <b>Minutes</b>  <b>Agendas</b>	7 8 7	Failure to recognise equality and diversity issues that may arise	Committee Secretary and member Training Review agendas/minutes prior to publication to identify possible areas with Diversity implications	<ul style="list-style-type: none"> <li>Ensure committee secretaries have all received diversity training</li> <li>Sample one agenda/minute set per annum and request secretary prepare paper on all possible diversity issues in relation to those papers</li> <li>Have meeting with Diversity lead to discuss and sign off – or identify further training required</li> </ul>	LD	On going	W1

<b>Attendance on Site</b>	7	Religious holidays – lack of awareness	List sensitive dates for staff	<ul style="list-style-type: none"> <li>Staff to take account of interfaith calendar (available through the Society's intranet site) in setting dates</li> <li>Monitor any complaints in relation to dates and report to Diversity Lead</li> </ul>	MN	31/10/06	W1
<b>Supervision of Practices Staff (Interventions)</b>	7	Lack of knowledge of personnel	Refresher training	<ul style="list-style-type: none"> <li>Ensure training for relevant staff is up-to-date in Diversity and in HR issues</li> <li>Seek feedback from practice staff in two interventions per annum and action any issues raised</li> </ul>	MG	No action mean time	C
<b>Telephone Enquiries</b>	7	Language difficulties	Training / Monitoring	<ul style="list-style-type: none"> <li>Ensure staff have received diversity training</li> <li>Annual reminder in relation to contact methods (phone, e-mail, textphone, etc)</li> </ul>	LD	31/8	C
<b>The appointing of External specialists</b>	7	Neither a formal recruitment process nor a formal procurement process are used in appointment	At the moment only a watching brief is required. There is usually a choice of only one or two suitable experts once geography has been taken into account and the determining factor is usually availability	<ul style="list-style-type: none"> <li>Continue to monitor situation and reappraise annually</li> <li>Consider if implications raised by <b>Organisational Strategic Objective – Nos. 1 &amp; 7</b></li> </ul>	LD MG	On going	W1
<b>Decision to make payments</b>	7	Legal documents to be signed	Check for legal representation in letters	<ul style="list-style-type: none"> <li>Check amendments proposed</li> </ul>	LD	31/03/07	W1
<b>New Practice Appointments</b>	7	Important contact with profession – an opportunity to either promote or negatively effect the image of the society	Training	<ul style="list-style-type: none"> <li>Ensure staff have received diversity training</li> <li>Identify opportunities to raise diversity issues and promote the strategy of the society – provide link to strategy on website</li> </ul>	MN	30/9/06	C

# Law Society of Scotland – Equality and Diversity Action Plan



## Stage 2 – Action Planning

## 5. Human Resources

Function	Score	Issues	Action Required	Indicators	Respon- sibility	Target Date	Progress
<b>RECRUITMENT</b>		Recruitment practises in need of review in terms of best practice	NEW Policy/ Procedure to be formulated to cover all items listed below under this heading	Consistent approach and use/ knowledge shown by managers in applying criteria	KC	12/05	C
Advertising - Internal	7	Notifying all employees of vacancies	All vacancies to be advertised internally using a consistent method	<ul style="list-style-type: none"> <li>Monitor this internally.</li> </ul>	KC	Done	C
Advertising - External	11	Wider circulation when dealing with senior positions	Consider advertising methods and publications / regional / national Formally assess new posts and decide on appropriate advertising methods	<ul style="list-style-type: none"> <li>Note on each recruitment file justifying advertising decision</li> </ul>	KC	12/05 + Ongoing	C
Job Descriptions	11	Consistent format of essential skills and attributes needed to perform adequately	New standard job descriptions & guidance on how to prepare such	<ul style="list-style-type: none"> <li>Assess job descriptions to ensure relevancy.</li> <li>Production of guidance notes.</li> </ul>	KC	12/05	C
Position Profile (Person Spec)	11	Criteria demanded - relevancy for the job	New person profiles designed & guidance on how to prepare such	<ul style="list-style-type: none"> <li>Assess person specs to ensure relevancy.</li> <li>Production of guidance notes.</li> </ul>	KC	12/05	C
Application Forms	7	Currently using CV's for selection purposes	Design application form(s) to ensure consistency Involvement project and benchmarking in relation to design to ensure best practice	<ul style="list-style-type: none"> <li>Discontinue practice of using CV's</li> <li>New form approved for use</li> </ul>	KC	12/05	C
CV's	10	Phase out CV's as method of applying for jobs	Design application form(s) to ensure consistency	<ul style="list-style-type: none"> <li>Discontinue the practice of using CV's</li> </ul>	KC	12/05	C
Assessment Criteria	11	Relevance to position	Link this to the new job and person spec	<ul style="list-style-type: none"> <li>Monitor and check this against the job/person specification</li> <li>Ensure all shortlisters have appropriate and current training</li> </ul>	KC	12/05	C
Interviews	11	Lack of up to date training	Organises training sessions for all involved in the recruitment process. Train all managers in interviewing policy and processes.	<ul style="list-style-type: none"> <li>All managers adhering to policy / procedures for recruiting candidates</li> <li>Ensure all interviewers have appropriate and current training</li> </ul>	KC	12/05	C
Selection	11	Lack on congruence with assessment criteria	Ensure selection criteria is extracted from job/person specification.	<ul style="list-style-type: none"> <li>Check – has the appropriate selection criteria been used &amp; applied</li> <li>Can managers justify decision purely in terms of defined criteria</li> </ul>	KC	12/05	C

References	9	Consistency in terms of what is required in a reference	Design a form for requesting references	<ul style="list-style-type: none"> <li>Reference formed designed and implemented</li> </ul>	KC	12/05	C
Appointment	6	Has the best candidate been appointed	Match candidates with assessment criteria. Review candidate assessments taken by each interviewer.	<ul style="list-style-type: none"> <li>Performance of successful candidate monitored using the appraisal system</li> </ul>	KC	12/05	C
Unsuccessful Applicant(s)	6	Method for notifying unsuccessful candidates not always consistent	Notify all unsuccessful applicants in a consistent manner by developing a process for this	<ul style="list-style-type: none"> <li>Review / monitor process adopted</li> </ul>	KC	12/05	C
All Applicants	10	Currently have little demographic data on applicants or success rates	Monitor Equal Opps for all applicants Identify trends and report on data	<ul style="list-style-type: none"> <li>Design and implement monitoring system</li> <li>Report on monitoring data</li> <li>Make recommendations as to any necessary changes in system</li> </ul>	KC	12/05	C
<b>APPRAISAL SYSTEM &amp; OOUTCOMES</b>		<b>SYSTEM</b>					
Appraisal System	11	Appraisal system is now 6 years old	Design new system to align to organisational objectives and training / development needs of employees	Department objectives are aligned and support Organisational objectives New skills needed identified and dealt with by appropriate training plans	KC	12/05	W2
<b>APPRAISAL SYSTEM &amp; OOUTCOMES</b>		<b>OUTCOMES</b>					
IT Training	8	Training is often unstructured with no assessment of individual needs	Develop a plan with IT to assess employee skills on Microsoft office suite	<ul style="list-style-type: none"> <li>Needs analysis and assessment criteria defined alongside IT</li> <li>Needs analysis carried out</li> <li>Skills defined for other staff/departments</li> <li>Assessment carried out in appraisal against criteria</li> <li>Training identified and mapped to skills deficits</li> <li>Monitoring of access to training by Diversity criteria</li> <li>Reporting on access to training by Diversity criteria</li> </ul>	KC	12/05	W2
Technical (on-the-job)	6						
Supervisory Development	8	Dealt with through identification needs in appraisal system	Define skills required of all staff in other areas, assess staff against skill, and then map training back to these required skills – through appraisal				
Management Development	7						
Handling Conflict	7	New appraisal system should identify and plan for more coordinated training	Courses need to be relevant to organisational goals and funding is targeted to new rather than repeat requests				
Interpersonal Skills	6						
Communication Skills	6						
Further Education (funded training)	6						

**OTHER**

Employee Meetings - Minutes & Meetings	7	Encourage more ownership/ responsibility for employee reps of ERG in relation to reporting to members Encourage HOD to communicate in a common format standard	Allow use of "all users" function (e mail) for ERG reps Elect Chairperson from amongst employees	<ul style="list-style-type: none"><li>▪ Annual report by ERG reps on their experience of membership</li><li>▪ Staff asked annually for their feedback on the ERG</li><li>▪ HR manager to identify any issues requiring action</li></ul>	KC	09/05	C
Paid & Unpaid Leave	6	Inconsistency in application across departments	New flexitime system introduced May 2005 will highlight any inconsistencies in this area	<ul style="list-style-type: none"><li>▪ Define common approach via HOD for application of similar treatment for cases raised under this heading</li><li>▪ Implement policy</li></ul>	KC	6/05	C

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

6. IT

Function	Score	Issues	Action Required	Indicators	Responsibility	Target Date	Progress
Website - Content Website - accessibility	<b>Organisational Strategic Objective – No. 9</b>						
<b>Roll Database - Information</b>	10	<ul style="list-style-type: none"> <li>▪ Data held</li> <li>▪ No able to select preferred means of contact (i.e. – large print/e-mail)</li> <li>▪ Accessibility options for staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review data held on data base</li> <li>▪ Ensure accessibility options are part of tendering and design process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report on data needs to be signed off at President's Committee</li> <li>▪ Members can specify preferred format of correspondence</li> <li>▪ New system tested for range of accessibility options</li> </ul>	JH	2006	C <sup>18</sup> W1 <sup>19</sup> W2 <sup>20</sup>
<b>IT Security</b> Web Sense Mail Sweeper Interception Policies Firewall, blocking  <b>IT Usage Policies</b> Web/Internet Email	7.5 7.5 7.5 7.5  7 6.5	Some users may be adversely affected / offended at the tight policy we have in place – might stop certain websites/content in relation to race, religion, sexual orientation. However, part of security management,	<ul style="list-style-type: none"> <li>▪ Keep policy under review</li> <li>▪ Deal with individual requests for access timeously and with awareness of Diversity strategy</li> <li>▪ Monitor any persistent problems with accessing information relative to any particular group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Log kept of particular issues/requested webpages (NOT of users who have made request)</li> <li>▪ Policy reconsidered annually in light of diversity and security requirements</li> <li>▪ Canvas general feedback from staff on any issues they have with system</li> </ul>	JH	Annually	W1 <sup>21</sup>
<b>Website -Solicitors Area - Roll No. only</b>	7	Work started to review /replace	As Above.	CHECK ISSUES			C <sup>22</sup>
<b>Services to external bodies - Multi Media Room</b>	7	Multi Media Room is though kitted up with necessary kit, bright screen etc to minimise these	None. Building issues to GCS	Monitor feedback from users. NEED TO DECIDE WHO IS TAKING THIS ON	GCS	On-going	W1

<sup>18</sup> Stage 1 of this project (Client Relations Office) is now complete

<sup>19</sup> Stage 2 of this project (Client Relations Office – second phase) is underway and on track

<sup>20</sup> Stage 3 onwards, are underway and likely to be completed during the course of 2007

<sup>21</sup> This is reviewed annually, no specific issues have been identified

<sup>22</sup> A decision was taken that all information should be fully accessible to public and profession alike, this has been implemented on the new website

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

7. LAW REFORM

Function	Score	Issues	Action Required	Indicators	Responsibility	Target Date	Progress
To establish and dis-establish sub-committees on matters within its terms of reference and set the terms of reference of those sub-committees. Appointments to and dismissals from sub-committees + QA Committee	10	<b>Strategic Diversity Objective – No. 1</b>					
Continued overleaf...							

<p><b>Law Reform: Remit - To improve the law and the Scottish legal system for the benefit of the public and the profession through lobbying for change and through responding effectively to law reform proposals from Westminster, Holyrood, Brussels and beyond.</b></p>	9	<p>Who to contact and lobby – e.g. profession, public in line with statutory obligations. Limits are set on the nature of the recipient; elected representatives; civil service and stakeholder groups.</p>	<ul style="list-style-type: none"> <li>▪ <b>Membership of committee covered by Strategic Diversity Objective No 1</b></li> <li>▪ Establishment of Committees/Sub-Committees as necessary – where these involve members additional to the main committee then the principles developed in response to <b>Strategic Diversity Objective No 1</b> should be applied</li> <li>▪ Ensure that groups are aware of potential diversity implications of remit and that such issues are considered at appropriate stages</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of <b>Strategic Diversity Objective No 1</b> across committees and working parties</li> <li>▪ Ensure that a minimum of one member per group has been on a diversity awareness raising session</li> <li>▪ Ensure that all staff have received basic diversity training</li> <li>▪ Committee secretaries to ensure consideration of diversity issues through inclusion on agendas, use of items such as Impact Assessment (<b>Strategic Diversity Objective No 3</b>), and proofing of minutes/papers/etc.</li> <li>▪ Ensure that responses, where appropriate, can be made available in a variety of formats and that requests are logged as per <b>Strategic Diversity</b></li> </ul>		<p>W1</p> <p>C<sup>23</sup></p> <p>W1<sup>24</sup></p> <p>Ongoing<sup>25</sup></p> <p>C<sup>26</sup></p>
<p><b>Including – Approval of the publication of discussion papers AND Recommendations to Council/President’s Committee</b></p>	9&9	<p>Who is involved in groups</p>				
<p><b>Criminal Law: Remit -Advises the Council and the profession on criminal law matters; to promote its reform; to respond to proposals for reform from bodies including the Government and to enhance the profile of criminal law, encouraging best practice and professional ethics.(Items 1-13 under Law Reform apply equally)</b></p>	9	<p>It should be noted that the Society ordinarily comments on issues of legal drafting and legal effect rather than on a broader policy basis.</p>				
<p><b>Legal Aid: Remit -Advises the Council and the profession on matters relating to legal aid; to promote its reform; to respond to proposals for reform from bodies including the Government; encourage best practice in the field of legal aid and liaise with the Scottish Legal Aid Board.(Items 1-13 under Law Reform apply equally)</b></p>	9					

<sup>23</sup> Briefing pack prepared for all those sitting on committees

<sup>24</sup> Staff identified who missed first round/have subsequently joined organisation

<sup>25</sup> Several issues have been referred to the Head of Diversity by individual committee secretaries to ensure best practice was being adhered to

<sup>26</sup> All consultations are now available to the public through the Society’s website [http://www.lawscot.org.uk/Public\\_Information/consultation/](http://www.lawscot.org.uk/Public_Information/consultation/)

<p>Responds to legislative proposals from the UK Government, the Scottish Executive, the European Commission, the UK Parliament, the Scottish Parliament and the Scottish Law Commission both on matters of principle and technical detail. The Committee has annual meetings with the Chairman and Commissioners of the Scottish Law Commission.</p>	9			<p><b>Objective No 9A</b></p> <ul style="list-style-type: none"> <li>Report annually on level of compliance with above commitments</li> </ul>		W1
<p><b>Promotes the Society as a body:</b></p> <ul style="list-style-type: none"> <li>- which highlights the need for new law or amendments to existing law and which responds to proposed legal reform in the context of Scots law as a whole.</li> <li>- as a source of reference on law reform issues to MPs, MSPs and MEPs.</li> <li>- involved in law reform activity in the EU Institutions</li> <li>- which is a leading voice on law reform.</li> </ul> <p><b>And also:</b></p> <ul style="list-style-type: none"> <li>- Promotes the effective operation of law, legal institutions and equal access to justice, both domestically and internationally</li> <li>- Promotes relations with the national and international regulatory bodies, governments and legal professions of other jurisdictions, including promoting the protection by law of the human rights and fundamental freedoms of persons in other jurisdictions.</li> </ul>	9 9 9 9 9 9 9	<p>In all of this 'promotional' work there is the opportunity to present the Society either in a positive light in relation to Diversity or a negative one. Factors having an effect could include specific initiatives and who they are targeted at, language, presentation, approaches and working methods that may make certain minority groups feel more or less included or able to access services and information.</p>	<p>Need to identify what issues can be tackled and try to control for them.</p>	<ul style="list-style-type: none"> <li>Carrying out appropriate impact assessment prior to the commencement of any promotional projects - <b>Strategic Diversity Objective No 3</b></li> <li>Liaising with 'involvement' groups where appropriate - <b>Strategic Diversity Objective No 3</b></li> <li>Establish and maintain a system for monitoring enquiries from external bodies and individuals</li> <li>Reporting annually on enquiries received</li> <li>Ensure all staff are trained in Diversity issues</li> <li>Participate in organisational stakeholder analysis - <b>Strategic Diversity Objective No 4</b></li> <li>Ensure the accessibility of information and services - <b>Strategic Diversity Objective No 9</b></li> </ul>		W1 W1 <sup>27</sup> W1 <sup>28</sup> W2 W1
<p><b>Identifies defects in the law and to bring forward proposals for legislative or administrative action to remedy those defects.</b></p>	9	<p>Draw to attention of relevant bodies and Parliaments such matters - It should be noted that the Society ordinarily comments on issues of legal drafting and legal effect rather than on a broader policy basis.</p>	<p>No specific action – this is carried out on an ad hoc basis and issues potentially arising will be dealt with by objectives set on training of staff and committee and committee appointment process</p>	<p>Dependent on issue in question and based on professional judgement</p>		Ongoing

<sup>27</sup> There has been extensive involvement with stakeholder groups over Legal Aid and the new Legal Profession and Legal Aid (Scotland) Bill

<sup>28</sup> Staff identified who missed first round/have subsequently joined organisation

<b>Regulatory: Drafting &amp; Redrafting</b>	9	Codes and Guidance Notes	Ensure accessible in various formats as required	<ul style="list-style-type: none"> <li>▪ Ensure availability of other formats available on any papers produced in line with - <b>Strategic Diversity Objective No 9A</b></li> </ul>			
<b>Notaries Public: Drafting &amp; Redrafting</b>	9	Guidance Booklet					
<b>Child Representation Principles for Guidance of Family Law practitioners: Drafting &amp; Redrafting</b>	9	Booklet	<p>Ensure that drafting provided takes account of the full range of diversity issues – this should be ensured by the arrangements above for committee membership and <b>Strategic Diversity Objective No 3</b> on Impact Assessment</p>				

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

**8. PROFESSIONAL PRACTICE**

Function	Score	Issues	Action Required	Indicators	Responsibility	Target Date	Progress
Practice Rules – Civil Partnerships  New issue – identified 01/06	10	Various practice rules use the term ‘spouse’ (e.g. conflict of interest, accounts rules, fee sharing)	All practice rules need reviewed to ensure that they now include the term civil partner	<ul style="list-style-type: none"> <li>New rules developed</li> <li>New rules submitted to AGM/SGM for approval</li> <li>New rules submitted to Lord President for approval</li> </ul>	BR	12/06	C W1 W1
Accreditation as a Specialist or Mediator.	8	Gender - discriminates against solicitors who take career break. Disability - written procedures.	Concern over criteria in relation to specialist accreditation	<ul style="list-style-type: none"> <li>New guidance criteria to be developed to ensure objective standards are applied to decision making</li> <li>New application form to be developed</li> </ul>	JN	12/05	C
Restriction on Practice Rules 2001.	3	Rules require 3 years cumulative experience including most recent year before setting up on own.	<p>No issues were identified that fell within this remit that had immediate Diversity issues of any significance.</p> <p>It was AGREED that the department would review its functions again one year after publication and, if there were still no issues arising, identify pro-active diversity projects.</p>				
Rights of Audience Rules (to qualify as Solicitor Advocate).	2	Compulsory course includes Friday, Saturdays and Sunday. Also requires both written and oral pleadings.					
Reporting on complaints against Qualified Conveyancers.	2	Statutory procedures require written responses from complainers.					
Cost of Time Survey.	1	Could affect visually impaired Solicitors.					

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

9. REGISTRAR

Function	Score	Issues	Action Required	Indicators	Respon- sibility	Target Date	Progress
JOUR - Journal Advisory Board	9	<ul style="list-style-type: none"> <li>▪ Free access to all members of the public through website</li> <li>▪ Access to printed hard copy material</li> <li>▪ Setting policy and suggesting articles for The Journal</li> <li>▪ Composition of Board</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promote use of Journal Online</li> <li>▪ Review at regular Journal Advisory Board meetings</li> <li>▪ Encourage the Journal to take on a role in promoting Diversity and good relations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitor and report on hits/downloads on Journal website</li> <li>▪ Increasing use of Journal Online</li> <li>▪ Agreed minute between Society and Journal in relation to the promotion of Diversity</li> <li>▪ <b>Strategic Objective 1 – apply principles where relevant</b></li> </ul>	DC	On-going	W1 <sup>29</sup>  W1 W2 W1
AGM - Devise timetable SGM - Devise timetable	8 8	<p>Timing does not always suit everyone.</p> <p>Venue now established as Museum which is DDA compliant – if venue moved would be covered by arrangements in UPDATE</p> <p>Marketing</p>	<ul style="list-style-type: none"> <li>▪ Undertake review of ‘marketing’ of the AGM (initial contact letter, etc,) along with venue, date/time, and alternative mechanisms/add-ons to increase involvement</li> <li>▪ Ensure marketing/contact is specifically designed to be inclusive and encourage involvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use the Journal to stimulate discussion and request feedback on attendance.</li> <li>▪ Report on any feedback received and review arrangements for AGM and alternatives in light of that</li> <li>▪ Any recommendations actioned</li> <li>▪ Seek feedback on new format of marketing/contact</li> <li>▪ Increased attendance at future AGM/SGM</li> </ul>	DC  DC	11/06  04/07	W1 <sup>30</sup>  2008 AGM

<sup>29</sup> Currently these issues are all ongoing, however, when the new tender for the Journal is put out in autumn 2006 major consideration will be given to all equality issues including accessibility, the inclusion in the contract of a responsibility to monitor the usage of the web and paper journal, and editorial issues.

<sup>30</sup> There is ongoing consideration of the need to engage effectively with the profession, two pieces of evidence were collected that a much greater cross-section of the profession will engage when something is seen as important. 1) the request for donations to the Solicitors Benevolent fund, which is sent out with the AGM notice, receives a significant response – indicating that people do read the AGM Agenda but decide not to attend. 2) the SGM called in relation to Legal Aid Fund received an attendance of over 150 (with a further 350 proxies) – suggesting that events are accessible and deemed relevant when particular topics are raised

PR CERT - Review of Practising Certificate (part-time etc)	8	<p>Society does not currently issue/allow a part-time PC.</p> <p>This may have an effect on a variety of groups working less than full time for family reasons, carer, health, etc.</p>	<ul style="list-style-type: none"> <li>▪ Monitoring and reporting of any requests for a part-time practising certificate</li> <li>▪ Assess response to “Women in Profession” questionnaire and other research to ascertain demand.</li> <li>▪ Monitor the position of other jurisdictions/professions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual report on number of requests</li> <li>▪ More detailed report produced on benchmarking with other jurisdictions/professions</li> <li>▪ Any recommendation actioned</li> </ul>	DC DC	Rep. Annually 12/07	W1 <sup>31</sup>
Tendering Process	8	<p>Tendering and procurement dictate both how the money of the Society is spent but also the quality of goods and, more importantly, services, received.</p>	<ul style="list-style-type: none"> <li>▪ Inclusion of specific criteria in tendering process in relation to diversity</li> <li>▪ Any tenders to identify key diversity issue envisaged</li> <li>▪ Appropriate weighting given to diversity issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ New procurement policy completed specifying diversity criteria for tendering and procurement</li> </ul>	DC	06/06	W2 <sup>32</sup>

<sup>31</sup> No requests of notes of interest have been received this year

<sup>32</sup> This is now scheduled for completion by end 2007

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

10. MEDIA

Function	Score	Issues	Action Required	Indicators	Responsibility	Target Date	Progress
<p>Much of the work of the Media Relations Departments is providing expert advice on communications issues to individual departments. Whilst the Media Department therefore has responsibilities in the advice it gives and where work is directly undertaken most commonly 'diversity' issues will rest with the department or individual from the organisation accessing the Media Relations Department's service.</p>							
<b>Liaising with advertising agency to develop adverts</b>	9	Issues such as race and gender are discussed when designing advertising campaigns to ensure they target the intended audience. Risk of discrimination is minimised as adverts appeal to a wide range of people and are placed in newspapers and publication read by a range of people.	To continue discussing issues when developing campaigns and adverts. Regular reviews of advertising campaigns to consider where we place adverts/advertorials/articles to ensure they reach a breadth of people.	We will continue to regularly review campaigns.	JF/SP/GM	6 month reviews	D <sup>33</sup>
<b>Handle inquiries about marketing/advertising initiatives</b>	9	Could be potential discrimination in choice of advertising placement ie which publications our ads appear in	We look at each request on its own merit asking questions such as is it value for money, does it reach a readership we want to reach and how wide is the readership.	<ul style="list-style-type: none"> <li>Regular six month review</li> <li>Research and present short paper on accessing minority groups with advertising (12/06)</li> </ul>	JF	12.06	W1
<b>Commissioning and editing articles</b>	9	A freelance writer could write something discriminatory in an article.	All articles checked by media relations office for any discrimination. If it is about disability or discrimination Head of Diversity also checks	<ul style="list-style-type: none"> <li>Articles checked and edited where appropriate.</li> <li>Log kept of any feedback received</li> </ul>	JF/SP/GM	On-going	C
<b>Write communications and media plans for committees, projects, initiatives, etc. agreeing target audiences, messages, and media to involve</b>	9	Target audiences do not specifically target race or religion, although occasionally do target women.	By writing communications plans, assessing target groups and planning we can work with other departments at the Society towards eliminating discrimination and promoting issues positively. Press releases are sent to a wide range of publications which are read by a wide readership.	This is an ongoing process and the responsibility lies as much with the department we are working with on a media particular campaign. We are not usually aware in advance if someone from the media attending a launch/event will have special needs so this is hard to predict.	JF/SP/GM	On-going	C

<sup>33</sup> All advertising campaigns on hold until marketing strategy in place. This hasn't changed although the budget has now been approved so work will begin in the next 6 months. We did manage to go ahead with adverts in 'Ethnic Britain' and 'The Big Issue' to raise the profile of the Society, the services we offer, and careers om ;aw

<b>Reading legal journals and other specialist magazines to monitor coverage</b>	9	Need to look for publications on law and profession specifically target to ethnic groups. The magazines we already subscribe to reach a wide audience.	We will check media disk to see if there is are legal publications which targets ethnic groups.	Once search of Media Disk* is complete we can decide if those publications are relevant.	JF/ SP	June 05	C
<b>Magazines - checking for relevant articles, copying and distributing them to interested people</b>	9	Could discriminate if a council member//spokesperson was visually impaired	If a Council member has special needs we will address them by asking what they want/need.	Respond to needs.	JF/ SP/ GM	On-going	C
<b>Sending out press releases</b>  <b>Send out media invite to journalists</b>	9	Generally press releases are not sent to specialist publications, aimed at particular races, religious groups or disabled groups. However, they are sent to a broad range of newspapers, magazines, radio and television which cover a broad spectrum of the public. We do have Mediadisk which gives us the ability to target a wide range of publications and if we were launching something with a racial/religious message we would target relevant specialist media. Generally press releases are not sent to overseas publications either as it is not thought that the content would be of sufficient interest outwith the UK. Releases are also sent out electronically which could discriminate against visually impaired people.	<ul style="list-style-type: none"> <li>▪ We will check media disk to see if there is are legal publications which targets ethnic groups. However, we would only send them releases which would be of interest to them.</li> <li>▪ Identify 'mainstream' media for various minority groups where this may differ from major daily newspapers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Check media disk<sup>34</sup></li> <li>▪ Report on publications which can be added to the distribution list.</li> </ul>	JF/ SP	June 05	C

<sup>34</sup> \*We no longer have Media disk so updating our distribution lists is done by us. We have details of certain publications targeted at minorities which we send some releases to (ie profiling the profession press release) but perhaps this is an area we need to revisit (do we send all releases to all publications, for example?)

<b>Organise media launches</b>	7	The venue chosen could have potential for discrimination against disabled people depending on access. Also, the day the launch is held i.e. a Sunday could discriminate against certain religions (though it is extremely rare to hold media launches on a Sunday), or during Ramadan. This has never been an issue on grounds of race or religion.	Media Relations work closely with other departments on media launches therefore much of our work is closely tied in with their needs. Venue choice is always discussed with departments and discrimination by choice of venue is discussed. If we know about someone attending who can't because of the venue choice or day chosen will discuss with the department what can be done to accommodate them. Press launches are seldom held on Sundays and Fridays are not ideal for the media so they tend to be Monday-Thursday. If a journalist cannot attend a media launch for religious reasons this is more an issue for their employer.	<b>Strategic Diversity Objective – No. 9</b>	JF/ SP/ GM	On-going	C
<b>Setting up interviews with solicitors/experts</b>	7	Interviews could be difficult if English is not spoken by the journalist or the interviewee does not speak the language of the journalist. This is unlikely to arise as an issue but is a potential area for discrimination.	If we need to we can arrange interviews on the group floor, use the loop and address any special needs if we are alerted to them in advance. Language – we are constantly translating from Legalese and Latin to plain English or finding someone who can translate for us. We have dealt with journalists from other countries who speak enough English to carry out an interview. If a journalist speaks no English or not enough to conduct an interview we would ask them to arrange a translator and pay for it.	Keep under review and respond to individual requests.	JF/ SP/ GM	On-going	C

# Law Society of Scotland – Equality and Diversity Action Plan



Stage 2 – Action Planning

11. UPDATE

Function	Score	Issues	Action Required	Indicators	Respon- sibility	Target Date	Progress
<b>Venue Bookings</b>	9	<p>Possible concerns re disability access and properly fitted out rooms with hearing loops etc.</p> <p>Care taken not to use venue of political, religious, etc. significance.</p> <p>Ensure venue can provide and appropriately label food for specific diets</p>	<p>In Association with POPS/In-House Lawyers Group</p> <ul style="list-style-type: none"> <li>Development of an accessibility/catering checklist based on feedback from relevant organisations</li> <li>Ensure accessibility is adequate when booking – decline venues without adequate access</li> <li>Request any specific requirements in advance from all participants for all events</li> <li>Encourage feedback from participants on accessibility issues</li> </ul>	<ul style="list-style-type: none"> <li>Checklist developed and available for use</li> <li>Use LS Multi Media room where possible</li> <li>Accessibility/catering questions on enrolment form</li> <li>Accessibility/catering questions include on standard evaluation form</li> <li>Monitor and report on any complaints in relation to accessibility and action required to prevent future complaints</li> <li><b>Strategic Objective 9</b></li> </ul>	LA/IR LA/IR LA/IR LA/IR	02/06 On-going 10/05 10/05 /05 Ann-ual	C C C C Ongo- ing <sup>35</sup>
<b>On Site Management Organising Exhibitions (alongside seminars)</b>	5 5	Possible access issues if room poorly set up	<p><b>In Association with POPS/In-House Lawyers Group</b></p> <ul style="list-style-type: none"> <li>Development of an accessibility/catering checklist based on feedback from relevant organisations – as above</li> <li>Use to assess every venue before start of event</li> <li>Work with POPS to develop checklist that can also be used in-house</li> </ul>	<ul style="list-style-type: none"> <li>Checklist developed and available for use</li> <li>Signed off checklist available for every event and maintained on file</li> </ul>	LA/IR JE	02/06 On-going	C C

<sup>35</sup> No complaints have been received at this time

<b>Practice Management Course</b>	8	<b>Timing (Fri and Sat) does not always suit everyone.</b> Choice of venue re access (as above)	Formally monitor on application form whether other dates would be more suitable	<ul style="list-style-type: none"> <li>▪ Establish question to be included on application form in relation to suitability of dates &amp; access issues</li> <li>▪ Use questions for next four sessions</li> <li>▪ Monitor and report on feedback</li> </ul>	LA LA LA	02/06 06/07 07/07	C C C
<b>Presidential/Council Dinners</b>	8	Traditionally venue is the Signet Library – this may not be DDA compliant	Continue to flag as an issue to decision makers	<ul style="list-style-type: none"> <li>▪ Score the venue using checklist developed above</li> <li>▪ Provide report and suggested alternatives to decision makers</li> </ul>	VH VH	04/06 05/06	C C
<b>Presidential Weekend</b>	8						
<b>AGM</b>	8	Access issues – will be dealt with under first two headings Marketing issues – see 'registrar'	-	-	-	-	-