

STIRLING COUNCIL

Mainstreaming Report 2017

Employment

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INTRODUCTION

This report includes updated workforce information in the main gathered at the end of 2016. Information on the gender pay gap has been presented using the methodology recommended by Close the Gap and guidance for Public Authorities published by the Equality and Human Rights Commission has also been incorporated. Information and comment is provided as follows-

1. Employment data and pay gap statistics.
2. Understanding our workforce by protected characteristic/s.
3. Applications for employment by protected characteristic/s.
4. Training and development opportunities for employees.
5. Actions to improve equality monitoring.

Data has been collated from a number of different data sources, including the HR & Payroll System, National Recruitment Portal and manual records. Work will continue to further improve the quality of data held by the Council, particularly on the current workforce. During 2016 the Council purchased a new HR/Payroll system and work is ongoing to have data migrated to this system with an anticipated operational date of mid-2017. This system will improve the Council's ability to record, maintain and update employee data as it will incorporate extensive opportunity for self-service input by employees and improved reporting functions.

1.0 Our Vision.

- 1.1 Stirling Council continues to be the largest employer in the Council Area and as a community leader and partner, service provider and employer is rooted in valuing and respecting people and place by being open and empowering, responsive and caring, trusted and fair.
- 1.2 For Stirling Council to effectively deliver its priorities it will:

Be Community Led.

Design and deliver services that respond to the needs and priorities of our diverse communities, and empower them to play a greater role in service delivery.

Be One Council: One Team.

Address service provision in a collaborative manner, with no artificial or perceived boundaries.

Be a Learning Council.

Work with and learn from each other and our partners, sharing knowledge and best practice to meet current and future challenges.

Be Risk Aware: Not Risk Averse.

Take innovative and new approaches to service delivery being aware of risks rather than being risk averse.

Be Open and Responsive.

Engage and communicate effectively and meaningfully with communities, employees and partners.

Be A Learning Organisation.

As a learning organisation with aspiration, it is through our people we improve the quality and impact of our services, encourage participation and responsibility, promote diversity and equality, tackle inequality and make Stirling more sustainable.

1.3 Strategic Workforce Plan

Since January 2015 the Council has had a Strategic Workforce Plan in place. This is refreshed each year when the budget is set to reflect the latest achievements and challenges facing the Council and its workforce and is published on our public web site.

1.4 This document details our commitment to:

- Understand our workforce requirements now and into the future.
- Ensure our people have opportunities to develop the skills they will need
- Develop employee engagement opportunities so that our people can influence the future.
- Continue developing a culture of continuous improvement and customer focus.

1.5 A key area of the Strategic Workforce Plan is for the Council to continue to be a supportive and fair employer. In doing so the Council gathers information on the composition of the workforce as well as annual information on the recruitment, development and retention of employees in numerical terms and in relation to their relevant protected characteristics. This information is used to continuously improve our performance towards meeting the general equality duty. Since the publication of the 2013 and 2015 Mainstreaming Reports the Council has worked to improve the quality and consistency of employment data.

1.6 Equal Pay Statement

1.7 Stirling Council fully supports the principle of equal pay for work of equal value. The introduction of a new grading structure in 2009 followed an extensive job evaluation project (Single Status). This was supported by a grading appeal process available to employees which ensures that we have eliminated any gender bias in our pay systems supporting us to meet our obligations in relation to equal pay under the Equality Act 2010. The above process was validated during 2016 through an external scrutiny assessment.

1.8 We will continue to work in partnership with trades unions and employee representatives to ensure that in future we continue to meet our obligations and that pay and terms and conditions of employment are fair and equitable.

1.9 We believe that by eliminating gender bias in our pay system we are sending a positive message to our staff and customers. It makes good business sense to have a fair, transparent reward system and it helps us to control costs. We recognise that avoiding unfair discrimination will improve morale and enhance efficiency.

1.10 To this end we will continue to:-

- Publish employment information.
- Publish gender pay gap information.
- Consider award criteria and conditions in relation to public procurement.
- Gather information on the composition of our employees with respect to protected characteristics.
- Plan and implement actions in partnership with trade union/employee representatives.
- Provide training and guidance on job evaluation for those involved in determining pay.
- Inform employees of how these practices work and how their own pay is determined.
- Respond to grievances and appeals relating to pay as urgent.

1.11 Job Evaluation

- 1.12 The Council evaluates jobs through the use of a nationally agreed job evaluation schemes. For Scottish Joint Council and Craft Employees, the Gauge system is used. The third edition of this scheme has been in use since April 2016. Officers from the Council helped CoSLA for a number of years in the development of the third edition. This latest edition will ensure that the evaluation process is free from both direct and indirect gender bias. Refreshed job evaluation training will be provided to Managers and Union representatives in 2017. For promoted teachers, the Scottish Negotiation Committee for Teachers national toolkit continues to be used.
- 1.13 Over a number of years the Council has reduced the number of historical Equal Pay claims. During 2013/2014 agreement was reached with UNITE, UNISON and GMB Trades Unions to settle or reject all outstanding claims. As of January 2016 all Union backed claims have been resolved and subsequently removed from the employment tribunal system.

1.14 Living Wage

- 1.15 The Council has been paying the Living Wage since April 2012 and obtained Living Wage Accreditation in 2016. The Living Wage is set annually in November with the uprated rate announced in November 2016 set at £8.45 per hour. However, the Council decided to increase this to £8.50 per hour and apply this rate from 16th November 2016.
- 1.16 This step confirms the Council's commitment to help both lower paid workers directly employed by the Council and others who work indirectly via contracts awarded by public procurement to external organisations.
- 1.17 Since 2012 the Council has paid the Living Wage as an hourly rate, not as a separate allowance, as is the case with some employers. This ensures that overtime is paid at Living Wage rates and that employees in the three grades above the Living Wage grade have also benefited due to the need to maintain pay differentials. This strategy has had a major impact in reducing the basic pay gender pay gap as the majority of beneficiaries in these grades are women.

2.0 Employment Data and Pay Gap Statistics

This section provides information on overall workforce numbers, gender and occupational segregation.

2.1 Our Current Workforce.

- 2.2 The Council recognises the benefits of having a diverse workforce that is broadly representative of the local population enabling it to be seen both as an employer of choice and an employer who provides fair employment opportunities for all individuals. Employees are periodically surveyed to update their details. The last survey was undertaken in 2014 with the results being included in the 2015 report. As part of the live commissioning of the new HR/Payroll system in mid-2017 a further survey will be undertaken with results included in the 2019 report.
- 2.3 The number of employees employed at any given time continues to reduce, the chart below shows the reduction over a 10 year period.
- 2.4 The Clackmannanshire and Stirling Health and Social Care Partnership was officially established on 1 April 2016 to improve the quality and consistency of care delivered to local patients, service users and their families. The Partnership will ensure local health and social care services are more seamless and joined-up to help people remain in their own homes, wherever possible. It will also help ensure that resources are used effectively to deliver services that meet the needs of local communities and the growing population of people with longer term and complex health and care needs, many of whom are older.

2.5 Around 350 posts within the social care service have been identified as supporting service delivery under the Health Partnership, for employees in post the majority of these are female. Currently there are no specific plans for these employees to be transferred to another employer. Any future changes to this will be reported and the impact reflected in employment data.

2.6 Pay Information

2.7 To ensure pay information is calculated consistently and can be compared with other organisations the Council has adopted the principles recommended by Close the Gap Scotland. This methodology is similar to that used in both 2013 and 2015, the information provided is supplemented by three new tables of data not previously supplied. Percentages quoted are mean average.

2.8 Enhanced pay data is presented at follows:-

Table 1. Full workforce, hourly rates of pay and pay gap, for 2013, 2015 and 2017.

Table 2. Part time employees, hourly rates of pay and pay gap for 2015 and 2017.

Table 3. Full time female employees, hourly rates of pay and pay gap against full time male employees. (New for 2017).

Table 4. Part time female employees and full time male employees, comparison of hourly rates of pay and resulting pay gap. (New for 2017).

Table 5. Provides a comparison with UK Office for National Statistics 2016. (New for 2017).

Table 1. Full Workforce.

Year	Gender	% of Workforce	Hourly Rate	Hourly Rate Gap	Hourly Rate % Gap
2013	Male	29.3	£14.58		
2013	Female	70.7	£14.32	£0.26	1.79
2015	Male	29.5	£14.14		
2015	Female	70.5	£14.04	£0.10	0.71
2017	Male	28.5	£14.90		
2017	Female	71.5	£14.80	£0.10	0.68

Table 2. Part Time Employees.

Year	Gender	% of PT Workforce	Hourly Rate	Hourly Rate Gap	Hourly Rate % Gap
2015	Male	9.4	£11.18		
2015	Female	90.6	£11.19	£0.01	0.00
2017	Male	8.2	£12.36		
2017	Female	91.8	£12.50	£0.14	- 0.13

Table 3. Full time Female Employees compared with / v Full Time Male Employees.

Year	Gender	Hourly Rate	Hourly Rate Gap	Hourly Rate % Gap
2017	Male FT	£15.24		
2017	Female FT	£17.44	£2.20	-14.3

Table 4. Part Time Female Employees compared with / v Full Time Male Employees.

Year	Gender	% of Workforce	Hourly Rate	Hourly Rate Gap	Hourly Rate % Gap
2017	Male FT	25.1	£15.24		
2017	Female PT	38.2	£12.50	£2.74	18.0

Table 5. Stirling Council v UK National Statistics Source ONS (2016).

Type	Overall Gap%	Full time Gap%	F Part-time V FT Male Gap%
Public	12.1	7.3	26.8
Private	23.6	19.6	40.6
Third Sector	15.6	11.9	38.6
Stirling	0.68	-14.3	18.0

2.9 Gender Profile and Pay Gap.

2.10 The gender profile of the Council's workforce reflects the trends in the public sector where approximately 70% of the workforce are women.

2.11 In April 2016 the Council decreased the working week for non-teaching employees from 37 hours to 35 hours and increased rates of pay for all these employees to give a net reduction in employee earnings by an average of 1.0%. This along with the rising living wage has resulted in maintaining the full workforce pay gap at 10p per hour with the headline percentage gap reducing to 0.68%, **Table 1**, using mean average, (1.79% in 2013 0.71% in 2015). By contrast, on average, women in Scotland earn 15% less per hour than men (Source, Close the Gap 2016). Stirling Council's overall pay gap using the median average is nil.

2.12 It is expected that future increases in the Living Wage will further reduce or remove the small existing overall pay gap when next reported in 2019.

2.13 For part time employees, **Table 2**, the pay gap is 0.13% in favour of women.

2.14 For the first time the pay gap is reported between full time male and full time female employees, **Table 3**. The gap is reported as 14.3% in favour of women.

2.15 Also new for 2017 the pay gap is reported between full time male employees and part time female employees, **Table 4**. This gap is 18%, almost half the Scottish pay gap as a whole 32.2% (Source ONS 2016 survey).

2.16 Occupational Segregation.

2.17 Occupational segregation is described in the following groupings: Admin, Technical Operational, Technician, Care, Practitioner, Management and Teaching.

2.18 The occupational segregation charts detail both horizontal segregation i.e. the clustering of men or women into different types of work, and vertical segregation which refers to the clustering of men and women into different levels of work. The total number of women and men in each grade is also detailed. Vertical segregation highlights the differing spread of grades for each job category and the number of women and men in each grade. This data is used to calculate the overall pay gap between women and men.

2.19 Table 1 and 1a overleaf provides information on occupational segregation within the Council's workforce for 2017.

2.20 Table 2 provides a summary of the percentage of females v males in each occupational group, non-teaching employees.

2.21 Table 3 provides similar information for teaching employees for 2017: vertical segregation highlights female and male numbers, horizontal segregation details teachers, promoted teachers and management at schools.

2.22 Table 4 provides the same information as table 2, for teaching employee

2.23 Table 1 Occupational Segregation 2017

Grade	Fe	M	Admin F	Admin M	Tech Op F	Tech Op M	Tech F	Tech M	Care F	Care M	Pract F	Pract M	Man F	Man M
0	15	52	8	4	7	48	0	4	0	0	0	0	0	0
1	132	17	7	5	125	12	0	0	0	0	0	0	0	0
2	176	16	0	0	176	16	0	0	0	0	0	0	0	0
3	89	38	4	2	41	25	0	1	44	0	0	0	0	0
4	393	159	121	13	3	138	7	2	262	6	0	0	0	0
5	299	85	169	11	2	42	18	25	110	7	0	0	0	0
6	252	96	82	13	2	7	21	70	145	6	2	0	0	0
7	227	171	34	2	0	0	50	152	136	17	7	0	0	0
8	137	87	3	2	0	0	21	60	75	14	38	11	0	0
9	117	80	0	0	0	0	33	40	40	3	43	37	1	0
10	115	47	0	0	0	0	0	0	71	14	42	32	2	1
11	75	44	0	0	0	0	0	0	5	1	62	43	8	0
12	43	25	0	0	0	0	0	0	0	0	19	7	24	18
13	25	22	0	0	0	0	0	0	0	0	4	1	25	22
14	7	4	0	0	0	0	0	0	0	0	0	0	7	4
15	6	8	0	0	0	0	0	0	0	0	0	0	6	8
16	1	1	0	0	0	0	0	0	0	0	0	0	1	1
17	2	3	0	0	0	0	0	0	0	0	0	0	2	3
CO	2	3	0	0	0	0	0	0	0	0	0	0	2	3
Sum	2113	958	428	52	356	298	150	350	8888	68	213	130	78	60

2.24 Table 1a Job Category

Admin	Tech Op	Technician	Care	Practitioner	Manager
Admin Support	Caretaking	Drivers	Care Workers	Accounts	Service Managers
Clerical	Catering	Community Workers	Escorts	Advisors	Senior Managers
Customer Services	Cleaning	ICT Assistants	Family/ Youth Workers	Analysts	Team Leaders
	Cooks	Tech Officers	Home / School Support Workers	Committee Staff	
	Domestics	Tech Supervisors	Nursery Workers	Engineers	
	Gardeners	Trades Persons	Social Workers	Planners	
	Janitors			Solicitors	
	Refuse/ Roads Workers			Surveyors	
	Crossing Patrols				

2.25 Table 2 Percentage Split Females v Males 2013 and 2017 Non-Teaching

Category	Females 2013	Males 2013	Females 2017	Males 2017
Admin	88.5	11.5	89.2	10.8
Tech Ops	48.5	51.5	54.4	45.6
Technicians	39.5	60.5	30	70
Care	93.0	7.0	92.9	7.1
Practitioner	54	46	62.1	37.9
Managers	46	54	56.5	43.5

2.26 Analysis of the movement in categories between 2013 and 2017 demonstrates that in administration and care related jobs females dominate, following the traditional pattern of occupational segregation. Males dominate in technical orientated posts, also a traditional pattern of occupational segregation.

2.27 The ratio of females: males in practitioner jobs has increased from 54%: 46% in 2013 to 62.1%: 37.9% in 2017. Likewise the ratio of females: males in management posts has increased from 46%: 54% in 2013 to 56.5%: 43.5% in 2017.

2.28 These changes over the last 4 years coupled with the use of an analytical job evaluation scheme which is free from gender bias and the adoption of the Living Wage as a true hourly rate and not an allowance, has contributed greatly to reducing the overall gender pay gap for Council employees to 0.68% in favour of men.

2.29 Table 3 Teaching Employees

Grade	Teachers	Promoted Teachers	Management	Totals
Male 2017	165	42	25	232
Female 2017	671	119	76	866

2.30 Table 4 Percentage Split Females v Males 2013 and 2017 Teaching

Gender	All Posts %	Teacher Grade %	Promoted Teaching %	Teaching Management %
Men 2013	21.3	68.5	22.2	9.3
Women 2013	78.7	76.5	14.6	8.9
Men 2017	21.1	71.2	18.1	10.7
Women 2017	78.9	77.5	13.7	8.8

2.31 Within the teaching workforce there is a slightly higher proportion of men than women in the Promoted Teaching Grade. However at Teaching Management level, the male: female ration is in line with the composition of the overall teaching workforce. There has not been any significant change in these figures between 2013 and 2017.

3.0 Understanding our Workforce - By Protected Characteristic/s

3.1 This section provides information on our workforce on the basis of their declared membership of specific "protected characteristic" groups along with information on employees who leave the Council and employees who are subject to disciplinary and grievance procedures.

3.2 Disability

3.3 Of the total workforce the declared number of disabled employees has risen from 1.9% in 2013 to 2.6% in 2017. Reported figures for 2017 now include employees classed as supply workers. The proportion of non-disclosing employees has reduced from 23.7% in 2013 to 17.4% in 2017, due to information received from new employees.

Year	2013	%	2017	%
Disabled	79	1.9	120	2.6
Not disabled	3051	74.4	3636	80
Not known	970	23.7	792	17.4
Total	4100		4548	

3.4 The Scottish Government estimates that 19% of the working age population has a disability. It is recognised that 2.6% may not be a true reflection of the Council's workforce as 17.4% of employees chose not to answer this question.

- 3.5 The average hourly rate of pay for disabled employees was £12.66 per hour in 2013, this has risen to £13.04 in 2017. The pay gap for disabled employees now stands at 12.0% in comparison with the average hourly rate for the full workforce £14.60.
- 3.6 The Council reviewed the Supporting Attendance Policy and Attendance Capability Procedure in 2014. The policy and procedure provides support and review for employees who experience absence due to a disability. This includes consideration of what levels of absence should be discounted for reporting purposes in recognition of the impact of an individual's disability on their attendance
- 3.7 The Council continues to employ a number of Supported Employees who are provided with additional support in the workplace to maintain their employment.

3.8 Disability Confident

- 3.9 The Council is currently a Disability Symbol 'two ticks' employer. The new Disability Confident scheme, which is replacing the 'two ticks' scheme, was announced by the Minister for Disabled People on 14th July 2016 and became operational from that date. This builds on the Disability Symbol 'two ticks' best practices providing an improved three level Disability Confident journey. The scheme helps employers to recruit and retain disabled people whilst simultaneously demonstrating their commitment action and leadership to increasing employment for people with a disability.
- 3.10 Moving forward the Council will complete the necessary migration form to automatically receive the Level 2 - "Disability Confident Employer" badge for 12 months. During this time Council Officers will investigate the Level 2 Disability Confident Employer self-assessment process required to retain this level and will also seek to progress to Level 3 – "Disability Confident Leader.

3.11 Race

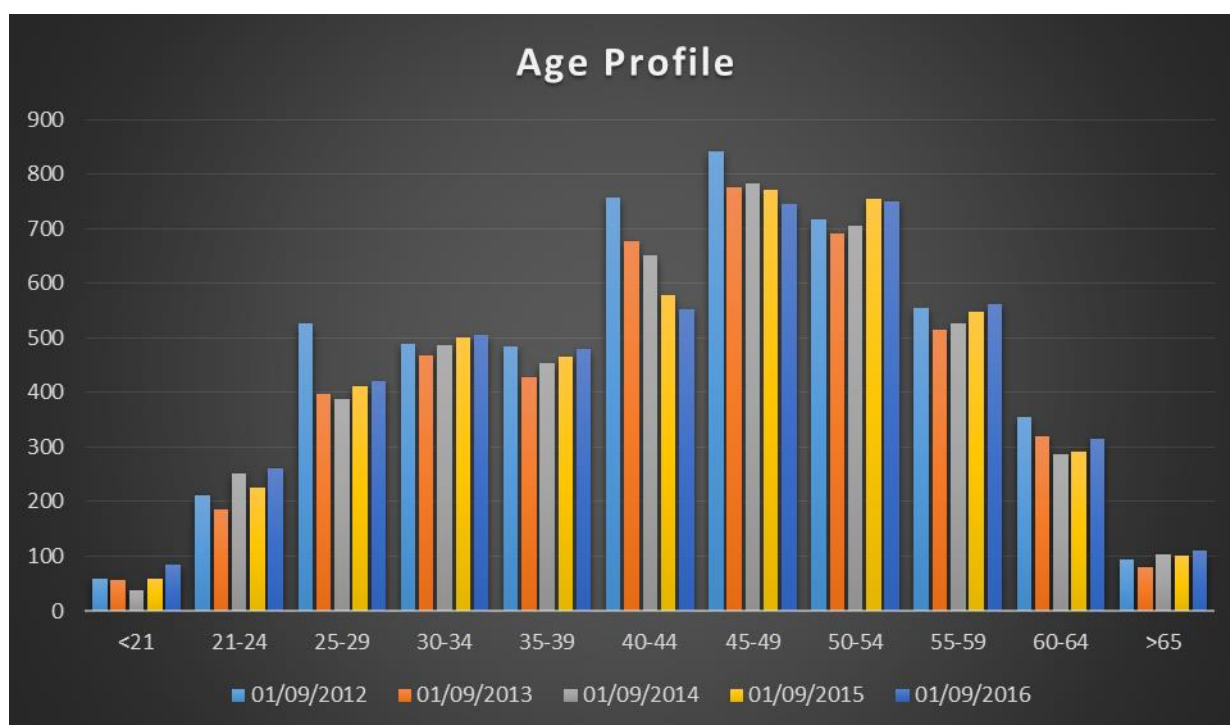
- 3.12 Of the Council's total workforce the declared number of Black and Ethnic minority employees has risen from 0.8% in 2013 to 1.4% in 2017. In the Stirling Council area Black and Ethnic minority residents represent 3.2% of the total population (2011 Census). Reported figures for 2017 now include employees classed as supply workers. It is recognised that 1.4% may not be a true reflection of the Council's workforce as 18.25% of employees chose not to answer this question.
- 3.13 The average hourly rate of pay for Black and Ethnic minority employees was £16.43 per hour in 2013. While this has reduced to £15.00 in 2017, it is 40p per hour more than the average hourly rate for the full workforce £14.60.

Race	2013	%	2017	%
Asian	1	0.03	4	0.09
British	3177	77.48	3659	80.42
Cari/African	2	0.05	2	0.05
Chinese	2	0.05	4	0.09
Indian	4	0.09	6	0.14
Irish	22	0.53	24	0.53
Mixed	2	0.05	6	0.14

Pakistani	1	0.03	3	0.07
Polish	1	0.03	10	0.22
Unknown	888	21.66	830	18.25
Total	4100		4548	

3.14 Age

3.15 The chart below details the age profile of the workforce for the last 5 years. Figures are extracted in September of each year to capture changes in the teacher numbers following August recruitment. The demographic profile includes everyone on the payroll, including supply employees.



3.16 The average age of women employees is 43 down from 44 in 2013. The average age of men is 43 - the same as in 2013. In comparison, in the Stirling Council area the average age of the population as a whole is 40.3 years (2011 Census). The proportion of under 30s in the Council's workforce has increased to 16% from 13.9% in 2013, and numbers under 21 have increased to 1.78% from 1.14% in 2013. The proportion of 30-50 year olds in the workforce has reduced to 47.5% from 51.1% in 2013. The proportion of over 50s has increased to 36.5% from 35% in 2013. The proportion of employees over 60 has increased to 8.9% from 8.7% in 2013.

3.17 Overall, there is no significant evidence that the profile of the Council workforce has changed in any meaningful way over the last 5 years with the average age of males and females remaining remarkably constant. It is however possible that in future years the age profile may rise with access to occupational and state pensions being later in employees' lives.

3.18 Apprentice and Training Posts

3.19 The Council continues to provide training opportunities for modern and craft apprentices and for professional posts. The table below details the employee numbers in these posts, by gender and type of post (New for 2017).

Type	Female	Male	Total
Intern / Graduate/ Trainee	13	6	19
Modern App	14	29	43
Trades Apprentice	1	21	22
Probationary Teacher	56	14	70
Professional Training	53	14	67
Total	137	84	221

3.20 Apprentice and training posts FTE equates to 6.4% of the FTE workforce. A new target has been set with a long term aim to reach 7.0% over the 5 year period of the Strategic Workforce Plan.

3.21 Maternity/ Adoption / Paternity Leave

Year	2013	2017
On Maternity Leave	59	77
On Adoption Leave	0	1
On Paternity Leave	36	2

3.22 The numbers for 2017 are now shown as an average at any given time in the previous year, whilst those for 2016 were totals. It is anticipated that more detailed information will be available on the returning maternity leave employees from the new HR Payroll system e.g. confirming the post held on return / subsequently and any change in the number of hours of work. This data will be included in the 2019 report if available.

3.23 Marriage/Civil Partnership Status

3.24 The marital/civil partnership status of our workforce, including supply workers is as follows:

Year	2013	%	2017	%
Divorced	93	2.8	196	4.3
Living with a Partner	156	3.8	161	3.5
Married / Civil Partnership	1184	28.9	1791	39.4
Separated	45	1.1	87	1.9
Single	615	15.0	953	21.0
Widowed	36	0.9	44	1.0
Prefer not to Answer	19	0.5	77	1.7
No Information	1952	47.61	1239	27.2
Total	4100		4548	

3.25 Married/Civil Partnership is the largest employee grouping in 2017 39.4% an increase from 28.9% in 2017 followed by Single. In 2013 47.6% of employees had not responded to requests for information regarding their relationship status but, this has reduced to 27.3% following a survey of employees in 2014 and information obtained from new employees. Other statistical proportions have not materially changed from 2013 to 2017

3.26 Religion and Belief

Religion	2013	%	2017	%
Agnostic/ Atheist	34	0.9	34	0.75
Buddhist	1	0.02	5	0.11
Church of Scotland	316	7.8	1143	25.14
Hindu/Sikh	3	0.07	5	0.11
Jewish	-		1	0.03
Muslim	2	0.05	8	0.18
Pagan	1	0.02	1	0.03
Roman Catholic	148	3.6	399	8.78
No group	482	11.7	993	21.84
Unknown	3113	75.9	1959	43.08
Total	4100		4548	

3.27 In 2013 75.9% of employees had not responded to requests for information on their religion or belief but this has reduced to 43.08% following a survey of employees in 2014 and information which is obtained from new employees. Information provided for 2017 also includes supply employees.

3.28 Sexual Orientation

Type	2013	%	2017	%
Bisexual	6	0.15	14	0.31
Gay	4	0.1	17	0.38
Heterosexual	1080	26.4	2590	56.95
Lesbian	6	0.15	19	0.42
No Answer	48	1.10	121	2.66
Unknown	2956	72.1	1787	39.38
Total	4100		4548	

3.29 In 2013 72.1% of employees had not identified their sexual orientation, this has reduced to 39.38% following a survey of employees in 2014 and information which is obtained from new employees. Information provide for 2017 includes supply employees.

3.30 Gay, Lesbian and Bisexual employees comprise 1.1% of the workforce, slightly lower than the proportion in Scotland. Local population information is not available. However a question on sexual orientation included in the Integrated Household Survey (administered by the Office for National Statistics) in 2013 confirmed that the number of people who identified as lesbian, gay or bisexual in Scotland was 1.3% compared to 1.6% for the whole of the UK.

3.31 Gender Reassignment

3.32 There were no employees declaring Gender Reassignment in the period 2013 – 2017.

3.33 Reason for Leaving the employment of Stirling Council (Nov 2015 to Oct 2016)

3.34 For the first time a breakdown of the gender and average age of leavers as well as reasons for employees leaving the Council is provided. A total of 520 employees left the service of the Council during the 12 month period from Nov 2015. In the categories with the highest numbers of leavers the ratio of males: females are broadly in line with the male: female ratio of overall employee numbers. There were no employees self-identified as disabled who left in this period. There is no indication of a gender bias regarding employees leaving the service of the council during the time period concerned.

3.35 Employees Subject to Disciplinary and Grievance

Reason	Male	Ave Age	Female	Ave Age
Ill Health	5	57	2	52
Death	0	0	2	55
Capability	2	40	3	40
Discipline	2	36	1	35
Retiral	14	65	30	64
Early Retiral	6	61	13	61
Vol. Resignation	139	39	248	41
Vol. Severance	32	53	21	53
Total	200		320	

3.36 The Council strives to ensure that no equality groups are detrimentally impacted by the application of disciplinary procedures. The Council's aim is to ensure that disciplinary policies and procedures are applied consistently across the Council and as such the disciplinary profile should reflect the workforce profile. The reported totals for 2013 were 28 disciplines and 8 grievances. Totals for 2016 were 61 disciplines and 1 grievance, with the characteristics of those involved detailed at below.

Type	Discipline	%	Grievance	%
Women	15	25	0	0.00
Men	46	75	1	100.00
Disability	1		0	
Race				
White Scottish	37	60	1	100.00
White Other/Br	3	5	0	0.00
Not Disclosed	21	35	0	
Age	Ave 26		Ave 51	
Pregnancy/Mat	0	0.00	0	0.00

3.37 The numbers of disciplinary procedures undertaken have risen slightly between 2013 and 2017 but the numbers of grievances have reduced to only 1. While percentages across groups have changed, the figures roughly mirror the protected characteristics of the workforce as a whole. Overall, numbers are so low that any change in grouping is reflected in a disproportionate change in the associated percentage figure. Consequently no trend has been identified at this stage. The profile in each group will continue to be monitored and reported in 2019.

4.0 Applications for Employment Protected Characteristics

- 4.1 This section provides information on the characteristic of people who apply for employment with the Council.
- 4.2 We aim to ensure that there are no barriers to individuals seeking employment with the Council and that it is an employer of choice and our Recruitment & Selection Policy ensures our recruitment procedures meet appropriate standards.
- 4.3 The Council participates in the development and use of the National Recruitment Portal (www.myjobscotland.gov.uk), which offers opportunities to report and analyse recruitment data although, submitting equalities data is not mandatory for job applicants. The recruitment portal has expanded the equalities monitoring information to include all protected characteristics. Where any candidate cannot access the above application system electronically, alternative methods are provided to accept applications in paper format which are then uploaded into the recruitment portal.
- 4.4 Since January 2015 the Council has used the e-recruitment system, Talent-link and in the summer of 2016 implemented the contracting module which speeds up the process for obtaining references and issuing contracts of employment.
- 4.5 Workforce information in relation to requests for recruitment, vacancies advertised, number of applications received, new employees, leavers and absence is reported on a monthly basis to the Council Bi-partite providing an opportunity for trades unions to support and challenge workforce decisions.
- 4.6 During the period Nov 15 to Oct 16 there were 9043 applications submitted to the Council with 496 applicants offered employment. By comparison in the period January to December 2014 there were 17049 applications resulting in 951 accepted offers of employment.

4.7 Gender

Of the 9043 applications for employment 68% were from women, 31% from men and 1% unknown. Of those offered employment 76% were female and 24% men. In 2014, applications for employment were: 61% from women, 37% from men and 2% unknown with those offered employment comprising 70% women and 30% men.

4.8 Disability

Of the 9043 applications received, 4.4% declared a disability with 4.0% progressing to an offer of employment.

4.9 Applications for Employment Nov 15–Oct 16

Race	Applications Received		Appointed	
	Count	Percentage	Count	Percentage
White- Scottish	7210	79.73%	414	83.47%
White- Other British	860	9.51%	50	10.08%
White- Other white ethnic group	339	3.75%	9	1.82%
White- Irish	85	0.95%	6	1.21%
White – Polish	80	0.88%	0	0%
White – Eastern European	49	0.55%	2	0.41%
White – Gypsy/Traveller	2	0.02%	1	0.21%
Caribbean (Inc.Scottish/British)	1	0.01%	0	0%
Caribbean or Black (Other)	9	0.09%	0	0%
Black (Inc.Scottish/British)	7	0.07%	0	0%
Asian- Pakistani (Inc.Scottish/British)	55	0.62%	0	0%
Asian- Bangladeshi (Inc.Scottish/British)	4	0.04%	0	0%
Asian- Indian (Inc.Scottish/British)	32	0.36%	2	0.41%
Asian- Chinese (Inc.Scottish/British)	25	0.28%	0	0%
Asian- Other (Inc.Scottish/British)	17	0.19%	0	0%
Other- Arab (Inc.Scottish/British)	4	0.04%	0	0%
African- (Inc.Scottish/British)	10	0.11%	1	0.21%
African- Other	42	0.46%	3	0.61%
Any Mixed or Multiple	40	0.44%	2	0.41%
Prefer not to answer	77	0.85%	4	0.81%
Unknown	95	0.1.05%	2	0.41%
Total	9043	100.00%	496	100%

4.10 Applicants identify their national identity within the equalities monitoring section of the recruitment portal. The highest percentage of applicants identified as Scottish at 83.74%. The figure for 2014 was 83.22% which continues to be broadly representative of the 2011 national census figure for the resident population of Stirling at 82%. In comparison with previous years there is little statistical change in the racial mix of applicants, or those receiving offers of employment.

4.11 Age

4.12 The average age of applicants for employment has increased to 38 from 35 in 2014, this is about 5 years younger than the average age of employees, 43. The average age of those of working age in the population of Stirling is 40.3 years for both men and women.

4.13 Marriage/Civil Partnership

Marital Status	Applications Received		Appointed	
	Count	Percentage	Count	Percentage
Divorced/Separated	618	6.84%	23	4.64%
Living with Partner	1334	14.76%	64	12.91%
Married/Civil Partnership	3175	35.11%	225	45.37%
Single	3725	41.20%	173	34.88%
Widowed	41	0.46%	3	0.61%
Prefer not to Answer	124	1.38%	7	1.42%
Unknown	26	0.29%	1	0.21%

4.14 The numbers providing detailed information remains high with only 1.63%% not disclosing this information in 2014. The highest percentage of applicants identify as Single, followed by Married/Civil Partnership. In the Stirling Council area the largest two groups by marital status are married/civil partnerships (48%) and single (35%).

4.15 Religion and Belief

Religion and Belief	Applications Received		Appointed	
	Count	Percentage	Count	Percentage
Buddhist	23	0.26%	2	0.41%
Church of Scotland	1753	19.39%	118	23.79%
Hindu	17	0.19%	0	0.00%
Humanist	107	1.19%	7	1.42%
Jewish	4	0.05%	0	0%
Muslim	67	0.74%	1	0.12%
Roman Catholic	1042	11.53%	55	11.09%
Sikh	11	0.13%	0	0%
Other Christian	755	8.35%	34	6.86%

Other Religion or Belief	59	0.66%	3	0.61%
Pagan	16	0.18%	1	0.12%
Prefer not to answer/Unknown	836	9.25%	34	6.86%
None	4353	48.14%	241	48.59%

4.16 The highest percentage of applicants continues to identify as no Religious Group, 48.59% up from 44.57% in 2014, followed by Church of Scotland 23.79% down from 26.81% in 2014. This is not representative of the local Stirling population where the 2011 Census showed 38% of individuals in the local population identifying as not having a religion and 35% as Church of Scotland.

4.17 Overall there is little statistical change in the religious mix of applicants or those offered employment. However over 50% of applicants and those offered employment offered stated they had no religion or did not answer the question.

4.18 Sexual Orientation

Sexual Orientation	Applications Received		Appointed	
	Count	Percentage	Count	Percentage
Heterosexual/Straight	8315	91.95%	466	93.96%
Bisexual	101	1.12%	3	0.61%
Lesbian	57	0.63%	2	0.41%
Gay	97	1.08%	5	1.01%
Other	19	0.21%	1	.21%
Prefer not to answer	381	4.22%	16	3.23%
Unknown	73	0.81%	3	60.61%

4.19 In 2015/2016 5.03% of applicants did not disclose this information. In 2014 the figure was 3.51%. Local population information is not available. A question on sexual orientation included in the Integrated Household Survey (administered by the Office for National Statistics) in 2011, indicates that the number of people who identified as lesbian, gay or bisexual in Scotland was 1.3% compared to 1.6% for United Kingdom, though other estimates are higher. The proportion of applicants confirming their sexual orientation as bisexual, lesbian or gay was 2.83% up from 1.88% in 2014. Overall there is little statistical change in the declared sexual orientation of applicants or those accepting employment offers from previous years.

4.20 Gender Reassignment

4.21 There were no applicants declaring Gender Reassignment.

5.0 Training and Development Opportunities for Employees

5.1 This section provides information on training and development.

We aim to provide a range of learning and development opportunities for all employees, using a variety of methods including workshops, courses and eLearning which can be accessed via the Council's on-line learning hub Vantage Point.

5.2 Diversity Awareness

The Council continues to fulfil its obligations under the Equality Act 2010 by providing Diversity Training to all levels of employees. A series of 8 workshops designed to support behavioural change through increased awareness of the legislation were run during 2016. 97 employees attended, 33 male and 64 female. Stirling Council will continue to run Workshops throughout 2017. The learning will be further supplemented with development of an eLearning module.

5.3 Personal Review and Development (PRD)

5.4 The Council has a PRD process which can be completed online via the Council's Learning System Vantage Point. The Council has 6 key shared behaviours with descriptors and a number of supporting indicators that apply to every employee. They have been developed by employees for employees, and are important in helping the organisation achieve its vision. During the PRD process as well as setting objectives individuals, together with their managers, select indicators from shared behaviours for review/ / further development, as follows:-

- Manages own Performance
- Communicates Effectively
- Is Customer Focused
- Works with Others
- Is Forward Thinking
- Leads and Engages

5.5 Vantage Point was upgraded during 2016 with one of the aims being to make it easier to use. Vantage Point enables employees and managers to prepare for PRD meetings and link directly with learning resources available via Vantage Point. During the period from 1 September 2015 to 28 September 2016, 1219 employees – approximately one third of the workforce completed PRDs

5.6 Council Wide Induction

5.7 Stirling Council understands the importance of settling new employees into the organisation. The Induction process is a vital part of this. However the Council also recognises the importance of the wider 'Employee Journey' and is currently reviewing this as part of a wider employee induction review. The Employee Journey will encompass the whole lifetime of the employee during their time at Stirling Council.

5.8 Council Wide Induction workshops continue to be run and attendance at these was as follows during 2015 and 2016:-

Year	Male	Female	Total
2015	3	14	17
2016	14	9	23

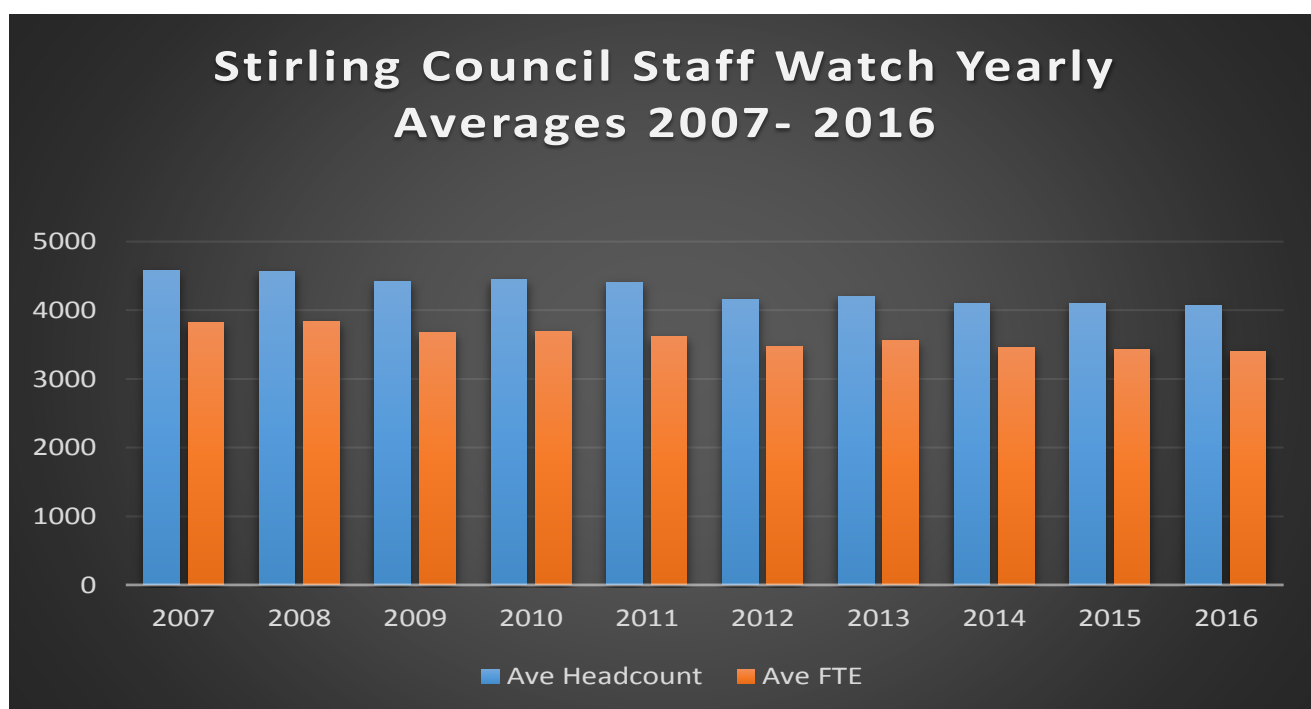
5.9 Customer Service

5.10 The Council is developing a Customer Service Programme which aims to be delivered to all employees across the Council. Stirling Council aims to be a customer focused organisation and this programme will build awareness of how behaviour impacts on customers and other teams; deliver service excellence through teamwork and how to learn from customer feedback.

5.11 The Council is currently supporting eight employees (five female and three male) through the Customer Service Professional Qualification. Customer Service Professional Qualifications have been developed by a consortium of councils to assist the Continuing Professional Development of Scottish local government staff, and ensure that customer service levels provided by them meet and exceed even the most demanding requirements, in line with the goals of the Customer First programme.

5.12 Data Protection

5.13 Stirling Council has actively promoted the completion of its Data Protection (eLearning) module by employees during 2016. The eLearning module gives an overview of the Data Protection Act 1998, The Data Protection principals and how it applies to the Council. In 2015 the module was completed by 107 employees. In 2016 the eLearning module was made mandatory and heavily promoted resulting in its completion by 1339 employees.



6.0 Actions to Improve Equality Monitoring

6.1 Action points from 2015 report:-

- 1) Introduction of First Day Reporting within the Supporting Attendance Policy ensuring employees with a disability related absence can be supported at the earliest possible stage. Work will continue to refine this policy and any changes will be reported in 2017.

Outcome: First day Reporting is now integrated into the Supporting Attendance Policy. Employee absence categories are being reviewed to match those used within the

NHS and will provide the opportunity for streamlining processes in line with the launch of the new HR and Payroll system in 2017.

- 2) Removal of all Union related equal pay claims from the employment tribunal system.

Outcome: The last claim was removed early 2016.

- 3) Develop analysis of leaver data for the 2017 report by providing information by protected characteristic.

Outcome: Enhanced leaver data included in this 2017 report.

6.2 New for 2019 report:-

- Inclusion of pay gap information for the interim year 2018.
- Inclusion of information relating to employees returning from maternity leave.
- Inclusion of updated employment information on protected characteristics.