Workforce Data

Legislative Context

As stated earlier in this mainstreaming report, there are specific duties that Scottish Borders Council is required to comply with. This means that we have a duty to gather and use workforce data across the nine protected characteristics and sub levels as indicated below. We are also required to publish pay gap information and statements on equal pay.

This section of the report provides details obtained from our workforce data.

Operational Context

The information used within this report with regard to employees of Scottish Borders Council has been taken from the Corporate HR and Payroll System. As employees can hold multiple posts with the Council it has been decided that we use the post that the employee has defined as their main post for the purpose of completing the analysis. This will tend to be the post that they have held for the longest period of time.

The Job Groups that have been used within the report are:

- Teachers (teaching staff, music instructors and psychologists)
- Chief Officers (the most senior managers)
- Single Status (all other staff employed by the Council)

These have been used as they identify the conditions of service that each employee works under. For information we have also included statistics for each of the characteristics we hold at entire workforce level.

The Council has three departments:

- Chief Executives
- Place
- People (including Education)

Since April 2015, the Council's Adult Home and Residential care services have been provided by Scottish Borders Cares LLP ("SB Cares").
Employees working for the Council in these services as at that date were transferred to SB Cares on the same terms and conditions of employment.

SB Cares is wholly owned by Scottish Borders Council.

These figures accordingly include staff employed by SB Cares, who are recorded as Single Status staff.

Analysis of the nine characteristics and sub levels, listed below, has also been carried out.

• Gender	• Age	• Ethnic Origin	• Disability	
• Gender Reassignment	• Sexual Orientation	• Religion and/or belief	• Marital Status	• Carer Status

Sub-levels of analysis
- Employment Status
- Location – Department for all staff (except Teachers) and Catchment Area for Teaching Staff
- Job Group – based on the terms and conditions of service the employee works under
- Grade

Throughout this report we have shown the data as a percentage and number of staff for each characteristic where possible. Due to the low level of numbers in the majority of the characteristics, we have only shown the percentage as this may otherwise identify individuals, as the report is further analysed. If there are points to note these have been drawn out and included within the narrative.

The data for 2015 and 2016 has been derived from workforce data gathered from January to December in those years and as outlined in Table 1

Table 1 – Total number of employees

	Teachers	Chief Officers	Single Status	Total
2015	1484	23	4682	**6189**
2016	1389	26	4245	**5660**

Single status figures include Modern Apprentices, who are paid the National Minimum Wage appropriate to their age; Business Gateway, who are a small number of employees who transferred to the Council from Scottish Enterprise in 2012.

In 2015 employees transferred to SBCares from Allied Health Care. These carers are now on Single Status Terms and Conditions.

(1) Gender

There has been a very slight change in the workforce gender balance. The overall Council workforce is predominately female (73%) as displayed in figure 1.
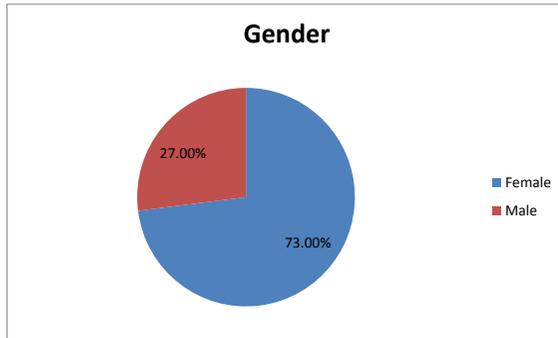

Gender

Figure 1 – Workforce Gender Balance (all staff)

	Staff by %		Staff by Number	
	2015	**2016**	**2015**	**2016**
Female	72.64	73.00	4496	4132
Male	27.36	27.00	1693	1528
Totals	100%	100%	**6189**	**5660**

Chief Officers and Single Status
Figure 2 – Workforce Gender balance

	Staff by %		Staff by Number	
	2015	**2016**	**2015**	**2016**
Female	71.20	72.00	3350	3075
Male	28.80	28.00	1355	1196
Totals	100%	100%	**4705**	**4271**

Figure 3 – Workforce Gender Balance by Status

	2015		2016	
Status	**Female**	**Male**	**Female**	**Male**
Casual/Relief	76.25%	23.75%	79.71%	20.29%
Full Time	45.45%	54.55%	45.75%	54.25%
Part time	89.13%	10.87%	89.78%	10.22%

Figure 4 – Workforce Gender Balance by Department

	2015		2016	
Department	**Female**	**Male**	**Female**	**Male**
Chief Executives	62.91%	37.09%	71.18%	28.82%
People	85.12%	14.88%	84.48%	15.52%
Place	47.72%	52.28%	49.20%	50.80%
SBC Cares	90.77%	9.23%	91.00%	9.00%

Figure 5 – Workforce Gender Balance by Job Group

	2015		2016	
Job Group	**Female**	**Male**	**Female**	**Male**
Chief Officers	60.87%	39.13%	57.69%	42.31%
Single Status	71.25%	28.75%	72.08%	27.92%

Figure 6 – Workforce Gender Balance by Grade

Grade	2015		2016	
	Female	Male	Female	Male
Allied Health	88.64%	11.36%		
National Minimum Wage	31.71%	31.71%	45.71%	54.29%
Business Gateway	80.00%	20.00%	75.00%	25.00%
Grade 1	81.84%	18.16%	80.71%	19.29%
Grade 2	39.93%	60.07%	39.56%	60.44%
Grade 3	18.80%	81.20%	17.53%	82.47%
Grade 4	86.72%	13.28%	87.50%	12.50%
Grade 5	77.75%	22.25%	80.11%	19.89%
Grade 6	69.50%	30.50%	69.95%	30.05%
Grade 7	70.46%	29.54%	70.03%	29.97%
Grade 8	59.06%	40.94%	65.71%	34.29%
Grade 9	66.57%	33.43%	66.67%	33.33%
Grade 10	52.08%	47.92%	50.60%	49.40%
Grade 11	21.62%	78.38%	24.32%	75.68%
Grade 12	45.16%	54.84%	48.15%	51.85%
Chief Officers	60.87%	39.13%	57.69%	42.31%

Teachers

Figure 7 – Workforce Gender Balance

	Staff by %		Staff by Number	
	2015	2016	2015	2016
Female	77.22	76.10	1146	1057
Male	22.78	23.90	338	332
Totals	**100%**	**100%**	**1484**	**1389**

Figure 8 – Workforce Gender Balance by Catchment Area

Catchment Area	2015		2016	
	Female	Male	Female	Male
Berwickshire	75.14%	24.86%	72.78%	27.22%
Cheviot	77.84	22.16%	76.25%	23.75%
Eildon East	76.86%	23.14%	75.74%	24.26%
Eildon West	80.11%	19.89%	78.80%	21.20%
Teviot & Liddesdale	76.19%	23.81%	76.88%	23.13%
Tweeddale	79.21%	20.79%	78.33%	21.67%
Various	76.12%	23.88%	74.46%	25.54%

Figure 9 – Workforce Gender Balance by Job Group

Job Group	2015		2016	
	Female	Male	Female	Male
Teachers	77.22%	22.77%	76.10%	23.90%

Figure 10 – Workforce Gender Balance by Grade

Grade	2015		2016	
	Female	Male	Female	Male
Chartered Teacher	62.50%	37.50%	63.46%	36.54%
Common Scale Teacher	80.31%	19.69%	78.89%	21.11%
Depute & Head Teacher	68.00%	32.00%	68.32%	31.68%
Music Instructor	50.00%	50.00%	52.63%	47.37%
Principal Teacher	70.62%	29.38%	71.26%	28.74%
Probationary Teacher	80.65%	19.35%	73.08%	26.92%
Psychologist	81.82%	18.18%	75%	25%

Figure 11 Workforce Gender balance by Status

Status	2015		2016	
	Female	**Male**	**Female**	**Male**
Casual/Relief	73.74%	26.26%	70.56%	29.44%
Full Time	73.20%	26.80%	71.98%	28.02%
Part Time	92.64%	7.36%	94.12%	5.88%

(ii) Age

Figure 12a – Workforce Age Profile (all staff) 2015

Age Group
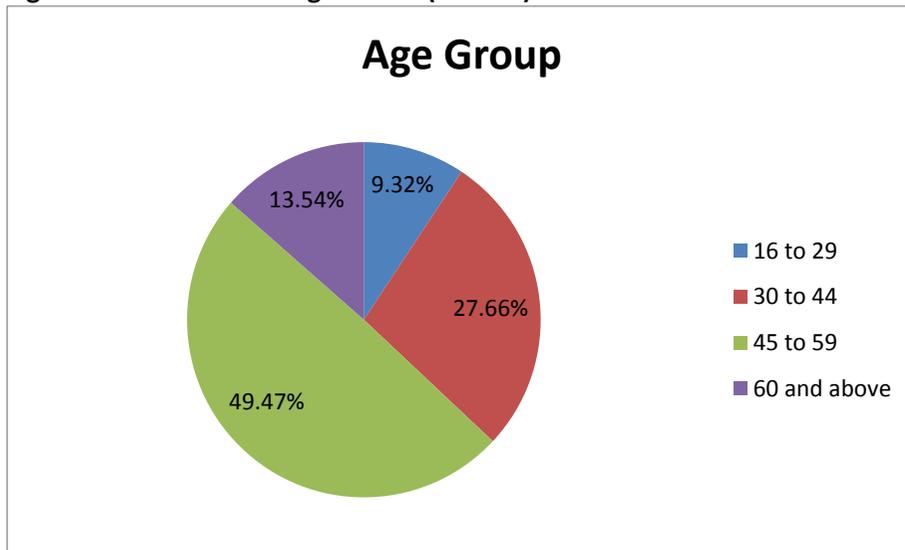
Figure 12b Workforce Age Profile (all staff) 2016

Age Group
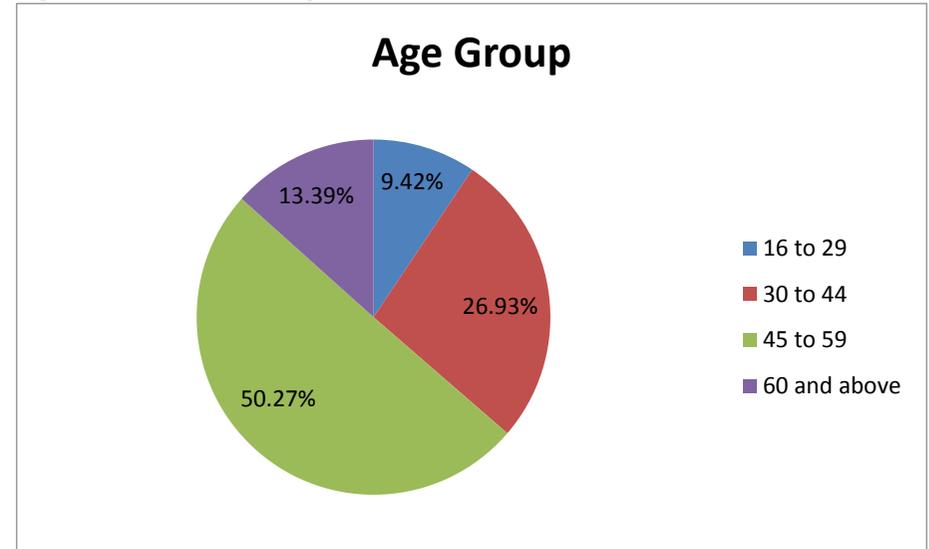
Chief Officers and Single Status Staff

Figure 13 –Workforce Age Profile

	Staff by %		Staff by Number	
	2015	**2016**	**2015**	**2016**
16 to 29	8.82	8.97	415	383
30 to 44	25.38	24.19	1194	1033
45 - 59	51.98	53.22	2446	2273
60 and above	13.82	1363	650	582
Total	**100%**	**100%**	**4705**	**4271**

Figure 14 – Workforce Age Profile by Department

Department and Age	2015	2016
Chief Executives		
16 to 29	9.46%	8.68%
30 to 44	30.78%	29.17%
45 to 59	45.95%	52.08%
60 and above	13.81%	10.07%
People		
16 to 29	5.92%	5.92%
30 to 44	25.16%	24.47%
45 to 59	55.65%	56.34%
60 and above	13.27%	13.26%
Place		
16 to 29	9.74%	9.92%
30 to 44	23.66%	23.54%
45 to 59	52.15%	52.08%
60 and above	14.45%	14.46%
SBCares		
16 to 29	12.30%	12.80%
30 to 44	24.60%	23.18%
45 to 59	49.32%	50.06%
60 and above	13.78%	13.96%

Figure 15 – Workforce Age Profile by Job Group

Job Group and Age	2015	2016
Chief Officers		
16 to 29	0.00%	0.00%
30 to 44	8.70%	7.69%
45 to 59	86.96%	88.46%
60 and above	4.35%	3.85%

Figure 15 – Workforce Age Profile by Job Group - continued

Job Group and Age	2015	2016
Single Status		
16 to 29	8.86%	9.02%
30 to 44	25.46%	24.29%
45 to 59	51.82%	53.00%
60 and above	13.86%	13.69%

Figure 16a – Workforce Age Profile by Grade

Grade	2015			
	16 to 29	30 to 44	45 to 59	60 and above
National Minimum Wage	97.56%	2.44%	0.00%	0.00%
Allied Health	20.45%	20.45%	43.18%	15.91%
Business Gateway	0.00%	40.00%	60.00%	0.00%
Grade 1	10.94%	24.29%	47.05%	17.72%
Grade 2	4.85%	19.03%	50.00%	26.12%
Grade 3	4.70%	22.22%	53.42%	19.66%
Grade 4	8.87%	23.41%	52.86%	14.85%
Grade 5	11.47%	24.54%	54.36%	9.63%
Grade 6	7.80%	35.78%	47.71%	8.72%
Grade 7	8.40%	24.66%	53.66%	13.28%
Grade 8	6.38%	34.23%	51.34%	8.05%
Grade 9	4.99%	30.79%	52.20%	12.02%
Grade 10	0.00%	19.79%	70.83%	9.38%
Grade 11	0.00%	24.32%	62.16%	13.51%
Grade 12	0.00%	16.13%	80.65%	3.23%
Chief Officers	0.00%	8.70%	86.95%	4.35%

Figure 16b – Workforce Age Profile by Grade

Grade	2016			
	16 to 29	30 to 44	45 to 59	60 and above
National Minimum Wage	100.00%	0.00%	0.00%	0.00%
Business Gateway	0.00%	50.00%	50.00%	0.00%
Grade 1	7.87%	23.86%	47.72%	20.56%
Grade 2	4.76%	16.85%	52.38%	26.01%
Grade 3	10.31%	18.04%	54.64%	17.01%
Grade 4	9.83%	22.39%	53.81%	13.97%
Grade 5	10.48%	23.12%	56.99%	9.41%
Grade 6	9.63%	32.34%	50.00%	8.03%
Grade 7	8.31%	25.22%	55.19%	11.28%
Grade 8	5.71%	32.65%	53.06%	8.57%
Grade 9	4.49%	33.65%	49.68%	12.18%
Grade 10	0.00%	18.07%	65.06%	16.87%
Grade 11	0.00%	13.51%	72.97%	13.51%
Grade 12	0.00%	7.41%	88.89%	3.70%
Chief Officers	0.00%	7.69%	88.46%	3.85%

Figure 17 – Workforce Age Profile by Status

Status and Age	2015	2016
Casual/Relief		
16 to 29	13.16%	10.60%
30 to 44	25.61%	26.14%
45 to 59	37.77%	40.40%
60 and above	23.46%	22.85%
Full Time		
16 to 29	9.62%	10.75%
30 to 44	25.80%	24.00%
45 to 59	55.94%	56.06%
60 and above	8.64%	9.19%
Part time		
16 to 29	6.88%	7.20%
30 to 44	24.99%	23.82%
45 to 59	53.35%	54.38%
60 and above	14.77%	14.60%

Teachers

Figure 18 –Workforce Age Profile

	Staff by %		Staff by Number	
	2015	2016	2015	2016
16 to 29	10.92	10.80	162	150
30 to 44	34.91	35.35	518	491
45 to 59	41.51	41.18	616	572
60 and above	12.67	12.67	188	176
Total	**100%**	**100%**	**1484**	**1388**

Figure 19 – Workforce Age Profile by Catchment Area

Catchment Area and Age	2015	2016
Berwickshire		
16 to 29	11.60%	12.43%
30 to 44	31.49%	36.09%
45 to 59	50.83%	46.15%
60 and above	6.08%	5.33%
Cheviot		
16 to 29	13.77%	12.50%
30 to 44	37.72%	36.25%
45 to 59	43.71%	46.25%
60 and above	4.79%	5.00%
Eildon East		
16 to 29	17.47%%	15.32%

	2015	2016
30 to 44	38.86%	41.28%
45 to 59	38.43%	39.57%
60 and above	5.24%	3.83%
Eildon West		
16 to 29	6.63%	9.78%
30 to 44	45.30%	44.57%
45 to 59	41.44%	38.04%
60 and above	6.63%	7.61%
Teviot & Liddesdale		
16 to 29	13.69%	14.38%
30 to 44	44.05%	45.00%
45 to 59	38.69%	37.50%
60 and above	3.57%	3.13%
Tweeddale		
16 to 29	10.40%	9.85%
30 to 44	39.11%	38.92%
45 to 59	48.51%	46.80%
60 and above	1.98%	4.43%
Various		
16 to 29	6.18%	4.32%
30 to 44	20.79%	15.11%
45 to 59	35.11%	36.69%
60 and above	37.92%	43.88%

Figure 20 – Workforce Age Profile by Job Group

Job Group and Age	2015	2016
Teachers		
16 to 29	10.92%	10.80%
30 to 44	34.91%	35.35%
45 to 59	41.51%	41.18%
60 and above	12.67%	12.67%

Figure 21a – Workforce Age Profile by Grade

Grade	2015			
	16 to 29	30 to 44	45 to 59	60 and above
Chartered Teacher	0.00%	33.93%	60.71%	5.36%
Common Scale Teacher	12.70%	33.49%	38.82%	15.00%
Depute & Head Teacher	0.00%	43.00%	49.00%	8.00%
Music Instructor	4.55%	31.82%	50.00%	13.64%
Principal Teacher	0.00%	42.37%	51.98%	5.65%
Probationary Teacher	74.19%	19.35%	6.45%	0.00%
Psychologist	0.00%	0.00%	36.36%	54.55%

Figure 21b – Workforce Age Profile by Grade

Grade	2016			
	16 to 29	30 to 44	45 to 59	60 and above
Chartered Teacher	0.00%	26.92%	63.46%	9.62%
Common Scale Teacher	12.49%	34.89%	37.46%	15.16%
Depute & Head Teacher	0.00%	39.60%	53.47%	6.93%
Music Instructor	0.00%	21.05%	57.89%	21.05%
Principal Teacher	1.72%	42.53%	51.72%	4.02%
Probationary Teacher	80.77%	11.54%	7.69%	0.00%
Psychologist	0.00%	50.00%	50.00%	0.00%

Figure 22 – Workforce Age Profile by Status

Status and Age	2015	2016
Casual/Relief		
16 to 29	13.16%	3.74%
30 to 44	25.61%	10.28%
45 to 59	37.77%	31.31%
60 and above	23.46%	54.67%
Full Time		
16 to 29	9.62%	14.73%
30 to 44	25.80%	38.43%
45 to 59	55.94%	43.74%
60 and above	8.64%	3.10%
Part Time		
16 to 29	6.88%	3.31%
30 to 44	24.99%	44.85%
45 to 59	53.35%	40.44%
60 and above	14.77%	11.40%

(iii) Ethnic Origin

The proportion of Black and Minority Ethnic employees has fallen slightly over the two years from 0.40% to 0.37%. The proportion of employees identifying themselves as white has increased slightly over the two years.

Due to the low level of Black Minority Ethnic employees that are employed by the Council no further breakdowns have been included as this may lead to the identification of individuals.

Figure 23a – Workforce Ethnic Origin Profile (all staff) 2015

Ethnic Origin

0.40%
24.12%
75.47%

- Black Minority Ethnic Total
- White Total
- Not Disclosed Total
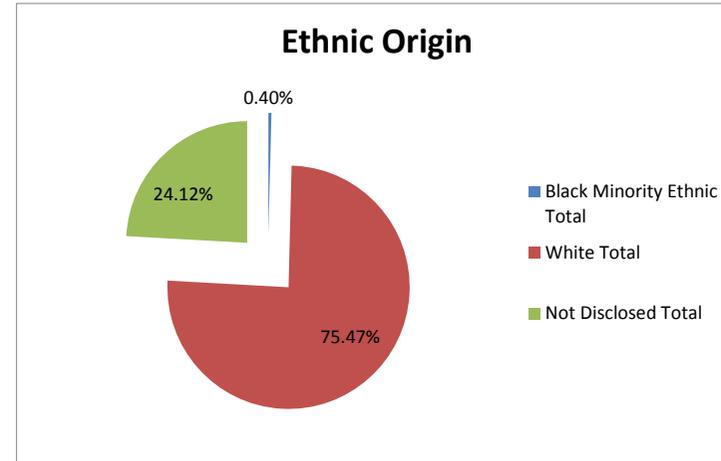
Figure 23b – Workforce Ethnic Origin Profile (all staff) 2016

Ethnic Origin

0.39%
22.40%
77.21%

- Black Minority Ethnic Total
- White Total
- Not Disclosed Total
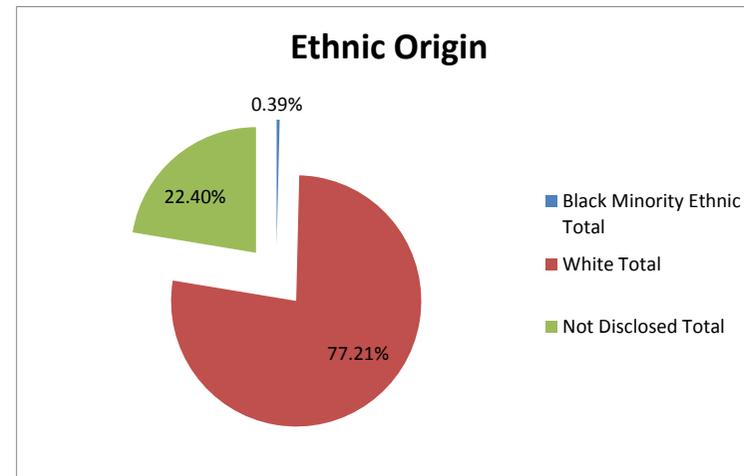
(iv) Disability

When comparing the two years, the level of employees indicating that they have a disability has dropped to 2.37% of the workforce. However, it has to be considered that this figure may be low as there are in excess of 42% of employees who have not provided a response to this question, as illustrated in the chart below as "not stated" and "no response.

Figure 24a – Workforce Disability Profile (all staff) 2015

Disability

- No
- No Response
- Not Stated
- Yes

2.52%
38.57%
52.48%
6.43%
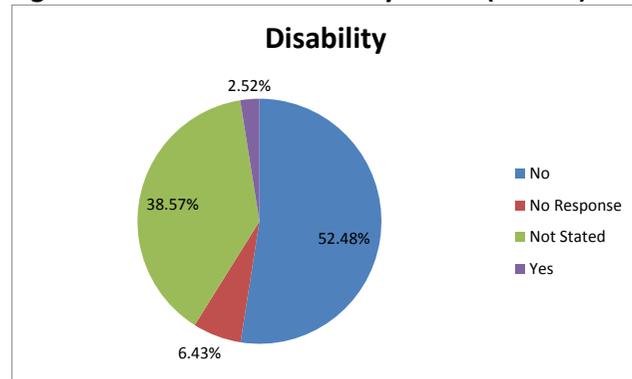
Figure 24b – Workforce Disability Profile (all staff) 2016

Disability

- No
- No Response
- Not Stated
- Yes

2.37%
36.77%
55.14%
5.72%
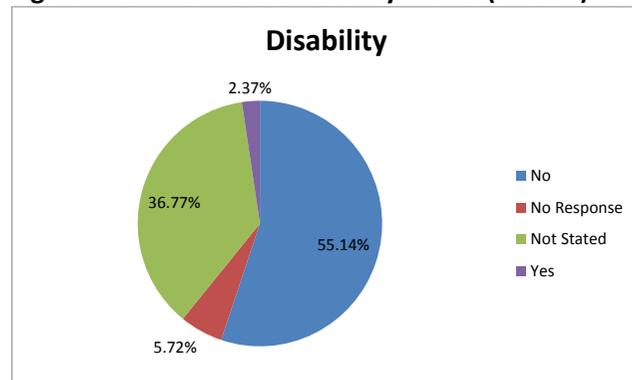
(V) Gender Reassignment

The level of employees indicating that they are currently undergoing or have undergone gender reassignment over the past two years has remained static. Due to the extremely low level of employees who have indicated this, no further analysis is included as this may lead to the identification of individuals.

Figure 25 – Workforce Gender Reassignment (all staff)

Gender Reassignment	2015	2016
No	67.56%	65.67%
No Response	22.73%	25.71%
Not Stated	9.58%	8.48%
Yes	0.13%	0.14%

(vi) Sexual Orientation

The level of employees who have indicated that their sexual orientation is Bisexual, Gay or Lesbian has increased over the past two years. However, due to the low number of employees who have indicated this, no further analysis is included as this may lead to the identification of individuals.

Figure 26 – Workforce Sexual Orientation for all staff

Sexual Orientation	2015	2016
Bisexual	0.37%	0.46%
Gay	0.16%	0.25%
Heterosexual	66.17%	68.25%
Lesbian	0.13%	0.18%
No Response	21.72%	20.04%
Not Stated	11.46%	10.83%

(vii) Religion and/or Belief

Whilst there are some small variations between the two years the two highest categories remain No Religious Group and Protestant.

Figure 27 – Workforce Religion or Belief all staff

Religion or Belief	2015	2016
Agnostic	1.36%	1.22%
Atheist	2.67%	2.74%
Buddhist	0.19%	0.18%
Catholic	4.56%	4.70%
Hindu	0.02%	0.02%
Jewish	0.11%	0.11%
Muslim	0.06%	0.07%
No Religious Group	28.62%	29.77%
No Response	20.78%	19.13%
Not Stated	9.60%	9.56%
Other	1.53%	1.55%
Other Christian	5.98%	6.31%
Protestant	24.53%	24.65%

(viii) Marital Status

Whilst there are some variations between to the two years, the highest category remains: "married".

Figure 28 – Workforce Marital Status all staff

Marital Status	2015	2016
Civil Partnership	0.61%	0.62%
Divorced	6.43%	6.50%
Married	44.29%	44.42%
No Response	20.20%	18.66%
Not Stated	5.17%	4.96%
Partnered	10.03%	10.51%
Single	12.46%	13.62%
Widowed	0.81%	0.71%

(ix) Carers

The number of employees who have indicated that they have caring responsibilities has slightly increased over the past two years, with the majority indicating that they have no caring responsibilities.

Figure 29 – Workforce Carer – all staff

Carer	2015	2016
No	47.55%	48.00%
No Response	24.54%	22.92%
Not Stated	9.92%	9.05%
Yes	17.98%	20.04%

Training Courses

The following tables display the completion rates of Council employees for five Mandatory training courses in the periods January – December 2015 and 2016 respectively. The data has been analysed by location and the protected characteristics of age and gender. As in other examples no significant data can be derived from the other protected characteristics and sub categories as this may identify individuals. The data shows only completions of Mandatory training.

PREVENT training and the Information Management Course were both launched in 2016. The Information Management Course replaced the Guide to Data Protection Course.

Figure 30a - Training Chief Executives and Single Status

		A Guide to Data Protection Act 1998		Information Management Awareness		PREVENT online		Equality & Diversity Online		Child Protection module		Information Security	
Chief Executives		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	60%	47%	N/A	71%	N/A	68%	62%	51%	68%	51%	67%	52%
	Male	40%	53%	N/A	29%	N/A	32%	38%	49%	32%	49%	33%	48%
Age	16 to 29	5%	7%	N/A	8%	N/A	8%	6%	17%	6%	14%	7%	15%
	30 to 44	28%	29%	N/A	27%	N/A	28%	28%	20%	29%	27%	26%	22%
	45 to 59	52%	38%	N/A	53%	N/A	53%	54%	48%	53%	47%	52%	51%
	60 and above	14%	25%	N/A	11%	N/A	11%	12%	15%	12%	13%	15%	13%
People		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	84%	88%	N/A	89%	N/A	88%	84%	85%	83%	86%	86%	85%
	Male	16%	12%	N/A	11%	N/A	12%	16%	15%	17%	14%	14%	15%
Age	16 to 29	6%	6%	N/A	6%	N/A	5%	7%	8%	6%	8%	5%	8%
	30 to 44	23%	29%	N/A	26%	N/A	23%	22%	26%	22%	33%	24%	24%

		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
	45 to 59	59%	56%	N/A	59%	N/A	62%	60%	54%	60%	52%	56%	59%
	60 and above	11%	10%	N/A	10%	N/A	10%	11%	12%	12%	0.07	15%	9%
Place		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	55%	43%	N/A	49%	N/A	52%	50%	57%	51%	58%	52%	36%
	Male	45%	57%	N/A	51%	N/A	48%	50%	43%	49%	42%	48%	64%
Age	16 to 29	10%	9%	N/A	11%	N/A	12%	11%	9%	10%	10%	12%	13%
	30 to 44	25%	24%	N/A	23%	N/A	26%	23%	22%	25%	23%	27%	25%
	45 to 59	50%	55%	N/A	53%	N/A	50%	52%	52%	52%	51%	50%	51%
	60 and above	14%	13%	N/A	13%	N/A	12%	14%	17%	13%	17%	11%	11%
SB Cares		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	92%	95%	N/A	92%	N/A	91%	88%	93%	87%	93%	88%	83%
	Male	8%	5%	N/A	8%	N/A	9%	12%	7%	13%	7%	12%	17%
Age	16 to 29	14%	10%	N/A	10%	N/A	9%	14%	10%	13%	9%	12%	8%
	30 to 44	20%	17%	N/A	23%	N/A	23%	21%	21%	22%	22%	27%	25%
	45 to 59	51%	57%	N/A	52%	N/A	51%	54%	55%	54%	53%	50%	55%
	60 and above	15%	16%	N/A	15%	N/A	16%	11%	14%	11%	16%	12%	11%
Course completion Totals by staff numbers		1417	490	0	2487	0	2511	1398	1386	1570	1335	1239	591

Figure 30b - Teaching Staff

		A Guide to Data Protection Act 1998		Information Management Awareness		PREVENT online		Equality & Diversity Online		Child Protection module		Information Security	
Berwickshire		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	74%	100%	N/A	82%	N/A	79%	63%	80%	74%	90%	78%	88%
	Male	26%	0%	N/A	18%	N/A	21%	38%	20%	26%	10%	22%	13%
Age	16 to 29	22%	0%	N/A	14%	N/A	14%	25%	5%	16%	5%	11%	0%
	30 to 44	19%	60%	N/A	34%	N/A	32%	25%	55%	26%	52%	22%	63%
	45 to 59	48%	40%	N/A	48%	N/A	48%	42%	35%	48%	38%	61%	38%
	60 and above	11%	0%	N/A	4%	N/A	6%	8%	5%	10%	5%	6%	0%
Cheviot		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	85%	83%	N/A	79%	N/A	80%	83%	71%	84%	71%	87%	70%
	Male	15%	17%	N/A	21%	N/A	20%	17%	29%	16%	29%	13%	30%
Age	16 to 29	15%	8%	N/A	12%	N/A	11%	17%	16%	15%	12%	17%	7%
	30 to 44	27%	50%	N/A	38%	N/A	37%	28%	47%	28%	53%	30%	44%
	45 to 59	52%	42%	N/A	46%	N/A	47%	52%	37%	51%	32%	48%	44%
	60 and above	6%	0%	N/A	3%	N/A	5%	3%	0%	6%	3%	5%	4%

Eildon East		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	74%	93%	N/A	71%	N/A	74%	75%	82%	74%	80%	71%	94%
	Male	26%	7%	N/A	29%	N/A	26%	25%	18%	26%	20%	29%	6%
Age	16 to 29	13%	7%	N/A	12%	N/A	12%	11%	13%	13%	29%	13%	28%
	30 to 44	28%	21%	N/A	36%	N/A	32%	26%	39%	25%	38%	31%	22%
	45 to 59	53%	57%	N/A	47%	N/A	48%	57%	45%	56%	29%	56%	44%
	60 and above	6%	14%	N/A	5%	N/A	7%	6%	3%	6%	4%	0%	6%
Eildon West		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	80%	100%	N/A	85%	N/A	88%	89%	85%	81%	78%	78%	84%
	Male	20%	0%	N/A	15%	N/A	12%	11%	15%	19%	22%	22%	16%
Age	16 to 29	10%	0%	N/A	9%	N/A	10%	12%	12%	10%	28%	4%	11%
	30 to 44	38%	0%	N/A	31%	N/A	35%	33%	23%	38%	25%	45%	26%
	45 to 59	40%	50%	N/A	47%	N/A	43%	48%	58%	41%	41%	41%	58%
	60 and above	12%	50%	N/A	13%	N/A	13%	7%	8%	11%	6%	11%	5%

Teviot & Liddesdale		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	83%	71%	N/A	76%	N/A	79%	79%	71%	85%	75%	78%	69%
	Male	17%	29%	N/A	24%	N/A	21%	21%	29%	15%	25%	22%	31%
Age	16 to 29	19%	0%	N/A	17%	N/A	16%	16%	24%	16%	18%	22%	9%
	30 to 44	51%	71%	N/A	41%	N/A	39%	49%	39%	41%	45%	29%	47%
	45 to 59	30%	29%	N/A	39%	N/A	40%	35%	34%	41%	35%	44%	42%
	60 and above	0%	0%	N/A	4%	N/A	4%	0%	2%	3%	3%	5%	2%
Tweeddale		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	79%	50%	N/A	83%	N/A	76%	82%	74%	81%	73%	79%	69%
	Male	21%	50%	N/A	17%	N/A	24%	18%	26%	19%	27%	21%	31%
Age	16 to 29	11%	0%	N/A	12%	N/A	10%	11%	6%	11%	11%	10%	12%
	30 to 44	38%	40%	N/A	41%	N/A	39%	37%	43%	38%	45%	40%	46%
	45 to 59	48%	50%	N/A	44%	N/A	48%	49%	46%	47%	42%	48%	38%
	60 and above	3%	10%	N/A	3%	N/A	3%	3%	6%	3%	2%	2%	4%

Various Locations		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Gender	Female	85%	100%	N/A	83%	N/A	85%	85%	79%	88%	81%	77%	86%
	Male	15%	0%	N/A	17%	N/A	15%	15%	21%	12%	19%	23%	14%
Age	16 to 29	9%	0%	N/A	10%	N/A	12%	12%	13%	9%	11%	10%	14%
	30 to 44	28%	25%	N/A	27%	N/A	27%	30%	29%	23%	31%	30%	29%
	45 to 59	45%	25%	N/A	56%	N/A	53%	39%	42%	42%	36%	43%	57%
	60 and above	19%	50%	N/A	7%	N/A	8%	18%	17%	26%	22%	17%	0%
Course completion totals by Teachers		**572**	**55**	**0**	**528**	**0**	**660**	**506**	**229**	**570**	**272**	**389**	**161**

Grievance

Where employees have a concern they would normally raise the issue directly with their line manager, or ask their Trade Union representative to make an informal approach on their behalf. Therefore in the majority of cases it will be possible to resolve potential grievances informally.

If informal resolution is not possible employees can raise a formal grievance.

If the potential grievance is of a particularly sensitive or complex nature, advice may be sought from HR. It is only in these instances that the actual data is recorded. Therefore the data given below is a record of all the grievances that have involved HR. As the numbers of staff involved in grievances are low no further analysis is included.

Grievances with HR's involvement during 2015 totalled 13 and in 2016 totalled 4. The outcomes of these were either that the grievance was resolved or it is currently ongoing.

Discipline

The Council recognises that the effective delivery of services is dependent on acceptable standards of conduct and performance of all employees. The Council acknowledges its responsibilities as an employer to determine appropriate standards of conduct and performance and to make employees aware of these standards. Employees also have a responsibility to familiarise themselves with the rules and procedures relating to their employment and to maintain acceptable standards of conduct and performance.

Clearly there may be occasions when any employee does not meet acceptable standards. Minor and non-recurring issues will be dealt with by the appropriate manager through support, advice, guidance,

counselling and/or training, with an emphasis on improving standards and learning from mistakes, rather than apportioning blame.

Despite this, there may be occasions when formal disciplinary action is required. The Council therefore has a disciplinary procedure to ensure that all managers adopt a uniform approach to discipline. The procedure provides a framework to ensure that any disciplinary action is taken in a fair and consistent manner, whilst recognising that each case must be treated on its merits taking account of individual circumstances.

Figures 31 and 32 provide the details of formal disciplinary action broken down by gender, ethnic origin, disability and age. Further analysis has not been undertaken for the remaining protected characteristics as this may identify individuals.

Figure 31a – Disciplinary action and outcome – Gender, Ethnic origin and Disability

2015

	Gender		Ethnic Origin			Disability	
Outcome	Female	Male	White-Other British	White-Scottish	Unknown	No	Yes
Dismissal	50%	38%	75%	43%		44%	100%
Final Written Warning	6%			5%		4%	
No Further Action		25%		10%		8%	
Resigned		13%		5%		4%	
Verbal Warning	22%			14%	100%	16%	
Written Warning	22%	25%	25%	24%		24%	
Grand Total	100%	100%	100%	100%	100%	100%	100%

Figure 31b –Disciplinary action and outcome – Gender, Ethnic origin and Disability
2016

	Gender		Ethnic Origin		Disability		
Outcome	Female	Male	White-Other	White-Scottish	No	Unknown	Yes
Dismissal	38%	22%		31%	25%	25%	100%
Final Written Warning	13%	11%	100%	6%	17%		
Misc	25%			13%		50%	
No Further Action		22%		13%	17%		
Redeployed		11%		6%	8%		
Resigned	13%			6%	8%		
Verbal Warning		11%		6%	8%		
Written Warning	13%	22%		19%	17%	25%	
Grand Total	100%	100%	100%	100%	100%	100%	100%

Figure 32a –Disciplinary action and outcome – Age
2015

Outcome	Age Group			
	16 to 29	30 to 44	45 to 59	60 and above
Dismissal		43%	60%	
Final Written Warning			7%	
No Further Action			13%	
Resigned		14%		
Verbal Warning		14%	7%	67%
Written Warning	100%	29%	13%	33%
Grand Total	100%	100%	100%	100%

Figure 32b –Disciplinary action and outcome – Age
2016

Outcome	Age Group				Number
	16-to 29	30 to 44	45 to 59	60 and above	
Dismissal		33%	33%		33%
Final Written Warning			17%		
Misc			17%		
No Further Action		33%		50%	33%
Redeployed			8%		
Resigned			8%		
Verbal Warning			8%		
Written Warning		33%	8%	50%	33%
Grand Total		100%	100%	100%	100%

Applications for Recruitment

The information used within this section of the report is taken from the 'My Job Scotland' National Recruitment Portal for the posts advertised by Scottish Borders Council.

For the purpose of completing the analysis, Scottish Borders Council has used the published end date to determine which year the applicant should be considered within. Due to an upgrade in the National Recruitment Portal applications made and completed on the previous version of the system in early 2015 are not included within the figures.

Analysis based on the applicant's progress through the recruitment process has been included for Gender, Age, Ethnic Origin and Disability as illustrated in the figures below.

Figure 33 Gender

2015

Gender	Number of Applications received	Number of Applications Selected for Interview	Number of Applications Appointed
Female	62.37%	62.34%	65.23%
Male	33.10%	32.98%	28.32%
Prefer not to answer	0.40%	0.59%	0.00%
Not disclosed	4.13%	4.08%	6.45%

2016

Gender	Number of Applications received	Number of Applications Selected for Interview	Number of Applications Appointed
Female	61.91%	64.64%	64.69%
Male	34.64%	29.14%	24.00%
Prefer not to answer	0.33%	0.22%	0.69%
Not disclosed	3.11%	6.00%	10.62%

Figure 34 Age

2015

Age Group	Number of Applications received	Number of Applications Selected for Interview	Number of Applications Appointed
16 to 29	34.43%	27.45%	22.76%
30 to 44	31.99%	35.62%	38.35%
45 to 59	25.82%	30.35%	28.32%
60 and above	2.41%	1.18%	2.69%
Not disclosed	5.35%	5.40%	7.89%

2016

Age Group	Number of Applications received	Number of Applications selected for Interview	Number of Applications Appointed
16 to 29	34.20%	26.75%	25.93%
30 to 44	30.06%	32.10%	33.66%
45 to 59	27.45%	32.23%	28.00%
60 and above	4.10%	2.44%	1.79%
Not disclosed	4.20%	6.48%	10.62%

Figure 35 Ethnic Origin

	Number of Applications Received				Number of Applications Selected for Interview				Number of Applications Appointed			
	Black Minority	White	Not Disclosed		Black Minority	White	Not Disclosed		Black Minority	White	Not Disclosed	
2015	2.52%	91.39%	6.09%		2.83%	91.11%	6.06%		0.36%	91.58%	8.07%	
2016	3.25%	91.91%	4.84%		1.70%	90.82%	7.48%		0.55%	88.00%	11.45%	

Figure 36 Disability

	Number of Applications Received				Number of Applications Selected for Interview				Number of Applications Appointed			
	No	Yes	Not Disclosed		No	Yes	Not Disclosed		No	Yes	Not Disclosed	
2015	92.85%	1.96%	5.19%		88.68%	6.32%	5.00%		90.86%	2.33%	6.81%	
2016	92.46%	3.58%	3.97%		87.73%	5.22%	7.04%		85.79%	2.76%	11.45%	

The Council has signed up to the "Disability Confident Level 2" accreditation. This new scheme builds on the Disability Symbol "two ticks" best practices; providing an improved three level Disability Confident journey, helping employers, to recruit and retain disabled people, whilst demonstrating commitment to action and leadership.

As a Disability Confident – Employer we are committed to achieving the scheme's two themes:

- Getting the right people for our business
- Keeping and developing our people

Both of these themes are supported by core actions and activities that once implemented will help us successfully achieve these themes.

Analysis over the two years indicates that there has been an increase in the percentage of applicants who have indicated that they have a disability; analysis also indicates that there is an increase in the percentage of employees with a disability who have been appointed.

The analysis of the other characteristics (sexual orientation, gender reassignment, religion and/or belief, marital status and carer status) has been carried out. However the data is not included due to the low level of individuals who have indicated that they fall into the protected characteristics. The information that has been made available from National Recruitment Portal means, it is not possible to carry out sub analysis on the following: -

- Education (Teachers)
- Temporary and Permanent positions
- Applications for Promotion

Gender Pay Gap

The gender pay gap is the difference between men and women's hourly earnings.

Using guidance and the standard calculation that is set out by the Equality and Human Rights Commission, the Council's equal pay gap was calculated using data as at **26th February 2017.**

The Standard Calculation is:

(a)/(b) x 100 = Total
100 – Total = (c)
(a)/(b) = (c)

Where:
(a) Average Hourly Rate for Women
(b) Average Hourly Rate Men
(c) Pay Gap

The average basic hourly pay (excluding overtime) between male and female employees has been calculated and further details have been outlined below:

Chief Officers and Single Status Staff
- The average hourly rate for women is £ 11.3009 (a)
- The average hourly rate for men is £ 12.8281 (b)
- The difference in hourly pay is **£ 1.5272**

- This means that on average women earn 11.90% (c) less than men

Teaching Staff
- The average hourly rate for females is £22.6202 (a)
- The average hourly rate for males is £ 23.9428 (b)
- The difference in hourly pay is **£1.3226**
- This means that on average women in Education earn 5.52% (c) less than men.

To support our approach to Equal Pay we have formulated an Equal Pay policy. The policy sets out our aims to state and publicise the Council's commitment to the principles of equal pay for work of equal value and to enable the achievement of equal pay at a corporate and service level. Specifically this includes:
- To commit to the principle of equal pay for work of equal value for all employees
- To eliminate any unfair discrimination, unjust or unlawful practices that impact on pay equality
- To reward fairly the skills and experience of all employees
- To work in partnership with the recognised Trade Unions to ensure employees have confidence in the process of eliminating any bias identified, advance equality of opportunity and foster good relations
- To operate pay and reward systems which are transparent, based on objective criteria and free from bias
- To secure the future together with our employees by attracting and retaining employees who are committed to delivering excellent public services and making us a dynamic and innovative Council by supporting equality of opportunity and valuing diversity within our workforce.