

EQUALITIES REPORT 2013

1 INTRODUCTION

The Equality Act 2010 has, since 1 October 2010, consolidated all the previous anti discrimination laws (Sex Discrimination Act 1975, Equal Pay Act 1970, Race Relations Act 1976, Disability Discrimination Act 1995, Employment Equality (Religion or Belief) Regulations 2003, Employment Equality (Sexual Orientation) Regulations 2003 and Employment Equality (Age) Regulations 2006), which are now repealed with the exception of Schedules 6 and 8 to the Employment Equality (Age) Regulations 2006 which remain in force.

On the 27 May 2012, The Equality Act 2010 (Specific Duties) (Scotland) Regulations came into force. Under these Regulations authorities are required, in the light of the duty of equality, to assess and review policies and practices, gather and use employee information, and consider criteria and conditions used in procurement.

As a result, by 30 April 2013 an authority is required to publish, a mainstreaming report, information on equality outcomes, information on gender pay gaps, and a statement on equal pay and occupational segregation.

2 MAINSTREAMING REPORT

2.1 The Public Sector Equality Duty was created by the Equality Act 2010, and replaces the race, disability and gender equality duties. It imposes a duty on Public Authorities when exercising public functions to have due regard to the need to:

- 1) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act for all protected characteristics.
- 2) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- 3) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

2.2 The Equality Act outlines nine protected characteristics, these are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- /....

2.2/

- race
- religion or belief
- sex
- sexual orientation

2.3 To 'have due regard' means that a LVJB must consciously consider the need to incorporate the general equality duties in to its everyday activities and decision making. The broad aim of the general equality duty is to integrate consideration of the advancement of equality into the day-to-day business of all bodies subject to the duty.

The LVJB is made up 110 staff working in three different areas. These three areas are: Electoral & Administration Services, Council Tax Services and Valuation Services. The Electoral & Administration Team deal with members of the public both on the phone and less frequently in face to face meetings, to address electoral registration queries. Council Tax and Valuation Services staff undertake assessments on properties to assign relevant valuations for local taxation purposes and discuss appeals received against those published values. This also involves dealing with members of the public.

2.4 The LVJB currently mainstreams equalities into the organisation as part of its daily activities in a number of ways:

2.4.1 Employment

- Produces an Annual Report on Equalities for Elected Members and publishes this on their website.
- Has an Equalities Policy which reasserts its commitment to the three equality duties and outlines how this is exercised when providing Services and within different Employment areas such as recruitment & selection, policies & procedures and training & development etc.
- The Equalities policy makes employee's aware of their responsibilities regarding equalities within their day to do work within LVJB.
- Equalities is a standing agenda item at each staff meeting which raises staff awareness and allows employees a vehicle to raise concerns and suggestions.

2.4.2 Services

2.4.2.1 Disability

- On the LVJB website there is a Speech Enabled Facility for users who have sight difficulties.
- LVJB promotes postal voting as a method of returning ballot papers to allow those who may be restricted in attending polling stations to cast their vote. This is carried out mainly through poster campaigns on bus shelters, telephone boxes and in train stations.
- LVJB promotes electronic return of confirmed elector information during the annual canvass as a method of returning a statutory required response. This is to facilitate those who may have difficulty reaching a post-box. This is clearly specified on all electoral forms issued.
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2.4.2.1/

- LVJB promotes electronic engagement in lodging Valuation & Council Tax appeals, submitting statutory exchanges of information and general communication. This is clearly specified on forms of return and all guidance documentation published.

2.4.2.2 Race and Ethnicity

- On the LVJB website there is a facility to translate the contents into a number of different languages. The 2011 Canvass reports show that there are high numbers of people from European and Commonwealth countries, predominantly from Poland, Germany, France, Spain, India, Pakistan and Bangladesh, particularly living in the Edinburgh Council Area.
- Representatives from the LVJB attended 11 Citizenship Ceremonies in 2012, and successfully added 105 new names on to the electoral roll as a result. This is an ongoing initiative.

2.4.2.3 Age

- In early 2012 LVJB issued letters and voter registration forms to High School pupils in Edinburgh, East Lothian, Midlothian and West Lothian who would be 18 by 30 November 2013 and were supplied a reply paid envelope to facilitate return.

The results were:-

	Issued	Returned	Percentage Returned
Edinburgh	883	504	26%
East Lothian	723	253	35%
Midlothian	696	153	22%
West Lothian	1,883	504	26%
Totals	5,546	1,487	26%

In September 2012 LVJB representatives visited all West Lothian High Schools (11) in partnership with West Lothian Council as part of the Democracy Challenge, an initiative to encourage young adults to register and to vote. A total of 1,053 voter registration forms were completed. 249 of the pupils completing these had already completed a form issued to them earlier in the year. This left 804 to be added to the register. 449 of these were also added to the annual canvass form by their parents. The net gain to the register was therefore 355 electors.

We assist in organising a prize draw for a McArthur Glen gift voucher for £50 and all the names of pupils who complete a registration form are entered in this.

- Representatives from the LVJB contact local Care Homes at the time of canvass to advise them that the forms are being issued and ask if they wish any assistance. Because of the level of change within care homes this exercise is also undertaken prior to an election.
- During 2012, emails were sent to various organisations dealing with the elderly and carers organisations giving details of the election and advice on registration.

2.4.2.4 Socio-Economic

- Posters promoting postal voting were sent to sheltered housing complexes in March 2012, prior to the local government elections.
- In February 2012, again prior to the local government elections, LVJB issued registration forms and posters to Through Care and Aftercare who deal with young people leaving care.
- In April 2012 LVJB representatives attended a meeting of the Grassmarket Project with Shelter to promote the registration of homeless people and make them, and the project staff, aware of registration. This initiative is carried out very close to election dates because of the very transient nature of the potential electors.
- At the start of 2012, LVJB issued posters promoting registration to Housing Associations. An email was also sent giving details about the Election.

The LVJB is currently undertaking an exercise to review and update all existing Organisational policies relating to employees. As part of this process work is currently underway to undertake Equality Impact Assessments on the first tranche of these documents. Assessments will also be carried out for remaining existing policies within the organisation. This ensures due regard is being given to the impact policies have on each protected group and allows recommendations to be made to ensure policies comply with the Equality duties.

LVJB are currently awaiting further results of the 2011 Census in Scotland and from this will be able to determine the demographic make-up of the four constituent councils. This will allow for canvassing activities to be tailored to ensure this reflects the needs of the population. The electoral roll however only identifies citizenship and does not reflect any other protected characteristics.

3 EMPLOYMENT INFORMATION

3.1 Introduction

This report aims to provide an overview of Equalities within the Lothian Valuation Joint Board and outlines the demographics of the organisation. There are currently 110 employees within the LVJB within the functions of Valuation, Council Tax and Electoral Administration.

LVJB undertook to obtain as much information as possible from existing sources. These were:

- The Personnel Information database (Workforce)
- Training records
- Equalities Monitoring Records
- Knowledge of the organisation

This exercise highlighted deficiencies in the historic recording and in the maintenance of staff records. Improvements are being implemented immediately.

It/....

3.1/ It was found that some of the information on the Personnel Database was out of date. This may be because the information was collected when an employee was initially recruited which may have been some time ago in some or even many cases. In addition, on some of the employee records, there are blank fields where perhaps relevant information has not been provided. This has resulted in the available data not giving an accurate reflection of the overall make-up of the workforce. Employee status may have changed over time or not been recorded at all meaning that the figures presented for areas such as disability and marital status may not be accurate. The current analysed results are therefore flawed.

Another anomaly was the use of different/overlapping categories to record certain characteristics. For example in the recording of Ethnic Origin some employees are recorded as Scottish, English, Northern Irish etc. and then there some employees who are recorded as UK/Irish. This has most likely been the result of different forms being used over time with inconsistent category choices and does not allow an equal comparison to be made.

Historically there has been no questions asked on recruitment regarding transgender status, religion/belief and sexual orientation, therefore LVJB has been unable to collate any information for these groups.

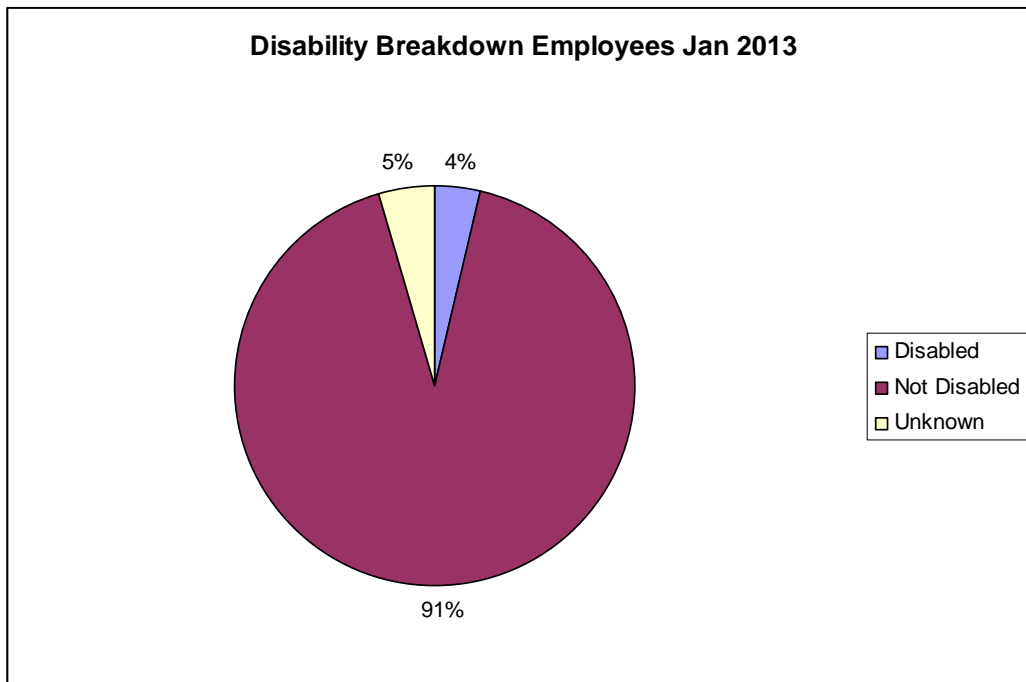
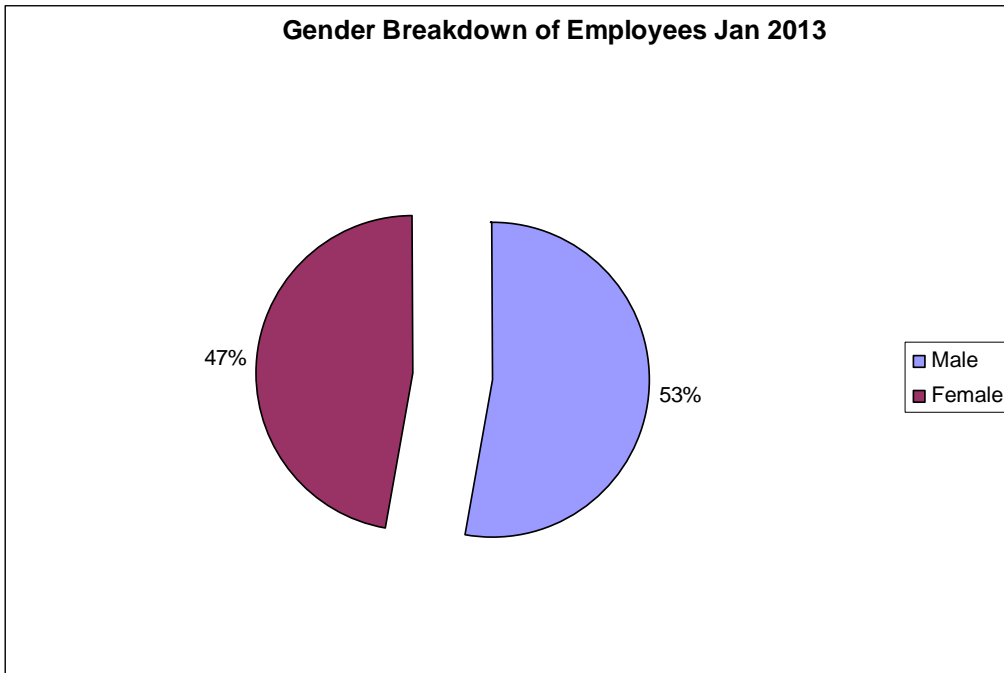
3.2 Addressing the Issues

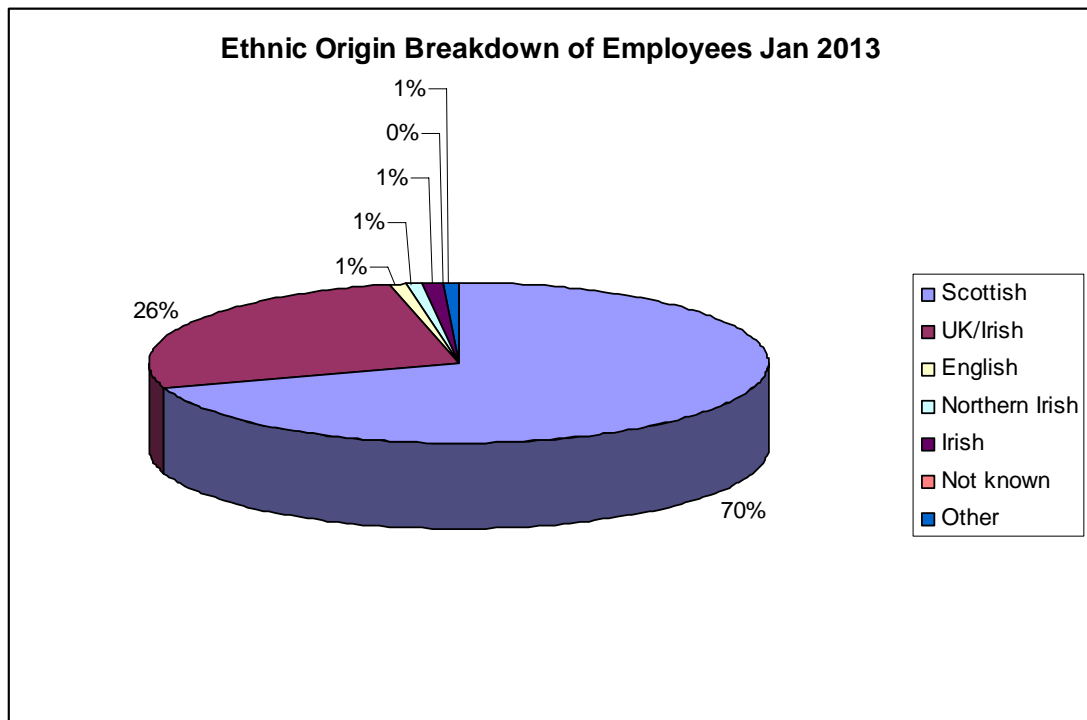
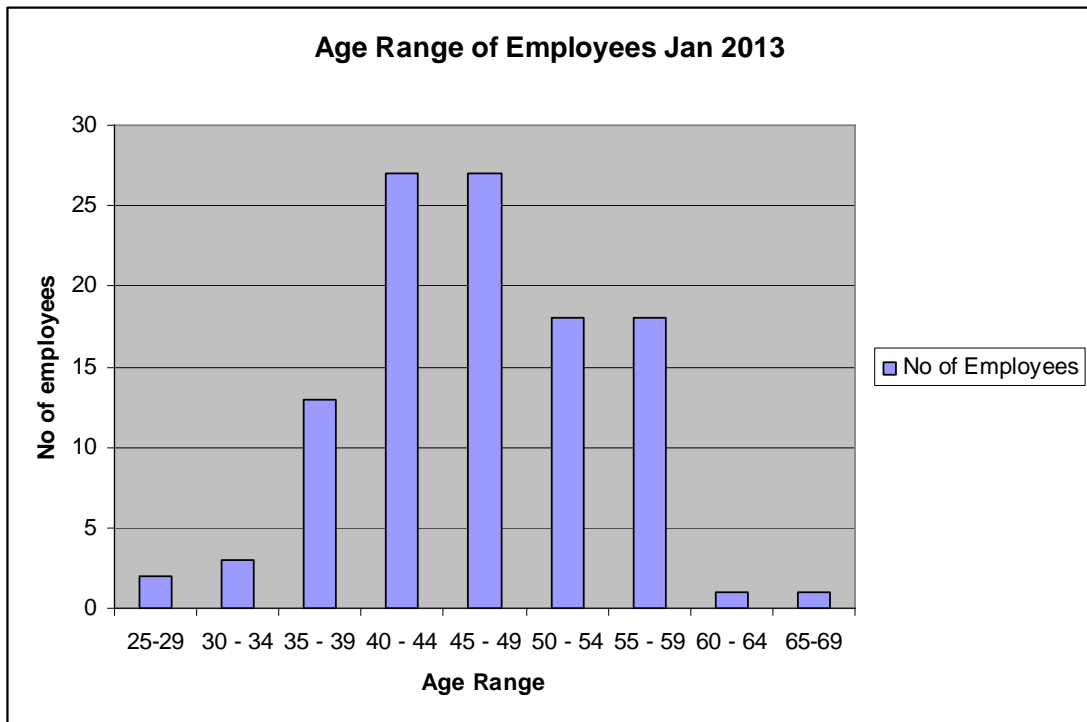
Going forward, LVJB intend to prevent future gaps in reporting by:

- standardising equal monitoring forms including consistent answer categories,
- including questions about sexual orientation, gender reassignment and religion/beliefs on equal opportunities forms,
- reissuing equal monitoring forms to all staff to gather current, consistent data and fill any gaps in information that currently exists,
- ascertain equalities on a more regular basis i.e. as employee's change details,
- more efficient storage and recording of training statistics,
- more efficient recording of recruitment equalities information,
- issue equalities forms at training sessions,
- analysing data from 2011 Census and other minority group organisations where possible.

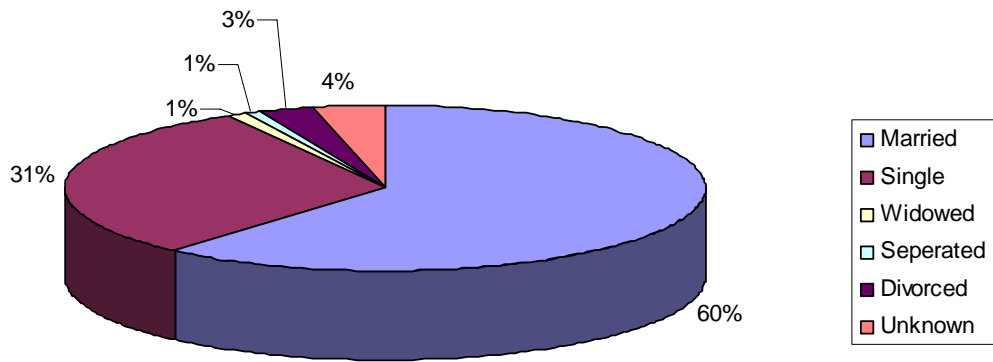
LOTHIAN VALUATION JOINT BOARD EMPLOYMENT INFORMATION FIGURES

Employee Breakdown January 2013





Employee Breakdown by Marital Status Jan 2013



RECRUITMENT BREAKDOWN OF APPLICANTS 2012

Protected Characteristic	Technical Support Assistant	Valuer	Trainee Valuer	Temporary Canvassers	Divisional Valuer
Gender					
Male	0	4	33	53	3
Female	2	2	10	136	1
Unknown	0	0	1	1	0
Marital Status					
Married	1	3	13	91	4
Unmarried	1	2	21	53	0
Other	0	1	8	44	0
Unknown	0	0	2	2	0
Disability					
Disabled	0	0	1	6	0
Not Disabled	2	6	41	182	4
Unknown	0	0	2	1	0
Ethnic Origin					
Scottish	2	3	33	163	2
Other White	0	1	3	11	0
Other British	0	0	4	9	1
Irish	0	1	2	2	1
Indian	0	0	0	0	0
Pakistani	0	0	0	1	0
Bangladeshi	0	0	0	0	0
Chinese	0	0	0	0	0
Any other Asian background	0	0	0	0	0
Caribbean	0	0	0	0	0
African	0	0	0	0	0
Any other black background	0	0	0	0	0
Any other background	0	1	1	1	0
Unknown	0	0	1	3	0
Age					
Under 20	0	0	0	6	0
20 - 24	0	0	11	6	0
25 -29	0	3	13	19	0
30 - 34	0	1	10	14	0
35 - 39	0	1	5	27	2
40 - 44	1	0	2	19	1
45 - 49	1	0	0	31	1
50 - 54	0	0	0	20	0
55 - 59	0	0	0	24	0
60 - 64	0	0	0	13	0
65 - 69	0	0	0	1	0
OVER 70	0	1	0	1	0
UNKNOWN	0	0	3	9	0
TOTAL NO	2	6	44	190	4

BREAKDOWN OF SUCCESSFUL CANDIDATES FOR EACH POST 2012

Protected Characteristic	Technical Support Assistant	Valuer	Trainee Valuer	Temporary Canvassers	Divisional Valuer
Gender					
Male	0	1	1	53	1
Female	1	0	0	136	0
Unknown	0	0	0	1	0
Marital Status					
Married	1	1	91	1	1
Unmarried	0	0	53	0	0
Other	0	0	44	0	0
Unknown	0	0	2	0	0
Disability					
Disabled	0	0	0	6	0
Not Disabled	1	1	1	182	1
Unknown	0	0	0	1	0
Ethnic Origin					
Scottish	1	0	0	163	1
Other White	0	0	0	11	0
Other British	0	0	1	9	0
Irish	0	1	0	2	0
Indian	0	0	0	0	0
Pakistani	0	0	0	1	0
Bangladeshi	0	0	0	0	0
Chinese	0	0	0	0	0
Any other Asian background	0	0	0	0	0
Caribbean	0	0	0	0	0
African	0	0	0	0	0
Any other black background	0	0	0	0	0
Any other background	0		0	1	0
Unknown	0	0	0	3	0
Age					
Under 20	0	0	0	6	0
20 - 24	0	0	0	6	0
25 - 29	0	0	1	19	0
30 - 34	0	0	0	14	0
35 - 39	0	1	0	27	0
40 - 44	0	0	0	19	1
45 - 49	1	0	0	31	0
50 - 54	0	0	0	20	0
55 - 59	0	0	0	24	0
60 - 64	0	0	0	13	0
65 - 69	0	0	0	1	0
OVER 70	0	0	0	1	0
UNKNOWN	0	0	0	9	0
TOTAL NO SUCESSFUL	1	1	1	190	1

The above figures show that only 4% of employees are noted in records as having a disability. However, there are 5% of employees whose disability status is unknown. Therefore the figures above may not be a true reflection of how many employees actually have a disability. In addition, some of the information gathered may now be outdated if it was first collected on initial appointment.

Also, information regarding the protected characteristics transgender status, religion/belief and sexual orientation, has not previously been gathered by LVJB and therefore the organisation has been unable to collate any information for these groups.

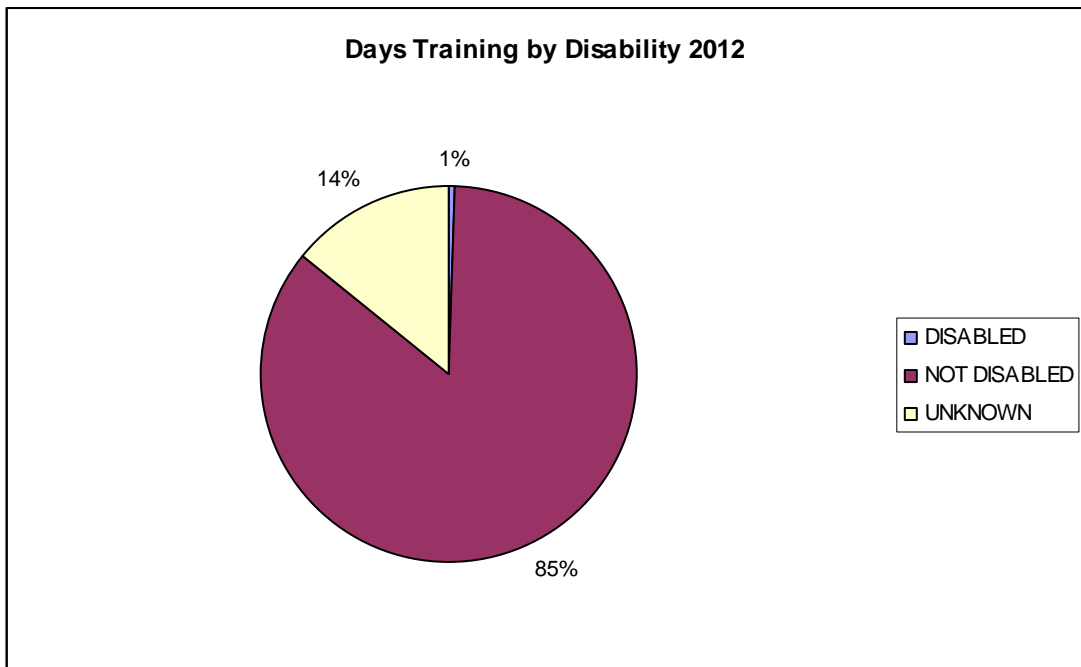
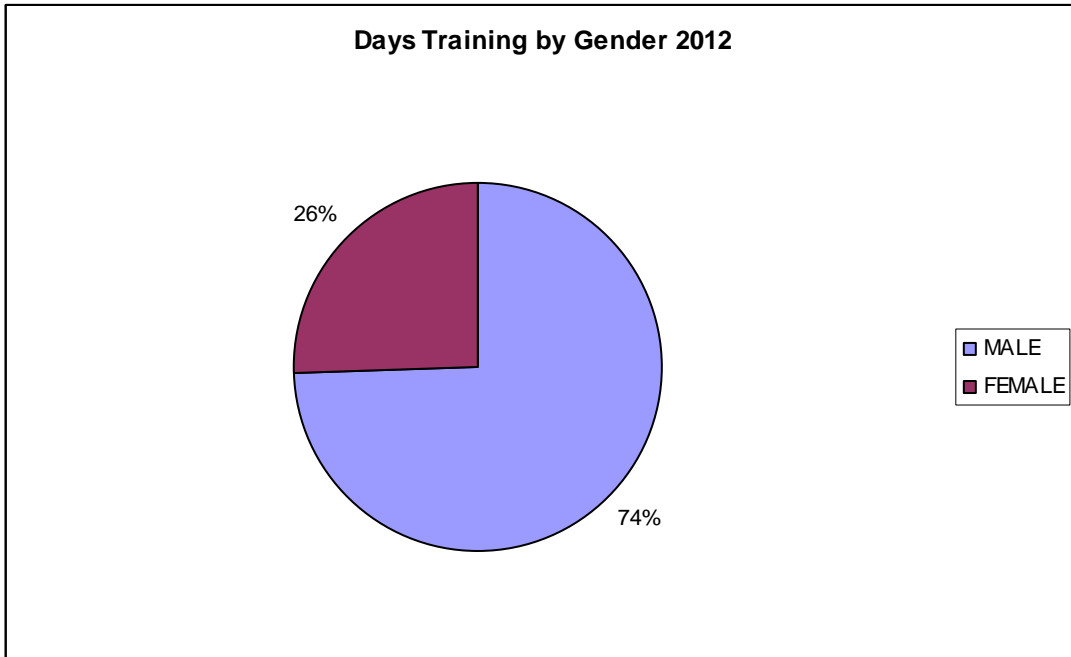
In addition, in the Ethnic Origin data shows that some employees are recorded as either Scottish or English or Northern Irish etc. and then there some employees who are recorded as a single category UK/Irish, which encompasses all these countries and does not allow for individual break down. This is a duplication of has most likely been the result of different forms being used over time with inconsistent category choices.

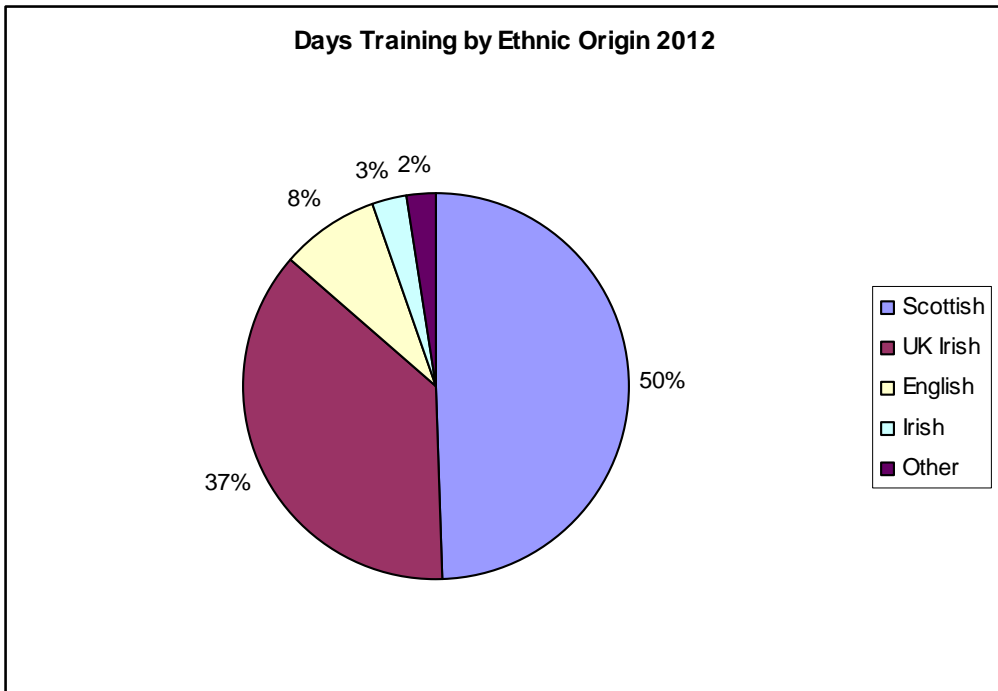
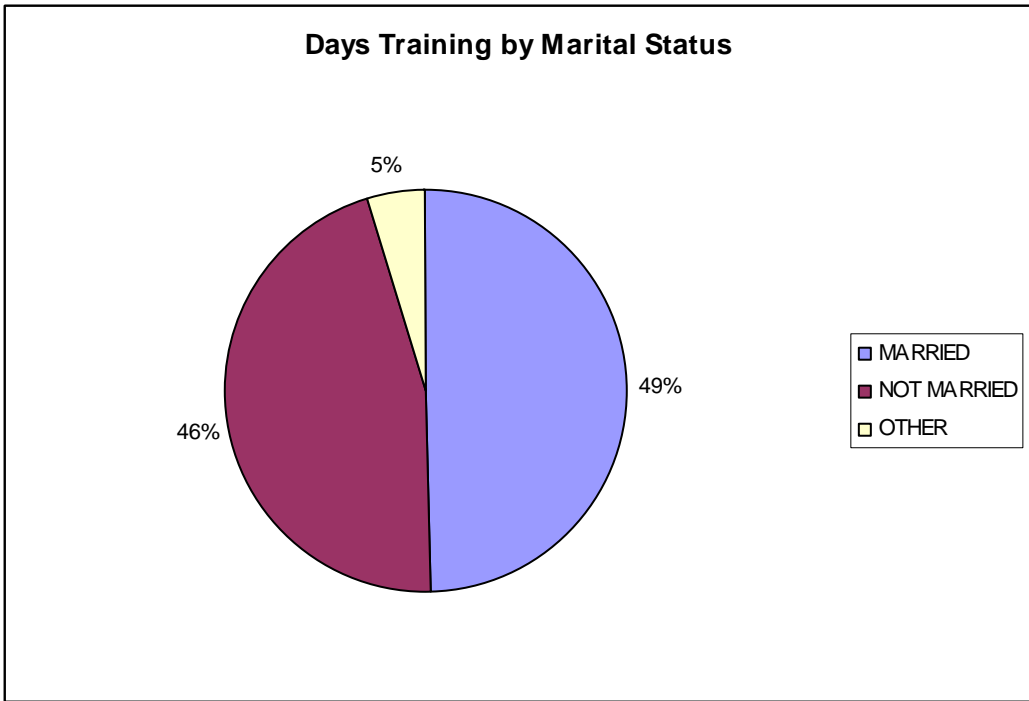
This evidence would indicate that a further, comprehensive and contemporary information gathering exercise is required to help LVJB better perform the general Equality Duty.

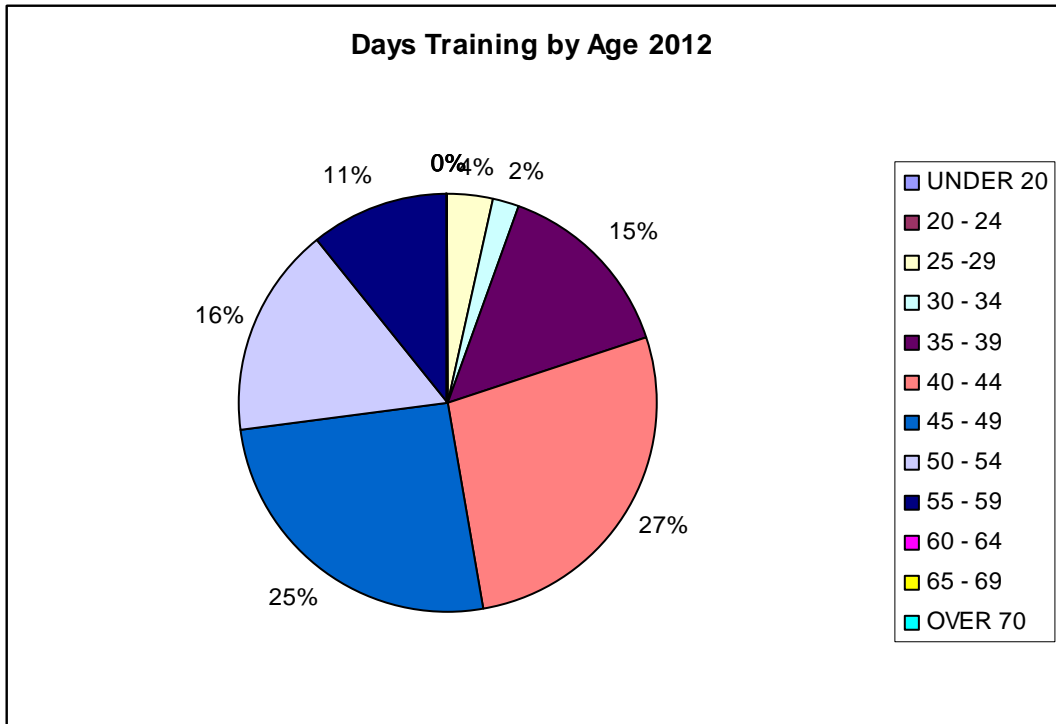
The recruitment figures show that the number of female applicants for Professional/Technical vacancies was around half in all cases with the exception of Technical Support Assistant. This is reflected in the current make up of this section of the Workforce.

The figures highlight that there are currently no BME employees working in the organisation. One person from an ethnic minority was recruited in to the post of temporary canvasser in 2012 and there were no BME applicants for the Professional /Technical job vacancies. Similarly, the number of disabled applicants was low, but all disabled applicants were recruited for the position of temporary canvasser.

TRAINING







These figures show that in 2012 males had a disproportionately higher percentage of training days than females. This can be explained by the higher number of males working in the Professional/Technical areas of the organisation, where regular CPD is required to maintain their professional membership and qualification. In addition, some of the information for training was not retained and subsequently the figures could not be included, this may have had some overall bearing on the final outcome. The annual performance review process allows for employees to make requests for further training and for training needs to be identified for all employees.

DISCIPLINE AND GRIEVANCE

Protected Characteristic	No of Disciplinary	No of Grievances
Gender		
Male	0	1
Female	0	3
Unknown	0	0
Marital Status		
Married	0	2
Unmarried	0	1
Other	0	0
Unknown	0	1
Disability		
Disabled	0	0
Not Disabled	0	4
Unknown	0	0
Ethnic Origin	0	
Scottish	0	3
UK Irish	0	1
English	0	0
Irish	0	0
Northern Irish	0	0
Asian/Far East	0	0
Asian Other	0	0
Black	0	0
Other European	0	0
Mixed	0	0
Unknown	0	0
Age		
Under 20	0	0
20 - 24	0	0
25 -29	0	0
30 - 34	0	0
35 - 39	0	1
40 - 44	0	0
45 - 49	0	1
50 - 54	0	0
55 - 59	0	2
60 - 64	0	0
65 - 69	0	0
OVER 70	0	0
UNKNOWN	0	0

LEAVERS

Protected Characteristic	No of Leavers	Resignation	Retiral	End of Fixed Term Contract	Redundancy	Other
Gender						
Male	3	1	2	0	0	0
Female	4	3	0	1	0	0
Unknown	0	0	0	0	0	0
Marital Status						
Married	3	2	1	0	0	0
Unmarried	0	0	0	0	0	0
Other	0	0	0	0	0	0
Unknown	4	2	1	1	0	0
Disability						
Disabled	0	0	0	0	0	0
Not Disabled	3	1	2	0	0	0
Unknown	4	3	0	1	0	0
Ethnic Origin						
Scottish	1	0	1	0	0	0
UK Irish	2	1	1	0	0	0
English	1	1	0	0	0	0
Irish	0	0	0	0	0	0
Northern Irish	0	0	0	0	0	0
Asian/Far East	0	0	0	0	0	0
Asian Other	0	0	0	0	0	0
Black	0	0	0	0	0	0
Other European	0	0	0	0	0	0
Mixed	0	0	0	0	0	0
Unknown	0	2	0	1	0	0
Age						
Under 20	0	0	0	0	0	0
20 - 24	0	0	0	0	0	0
25 -29	1	1	0	0	0	0
30 - 34	0	0	0	0	0	0
35 - 39	2	1	0	1	0	0
40 - 44	1	1	0	0	0	0
45 - 49	0	0	0	0	0	0
50 - 54	0	0	0	0	0	0
55 - 59	1	0	1	0	0	0
60 - 64	1	0	1	0	0	0
65 - 69	0	0	0	0	0	0
OVER 70	0	0	0	0	0	0
UNKNOWN	1	1	0	0	0	0

PAY STATEMENT

	LVJB SALARIES 2012/2013													
Protected Characteristic	5,000 - 9,999	10,000 - 14,999	15,000 - 19,999	20,000 - 24,999	25,000 - 29,999	30,000 - 34,999	35,000 - 39,999	40,000 - 44,999	45,000 - 49,999	50,000 - 54,999	55,000 - 59,999	60,000 - 64,999	65,000 - 69,999	70,000 +
Gender														
Male	0	0	7	1	13	9	15	4	3	1	1	1	0	1
Female	2	13	16	7	8	2	2	1	1	0	1	0	0	1
Disability														
Disabled	0	1	1	0	1	0	1	0	0	0	0	0	0	0
Not Disabled	1	11	22	7	20	9	16	5	4	1	2	1	0	2
Unknown	1	1	0	1	0	2	0	0	0	0	0	0	0	0
Ethnic Origin														
Scottish	2	13	17	7	15	6	10	3	3	0	1	0	0	1
UK Irish	0	0	5	1	6	4	5	2	1	1	1	1	0	1
English	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Irish	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Northern Irish	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/Far East	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Black	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other European	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mixed	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total No of employees	2	13	23	8	21	11	17	5	4	1	2	1	0	2

PROTECTED CHARACTERISTIC	AVERAGE PAY PER GROUP (£)
GENDER	
MALE	34,053
FEMALE	23,128
DISABILITY	
DISABLED	23,661
NOT DISABLED	29,275
UNKNOWN	24,253
ETHNIC ORIGIN	
Scottish	26,208
UK Irish	35,662
English	31,062
Irish	19,959
Northern Irish	36,429
Asian/Far East	0
Asian Other	0
Black	0
Other European	0
Mixed	0
Other	38,151

OCCUPATIONAL SEGREGATION

	LVJB GRADES 2012/2013																
	GS2/3 (15,132 – 16,818)	GS3 (16,152 - 16,818)	AP1/2 (16,818 - 19,959)	AP2 (18,441 - 19,959)	AP3/4 (20,520 - 25,716)	GS1 - T5 (11,913 - 28,866)	T3/T5 (19,959 - 28,866)	A4/PO1 (23,232 - 31,968)	A5/PO1 (26,502 - 31,968)	PO1/2 (29,448 - 35,571)	G1-PO3 (11,913 - 38,151)	PO4 (38,151 - 40,887)	PO5/6 (40,887 - 46,830)	DIV ASS (52,668 - 56,328)	HOVS1 (61,851 - 66,420)	JNC37 (90,000 +)	JNC55 (100,00 0 +)
Gender																	
Male	1	0	8	0	3	8	1	3	5	6	12	1	6	2	1	1	0
Female	0	1	24	2	9	5	0	0	0	0	8	0	1	1	0	0	1
Disability																	
Disabled	0	0	3	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Not Disabled	1	1	28	2	10	12	1	2	4	5	17	1	7	3	1	1	1
Unknown	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ethnic Origin																	
Scottish	1	0	28	2	9	9	1	1	3	3	13	1	5	1	0	1	0
UK/Irish		1	3		3	4		1	2	3	5	0	2	2	1		1
English	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Irish	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Northern Irish	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Asian/Far East	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Black	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other European	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mixed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total no of employees	1	1	32	2	12	13	1	3	5	6	20	1	7	3	1	1	1

These figures highlight that females are still on average paid over £10,000 less than males within the organisation and are predominantly found to be on the lower grades. Again this is probably due to the higher proportion of males working in Professional/Technical positions and again highlights the gender divide amongst the Professional/Technical positions, which stems back to lower numbers of females applying for such jobs. However, the position of Assessor is currently occupied by a female.

4 EQUALITY OUTCOMES

4.1 Identified Gaps

4.1.1 Employment

- It was found that some of the information on the Personnel Database was out of date as it was collected on initial recruitment which may have been some time ago for some employees. In addition, there are blank fields on the record of some employees where they have perhaps not completed a particular section i.e. disability. This has resulted in the data not giving an accurate reflection of the overall make-up of the workforce where employee status may have changed or not been recorded at all.
- LVJB currently hold no information regarding the protected characteristics: religion and beliefs, sexual orientation and information on transgender status.
- Another anomaly which was uncovered was the use of different categories to record certain characteristics. For example for the characteristic Ethnic Origin some people have been recorded as Scottish, English, Northern Irish etc. and some as UK/Irish which does not allow an equal comparison to be made.
- It was also found that a list of training delegates from one session was also not retained and therefore could not be reported with the other statistics, not allowing for a fair reflection.
- Temporary Canvasser information shows that there is not a diverse mix of canvassers employed. By considering how LVJB could recruit to a more diverse mix, based on the figures from the upcoming publication of further 2011 Census results, could encourage higher return/response rates.
- Employment information shows that there are no BME staff within the organisation and low numbers of females and employees with a disability in Professional/Technical positions. Similarly, males are under represented in Administrative roles. The LVJB will collect data from the 2011 census and see if more work can be done to increase awareness of LVJB vacancies in the community.

4.1.2 Services Provided

- There is currently a lack of available information about the make up of the population for the four constituent Council's which LVJB serves: City of Edinburgh Council, West Lothian Council, East Lothian Council and Midlothian Council. It is hoped that this information can be analysed from the results of the 2011 census.

OUTCOMES TO BE ACHIEVED

Equality outcome	Measure	Protected Characteristic	Duty
<p>Improve data collection and reduce under recording for all LVJB employees across the protected characteristics</p>	<p>Undertake the collection of data regarding protected characteristics from all staff</p> <p>Use a standard proforma to achieve accurate and meaningful results</p> <p>Include categories which have not been previously included such as Gender reassignment, sexual orientation and religion and belief.</p> <p>Arrange a better method of determining attendance and equalities information at Training Sessions and recording/storage of information.</p>	<p>All characteristics, particularly: Race, disability, gender reassignment, sexual orientation, religion and belief</p>	<p>Advance opportunity</p>
<p>Raise awareness of Equalities with staff to improve the service they deliver and how they interact with other employees.</p>	<p>Implement changes to Equalities Policy</p> <p>Consult with and train staff about equalities as part of their everyday activities and how awareness can be improved</p> <p>Improve and ensure consistent recording of equalities information.</p>	<p>All protected characteristics</p>	<p>Fostering, eliminating discrimination</p>
<p>Improve staff knowledge of equality profile of the population of the LVJB area to enable better service delivery, be more attentive to people with communication and support needs and deliver information in an accessible form.</p>	<p>Obtain and analyse the forthcoming results from the 2011 Census.</p> <p>Tailor canvassing needs accordingly in required areas eg by targeting certain groups to recruit as canvassers, ensuring more structured information/liaising takes place in identified areas of the community.</p>	<p>All protected characteristics.</p>	<p>Fostering good relations</p>