

STIRLING COUNCIL

Mainstreaming Report 2021

Employment

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INTRODUCTION

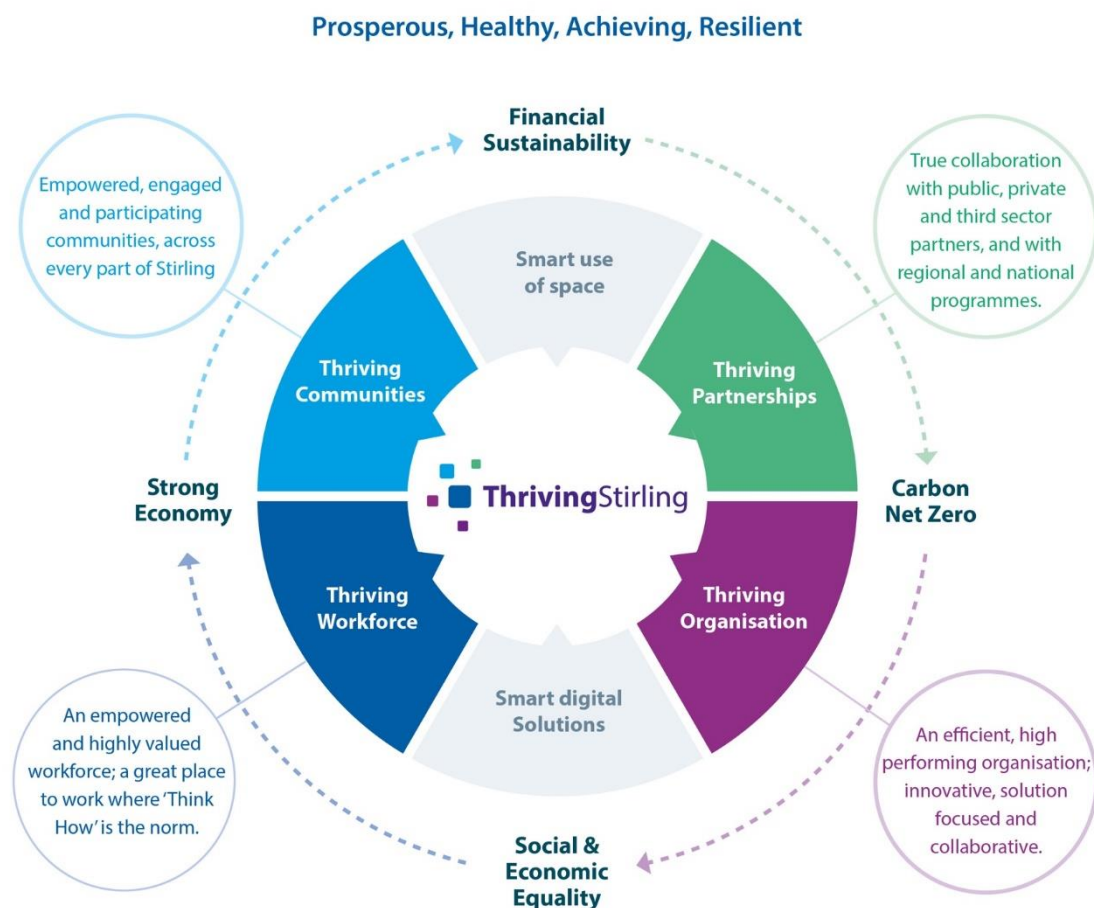
This report includes updated workforce information gathered at the end of 2020. Information on the gender pay gap we present use the methodology recommended by Close the Gap and guidance for Public Authorities published by the Equality and Human Rights Commission. Information and comment is as follows:

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 Council's HR & Payroll System, the National Recruitment Portal and manual records. Work continues to improve the quality of data held by the Council, particularly on the current workforce. The Council migrated to an HR & Payroll system in 2016 that has improved our ability to record, maintain and update employee data, providing extensive opportunity for self-service input by employees.

1.0 Our Vision.

Stirling Council is committed to ensuring the best possible outcomes for everyone who lives in the Stirling area, and we will work alongside our partners in achieving this goal. Our Community Planning Partnership has already set out a clear vision for the Stirling area via **The Stirling Plan**: to be somewhere that everyone can thrive. It identifies how we will work together in partnership to support communities who are experiencing the poorest of outcomes. The Stirling Plan outlines four key outcomes, which form the common strategic goals of the Council and its partners: **Prosperous, Healthy, Achieving and Resilient**. Our 'Thriving Stirling' strategy with a **Thriving Workforce** supports these outcomes.



1.3 Strategic Workforce Plan

The Strategic Workforce Plan first developed in 2015, undergoes annual refresh to reflect the latest achievements and challenges facing the Council and its workforce. Effective and long-term workforce planning will be the key to ensuring we have the right people with the right skills to enable us to deliver our strategic goals and outcomes. This means not only ensuring our staff have the important technical and professional skills which they require to do their jobs effectively, but also investing in and placing value on crucial skills, which will enable us to operate differently such as digital skills, coaching, dealing with change, collaboration, communication and leadership.

Good workforce planning will also better enable us to fully support Social and Economic Equality in Stirling by building in opportunities for Modern Apprenticeships, Graduate Apprenticeships and School Leaver programme. In addition, we will have clear career pathways and opportunities for staff to develop new and different skills.

Effective leadership at every level of the Council is key in driving forward our transformation, overcoming obstacles and putting our workforce at the centre of the change. We will continue to deliver our leadership programme and will build on this by helping our leaders develop their maturity in a variety of different ways. We will have a clear expectation that our leaders use a coaching, collaborative approach: engaging our workforce in shaping the workplace of the future, utilising their skills and experience to achieve transformation that is embedded and achieves what it set out to do. Employee wellbeing is a key priority for us – the pressures and strain on public sector workers in recent years is well documented, and we will maintain a culture where wellbeing comes first.

Building on a culture that puts our colleagues and citizens first is a priority for us. We want colleagues across the Council, regardless of their role, to know the work they do is important and valued. Finding new and different ways of doing things, and cutting through the bureaucracy that's common in preventing innovation in local authorities will be a key part of Stirling Council becoming a Thriving Organisation. Our approach is to develop a Thriving Workforce culture.



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, 2015, 2017 and 2018 Mainstreaming Reports the Council has worked to improve the quality and consistency of employment data.

1.4 Equal Pay Statement

Stirling Council fully supports the principle of equal pay for work of equal value. The Single Status grading structure and grading appeals process, established in 2009 ensures that we have eliminated bias in our pay systems supporting us to meet our obligations in relation to equal pay under the Equality Act 2010. The appeal process is a partnership approach with panels consisting of management and trade union representatives who have undergone job evaluation training. An external scrutiny assessment in 2016 provided validation of the implemented changes.

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.

We believe that by eliminating 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

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 workforce 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.

1.5 Job Evaluation

The Council evaluates jobs through the use of a nationally agreed job evaluation scheme. 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 is periodically provided to Managers and Union representatives. For promoted teachers, the Scottish Negotiation Committee for Teachers national toolkit is in use.

As of January 2016 all historical Equal Pay Union backed claims have been resolved and subsequently removed from the employment tribunal system

1.6 Living Wage

The Council has been paying the Living Wage since April 2012 and obtained Living Wage Accreditation in 2015. Stirling Council agreed to lift the living wage rate to £9.57 from April 2021, in advance of national pay negotiations concluding. The Living Wage Foundation increased the rate to £9.50 per hour in November 2020.

This step confirms the Council's commitment to ensure Fair Work helping all employees receive a fair pay. The Fair Work Convention has been in place since April 2015 and acts as an independent advisory body to Scottish Ministers. The Convention's vision is that, by 2025, people in Scotland will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organizations and society.

The Council encourages organisations who supply services to pay the living wage.

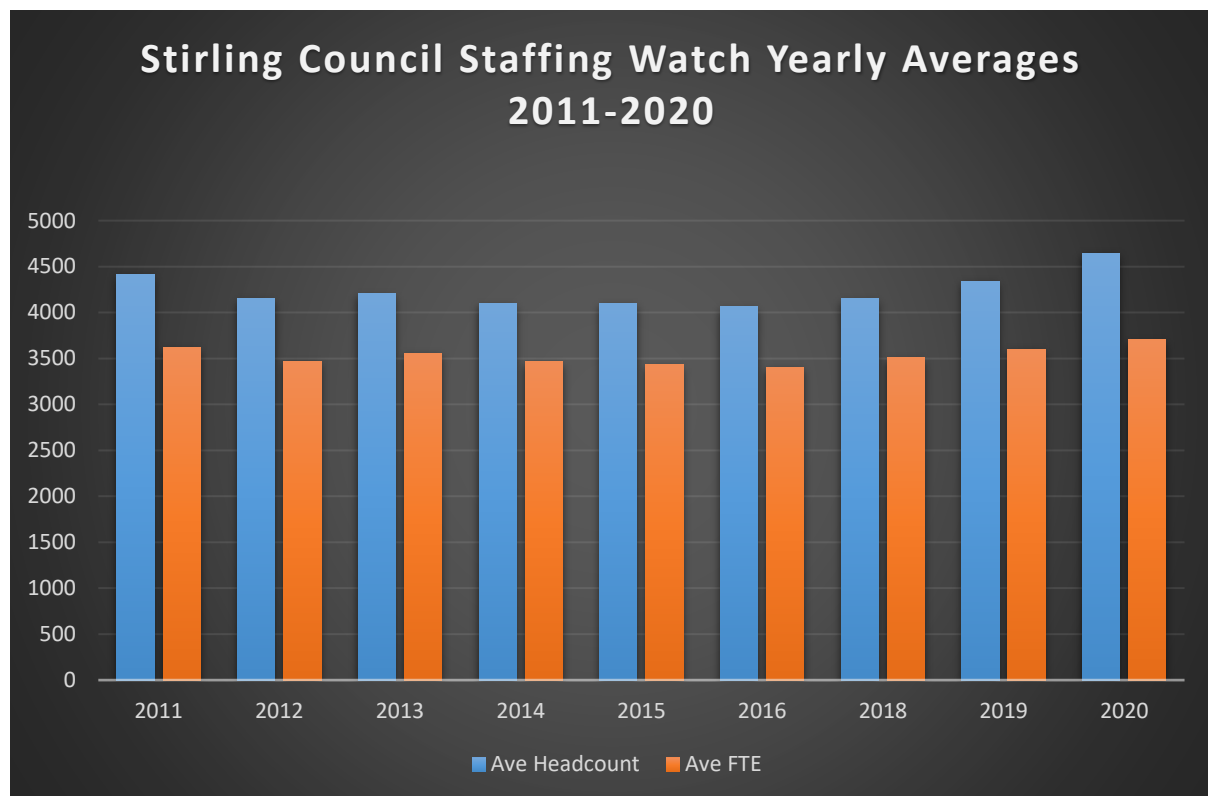
Employment Data and Pay Gap Statistics

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

2.1 Our Current Workforce

The Council recognises the benefits of having a diverse workforce that is broadly representative of the local population; we want to be an employer of choice who provides fair employment opportunities for all individuals. Our self-service HR portal 'Erin' contains a tile, which is visible to employees each time they sign-in, explaining why it is important for employees to keep their personal details up to date. The message explains we report anonymously statistics on information related to protected characteristics' such as nationality, ethnic origin, disability etc. In addition, we encourage applicants and new employees to the Council to complete this information as part of the recruitment and induction process.

The number of people employed by the Council had been declining over the past 10 years until 2018 when employee numbers started to rise. This increase relates to the employment of additional staff for the expansion of Early Year provision and rising pupil numbers.



2.2 Pay Information

To ensure pay information can be compared with other organisations, the Council has adopted the principles recommended by Close the Gap Scotland. This methodology has been used in previous reports. In all cases percentages quoted are mean average.

Enhanced pay data is presented as follows:-

- Table 1.** Full workforce, hourly rates of pay and pay gap, since 2015.
Table 2. Part time employees, hourly rates of pay and pay gap for 2015.
Table 3. Full time female employees, hourly rates of pay and pay gap compared with full time male employees, introduced from 2017.
Table 4. Part time female employees and full time male employees, comparison of hourly rates of pay and resulting pay gap, introduced from 2017.
Table 5. Provides a comparison of Stirling Council compared with UK Office for National Statistics 2016.

Table 1. Full Workforce.

Year	Gender	% of Workforce	Hourly Rate	Hourly Rate Gap	Hourly Rate Gap %
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
2018	Male	27.1	£15.06		
2018	Female	72.9	£15.07	-£0.01	-0.07
2020	Male	27.0	£16.95		
2020	Female	73.0	£16.96	-£0.01	-0.06

Our analysis indicated the Gender pay gap has remained in favour of women, currently 0.06%.

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
2018	Male	9.0	£13.04		
2018	Female	91.0	£12.84	£0.20	1.53
2020	Male	9.0	£13.71		
2020	Female	91.0	£14.40	£0.69	-5.03

The Gender pay gap for women who are part-time employees is 5.03% in favour of women. This relates to an increase in the number of part-time female teachers earning over £30,000. The full-time equivalent in 2018 was 277, increased to 324 in 2020.

Table 3. Full time Female Employees compared with 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
2018	Male FT	£15.33		
2018	Female FT	£17.33	£2.00	-13.05
2020	Male FT	£17.52		
2020	Female FT	£19.87	£2.35	-13.41

The gender pay gap for women in full-time positions is 13.41% in favour of women.

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

Year	Gender	% of Workforce	Hourly Rate	Hourly Rate % Gap
2017	Male FT	25.0	£15.24	
2017	Female PT	38.0	£12.50	18.0
2018	Male FT	24.0	£15.33	
2018	Female PT	37.0	£12.84	16.24
2020	Male FT	23.0	£17.52	
2020	Female PT	39.0	£14.40	17.81

Comparing part-time women to full-time male employees, the gender pay gap is 17.81%

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

Type	Overall Gap %	Full time Gap %	Female Part-time compared with FT Male Gap %
Public Sector	12.1	7.3	26.8
Private Sector	23.6	19.6	40.6
Third Sector	15.6	11.9	38.6
Stirling 2017	0.68	-14.3	18.0
Stirling 2018	-0.07	-13.05	16.24
Stirling 2020	-0.06	-13.41	17.81

Our analysis indicates the overall Gender pay gap remains in favour of women, currently 0.06%.

2.3 Gender Profile and Pay Gap.

The gender profile of the Councils workforce reflects the trends in the public sector where 72.9% of the workforce are women.

Since 2018, the Council has maintained a full workforce pay gap of 0.01 per hour in favour of women. This currently represents a 0.06% pay gap in favour of women.

The current headline percentage gap has reduced to 0.06% in 2020, **Table 1**, using mean average, (0.71% in 2015, 0.68% in 2017 and -0.07% in 2018). By contrast, on average women in Scotland earn 14.00% less per hour than men (Source, Close the Gap 2019).

For part time employees, **Table 2**, the pay gap is 5.03% in favour of female employees.

The pay gap between full time male and full time female employees, **Table 3**, is 13.41% in favour of female employees and has increased compared to 2018 where it was 13.05%.

The pay gap between full time male employees and part time female employees in **Table 4** has increased from 16.24% in 2018 to 17.81% in 2020, compared to the Scottish pay gap as a whole of 29.70% (Source, Close the Gap 2019).

2.4 Occupational Segregation.

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

The following table gives an indication of the type of council jobs in each 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	Nurse Workers	Engineers	
	Gardeners	Trade Persons	Social Workers	Planners	
	Janitors			Solicitors	
	Refuse/Road Workers			Surveyors	
	Crossing Patrols				

This segregation against each post within our HR system enables reporting.

The following tables provide information on occupational segregation within the Council's workforce for 2020.

Table 1 provides the occupational segregation details for the whole Council excluding Teachers. This details the male and female split within each occupational category by Grade.

Table 2 provides a summary of the percentage of females and males in each occupational group excluding Teachers.

Table 3 provides information for teaching employees for 2020.

Table 4 provides a summary of the percentage of females and males in occupational groups for teaching employees

Table 1 Occupational Segregation 2020 (Excluding Teachers)

Grade	Female Per Grade	Male Per Grade	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	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	163	19	0	3	163	16	0	0	0	0	0	0	0	0
2	212	16	1	0	209	16	0	0	2	0	0	0	0	0
3	90	36	4	3	57	30	3	2	26	1	0	0	0	0
4	308	115	69	11	6	87	1	6	232	11	0	0	0	0
5	335	159	148	11	8	115	4	16	140	17	35	0	0	0
6	221	68	78	13	25	21	9	19	79	8	30	6	0	1
7	196	210	37	2	5	3	34	170	100	22	17	13	3	0
8	331	91	6	2	0	0	7	45	269	19	46	24	3	1
9	212	91	1	0	0	0	19	33	96	9	91	48	5	1
10	172	45	1	0	0	0	0	1	98	14	53	25	20	5
11	82	44	0	0	0	0	0	0	10	2	59	38	13	4
12	35	10	0	0	0	0	0	0	0	0	14	5	21	5
13	45	26	0	0	0	0	0	0	0	0	4	1	41	25
14	7	6	0	0	0	0	0	0	0	0	0	2	7	4
15	8	13	0	0	0	0	0	0	0	0	0	0	8	13
16	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	4	6	0	0	0	0	0	0	0	0	0	0	4	6
CO/CE	3	2	0	0	0	0	0	0	0	0	0	0	3	2
Sum	2424	957	345	45	473	288	77	292	1052	103	349	162	128	67

Table 2 Percentage Split Females and Males 2013, 2017, 2018 & 2020 (Excluding Teachers)

Category	Females 2013	Males 2013	Females 2017	Males 2017	Females 2018	Males 2018	Females 2020	Males 2020
Admin	88.5	11.5	89.2	10.8	89.5	10.5	88.5	11.5
Tech Ops	48.5	51.5	54.4	45.6	56.2	43.8	62.2	37.8
Technician	39.5	60.5	30	70	28.4	71.6	20.9	79.1
Care	93.0	7.0	92.9	7.1	92.9	7.1	91.1	8.9
Practitioner	54.0	46.0	62.1	37.9	66.7	33.3	68.3	31.7
Manager	46.0	54.0	56.5	43.5	59.1	40.9	65.6	34.4

Analysis of the movement in categories between 2013 and 2020 demonstrated that in Administration and Care related jobs, females are more prevalent, which follows the traditional pattern of occupational segregation. Males continue to be more prevalent in technician posts, also a traditional pattern of occupational segregation.

The ratio of females: males in practitioner jobs has increased from 66.7%:33.3% in 2018 to 68.3%:31.7% in 2020.

Likewise the ratio of females: males in management posts has increased from 59.1%: 40.9% in 2018 to 65.6%: 34.4% in 2020.

These changes since 2017, coupled with the use of an analytical job evaluation scheme, free from gender bias, and the adoption of the Living Wage as described in section 1.6 have contributed greatly to reducing the overall gender pay gap for Council employees to 0.06% in favour of women.

Table 3 Teaching Employees:

Gender	Teachers	Promoted Teachers	Management	Totals
Male 2017	165	42	25	232
Female 2017	671	119	76	866
Male 2018	162	51	26	239
Female 2018	665	118	83	866
Male 2020	174	53	30	257
Female 2020	717	139	77	933

Teachers who were acting temporarily into a promoted post did not feature on the previous report, data cleansing has included them in the 2021 report. Furthermore, there are additional Principal Teacher positions created due to COVID-19 to support mental health work.

Table 4 Teaching Employees - Percentage Split Females and Males 2013, 2017, 2018 & 2020

Gender	All Posts % (move to end)	Teacher Grade	Promoted Teaching	Teaching Management
Male 2013	21.3	68.5	22.2	9.3
Female 2013	78.7	76.5	14.6	8.9
Male 2017	21.0	71.2	22.2	10.7
Female 2017	78.0	77.5	14.6	8.8
Male 2018	21.6	67.8	21.3	10.9
Female 2018	78.4	76.8	13.6	9.6
Male 2020	21.6	67.7	20.6	11.7
Female 2020	78.4	76.8	14.9	8.3

Within the teaching workforce there continues to be a slightly higher proportion of men than women in the Promoted Teaching Grade. However, at Teaching Management level, the male: female ratio continues to be in line with the composition of the overall teaching workforce. There has not been a significant change in these figures between 2013 and 2020.

3.0 Understanding our Workforce - by Protected Characteristic/s

This section provides information on our workforce from the protected characteristic information employees have shared. Not all employees have chosen to provide or update all their information in the self-service HR system 'E', however some progress has been achieved since the last report.

3.1 Disability

Of the total workforce, the declared number of disabled employees has increased from 1.3% in 2018 to 3.4% in 2020. Reported figures for 2020 included employees classed as supply workers. The proportion of employees not disclosing a disability has decreased from 78.1% in 2018 to 55.8% in 2020. This decrease is due to employees being asked to update their sensitive information on the employee self-service portal, ERIN.

Year	2013	%	2017	%	2018	%	2020	%
Disabled	79	1.9	120	2.6	65	1.3	181	3.4
Not disabled	3051	74.4	3636	80	999	20.5	2169	40.8
Not disclosed	970	23.7	792	17.4	3800	78.1	2971	55.8
Total	4100		4548		4864		5321	

The Scottish Government estimates that 19% of the working age population has a disability. It is recognised that 3.4% may not be a true reflection of the Council's workforce as 55.8% of employees chose not to answer this question.

3.2 Disability Pay Gap

The average hourly rate of pay for disabled employees was £13.15 in 2018, this has risen to £15.38 in 2020 (this includes employees with multiple jobs but excludes supply). Comparison with the hourly rate of £16.95 for the full workforce, (this includes employees with multi jobs but excludes supply) results in a pay gap of 9.26% for disabled employees.

Since the last report, following a consultation period with the Trades Union, the Supporting Attendance policy was reviewed and agreed by Finance and Economy Committee (June 2019). The revised policy continues to provide support for employees who experience absence due to a disability. This includes an increased level of absence permitted for reporting purposes in recognition of the impact of an individual's disability on their attendance at work.

The Council continues to employ a number of Supported Employees provided with additional support in the workplace to maintain their employment.

3.3 Disability Confident

The Disability Confident scheme replaced the 'two ticks' scheme in July 2016. This built on the Disability Symbol 'two ticks' best practice 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. The Council is currently at Level 2 - "Disability Confident Employer".

3.4 Race/Ethnicity

Of the Council's total workforce the declared number of Black and Ethnic minority employees has increased from 1.03% in 2018 to 1.18% in 2020. In the Stirling Council area, Black and Ethnic minority residents represent 3.2% of the total population (2011 Census). Reported figures for 2020 include employees classed as supply workers. It is recognised that 1.18% may not be a true reflection of the Councils workforce as a fifth of employees chose not to disclose this information.

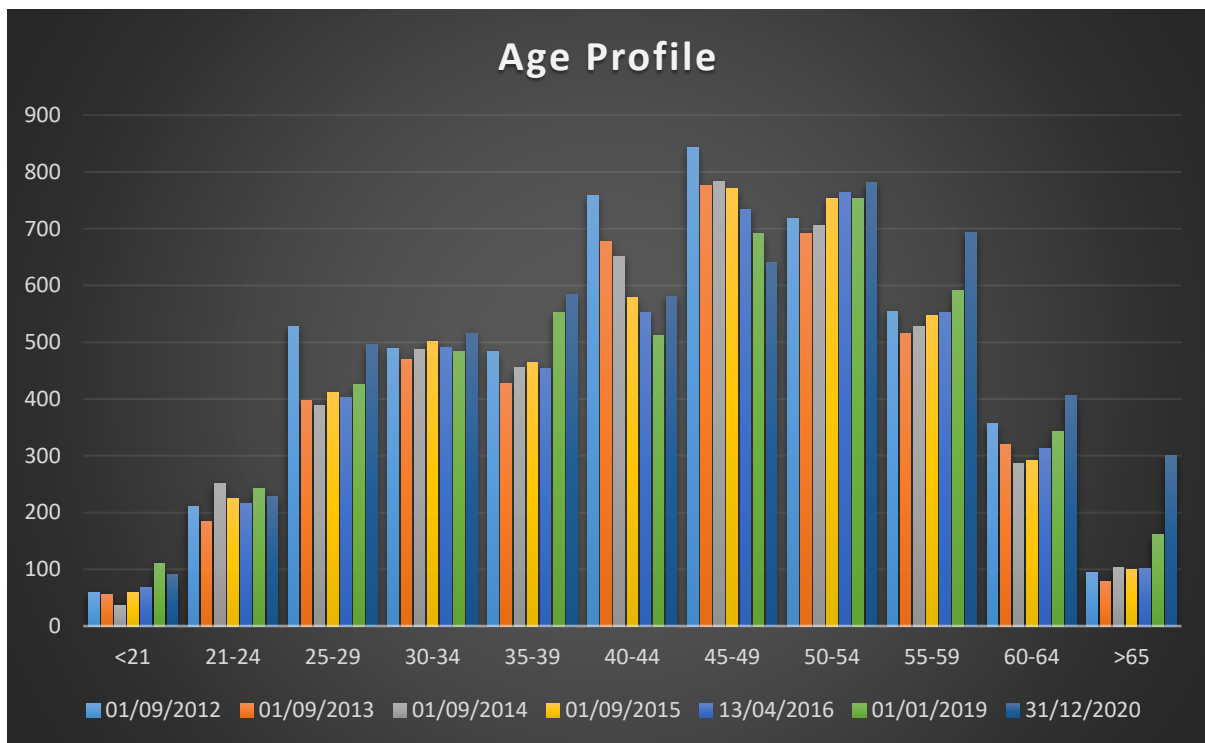
The average hourly rate of pay for Black and Ethnic Minority employees was £13.61 in 2018. This has increased to £15.17 in 2020 (not including supply) and is £1.78 less per hour than the average hourly rate of £16.95 for the full workforce. This represents a pay gap of 10.50%. The most recent figure, £15.17, may not be a true reflection of the average hourly rate for Black and Ethnic Minority Employees due to a fifth of employees choosing not to disclose this information.

The table below for 2020 is all employees including supply.

Race/Ethnicity	2013	%	2017	%	2018	%	2020	%
Asian	1	0.03	4	0.09	7	0.10	6	0.11
British	3177	77.48	3659	80.42	3921	80.61	4113	77.31
Cari/African	2	0.05	2	0.05	7	0.14	9	0.17
Chinese	2	0.05	4	0.09	3	0.06	4	0.08
Indian	4	0.09	6	0.14	7	0.10	11	0.21
Irish	22	0.53	24	0.53	27	0.56	37	0.70
Mixed	2	0.05	6	0.14	11	0.23	11	0.21
Pakistani	1	0.03	3	0.07	5	0.10	5	0.09
Polish	1	0.03	10	0.22	10	0.21	17	0.32
Unknown	888	21.66	830	18.25	866	17.80	1108	20.82
Total	4100		4548		4864		5321	

3.5 Age

The chart below details the age profile of our workforce for the last five years. The demographic profile includes everyone on the payroll, including supply employees.



The average age of female employees is 45 up from 44 in 2018. The average age of male employees is 45, an increase from 44 in 2018. In comparison, in the Stirling Council area the average age of the population as a whole is 40.3 years (2011 Census).

The following table shows the breakdown of the workforce by age band.

This shows a decrease in the percentage of younger people employed compared to 2018 and reflects the challenge during the COVID-19 pandemic in supporting Apprentices and Graduates. While Colleges and Universities have remote learning in place campuses are closed. There is also an increase in the percentage of the workforce over age 60 reflecting the increase in State Pension Age and the removal of the default retirement age. In future years we may continue to see the age profile rise with access to occupational and state pensions happening later in employees' lives.

	Under 21	21-29	30-39	40-49	50-59	60 and over
2017	1.5%	13.3%	20.3%	27.7%	28.3%	8.9%
2018	2.4%	13.6%	21%	24.4%	27.2%	11.4%
2020	1.7%	13.6%	20.7%	23.0%	27.7%	13.3%

3.6 Apprenticeship and Training Posts

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 for 2018 and 2020. The total number of posts in 2018 was 211. This has decreased to 189 in 2020. This reduction has been caused by the COVID-19 pandemic, which changed how we work in 2020. The requirement to implement physical distancing, remote working, and pausing of some services during lockdowns, has slightly reduced the number of apprentice and training posts.

Type - 2018	Female - 2018	Male - 2018	Total - 2018
Intern/Graduate/Trainee	22	5	27
Modern App	44	28	72
Trades App	0	17	17
Probationary Teacher	45	14	59
Studying for Qualification	24	12	36
Total	135	76	211
Type - 2020	Female - 2020	Male - 2020	Total - 2020
Intern/Graduate/Trainee	13	6	19
Modern App	32	26	58
Trades App	0	13	13
Probationary Teacher	48	21	69
Studying for Qualification	23	7	30
Total	116	73	189

Apprentice, training posts and individuals undertaking formal training for the next stage in their career is 5.01% of the FTE workforce. The long-term target is to reach target 7% within five years.

3.7 Maternity/ Adoption / Paternity Leave

Year	2013	2017	2018	2020
On Maternity Leave	59	77	73	159
On Adoption Leave	0	1	1	1
On Paternity Leave	36	26	24	32

This table shows the number of employees who took Maternity/ Paternity/ Adoption leave in since 2013. The number of employees on maternity leave in 2020 is over double the number in 2018.

Stirling Council increased paid Paternity Leave from 2 weeks to 4 weeks in June 2018 to allow families more time together when a new baby joins the family. This enables both parents to share in the caring responsibilities and provides additional support to mothers after giving birth.

3.8 Marriage/Civil Partnership Status

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

Year	2013	%	2017	%	2018	%	2020	%
Divorced	93	2.8	196	4.3	187	3.8	200	3.8
Living with a Partner	156	3.8	161	3.5	369	7.6	452	8.5
Married/Civil Partnership	1184	28.9	1791	39.4	2101	43.2	2307	43.4
Separated	45	1.1	87	1.9	96	2.0	110	2.1
Single	615	15.0	953	21.0	1038	21.3	1146	21.5
Widowed	36	0.9	44	1.0	45	0.9	53	1.0
Prefer not to answer	19	0.5	77	1.7	146	3.0	136	2.6
No Information	1952	47.61	1239	27.2	882	18.1	917	17.2
Total	4100		4548		4864		5321	

Married/Civil Partnership is the largest employee grouping in 2020 at 43.4%, an increase from 43.2% in 2018. In 2018, 18.1% of employees had not responded to requests for information regarding their relationship status but this has reduced to 17.2% in 2020 due to the continued use of the HR and Payroll system along with information obtained from new employees.

3.9 Religion and Belief

Religion	2013	%	2017	%	2018	%	2020	%
Agnostic/Atheist	34	0.9	34	0.75	1141	23.46	1107	20.80
Buddhist	1	0.02	5	0.11	5	0.10	6	0.11
Church of Scotland	316	7.8	1143	25.14	918	18.87	941	17.68
Hindu/Sikh	3	0.07	5	0.11	7	0.14	7	0.13
Humanist	-		-		8	0.16	18	0.34
Jewish	-		1	0.03	1	0.02	3	0.06
Muslim	2	0.05	8	0.18	7	0.14	9	0.17
Pagan	1	0.02	1	0.03	1	0.02	0	0.00
Roman Catholic	148	3.6	399	8.78	444	9.13	513	9.64
No Group	482	11.7	993	21.84	335	6.89	1565	29.41
Unknown	3113	75.9	1959	43.08	1997	41.06	1152	21.65
Total	4100		4548		4864		5321	

In 2018, 41.06% of employees had not responded to requests for information on their religion or belief. Since then, more employees have provided their information and the gap has reduced to 21.65% in the 2020 report. Information provided for the past three reports includes supply employees (2013 did not).

3.10 Sexual Orientation

Type	2013	%	2017	%	2018	%	2020	%
Bisexual	6	0.15	14	0.31	16	0.33	23	0.43
Gay	4	0.1	17	0.37	26	0.53	38	0.71
Heterosexual	1080	26.4	2590	56.95	3101	63.75	3497	65.72
Lesbian	6	0.15	19	0.42	19	0.39	18	0.34
Prefer not to answer	48	1.10	121	2.66	212	4.36	275	5.17
Not disclosed	2956	72.1	1787	39.29	1490	30.63	1470	27.63
Total	4100		4548		4864		5321	

In 2018, 34.99% of employees had chosen to either not disclose their sexual orientation or had stated that they preferred not to answer. This figure has reduced to 32.79% in 2020.

Information provided for the last three reports includes supply employees (2013 did not).

Employees identifying as Gay, Lesbian and Bisexual employees comprise 1.48% of the workforce, slightly higher than the proportion of Scotland's population. 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%.

3.11 Gender Reassignment

In 2020 there were less than five employees declaring Gender Reassignment.

3.12 Reason for leaving the employment of Stirling Council 2020.

511 employees left the service of the Council during the 12-month period from January 2020. 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. Twenty-three employees who self-identified as disabled left in this period. There is no indication of gender bias regarding employees leaving the service of the council during the time concerned. It is tragic to note the increase in employees passing away (11) whilst in employment and our thoughts are with families and friends of those colleagues.

Year	Reason	Male	Ave Age	Female	Av Age
2018	Ill Health	2	62	3	48
2018	Death	0	0	4	53
2018	Capability	0	0	3	53
2018	Discipline	8	38	3	40
2018	Retrial	13	64	44	62
2018	Early Retrial	2	61	9	61
2018	Vol. Resignation	51	38	147	41
2018	Vol. Severance	4	52	6	58
2018	Other	61	35	109	35
2018	Not Known	14	25	32	34
Total 2018		155		360	
2020	Ill Health	3	61	1	59
2020	Death	5	58	6	49
2020	Capability	2	62	3	51
2020	Discipline	3	24	2	40
2020	Retiral	15	63	35	63
2020	Early Retiral	4	63	8	60
2020	Supply - Not Worked	1	49	54	35
2020	Vol. Resignation	26	40	69	41
2020	Vol. Severance	0	0	3	48
2020	Other	79	39	166	40
2020	Not Known	9	48	17	40
Total 2020		147		364	

3.13 Employees Subject to Disciplinary Procedures or Lodging a Grievance

The Council strives to ensure that no equality groups are detrimentally effected 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. 84 disciplinary procedures were undertaken in 2018 and 11 grievance were lodged. 82 disciplinary procedures were undertaken in 2020 and 11 grievances were lodged. The protected characteristics of those involved are detailed below:

Type	Discipline	% of total	Grievance	% of total
Women	36	43	5	45
Men	48	57	6	55
Disability	3	4	1	10
Race				
White	62	74	10	90
Not Disclosed	22	26	1	1
Age				
Average Age	45		48	
Pregnancy/Mat	0	0	0	0
Total 2018	84	100%	11	100%

Type	Discipline	% of total	Grievance	% of total
Women	39	48	4	36
Men	43	52	7	64
Disability	4	5	1	9
Race				
White	66	80	8	73
Not Disclosed	16	20	3	27
Age				
Average Age	46		46	
Pregnancy/Mat	0	0	0	0
Total 2020	82	100%	11	100%

The total number of disciplinary procedures and grievances have decreased slightly since 2018. While percentages across groups have changed, the figures generally align with 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 for each group will continue to be monitored and reported in the next update.

4.0 Applications for Employment

This section provides information on the protected characteristic of people who apply for employment with Stirling Council.

We aim to ensure there are no barriers to individuals seeking employment with the Council that we are an employer of choice and our Recruitment & Selection procedure meet appropriate standards.

The Council participates in the development and use of the National Recruitment Portal (www.myjobscotland.gov.uk). This offers opportunities to report and analyse recruitment data although providing 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 application system electronically, alternative methods support applicants through accepting their application in paper format and subsequent upload into the recruitment portal.

System development in 2016 introduced the contracting module which speeds up the process for obtaining references and issuing contracts of employment.

In 2020 there were 7,835 job applications submitted to the Council with 820 applicants offered employment, which is a reduction on 2 years ago. By comparison, in 2018, 12,732 applications were received resulting in 993 applicants offered employment. The COVID-19 pandemic has required a redesign of recruitment processes with on-line interviewing through MS Teams in the majority of situations or undertaken in accordance with physical distancing regulations.

4.1 Gender

Of the 7,835 applications for employment 68% were from women (62% in 2018), 29% from men (31% in 2018) and 3% were undeclared.

Of the 820 offered employment 59% were female (61% in 2018), 19% men (31% in 2018) and 22% unknown.

4.2 Disability

Of the 7,835 applications received, 6% of applications declared a disability. Out of the 473 applicants who declared a disability 6% progressed to an offer of employment.

The Council continues as an accredited Disability Confident Employer and continues to aspire to Disability Confident Leader accreditation by 2025.

4.3 Applications for Employment 2020

Race / Ethnicity	Applications Received		Appointed	
	Count	Percentage	Count	Percentage
White- Scottish	5993	76.49%	529	64.51%
White- Other British	672	8.58%	59	7.20%
White- Other white ethnic group	228	2.91%	15	1.83%
White- Irish	96	1.23%	9	1.10%
White- Polish	71	0.91%	3	0.37%
White- Eastern European	81	1.03%	2	0.24%
White- Gypsy/Traveller	0	0%	0	0%
Caribbean (Inc. Scottish/British)	4	0.05%	0	0%
Caribbean or Black (Other)	6	0.08%	0	0%
Black (Inc. Scottish/British)	11	0.14%	0	0%
Asian- Pakistani (Inc. Scottish/British)	75	0.96%	3	0.37%
Asian- Bangladeshi (Inc. Scottish/British)	3	0.04%	0	0%
Asian- Indian (Inc. Scottish/British)	41	0.52%	0	0%
Asian- Chinese (Inc. Scottish/British)	10	0.13%	1	0.12%
Asian- Other (Inc. Scottish/British)	21	0.27%	3	0.37%
Other- Arab (Inc. Scottish/British)	12	0.15%	1	0.12%
African- (Inc. Scottish/British)	14	0.18%	1	0.12%
African- Other	22	0.28%	0	0%
Any Mixed or Multiple	45	0.57%	3	0.37%
Prefer not to answer	99	1.26%	4	0.49%
Unknown	331	4.22%	187	22.80%
Total	7835	100%	820	100%

Applicants detail their national identity within the equalities monitoring section of the recruitment portal. The highest percentage of applicants identified as Scottish at 76.49% compared to the 2018 figure of 68.8%. 82% of the Stirling population identified as Scottish in the 2011 Census. Compared to the data from 2018 there has been an increase of 1,434 applicants sharing their race/ethnicity. In comparison with previous years, there is little statistical change in the racial mix of applicants, or those receiving offers of employment.

4.4 Age

The average age of applicants for employment has increased from age 36 in 2018 to age 37 in 2020. This is eight years younger than the average age of our current workforce which is 45. The average age of those of working age in the population of Stirling is 40.3 years for both men and women.

Applications for Employment 2020

4.5 Marriage/Civil Partnership

Marital Status	Applications Received		Appointed	
	Count	Percentage	Count	Percentage
Divorce	268	3.42%	22	2.68%
Separated	141	1.80%	15	1.83%
Living with Partner	1167	14.89%	105	12.80%
Married/Civil Partnership	2660	33.95%	277	33.78%
Single	3142	40.10%	207	25.24%
Widowed	47	0.60%	6	0.73%
Prefer not to answer	118	1.51%	8	0.98%
Unknown	292	3.73%	180	21.95%

The proportion of candidates appointed who did not provide information on their marital status increased from 18.86% in 2018 to 21.95% in 2020. In 2020, the highest percentage of applicants identify as Married/Civil Partnership followed by Single (25.24%). In the Stirling Council area, the largest two groups by marital status are married/civil partnerships (48%) and single (35%), (based on the 2011 Census data).

4.6 Religion and Belief

Religion and Belief	Applications Received		Appointed	
	Count	Percentage	Count	Percentage
Buddhist	15	0.19%	0	0%
Church of Scotland	1204	15.37%	131	15.98%
Hindu	24	0.31%	0	0%
Humanist	61	0.78%	3	0.37%
Jewish	3	0.04%	1	0.12%
Muslim	85	1.08%	4	0.49%
Roman Catholic	869	11.09%	70	8.54%
Sikh	10	0.13%	2	0.24%
Other Christian	550	7.02%	44	5.37%
Other Religion or Belief	36	0.46%	3	0.37%
Pagan	39	0.50%	1	0.12%
Prefer not to answer/Unknown	889	11.35%	231	28.17%
None	4050	51.69%	330	40.24%

The highest percentage of applicants (51.69%) continues to identify as having no religion or belief, up from 45.03% in 2018. 11.35% of applicants preferred not to answer this question.

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

4.7 Sexual Orientation

Sexual Orientation	Applications Received		Appointed	
	Count	Percentage	Count	Percentage
Heterosexual/Straight	6928	88.42%	598	72.93%
Bisexual	135	1.72%	7	0.85%
Lesbian	52	0.66%	4	0.49%
Gay	77	0.98%	6	0.73%
Other	18	0.23%	2	0.24%
Prefer not to answer	299	3.82%	21	2.56%
Unknown	326	4.16%	182	22.20%

In 2018, 13.69% of applicants had chosen not to disclose their sexual orientation. This has decreased to 7.98% in 2020. Local population information is not available. The proportion of applicants confirming their sexual orientation as Bisexual, Lesbian or Gay was 3.36%, up from 3.31% in 2018. Overall, there is little statistical change in the declared sexual orientation of applicants or those accepting employment offers from previous years.

4.8 Gender Reassignment

This is not a characteristics asked of applicants but there is an option to record this through ERIN once someone is employed.

4.9 Employment Opportunities for Particular Groups

We continue to offer the Guarantee Interview Scheme to young people who have experienced care. Furthermore, as signatories to the Armed Forces Covenant, a Guaranteed Interview Scheme is also in place for Reservists, Adult Cadet Volunteers and Veterans, reflecting the Council's commitment to supporting military personnel and the challenges these groups may face in obtaining employment. The Council was awarded the Gold Employers award in 2019 by the Ministry of Defence in recognition of this commitment.

5.0 Learning and Development Opportunities for Employees

We aim to provide a range of learning and development opportunities for all employees, ensuring that statutory, mandatory and role specific training requirements are met as well as offering development opportunities. Under current restrictions due to Covid-19 we have risk assessed all internal and external learning and development and only training deemed essential is delivered in a face to face classroom environment ensuring all health and safety requirements are met. All other opportunities are delivered virtually either via MS Teams or eLearning modules. We have worked with our internal and external subject matter experts to adapt classroom based learning to virtual format, ensuring learning outcomes can be achieved. All training offered is accessible through our Learning Management Systems (LMS) – MyLo for eLearning and ERIN for classroom based (both virtual and face-to-face).

5.1 Equality and Diversity Awareness

The Council continues to fulfil its obligations under the Equality Act 2010 by providing Equality and Diversity Training to all levels of employees. This takes the form of a 1-day classroom based Diversity course (currently delivered virtually) and supplemented with a mandatory eLearning Equality and Diversity module on MyLo. It is mandatory requirement for managers to attend the 1-day classroom Diversity course.

5.2 Personal Review and Development

The Council's Personal Review and Development (PRD) process underwent review during 2018 and 2019 with feedback sought from staff and in consultation with Trade Unions (TUs). It was felt that, whilst PRD was useful, it could benefit from being simplified. Our new Personal Growth and Development (PGD) framework, launched in July 2019.

The framework consists of the core Stirling Council Strategic Outcomes and Vision, which is 'A Place for Everyone to Thrive'.



It underpins 'How We Work' and 'Think How' – focusing on solutions, not problems. It is not just what we do that is important – how we do the work has a huge impact on others' experience. 'How We Work' and 'Think How' act as a framework for how we do our jobs, allowing a tool for self-reflection.

It is therefore important that **all** areas of How We Work and Think How are considered when reviewing personal growth and development.

<p style="text-align: center;">Committed</p> <p>Proud to do a great job for Stirling and our communities:</p> <ul style="list-style-type: none"> • Think 'How'? - focus on solutions, not problems • Take pride in our work • Committed and self- motivated • Learn from my mistakes • Open to feedback and willing to learn • Be creative and open to new ways of working 	<p style="text-align: center;">Customer Focused</p> <p>We're passionate about doing our very best for our customers:</p> <ul style="list-style-type: none"> • Think 'How'? when dealing with customers: focus on what can be done rather than what can't • Go the extra mile where possible • Take responsibility for the Council's actions when dealing with customers • Show respect, empathy and compassion for customers • Seek to continually improve our services
<p style="text-align: center;">Collaborative</p> <p>We work across boundaries to get the job done:</p> <ul style="list-style-type: none"> • Think 'How'? when dealing with colleagues – think, how can you help? • Value relationships at work • Look for opportunities to work across teams for better outcomes • Listen, show empathy, sensitivity and compassion • Offer support to colleagues and be open to receiving it from others • Respect others' contributions – listen to others' ideas 	<p style="text-align: center;">Leading</p> <p>We lead at every level of the council:</p> <ul style="list-style-type: none"> • Think 'How'? demonstrate positive leadership and be a role model in building a 'can do' culture • Motivate and support others to learn and grow • Lead by example, be a positive role model for others • Recognise others' contributions • Offer helpful feedback to others • Understand how my work fits with the council's purpose and vision

Work is now under way to further develop our PGD framework for our operational colleagues as we recognise that one set format may not suit all members of our diverse workforce. We are currently reviewing the format in consultation with staff and Trades Unions and working with our colleagues in Waste to develop a format for our Collections and Disposals workforce with the aim of rolling out a revised format for all Stirling Council operational employees.

5.3 Council Wide Induction

Stirling Council understands the importance of settling new employees into the organisation and the Induction process is a vital part of this. A planned project to review the induction process is currently on hold due to Covid-19 pressures. In the meantime, an Induction Hub is under development, accessed via MyLo. The Hub will consist of induction materials for new employees such as an introduction from our Chief Executive, access to our Employee Handbook and information on our Services. A Council Management Team meet and greet – where new employees had the opportunity to meet members of the Senior Team is currently on-hold due to Covid-19 restrictions.

5.4 Customer Service

Stirling Council continues to have customer focus as a high priority area and this is embedded within our Learning & Development programmes. Customer focus, effective communication skills and managing difficult conversations are delivered as part of our Leadership Programme, encouraging managers to act as role models in relation to customer service, and to enable them to embed customer service throughout their teams and services. To date, an Introductory Customer Service online learning module has been made available to all staff across the Council, and specific training for our customer service staff has been rolled out (in Customer Service, Dealing with Difficult Conversations, Understanding Mental Health and Suicide Prevention). A number of our waste and recycling teams have also received training in Customer Service and Conflict Management and further roll out of this training to frontline operatives is planned.

5.5 Data Protection

On the 25 May 2018, the Data Protection Act 1998 was replaced by the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. All employees received information updating them on the new regulations in the form of mandatory toolbox talks and an eLearning module via MyLo.

6.0 Actions to Improve Equality Monitoring

6.1 Action points from 2018 report

1. Inclusion of pay gap information for the interim year 2018.
Outcome: Pay gap information is included in the 2019 and 2021 report.
2. Inclusion of information relating to employees returning from maternity leave.
Outcome: There is no information included in this report however we are now collating details for all employees on maternity leave so this can be reported in 2021.
3. Inclusion of update information on the Protected Characteristics of our employees.
Outcome: Updated information on the Protected Characteristics of our employees has been included in the 2021 report.

6.2 New improvement actions for 2021

1. Identify and implement additional methods to improve the quality of information on the protected characteristics of our employees

In addition to our current processes which include capturing information relating to protected characteristics through recruitment, we are also due to send out an all Council email which will ask employees to ensure that their sensitive information is up to date on our employee self-service portal ERIN. We will consider how to improve on and encourage employees to provide this information.

2. Response to Equality & Human Rights Committee Report

The Equality & Human Rights Committee Report has been welcomed with the following actions identified to progress over the next 12-24 months. [Race Equality, Employment and Skills: Making Progress?](#)

1. Add to all recruitment adverts – “Applications from diverse backgrounds are encouraged”.
 2. Explore system development to remove names from applications at the shortlist stage.
 3. Review the recruitment and selection procedure.
 4. Expand diversity-training provision to include conscious, unconscious bias or prejudice.
 5. Explore the development of Race at Work Charter.
3. Consider actions to further our understanding of occupational segregation in our services with the aim of identifying where there may be issues for potential and existing employees and the delivery of services and consider how to address these.

To achieve this, we intend over the next 18 months to examine the occupational category of Teachers and conduct an analysis of applicants by the following criteria:-

- Applicants – Female / Male
- Interview Candidates – Female / Male
- Candidates Appointed – Female / Male
- Applicants – by Ethnicity
- Interview Candidates – by Ethnicity
- Candidates appointed- by Ethnicity

The second stage will be to review this analysis to further our understanding and identify any issues for both potential and existing employees and the delivery of services. Once issues have been identified we will consider how to address these. For example, if we established that the gender split of applicants was 50/50 but the gender split of successful applicants was 90/10, this would suggest an area for further investigation. When we have undertaken this initial analysis for Teachers and obtained a more comprehensive understanding of the data and its implications, our intention would be to perform this analysis within other service areas.

4. Report on employees returning from maternity leave to further our understanding of the options available to employees when they return to work. The aim here is to ensure that returning employees have the same opportunities available to them as all employees within the Council and are treated fairly.

To achieve this the first task will be to capture data of how many employees go on maternity leave throughout the year.

Over the next two years we will report on any changes to each employees working arrangements. This will include the following:

- How many leave employment with the Council
- How many return to employment with the Council
- How many hours those returning work compared to pre-maternity leave.
- How many of those returning moved into a promoted or lower graded post.