

Annual equality and mainstreaming report

2018 - 2019

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Who we are

The Orkney Islands are an archipelago of 70 islands off the north coast of Scotland. Nineteen of the islands are populated, with 80 percent of the 21,850 population living on the main island, Mainland.

Orkney has the smallest population of any council area in Scotland making up 0.4 per cent of the Scottish population.

Orkney has a growing population. It increased from 19,200 in 2001 to approximately 22,000 in 2017, with an increase of 0.7 per cent from 21,850 in 2016. It has an ageing population profile. The population aged 75 or over is expected to increase by 101 per cent by 2039. This presents a challenge in providing sustainable services, particularly in the outer islands. The outer islands show, in general, a gradual outward migration with a higher proportion of those leaving being younger people. This means the age profile of the outer islands is ageing at a higher level than the Mainland.

Maintaining good transport links is essential to ensure the social and economic sustainability of remote and sparsely populated communities. The council is responsible for major harbor operations at Scapa Flow, as well as a number of harbours, piers and six airfields, serving its islands communities. It also operates ferry services and works in partnership with service providers and the Scottish Government to maintain lifeline air services.

Orkney has a strong economy with very high employment levels. However, it has a relatively low wage economy with underemployment rather than unemployment as a significant factor. The council is one of the biggest employers on the islands, with a third of jobs in public administration, education and health sectors.

About us

Our mission is to work together for a better Orkney and through our work with The Orkney Partnership, we have developed a set of shared values that support an embedded approach to equality and fairness.

The council has systematic arrangements in place to ensure that equalities issues are part of decision-making processes. The council works closely with community planning partners on equalities, sharing an Equality and Diversity Strategy that is adopted and adapted for our specific requirements.

Resilience
Enterprise
Equality
Fairness
Innovation
Leadership
Sustainability

Introduction

Purpose

We collect, publish and monitor information about the diversity of our staff to help us check that we are supporting a culture of inclusion.

The report complies with section 6 of the Equality Act 2010; the duty to gather and use employee information.

This report provides detailed information about the data and trends of our workforce diversity. In line with the duty, employee information has been gathered and this report highlights:

- the diverse characteristics of employees and,
- information on the recruitment, development and retention of people as employees.

The organisation

On 31 December 2018, Orkney Islands Council employed 2,701 people. Most of our employees are non-teaching staff (86.6 per cent) with the remaining 13.4 per cent teaching staff. In April 2018 the council took direct responsibility for Orkney Towage staff. This has contributed to the workforce headcount increasing in comparison with the same count for the report last year. The like-for-like overall headcount excluding Towage staff for 31 December 2018 is 2,675 – a reduction of 19 compared with the headcount for 31 December 2017.

Our commitment

We are committed to promoting equality, which means recognizing that everyone has different needs and taking action to ensure that we are all able to participate in society. Our aim is that Orkney is a community where we all have the opportunity to fulfil our potential.

Orkney Islands Council is the public body responsible for all local government services in Orkney. We have an impact on many aspects of everyday life and our activities touch the lives of everyone living in our island community, from schools to the care of older people. Our 21 councillors meet regularly to make decisions about local services and about various aspects of life. These decisions are then implemented by our workforce. With equality at the heart of everything we do, we never forget that we are here to serve the public and have a big role to play in improving the quality of life enjoyed by people throughout the islands.

Mainstreaming equality

Mainstreaming is an approach to delivering equality within an organisation and it contributes to continuous improvement, better performance and better value. It is primarily a long-term strategy aimed at ensuring that equality principles and practices are integrated into every aspect of an organisation from the outset. The focus should not only be internal (mainstreaming equality principles into procedures and systems) but also external (mainstreaming equality principles into policies and customer service delivery). Mainstreaming provides a framework that facilitates and complements equalities legislation and other equality measures.

This simply means integrating equality into our day-to-day work. We take equality and fairness into account in the way we go about our business when acting as an employer, when planning and providing services and when making decisions.

Mainstreaming ensures that equality becomes part of our culture. This benefits both employees and service users who know that they will be treated fairly, and contributes to a continuous improvement and better performance.

Policies and practices

Policies and practices internal to our organisation should not be discriminatory. Equality and diversity issues are fully considered when developing new policies and processes and when they are reviewed periodically.

HR and Performance delivers a programme of workshops and training events for staff to ensure that our human resources policies and procedures are understood. This includes training on Recruitment and Selection, Grievance, Managing Sickness Absence, Dignity at Work and Learning and Development policies. Most recently, our Sickness Absence policy awareness has included additional information relating to supporting employees with disabilities from Remploy. HR are also now promoting the Mental Health Support Service that is available to all employees funded through the Access to Work scheme when providing advice and guidance to managers and employees.

Communication

All Council documents can be translated or made available in different formats or languages upon request. Signage to this effect is displayed within our Customer Services areas, on our website and on individual documents.

Many members of Orkney's local ethnic communities can speak English. However, to help those who cannot, we are contracted to a telephone interpretation service with Language Line, a company which can offer a 24 7 interpretation service in 150 languages and which only uses fully qualified interpreters.

We continue to provide audio casting of meetings in the Council Chamber so people can choose to either listen live or listen again to the meetings. Recordings of the meetings are made available via the website and timings are listed in order for people to easily find a specific item along with the relevant committee reports.

As part of the council website review, we will be implementing ReciteMe as our new provider of services for translation and accessibility. ReciteMe gives obvious translation and accessibility tools that are proven to work across all devices so we can provide improved accessibility for visitors to easily access content more readily.

Improving communication for service users



Visitors to St Magnus Cathedral can now access an app providing an audio-visual guide to the building.

The guide can be accessed through a phone or tablet when entering the cathedral and offers users access to an array of digital content about the cathedral including images, short videos and audio-descriptions.

Instructions for accessing the app are available at the front door of the cathedral and all users need are some headphones to enjoy the full range of content available.

The digital content creates an enhanced, informative and educational visitor experience unlike any other currently available in Orkney, helping to re-imagine the cathedral for the 21st century and enhancing its appeal for a wider audience.

Assessing impact

The council has systematic arrangements in place to ensure equalities issues are part of decision-making processes. The Equality Impact Assessment process ensures that we consider the impact that various policies, strategies, activities and approaches have on different groups, both within our organisation and for the wider public. Equality impact assessments aim to help ensure our services are fair. They provide an opportunity to stop or revise a policy or function which is potentially unfair or unlawful. They identify mitigating actions wherever possible to minimise any adverse impacts. They also identify opportunities for positive impacts such as advancing equality of opportunity and fostering good relations. We use internal and external data to provide evidence for the assessments and consult directly with equalities groups as required. Impact assessments are organic documents and are developed and added to as a project or plan progresses.

‘The assessments are included with decision-making papers to committees and full council. Equalities is evident in the councils strategic planning, with the corporate value of Promoting equality and fairness prominent in its council plan.’

Best Value Assurance Report 2017

Following the introduction of the Fairer Scotland Duty in 2018, the impact assessment process has been revised to include assessment of impact relating to socio-economic disadvantage. Whilst the duty is being implemented over a three-year period, the council has taken an interim approach to integrate the Fairer Scotland Duty as part of the equality impact assessment process. This approach will be reviewed in-line with the emergence of best practice approaches over this period.

As a result of the review of the Equality Impact Assessment process the council has elected to include Care Experienced and Isles-proofing as additional themes to better assess the impact of our policies on these groups and to further improve our services for all. Young people who are care experienced can often be treated differently, often negatively, because of their care identity. By including care experienced in our impact assessment process we are able to ensure that people from this group are considered in the same way as those with protected characteristics. This means we provide the same protection for care experienced young people in terms of discrimination because of their care identity, that we can raise awareness about the discrimination faced by this group and improve the support and services available. It also ensures that our corporate parenting responsibilities and our work on equalities is better aligned.

Whilst the introduction of the Islands (Scotland) Act 2018 places a duty on the Government to ensure its policies and strategies are Island-Proofed, the Council is ensuring that its own policies, strategies and services are ‘isle-proofed’ through the integration of isles-proofing in the Equality Impact Assessment process. This means that

the council can make sure that any policies have been developed with due regard to Orkney's Isles communities. Where a proposal is anticipated to have a significantly different effect on an isles community compared with other communities in Orkney, the assessment process requires detail about the type of likely impact and any subsequent mitigating measures or actions that can improve these outcomes.

Following the review of the Equality Impact Assessment process, an updated accompanying guidance has been made available to aid the completion of the assessment. There have been Equality Impact Assessment awareness sessions run and more are planned for the coming year.

Consultation and engagement

The council has a well-developed range of consultation approaches based on partnership working and the National Standards for Community Engagement. There is a Consultation and Engagement Group that meets quarterly that keeps the Community Consultation and Engagement Guide refreshes and facilitates consultation and engagement workshops to staff. These workshops include sessions on equality and inclusion best practice to further improve the way in which the council engages with the public.

More recently, work has been underway to establish a Community Consultation and Engagement Policy to further enhance the effectiveness of the council approach. The work has re-focused our aim to be an accessible council which is well informed about the issues that matter to Orkney's individuals and communities, including those seldom heard. The policy provides specific guidance on requirements relating to a range of equalities themes including socio-economic disadvantage, peripherality and isles-proofing as well as engaging with seldom-heard groups.

Staff survey

The most recent employee survey saw an increased rate of return from staff compared to the previous survey. Whilst there were a number of areas that have seen improvement on the previous survey including availability of learning and development opportunities, more information available to employees and increased opportunities to contribute to team future plans, there are areas that still require further improvement.

The key areas identified for actions based on the survey results are behaviours at work, communication and engagement and working environment and wellbeing.

An action plan has been developed to address these areas and some early actions are already underway and are detailed in this report.

Raising awareness

As part of induction to Orkney Islands Council, all new employees are required to complete an e-learning course which aims to raise awareness about the importance of equality and diversity. The course covers equality legislation and is designed to encourage staff to think about and challenge their own perceptions. Equality and diversity awareness is also one of the core mandatory courses and is completed periodically by all staff. Equality and diversity awareness forms part of the induction programme for elected members, as well as ongoing briefings relating to the general equality duty updates on changes to equality legislation other equality related topics.

In the past year there has been a key focus on raising awareness around stress, mental health and wellbeing in the workplace.

Mental health, wellbeing and stress in the workplace



The Senior Management Team and union representatives made a commitment this year to introduced more regular health and safety campaigns, building on the work done to date in this area, and in addition to the essential training already on offer.

The first area of focus was tackling workplace stress and a campaign was developed to include a series of events throughout the year. These events were designed to provide employees with the tools and resources to help themselves or colleagues to tackle stress.

The events included:

- Stress management for managers
- Managing personal stress
- Mentally healthy workplace training
- Dealing with difficult people
- Dealing with conflict

On offer alongside these events was an 8-week Mindfulness programme offered to employees, following a taster session run earlier in the year which generated some positive feedback. The course focused on mindfulness approaches and how it can help us to cope with stressful situations.

Yoga for stress sessions were facilitated by the council to complement the programme of events. These classes were run once a week during lunch and were specifically designed to support employees to develop techniques and tools to help calm the body

and mind, using breath, mindfulness techniques, postures and guided relaxation that can then be practices at home or in the office.

Tackling unwanted behaviours at work

The most recent staff survey highlighted concerns over some behaviours between colleagues at work. Following the previous staff survey a Dignity at Work First Contact Officer role was developed and volunteers were recruited across service areas to offer impartial assistance and guidance for employees experiencing difficulties in the workplace. Building on the success of these roles, a refreshed recruitment drive was launched to encourage additional representatives to take on the role. There was a good response to the advert and a number of additional volunteers are now underway with their initial training.

The council proudly supported Anti-bullying Week in 2018 to raise awareness of tackling inappropriate behaviours in the workplace. The campaign saw an Anti-bullying poster circulated to all teams to display in prominent areas, reminding staff of the types of behaviours that can constitute bullying or harassment at work, a reminder of the council's zero-tolerance approach to bullying and signposting to further resources such as the Dignity at Work policy and the Dignity at Work First Contact Officers.

Accompanying the circulation of the poster were two emails giving some additional information. The first email explained why the council was supporting Anti-Bullying week and giving information on the importance of role model behaviour as every employee plays a part in making the workplace a positive and supportive place to be. The second email provided some tips on how to take action to challenge unwanted behaviours at work before they escalate further. The campaign was welcomed by employees, managers, elected members and union representatives.

Anti-Bullying in education



Recognising the long and short term impact that bullying can have on the physical and mental health and wellbeing of children and young people, and the further impact that this can have on learning and development, there has been Following the development and launch of the strategic Anti-bullying Policy for our Children and Young People, all settings are now reviewing and updating their existing policies against the strategic policy ensuring that they meet current national and local guidance.

The aims of our anti-bullying policies include:

- Promoting respectful, positive relationships and behaviour in order to provide an environment where children and young people can thrive,

- Raising awareness of bullying and its impact on children and young people.
- Providing guidance for all adults, including parents and carers on recognizing and responding to bullying.
- Developing children and young people's skills and awareness in recognizing and responding to bullying.

As well as the focus on policy development, settings regularly raise awareness around the impact of bullying. At Papdale Halls of Residence they supported the Respectme, Choose Respect Campaign last year. The first stage of the campaign is about encouraging young people to reflect on who they are as individuals, the factors that influence how they behave and the impact their behavior can have on others. During Anti-Bullying week, the supported study sessions focused on self-reflection and activities were held throughout the week including my iceberg identity, circles of influence and acceptable or unacceptable.

Staff diversity and monitoring

When recruiting new staff, applicants are encouraged to fill out an equal opportunities monitoring questionnaire as part of their application. This part of the application process is voluntary as it does not form part of the selection process. This information is used to ensure that equality of opportunity is provided to all and can help to inform future improvements or actions relating to equalities.

Employees can update their own personal information held on the electronic HR system My View. This includes the ability to update details relating to most of the protected characteristics and can be updates at any time through the self-service system.

The council undertakes its equality duty to monitor and report on specific information about staff to help ensure that policies and practices are not discriminatory. Whilst employees are asked to keep their diversity information up to day, the council recognises that this is voluntary and not all staff chose to disclose all information. Since the introduction of the self-service element of the HR system, there has been a marked increase in disclosure rates relating to equalities information.

Note: Orkney Islands Council took on full responsibility of Orkney Towage staff in April 2018. As a result of this, the non-teaching headcount has increased compared with the same count for report the previous year. The like-for-like overall headcount, excluding Orkney Towage staff for 31 December 2018 is 2314. This is a reduction of 23 compared with the same count as at 31 December 2017.

This change has an impact on any direct comparisons of workforce data with figures from the previous year.

Introduction to our workforce

Our workforce gender profile shows that the largest percentage of employees at Orkney Islands Council is female, reflecting the trends within the wider public sector.

Just over 62% of our non-teaching workforce is part-time and around 83% of those part-time workers are women.

The ethnicity breakdown of our workforce remains similar to previous years with around half of our employees being White Scottish. A slightly higher proportion (1%) are from ethnic minority groups compared with the Orkney population figure or (0.8%). Declaration rates for ethnicity have increased this year by 6.1% for teaching staff and 2.6% for non-teaching staff.

3.7% of non-teaching staff at the council have declared a disability along with 1.9% of teaching staff. This is a very slight increase from last year. Declaration rates for non-teaching staff have improved by just over 2.5% and just over 5.5% from last year.

Among those employees who have declared their religion or belief, the majority have no religion or are Church of Scotland. Declaration rates for this area have increased by 5.7% for teaching staff and 2.6% by non-teaching staff.

Of those who have shared information relating to their sexual orientation the majority of staff identify as heterosexual. Again, declaration rates have seen an increase in this area with a 7% increase for teaching staff and a 3% increase for non-teaching staff.

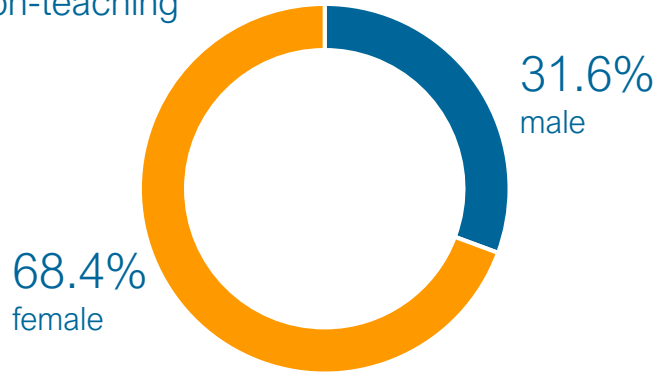
The majority of non-teaching staff at the council are aged 35 to 64 (73.6%). Just over 31% of non-teaching staff are aged 55+. Similarly, the majority of teaching staff are aged between 35 to 64 (77.6%). Almost 27% of teaching staff are aged 55+.

About our workforce

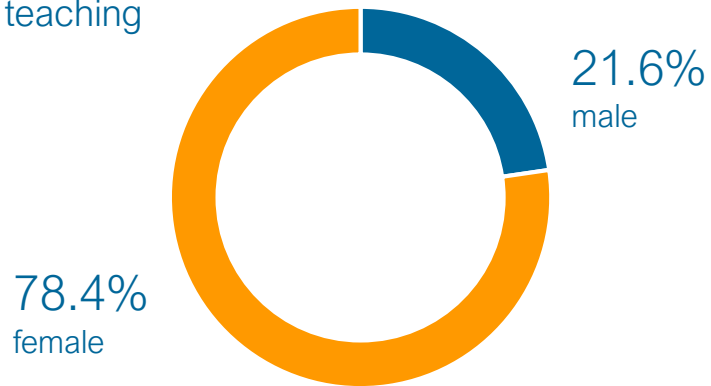
Gender

Current workforce by gender.

non-teaching



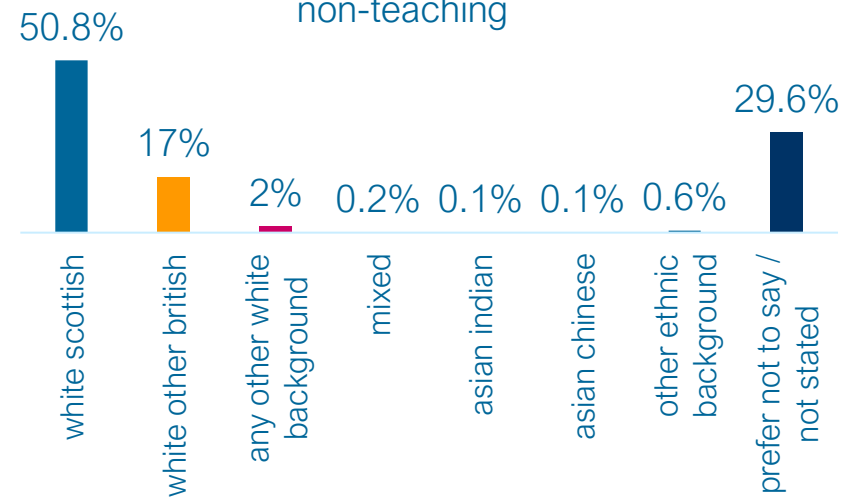
teaching



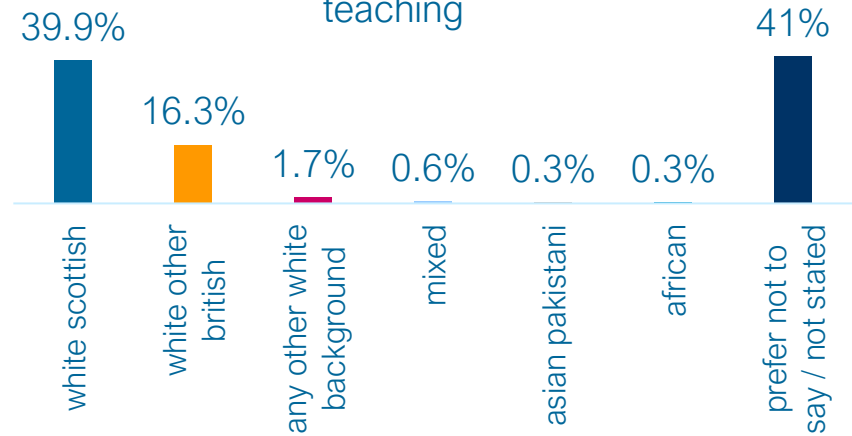
Ethnicity

Current workforce by ethnicity.

non-teaching



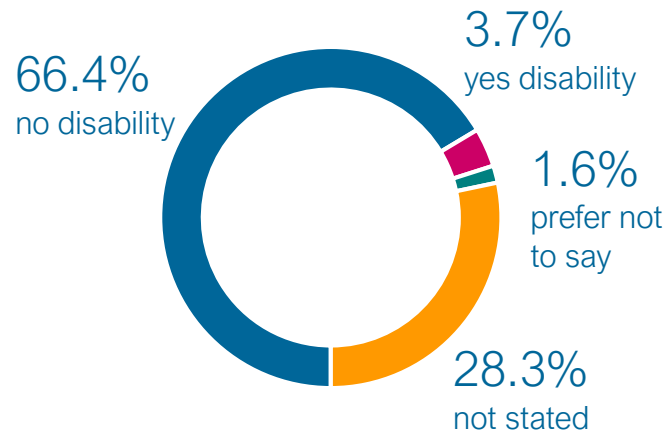
teaching



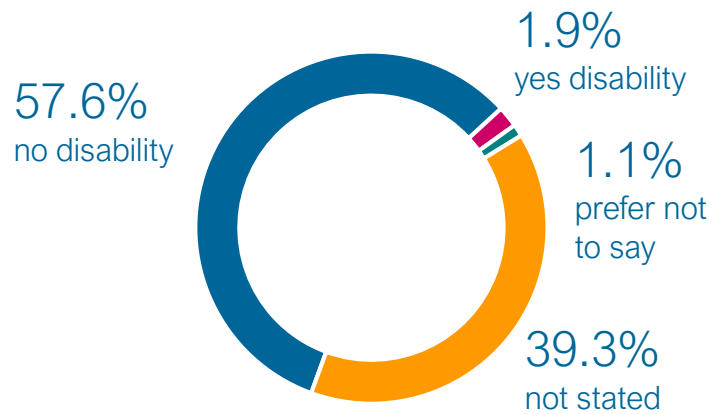
Disability

Current workforce by disability.

non-teaching



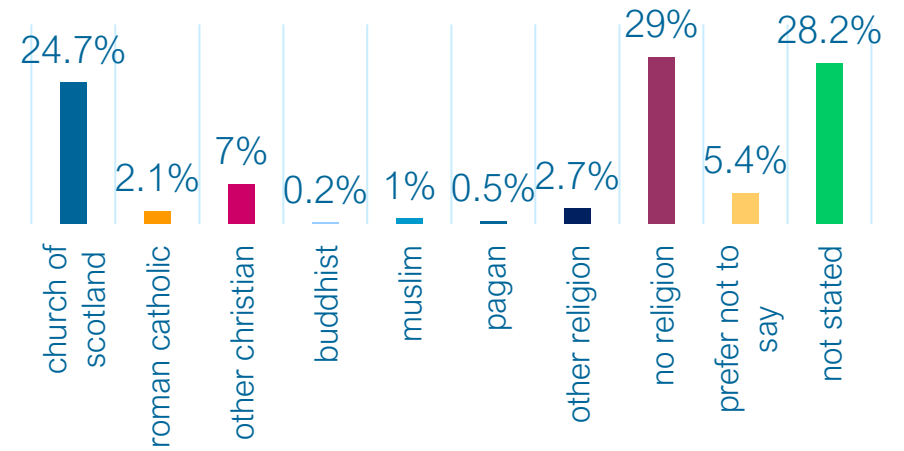
teaching



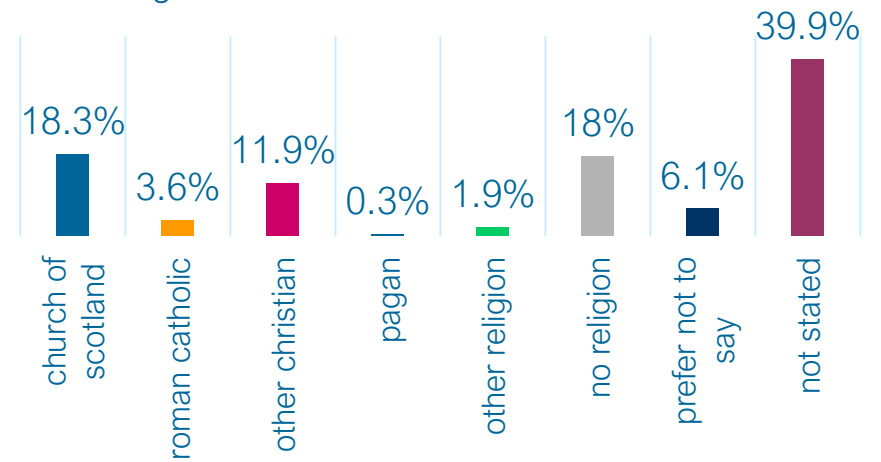
Religion

Current workforce by religion and belief.

non-teaching



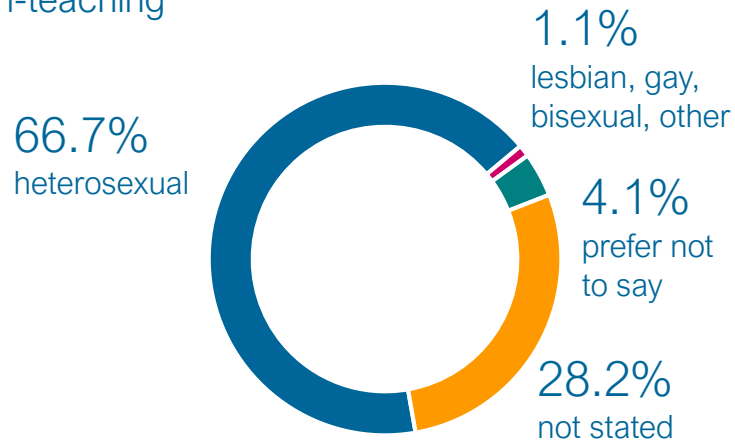
teaching



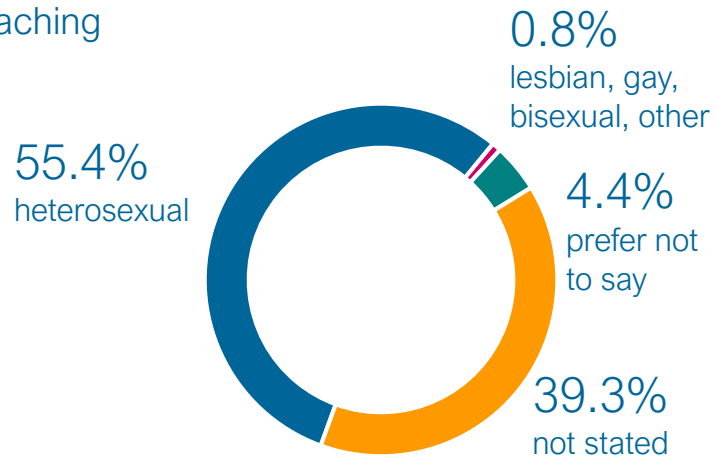
Sexual orientation

Current workforce by sexual orientation.

non-teaching



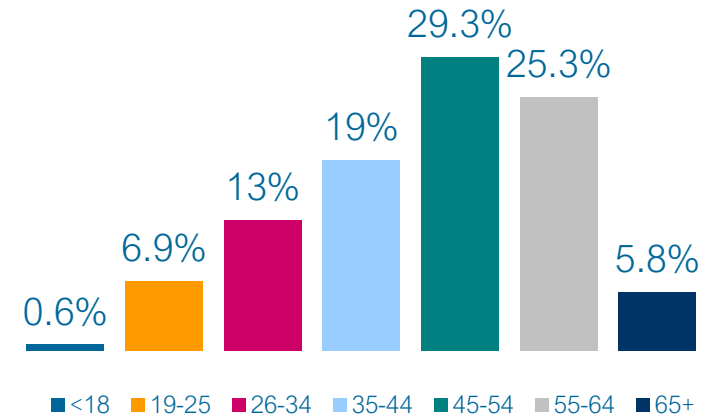
teaching



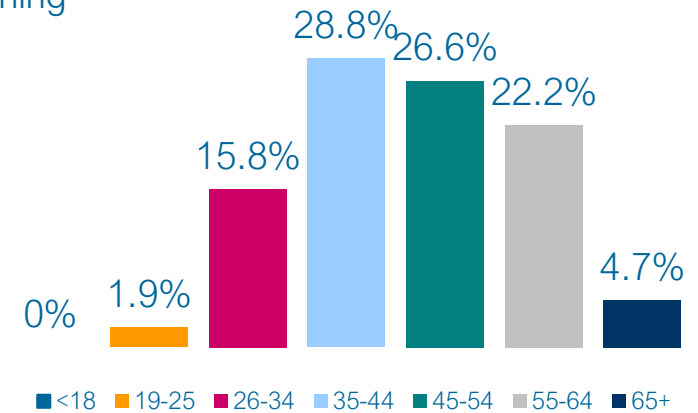
Age

Current workforce by age.

non-teaching



teaching



Gender pay gap

Orkney Islands Council is required to publish information on the percentage difference among our employees between men's average hourly pay (excluding overtime) and our women's average hourly pay (excluding overtime). This is known as the gender pay gap

The gender pay gap figures are calculated using the average (mean) as well as the median average which gives a greater indicator of any gender inequalities in pay.

The figures have been calculated based on each employee's main post to remove duplication and relief workers have not been included.

There are some service areas that are traditionally more male-dominated, such as Marine Services and now the Towage staff, which are not part of most councils' remit in Scotland. These services are competing for some staff with private industry in the islands such as the oil and renewable energy sectors and therefore the level of pay reflects this.

We are committed to ensuring the process to determine pay and conditions of employment for all our employees should be free from bias and should not discriminate.

For non-teaching staff, the gender pay gap has increased to 16.7% compared with 14.6% in 2017.

The gender pay gap for teaching staff has increased to 10.1% in comparison to the 2017 figure of 8.6%.

Gender pay gap data

Our gender pay gap information is based on a snapshot date of 31 March 2019.

Non-teaching staff.		
	Mean hourly rate.	Gender pay gap.
Female.	£11.62.	16.7%
Male.	£13.95.	

Non-teaching staff.		
	Median hourly rate.	Gender pay gap.
Female.	£11.32.	9.5%
Male.	£12.50.	

Teaching staff.		
	Mean hourly rate.	Gender pay gap.
Female.	£20.36.	10.1%
Male.	£22.65.	

Teaching staff.		
	Median hourly rate.	Gender pay gap.
Female.	£9.78.	-1.6%
Male.	£9.63.	

It is worth noting that the median calculation is less affected by extreme values such as a relatively small number of high earners. It gives a better indication of typical pay and inequalities experienced by the majority of women. The mean calculation captures differences across distribution and gives a clearer understanding of gender differences in income.

Gender balance among managers

The gender equalities statutory performance indicator (SPI) on the top 5% of Council earners who are women is reported annually in the Annual Performance Report. It is also published on the Scottish Local Government Benchmarking Framework website.

The gender equalities SPI is included in this report to enable the data to be considered alongside information on staff profiles and the gender pay gap.

The purpose of this performance indicator is to ensure that there are no barriers for women in our employment and to identify any trends in comparison from previous reports.

The addition of Towage staff for this reporting year inserts two wage groups into the top 5% category, resulting in four wage groups dropping below the Top 5% threshold.

The group joining the top 5% consists exclusively of men, whilst the dropped group consists of a similar ratio of men and women. This negatively affects the gender pay balance as half of the men but none of the women who were dropped, are replaced.

Without the addition of Towage staff for this reporting year, there would have been a small increase in the proportion of women in the top 5% when compared with the previous year's figures.

Top 5% of earners data

The data below are a snapshot as at 31 March 2019.

Performance indicator.	Target.	Percentage.
The percentage of the highest paid 5% of earners among council staff who are women.	50/50 to 60/40 = Green. 61/39 to 70/30 = Amber. 71/29 to 100/0 = Red.	Men = 71.1% Women = 28.9%

There has been a drop in the gender balance in more senior posts in comparison with figures for 2018 which was at 37.6%.

The national figure for gender balance in more senior posts in councils was 54.6% in 2018.

It is useful to note that Orkney Islands Council does not contract out many areas of frontline service such as care, cleaning and catering, which traditionally have largely female workforces, when compared to other Councils which do contract out these areas of work.

We acknowledge that it may be several years before the gender pay gap is reduced or removed completely. In the meantime, we remain committed to monitoring our equalities duties and workforce profile in order to continue to improve, and to use this data to inform the actions for our Equality Outcomes.

Recruitment

Orkney Islands Council is committed to ensuring that its recruitment process is inclusive and accessible to all. Candidates are assessed solely on the basis of their competency to do the job.

In 2018 Orkney Islands Council became a Disability Confident Committed Employer. This recognises the commitment to encouraging job applicants from people with disabilities and supporting employees who have a disability.

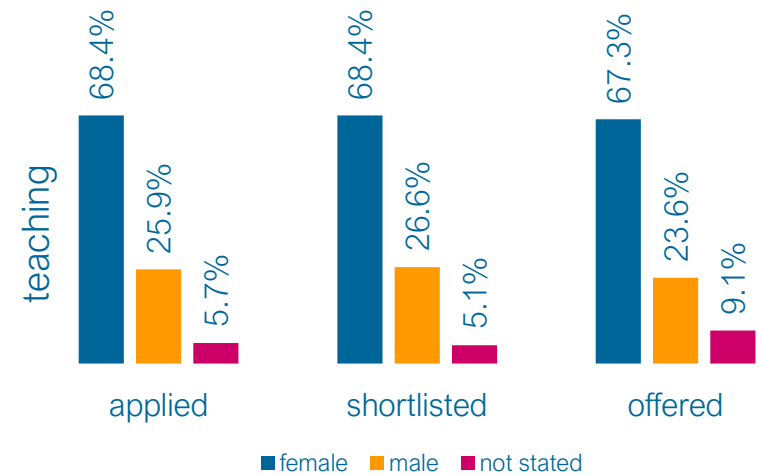
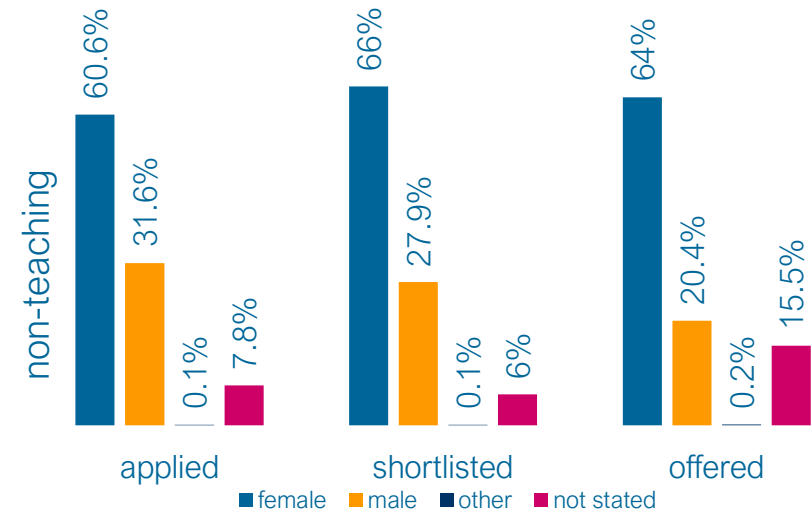
The data in this section covers the period from 1 January until 31 December 2018.

The Education Authority is an integral part of Orkney Islands Council with a remit that covers a range of services. For the purposes of this report, separate statistics have been produced for teaching staff.

Orkney Islands Area Licensing Board does not have any employees and therefore there are no separate statistics listed. The staff who support the work of the Board are council employees.

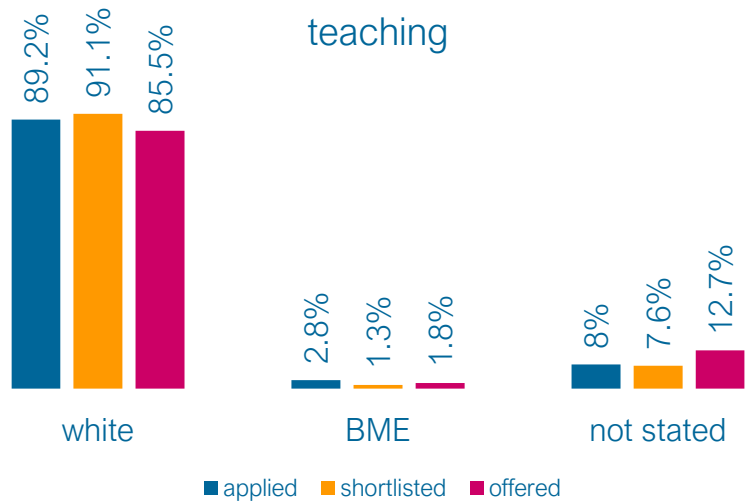
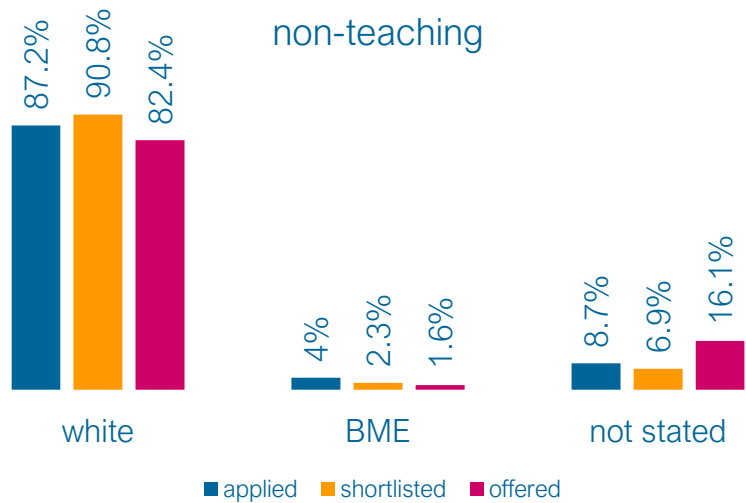
Gender

Proportion of applied, shortlisted and offered non-teaching and teaching candidates by gender.



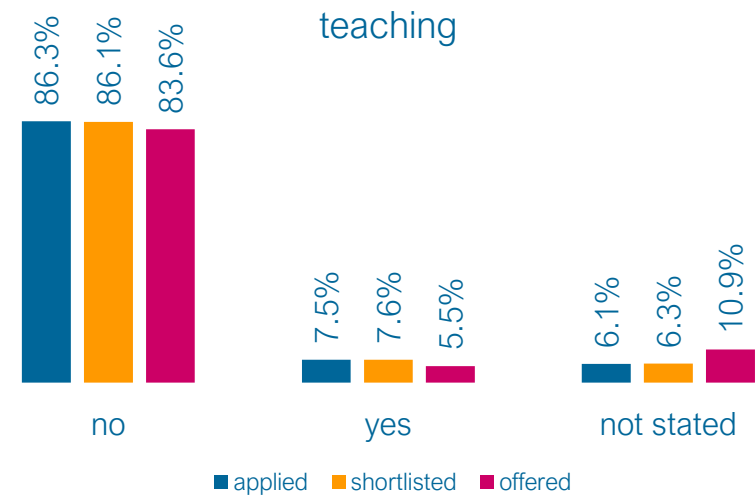
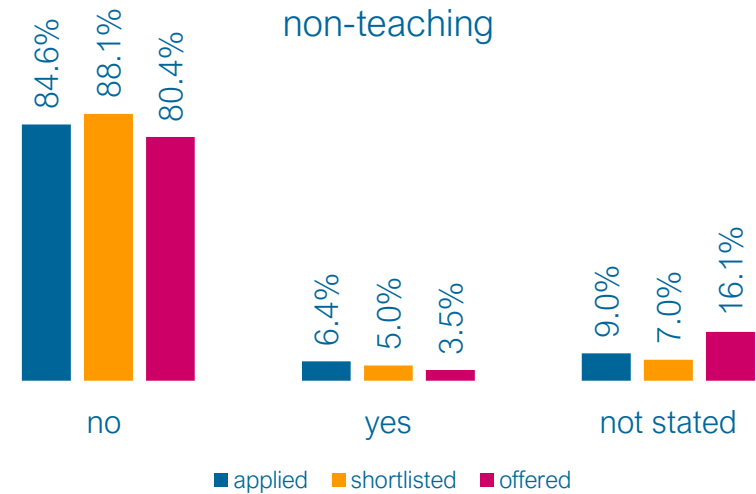
Ethnicity

Proportion of applied, shortlisted and offered non-teaching and teaching candidates by ethnicity. (BME = Black Minority Ethnic).



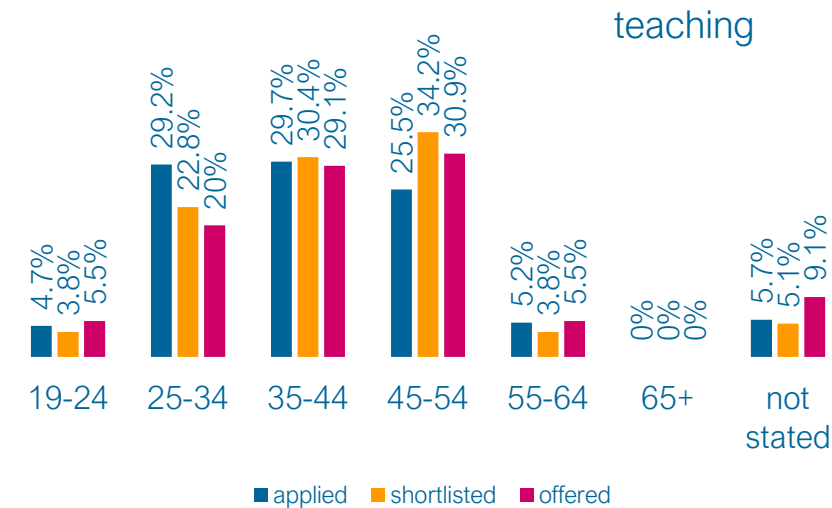
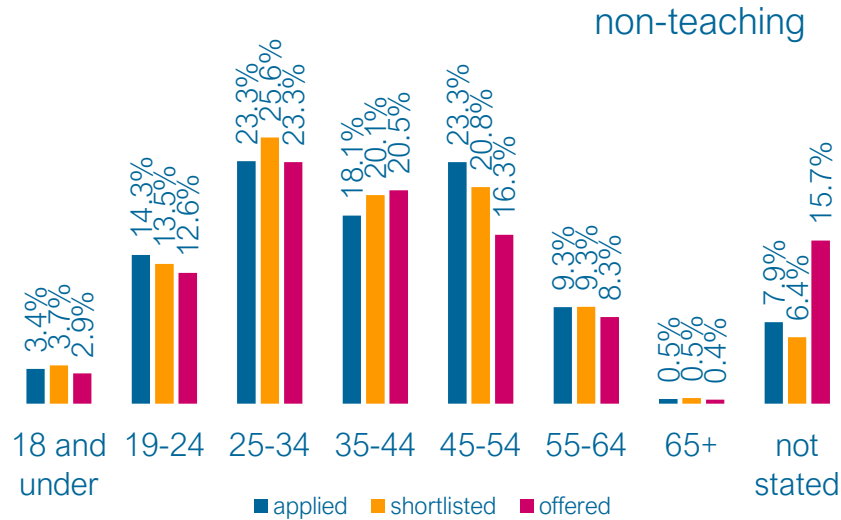
Disability

Proportion of applied, shortlisted and offered non-teaching and teaching candidates by disability.



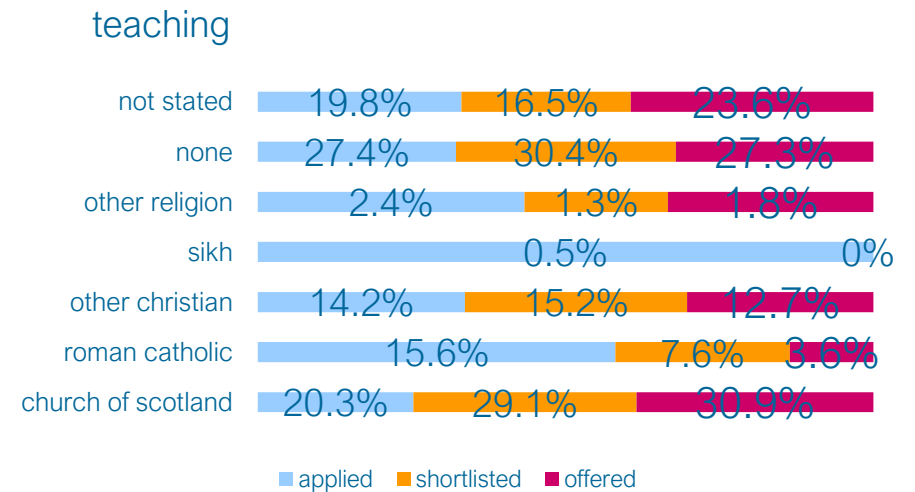
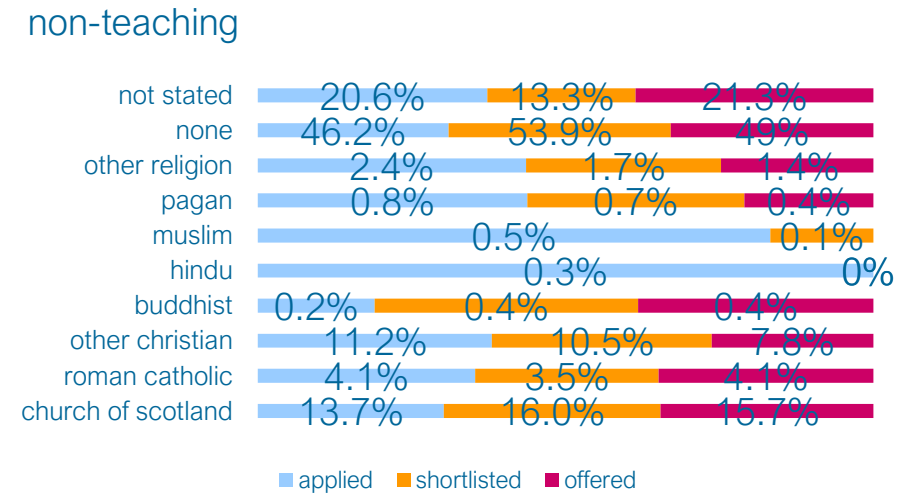
Age

Proportion of applied, shortlisted and offered non-teaching and teaching candidates by age.



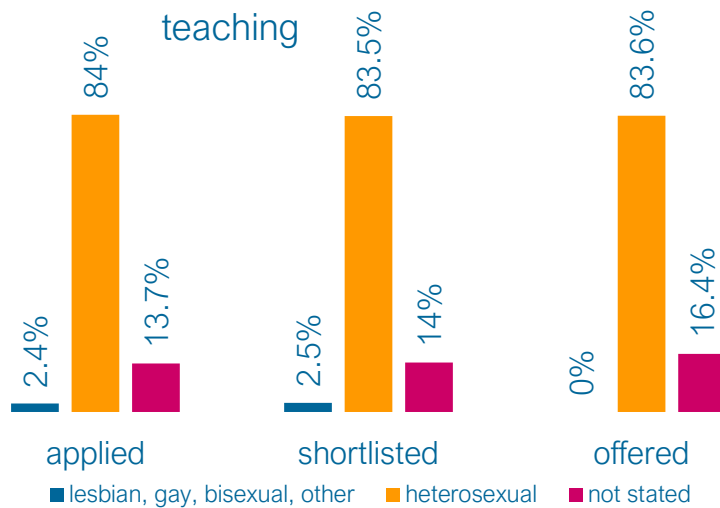
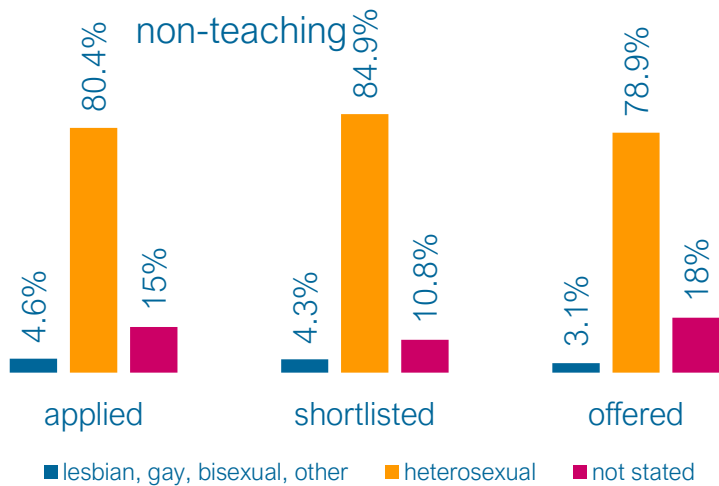
Religion and belief

Proportion of applied, shortlisted and offered non-teaching and teaching candidates by religion and belief.



Sexual orientation

Proportion of applied, shortlisted and offered non-teaching and teaching candidates by sexual orientation.



Summary

The council and teaching figures show that around three fifths of applications, shortlisted and offered candidates were female.

Candidates with a White ethnicity were the largest group submitting 87.2% of council applications and 89.2% of teaching applications. We are still attracting applicants from a range of ethnic minority backgrounds and figures show proportionate results.

6.4% of council applicant indicated they have a disability and 7.5% of teaching applicants indicate a disability. There has been an increase in the number of successful candidates indicating a disability being offered jobs compared with previous years.

For council jobs the number of applicants, shortlisted and offered candidates are divided fairly evenly between the age groups that are under 55, which is consistent with previous reports. For teaching posts candidates are fairly evenly spread between the age ranges from 25 to 54.

For council posts the largest group of applicants, shortlisted and offered candidates have no religion or belief. For teaching posts, the largest group offered jobs identify as Church of Scotland.

There has been an increase in application from people identifying as lesbian, gay, bisexual or other sexual orientation across council and teaching posts.

Promotions

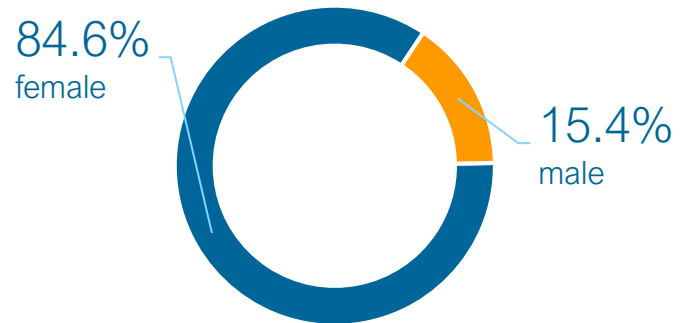
Gender

Proportion of promotions for non-teaching and teaching staff by gender.

non-teaching



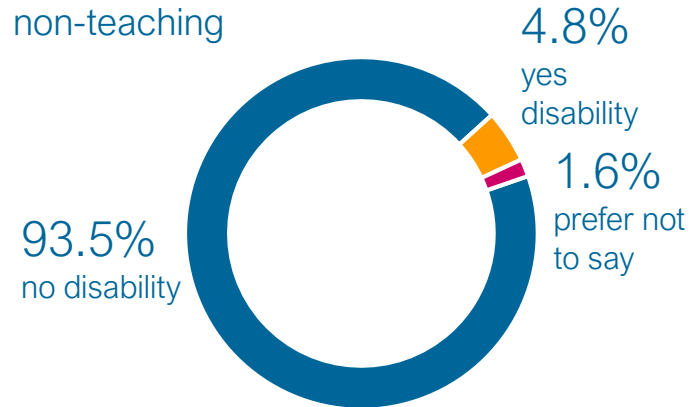
teaching



Disability

Proportion of promotions for non-teaching and teaching staff by disability.

non-teaching

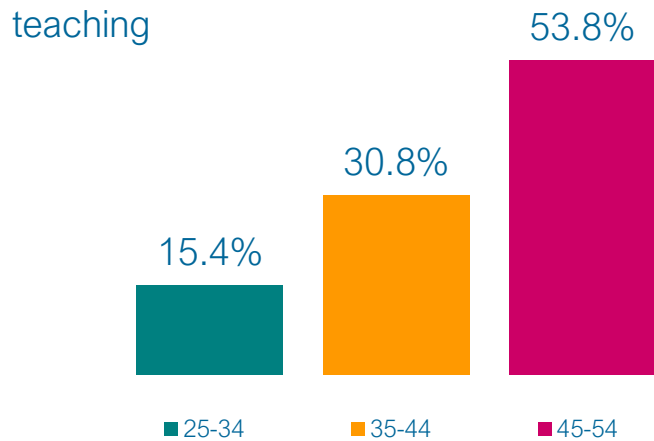
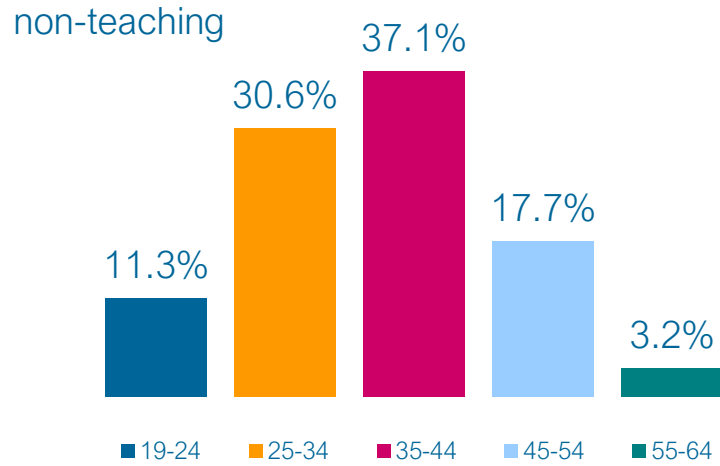


teaching



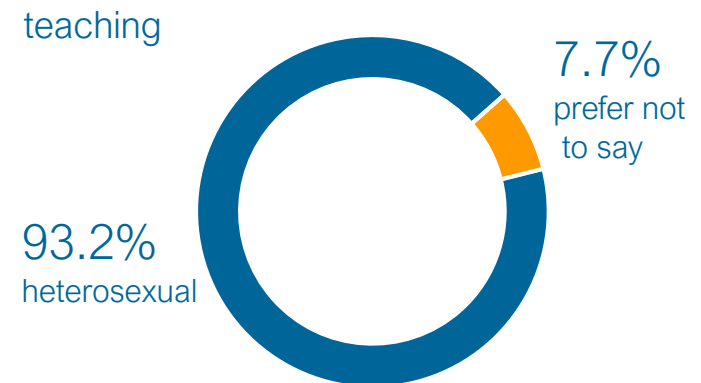
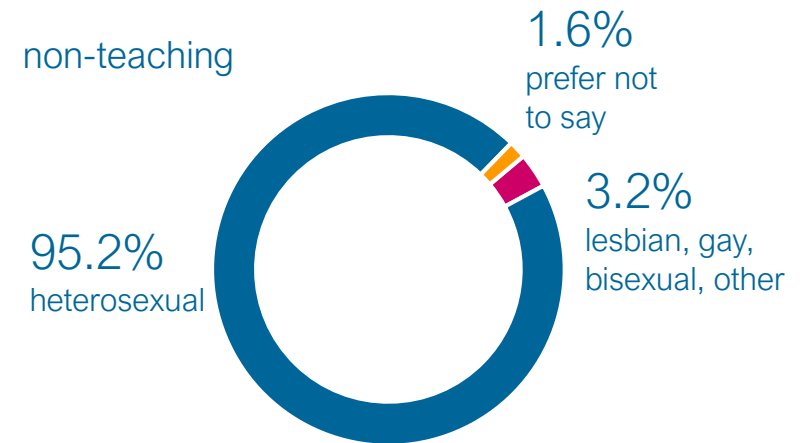
Age

Proportion of promotions for non-teaching and teaching staff by age.



Sexual orientation

Proportion of promotions for non-teaching and teaching staff by sexual orientation.



Performance Management

Gender

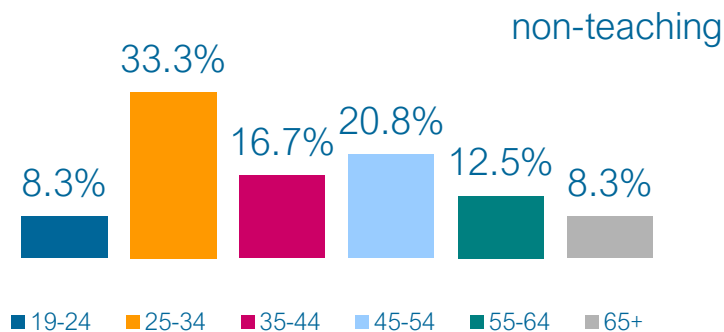
Grievance, disciplinary and dignity at work cases by gender for non-teaching staff. Figures for cases relating to teaching staff are 50% male and 50% female.

non-teaching



Age

Grievance, disciplinary and dignity at work cases by age for non-teaching staff. Figures for cases relating to teaching staff are too low to publish.



Training courses completed

Gender

Training courses completed by gender for non-teaching and teaching staff.

non-teaching



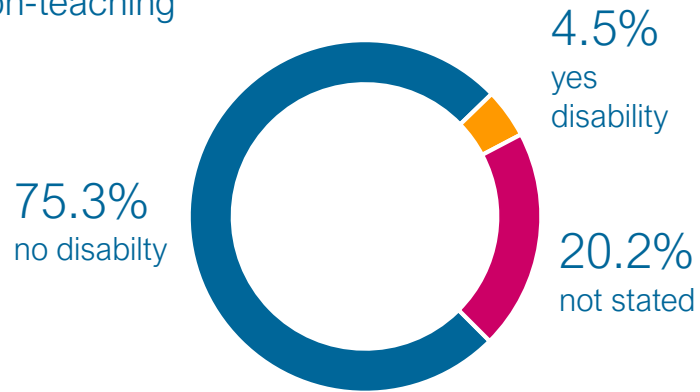
teaching



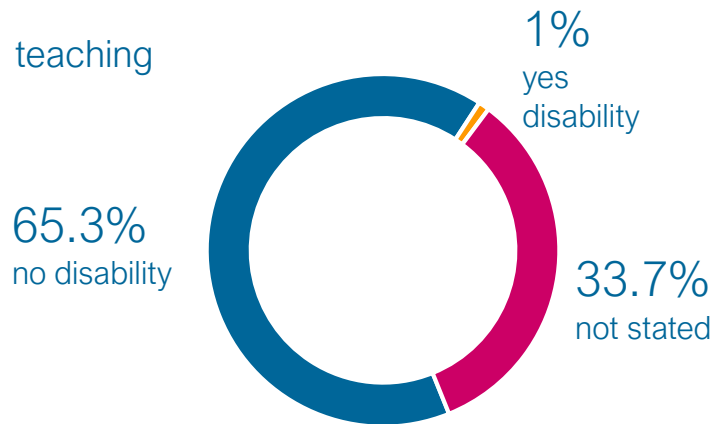
Disability

Training coursed completed by disability for non-teaching and teaching staff.

non-teaching



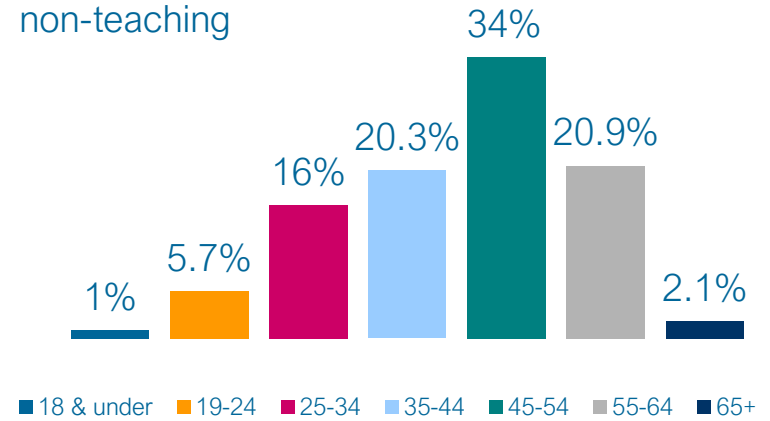
teaching



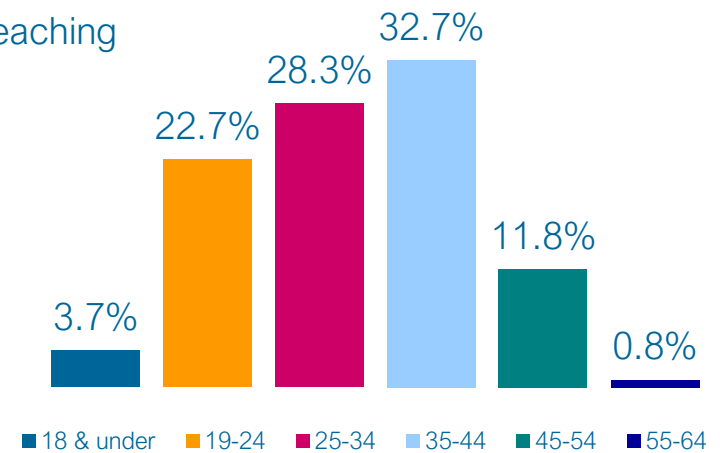
Age

Training coursed completed by age for non-teaching and teaching staff.

non-teaching



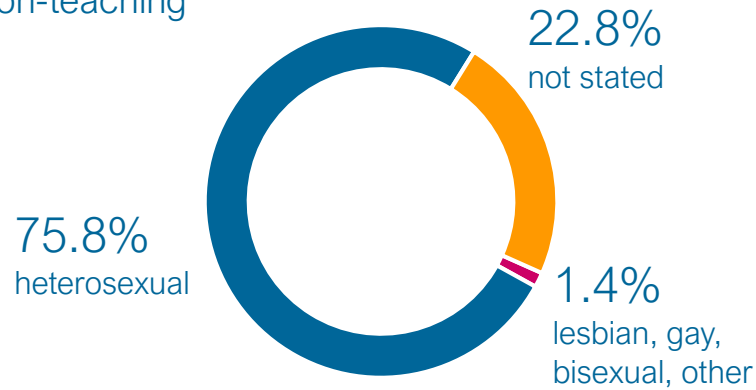
teaching



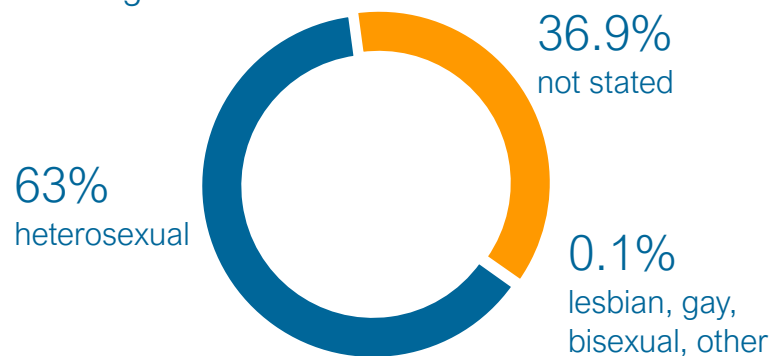
Sexual orientation

Training courses completed by sexual orientation for non-teaching and teaching staff.

non-teaching



teaching



Maternity and Paternity leave

In 2018 the council had

- 55 employees starting maternity leave.
- Fewer than 10 employees started adoption leave.
- Fewer than 10 employees took paternity leave.
- Fewer than 10 employees reserved their position on returning to work.

50 employees were due to return from maternity leave in 2018 and fewer than 10 employees decided not to return to work, and no flexible working requests were made when returning from leave.

These figures are consistent with previous years.

Summary

Figures for promotions, performance management, training courses and maternity and paternity leave are consistent with previous reports.

The highest proportion of promotions by age for council staff is from the 35 to 44 age group.

For teaching promotions, the highest proportion is from the 45 to 54 age group. This is a change from the last report where the highest proportion was from the 35 to 44 age group.

Meeting the specific duties of the Equality Act

Duty.	Requirements.	Frequency.	Last published.
Mainstreaming progress.	Publish a report on progress made to make the equality duty integral to the exercise of functions.	At least every two years.	This report April 2019.
Equality outcomes.	Publish a set of equality outcomes using available evidence relating to protected characteristics.	At least every four years.	April 2018.
Progress against equality outcomes.	Publish a report on the progress made to achieve the equality outcomes.	At least every two years.	April 2018.
Equality Impact Assessments.	Conduct equality impact assessments for new and revised policies, plans and processes and publish these.	Ongoing.	Ongoing on our website.
Gather and use employee information.	Gather information on staffing mix and recruitment and development against protected characteristics.	Annual.	This report April 2019.
Include employee information in mainstreaming report.	Include employee information and progress made in gathering and using this in mainstreaming report.	At least every two years.	This report April 2019.
Gender pay gap information.	Publish percentage difference between hourly pay rates for men and women.	At least every two years.	This report April 2019.
Statement on equal pay policy and occupational segregation.	Publish equal pay policy and analysis of employment by grade or role for men and women, disability and race.	At least every four years.	April 2017.