



## Mainstreaming the Equality Act

Progress report on the delivery of the aims of the general duty of the Equality Act 2010

National Museums Scotland 2017

Published 28 April 2017

## Welcome

National Museums Scotland's vision sets out our aspiration:

*"...Inspiring people, connecting Scotland to the world and the world to Scotland."*

Visitors are at the heart of our work and ensuring all our visitors have an opportunity to engage with our collections; participate in our learning programmes and enjoy their experience is a responsibility to which we attach great importance. We are proud that our commitment has been reflected in our proven track record of providing wider access.

Our service is realised through guiding strategies and policies and brought to life by the creativity, commitment and talent of our workforce, both paid and voluntary. I thank them all for their contribution to our visitor and stakeholder experiences. To build on our success we continue to lead and develop our staff and volunteers to realise their potential and the potential of National Museums Scotland.

This is our third Mainstreaming Report and it outlines our approach to embedding equality and diversity in our day-to-day work, whilst harnessing the step changes made by some specific projects in relation to community engagement, digital access and capital project work in terms of access and engagement with our collections, and participation with our programmes.

This report concludes the reporting period of our Equalities Outcomes 2013-2017 and the actions and activities we set ourselves four years ago. It shows how far we have come in terms of mainstreaming our equalities work within our processes and culture; provides reflection on recent consultation feedback and organisational data, and proposes our future Equalities Outcomes priorities for the period 2017-2021.

We progress in the confidence that all this activity fundamentally reinforces our commitment to delivering National Museums Scotland's mission:

*"We preserve, interpret and **make accessible for all**, the past and present of Scotland, other nations and cultures, and the natural world".*

A handwritten signature in black ink, appearing to read "Gordon Rintoul". The signature is fluid and cursive, with "Gordon" on the left and "Rintoul" on the right, separated by a small gap.

Dr Gordon Rintoul  
Director

## **1. Introduction and background**

National Museums Scotland's approach to Equality and Diversity reflects the General Duty in the Equality Act (2010). We must in the exercise of our functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share protected characteristics and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

And have due regard in the exercise of our functions to the outputs specified in the Specific Duties Scotland (2012):

1. to report progress on mainstreaming the equality duty;
2. to publish equality outcomes and report progress;
3. to assess and review policies and practices;
4. to gather and use employee information;
5. to publish gender pay gap information;
6. to publish statements on equal pay;
7. to consider award criteria and conditions in relation to public procurement;
8. to publish in a manner that is accessible; and
9. to consider other matters.

The 2010 Equality Act places a responsibility on listed organisations, of which National Museums Scotland is one, to publish a Mainstreaming Report every two years as a minimum. This report outlines the commitment and progress that National Museums Scotland has made in embedding equality and diversity in our day-to-day work. With this Mainstreaming Report we also reflect on our progress to date, and propose our future priorities in our new Equalities Outcomes 2017-2021.

The report consists of the following sections:

- Section 2. Equality Outcomes 2013-2017 progress
- Section 3. Equality Impact Assessments progress
- Section 4. Workforce Profile
- Section 5. Consultation
- Section 6. Key findings and Way Forward
- Section 7. Implementation and Monitoring

Appendix 1 – Equality Outcomes 2013-2017: successes and achievements

Appendix 2 – Equality Outcomes 2013-2017 summary of activities

Appendix 3 – Workforce Profile Report

Appendix 4 – Gender Pay and Equal Pay Report

Appendix 5 – Equality Outcomes 2017 – 2021

## **2. EQUALITY OUTCOMES 2013-2017 PROGRESS**

### **2.1 Equality Outcomes 2013 – 2017**

National Museums Scotland has five Equality Outcomes:

#### *As a Policy Maker*

- (i) National Museums Scotland has improved the quality and impact of decision-making by giving due regard to equality in setting strategy and policies.

#### *As an Employer*

- (ii) National Museums Scotland is an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base, providing opportunities, supporting and encouraging everyone to reach their full potential.

- (iii) National Museums Scotland is a positive place to work which recognises and values our staff and volunteers; and manages diversity to the benefit of our visitors, our stakeholders and our business.

#### *As a Service Provider*

- (iv) National Museums Scotland creates inspiring, memorable visitor experiences through its collections, gallery interpretation, special exhibitions (both charged for and free) and associated public programmes across our sites, to encourage more participation and dialogue with all ranges of audiences.

- (v) National Museums Scotland increasingly reaches national and international audiences through community engagement, multimedia experiences, touring exhibitions and lending.

In 2013, we devised an Action Plan for 2013-17 which set out the activities and deliverables we planned to achieve by March 2017 in support of these five Equality Outcomes. **Appendix 1** contains our Equality Outcomes and their associated activities. A short summary of the progress made on each Outcome is set out below in section 2.2, whilst further details are contained in **Appendix 2**.

### **2.2 Equality Outcomes 2013-2017: Successes and Achievements**

#### As a Policy Maker

All the five planned actions and deliverables for ‘Policy Maker’ were achieved in the reporting period and are now embedded as ongoing activities. In summary, these actions involved:

- i. Reviewing and improving our Equality Impact Assessment procedures
- ii. Agreeing and defining terminology to support our Equality Impact Assessment procedures
- iii. Establishing internal processes for embedding our new Equality Impact Assessment procedures
- iv. Providing appropriate guidance and advice for colleagues involved in policy and strategy development
- v. Establishing a process to ensure regular review of our customer complaints, compliments and comments

### As an Employer

All seven planned actions and deliverables for ‘Employer’ have been achieved, with many of them now embedded as ongoing activities. Therefore, to date we have:

- i. Enabled more effective recruitment and selection data reporting
- ii. Implemented a consistent reporting mechanism for Volunteers and Applicants to inform strategy and policy
- iii. Reviewed processes to capture data on protected characteristics, especially in relation to those characteristics that have the highest rates of ‘Do Not Wish to Declare’
- iv. Reviewed existing HR measures and report formats to enable more effective communication and action
- v. Continued to include equality-related questions in our organisational wide staff survey. There were marked improvements across all indicators in 2015 compared to the 2010 results.
- vi. Conducted feedback sessions with staff and volunteers to help inform our developments
- vii. Ensured all staff and managers have equality and diversity training

### As a Service Provider

We committed to ten actions and deliverables with regards to our service provision, and all of them have been achieved:

- i. Conducting equalities-focussed evaluation on our capital project work at National Museum of Scotland and the National Museum of Flight
- ii. Specific customer care training for our front of house staff including equality and diversity and , disability awareness,
- iii. Conducting an audit of our current types of programming provision to better understand areas for potential improvement
- iv. Create and publish an access statement for each site on our website
- v. Develop our collections on-line
- vi. Continuing to develop and deliver an outreach programme
- vii. Continue to review products for our digital audience
- viii. Measure audience participation and quality of experience in our outreach programme
- ix. Review digital engagement data to better support the facilitation of participation

## **3. EQUALITY IMPACT ASSESSMENT PROGRESS**

### **3.1 Equality Impact Assessment: Successes and achievements**

National Museums Scotland has been undertaking Impact Assessments on its key guiding documents, such as strategies and policies since 2007. However, in this reporting period our Equality Impact Assessment procedure has been reviewed, producing a more streamlined approach to equality impact assessing that better meets the needs of our organisation and updated legislative duties.

In the last four year reporting period, the aim was for National Museums Scotland to have reviewed all the key ways it makes decisions about priorities and allocating

resources in light of the General and Specific Duties of the Equality Act. This has now been achieved across our strategies, policies and plans. We have also improved the access and visibility of such documents internally.

All staff with responsibility for policy and strategy development undertook training or continue to receive guidance in respect of the revised impact assessment process. Our Organisational Development Projects Manager has also developed and implemented documentation with key definitions and agreed terminology that is intended to support those new to the Equality Impact Assessment process.

Meeting quarterly, the Equality and Diversity Steering Group has a robust plan in place that enables the monitoring and evaluation of the Equality Impact Assessment process, as well as the resulting Equality Impact Assessment actions. The Equality and Diversity Steering Group provides bi-annual reports to the Executive Team members showing progress against targets for Equality Impact Assessment completion, and highlighting any issues.

We have made good progress with Equality Impact Assessing our documents and a summary is provided below:

	Total number	Number Impact Assessed	Notes about Outstanding issues
Strategies	18	17	One Strategy is under review
Policies	96	95	One Policy is under review
Plans*	21	21	0

\* 'Plans' refer to our Strategic Plan & Departmental Plans

A summary of the results from the Equality Impact Assessments we have conducted is available in the 'Downloads' section on our website. For your reference:  
<http://www.nms.ac.uk/equality>.

35 of our strategies and policies have follow-on actions because of their Equality Impact Assessment. Action owners are contacted bi-annually about their progress with the actions and the Equality and Diversity Steering Group monitors completion rate.

Also, available for our staff via the intranet are the following:

- A detailed summary of results (as referenced above)
- Templates and guidance to conduct Equality Impact Assessments
- All completed Equality Impact Assessments
- Guidance on definitions of corporate documents e.g. Policies and Strategies
- Key equalities data (i.e. internal statistics, documents and census information).

#### 4. WORKFORCE PROFILE

National Museums Scotland launched a new HR Management Information system in the period 2015/16. As well as bringing real benefits to how we gather and monitor the data we hold for both staff and volunteers, the new HR system has enabled all staff to have

desktop change access to their personal details ensuring that updates are provided now in real time rather than the previous system of annual updating.

Having real time updating means that there is increased reliability in our reporting capability and our Workforce Monitoring Report contained in **Appendix 3** is presented as our most up to date analysis of our workforce profile.

The report covers a number of key areas including an overarching workforce profile, recruitment and selection, the management of our staff, reward and recognition, and training and development. These sections where appropriate provide data disaggregated by protected characteristic i.e. gender, age, disability, ethnicity, sexual orientation and faith and/or belief. We have also provided analysis by grade, contract type and full/part-time working.

Alongside the Workforce Monitoring Report, in **Appendix 4**, we have also made available our Gender Pay information and supporting Equal Pay Statement. The outcomes of these are based on our latest pay data as at February 2017.

## **5. CONSULTATION**

In order to develop our new set of Equality Outcomes 2017 – 2021, the Equality and Diversity Steering Group conducted consultation exercises in October and November 2016: externally with visitors and visiting groups who share one or more protected characteristic; and listening groups internally with staff and volunteers.

The aim was to gather views and suggestions from the various representatives on what they felt were important areas for National Museums Scotland to consider when developing our new Equality Outcomes.

### **5.1 External Consultation**

The external consultation was completed by an Equality and Diversity Steering Group member during one of our ‘Museum Socials’ for people with dementia on 21 October 2016, followed by consultation with our British Sign Language users. 29 people attended the Museum Social. 15 people also attended the visually impaired tour conducted by an Enabler and feedback was gathered at both sessions. In summary, the feedback was very positive with people feeling that National Museums Scotland was meeting their specific needs.

### **5.2 Internal Consultation**

Our internal consultation exercise consisted of listening groups held at each of our four sites; a meeting with the Trade Union Side (TUS), and one with our Human Resources department. Staff who were unable to attend a scheduled listening group were encouraged to provide their feedback in various alternative ways. The TUS were given additional time to consult their members and provide feedback.

49 staff attended these listening groups and additional staff took time to email and discuss comments. Total participation represents approximately 12% of our staff and volunteers which is a 5% increase in involvement since we developed our last set of Equality Outcomes in 2010. We also received very positive feedback from staff about

being involved in this important part of the development process, with one member of staff stating:

*'I want to say how worthwhile I felt the session was. I felt listened to by everyone, and found other people's comments to be very insightful. Thank you!'*

### **5.3 Key Themes from Consultation**

The two main themes that arose from our internal consultation were as follows:

- the accessibility and attraction to National Museums Scotland as an employer and the need to review and simplify our recruitment process including the supporting recruitment packs and style / language of documents.
- Types of information available to our visitors, i.e. literature, signage, audio-visuals on displays, and museum access information on internet.

## **6. KEY FINDINGS AND WAY FORWARD**

Our work over the last few years has taken National Museums Scotland a long way towards establishing organisational processes that embed this agenda in our work. We are pleased with our progress and keen to continue this work, mainstreaming it into our everyday and multifarious ways of working.

Our workforce data gathering exercise, together with our consultation exercise, has provided us with signposts towards our next steps.

Through discussion we have agreed that the body of feedback, statistics and investigations directs our attention into seven key areas for further reflection, improvement and action:

- i. Celebrating success - our consultation demonstrated that we are already doing a lot of work in this area, and have much in place already. We need to give our work and the organisation's achievements greater visibility, both within National Museums Scotland and beyond. We need to be more confident in sharing our stories and successes, and should use more internal communication channels to do this.
- ii. Equal Opportunities Employer – judging by our Listening Group feedback, it is likely that there is still a poor understanding across our workforce of what this actually means. This is an area of communication we need to concentrate on, especially ahead of the next staff survey.
- iii. Recruitment – we have a good evidence based recruitment process but there is a need to review and simplify the recruitment process and documentation where possible to improve our attractiveness and welcoming of potential candidates as an Equal Opportunities Employer with one or more protected characteristics; and the recording of the Equal opportunities information gathered by third parties into the HR system.

- iv. Training – Our consultation discussion raised two potential issues not necessarily related to protected characteristics: some staff said that they did not know what training opportunities are available to them, and there was a perception for some staff at sites other than the National Museum of Scotland, or part time and shift workers, do not have equal access to training. The roll out of the Training and Development module in the HR system and the emerging People and Organisational Strategy will address this area. As indicated in appendix 3 disaggregated data for protected characteristic with regards to training is not currently available. When this starts to be available in 2017/18 we will monitor and review the question of whether accessibility to training opportunities is not equitable to all staff and volunteers because of their protected characteristics.
- v. Data Gathering – our data gathering has vastly improved with the introduction of a new HR system in 2015, however some gaps in our data still exist that would prove to be useful if addressed. For instance, by: narrowing the opt-out choices for Disclosure data gathering to only one; better coordinating any recruitment agencies' Disclosure data with our central HR system; and having more data that tracks protected characteristics through the whole recruitment process.
- vi. Visitor Engagement - whilst we have a series of bespoke programmes in place for people requiring additional support during their visits, we feel that a more consistent and comprehensive offer can be developed. We will need to develop and deliver this new suite of services through our customer service, facilities and programmes, and both in person at our sites and digitally via our website. To mainstream a comprehensive and broader programme and service we will need to draw on the skills and resources from a broader range of teams: Digital Media; Visitor Experience; Displays; as well as Learning & Programmes.
- vii. Corporate Communication – following on from broadening our *visitor* services we need to focus attention on making more consistent the accessibility of key corporate documents and communications. We need to plan our approach to British Sign Language, audio text, and large print for instance, turning individually-led good practice into a systematic approach led by our External Relations Directorate and supported by others.

The above are key themes that have provided starting points for developing our next set of Equality Outcomes. We have streamlined our Outcomes for the period 2017-2021 from five to three, with each one addressing our work as a policy maker, as an employer, and as a service provider, underpinned with activities. Our Equality Outcomes 2017-2021 are attached as **Appendix 5**.

In addition, the Equality and Diversity Steering Group have developed an Action Plan setting out how the Outcomes and their activities will be achieved in the next four years. A key part of the Group's future work will be the Action Plan's communication, developmental support and progress monitoring.

## **7. IMPLEMENTATION AND MONITORING**

This chapter sets out how the implementation of our Equalities Outcomes 2017-2021 will

be taken forward, and how implementation and outputs will be monitored.

### **7.1 Timetable**

Staff, volunteer and public consultation was undertaken in October and November 2016, and feedback was taken into consideration in the development of our Equalities Outcomes for 2017-2021.

Our Equalities Outcomes 2017-2021 were agreed by the National Museums Scotland Board of Trustees at their meeting in *[March 2017]*, and published on our website by 28 April, in accordance with the Equality and Human Rights Commission's deadline.

Our Equalities Outcomes 2017-2021 will run from May 2017 to April 2021, with Mainstreaming Reports published in April 2019 and April 2021 providing updates on our progress. Additional required annual data will be published every April.

### **7.2 Publicising the Equality Outcomes**

National Museums Scotland's Equality Outcomes will be published on our website by 28 April, in accordance with the Equality and Human Rights Commission's deadline. We also have a page on our staff intranet to make information available about our progress, resources, Outcomes and Impact Assessments.

### **7.3 Implementation**

The Director has overall responsibility for ensuring that National Museums Scotland delivers these Equality Outcomes. To do this, the successful implementation of the Outcomes requires a proactive team effort from across the organisation.

### **7.4 Monitoring the implementation**

The Equality & Diversity Steering Group meets four times a year to allow museum management to look strategically and plan longer-term to manage and promote equality and diversity effectively. The work dovetails with defined legislative outputs and timetables. The Steering Group's responsibilities are:

- Achieving and monitoring statutory compliance;
- Developing and reviewing Equality Outcomes;
- Reviewing data and information for publication;
- Ensuring equality is embedded across corporate systems, policies and practices;
- Ensuring the Equality Impact Assessment process is embedded across the organisation.

And include the following statutory outputs:

- Publication of completed Equality Impact Assessments and Equality Outcomes every four years;

- Employment information gathered annually;
- Publication of employment information and Workforce Profile every two years;
- Publication of Gender, Race and Disability Pay Gap information every two years;
- Publication of a Mainstreaming Report every two years; and
- Publication of an Equal Pay Statement every four years.

The Group members are as follows:

- Director of Public Programmes (Chair)
- Representative from a Trade Union
- Head of Visitor Experience
- Head of Corporate Policy and Performance
- Employee Relations and Resourcing Manager
- Community Engagement Manager
- Organisational Development Projects Manager (E&D Co-ordinator)

The formal reporting line for Equality & Diversity is to the Board of Trustees, through the Executive Team. At the end of each financial year, an Annual Report is presented to the Board of Trustees.

## **7.5 Enquiries and Further Information**

If you would like to get involved in any of our work in relation to equality and diversity then please do not hesitate to contact [equalityanddiversity@nms.ac.uk](mailto:equalityanddiversity@nms.ac.uk) or visit our dedicated equality and diversity pages on our website:  
<http://www.nms.ac.uk/about-us/our-organisation/equality-and-diversity/>

This Mainstreaming Report is available in larger print format via:

National Museums Scotland  
 Chambers Street,  
 Edinburgh,  
 EH1 1JH

Or: <http://www.nms.ac.uk/about-us/our-organisation/equality-and-diversity/>

## Appendix 1

### EQUALITY OUTCOMES 2013-17

<i>Function</i>	<i>As a Policy Maker</i>
Equality Outcome	<b>National Museums Scotland has improved the quality and impact of decision-making by giving due regard to equality in setting strategy and policies.</b>
Why is this an important Equality Outcome?	Integrating equality into our policy making will ensure that our policies and other decision-making frameworks give due consideration to our equality duty.
Strategic Themes Strategic Priorities	This Equality Outcome affects all of our four Strategic Themes and our 13 Strategic Priorities.
General Duty	This Equality Outcome has the potential to further all three parts of the general duty: <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment, victimisation and any other prohibited conduct.</li> <li>• Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.</li> <li>• Foster good relations between people who share a relevant protected characteristic and those who do not.</li> </ul>
Our Activities and Deliverables	<ul style="list-style-type: none"> <li>• We will review our existing Equality Impact Assessment Procedure to ensure that it meets the needs of the legislation and organisation.</li> <li>• We will define and agree terminology to support Equality Impact Assessment.</li> <li>• We will develop an updated plan for Equality Impact Assessments.</li> <li>• We will provide appropriate advice and guidance for all those involved in policy development and sign off.</li> <li>• We will review our complaints from the public on a regular basis to assess whether any equalities issues are occurring that require us to revisit/update any of our policies.</li> </ul>

**Appendix 1 cont'd**

**EQUALITY OUTCOMES 2013-17**

Function	As an Employer
Equality Outcome	<b>National Museums Scotland is an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base, providing opportunities, supporting and encouraging everyone to reach their full potential.</b>
Why do we think this is an important Equality Outcome?	<p>National Museums Scotland has been collecting data from its applicants, employees and volunteers. Whilst for the majority of the protected groups we are in line with current demographic data for Scotland this is not the case for all.</p> <p>There are many reasons for this including attractiveness as a sector, regional demographic profile, sector role models as well as potentially being a function of our employment practices this is an area for further reflection and research.</p>
Strategic Theme	People & Resources – engaging and developing our people, enhancing our estate and increasing income.
Strategic Priority	Leads and develops people to realise their potential.
General Duty	<p>This Equality Outcome has the potential to further the following parts of the general duty:</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment, victimisation and any other prohibited conduct.</li> <li>• Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.</li> </ul>
Activities and Deliverables	<ul style="list-style-type: none"> <li>• Review existing HR Recruitment &amp; Selection process and success measures for equality and diversity to enable more effective reporting and action.</li> <li>• Implement consistent reporting mechanism for Volunteers and Applicants to inform strategy and policy.</li> <li>• Review processes to capture data on protected characteristics, especially in relation to those characteristics that have the highest rates of 'Do Not Wish to Declare'.</li> </ul>

**EQUALITY OUTCOMES 2013-17**

Function	As an Employer
Equality Outcome	<b>National Museums Scotland is a positive place to work which recognises and values our staff and volunteers; and manages diversity to the benefit of our visitors, our stakeholders and our business.</b>
Why do we think this is an important Equality Outcome?	Research into employee engagement highlights that there are significant organisational, individual and customer gains to be reaped by creating a workplace where everyone's views, differences of opinion, outlooks and experiences are valued. It is important that all our staff and volunteers are enabled to work effectively, through good management practices, to contribute to best serve our audiences' needs and maintains our proven track record of high quality public programming and products.
Strategic Theme	People & Resources – engaging and developing our people, enhancing our estate and increasing income.
Strategic Priority	Leads and develops people to realise their potential.
General Duty	This Equality Outcome has the potential to further the following parts of the general duty: <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment, victimisation and any other prohibited conduct.</li> <li>• Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.</li> </ul>
Activities and Deliverables	<ul style="list-style-type: none"> <li>• Review existing HR equality and diversity measures and report formats to enable more effective communication and action.</li> <li>• Continue to include 'equality questions' in staff questionnaires, e.g. the Staff Survey.</li> <li>• During the development cycle of Equality Outcomes, staff and volunteers will be invited to give feedback both at front-end and formative deadlines.</li> <li>• Within the context of the Staff and Volunteer Questionnaire feedback review policies process; and training and information provision to ensure that everyone is committed to and contributes to equality mainstreaming and the realisation of our Equality Outcomes.</li> </ul>

**EQUALITY OUTCOMES 2013-17**

Function	As a Service Provider
Equality Outcome	<b>National Museums Scotland creates inspiring, memorable visitor experiences through its collections, gallery interpretation, special exhibitions (both charged for and free) and associated public programmes across our sites, to encourage more participation and dialogue with all ranges of audiences.</b>
Why is this an important Equality Outcome?	This is an important outcome because we want to ensure that <b>everyone</b> has the opportunity to engage with our stories, sites and/or collections.
Strategic Theme	Audiences - engaging people with our collections, <b>at</b> and beyond our Museums
Strategic Priorities	Creates inspiring and memorable visitor experiences. Enables more participation and dialogue with all ranges of audiences.
General Duty	This Equality Outcome has the potential to further all three parts of the general duty: <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment, victimisation and any other prohibited conduct.</li> <li>• Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.</li> <li>• Foster good relations between people who share a relevant protected characteristic and those who do not.</li> </ul>
Our Activities and Deliverables	<ul style="list-style-type: none"> <li>• We conduct front-end, formative and/or summative evaluation of our capital projects, through surveys and focus groups with target and potential audiences and under-represented audiences. We will work with external access consultants where applicable.</li> <li>• Our front-of-house staff will receive customer-focused training, including specialist training to help them meet visitor needs with one or more protected characteristics.</li> <li>• We will add a section to exhibition, project and event programme planning documents, where applicable, to prompt the planning of better engagement with broader ranges of audiences, including those who share one or more protected characteristics.</li> <li>• We will audit our current types of programming provision (e.g. permanent displays, special exhibitions, educational activities) to better understand areas for potential improvements to support the needs/reflect more diverse audiences.</li> <li>• We will create a new Access Statement that sets out our service commitment, and our physical/architectural context and issues.</li> </ul>

**Appendix 1 cont'd**

**EQUALITY OUTCOMES 2013-17**

Function	As a Service Provider
Equality Outcome	<b>National Museums Scotland increasingly reaches national and international audiences through community engagement, multimedia experiences, touring exhibitions and lending.</b>
Why is this an important Equality Outcome?	The use of digital engagement, community engagement and outreach, our touring exhibitions and our loans programmes has many positive impacts on multiple protected characteristics groups. For example by supporting individuals who are less able to travel to our museums (through disability, age, gender and religion and belief for instance) or by facilitating comprehension of content for screen readers.
Strategic Themes	Audiences: engaging people with our collections at and <b>beyond our Museums</b> . Collections: developing the potential of our collections, making them more relevant to today's audiences. Connections: building more strategic relationships, nationally and internationally.
General Duty	This Equality Outcome has the potential to further all three parts of the general duty: <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment, victimisation and any other prohibited conduct.</li> <li>• Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.</li> <li>• Foster good relations between people who share a relevant protected characteristic and those who do not.</li> </ul>
Our Activities and Deliverables	<ul style="list-style-type: none"> <li>• We will develop and deliver a programme for increasing the breadth and depth of collections on-line.</li> <li>• We will continue to develop and deliver our strong outreach programme reaching diverse audiences across Scotland.</li> <li>• We will continue to measure our success and undertake research where applicable, to develop products that meet the needs of our diverse virtual audiences.</li> <li>• We will gather and measure audience participation in our outreach learning and other relevant off-site activities to gauge quality of experience and collect demographic information.</li> <li>• We will review digital engagement data (web and social media) to better support the facilitation of participation from a broad range of virtual audiences with different motivations and needs, recording both qualitative and quantitative measures.</li> </ul>

## Appendix 2

### EQUALITY OUTCOMES 2013 - 2017 SUCCESSES AND ACHIEVEMENTS

Function	As a Policy Maker	
Equality Outcome	<p><b>National Museums Scotland has improved the quality and impact of decision-making by giving due regard to equality in setting strategy and policies.</b></p>	
Activity	We will review our existing Equality Impact Assessment Procedure to ensure that it meets the needs of the legislation and organisation.	Working with an external consultant in 2014, we reviewed all of our in-house supporting guidance and forms related to completing Equality Impact Assessments. This was to ensure that it met recent legislative changes, and was as accessible and intuitive for policy owners / developers as possible. We also developed and delivered a 3 hour Equality Impact Assessment training course for all policy owners to attend.
	We will define and agree terminology to support Equality Impact Assessment.	Having reviewed existing information available to policy owners / developers, the Head of Corporate Policy and Performance, the Organisational Development Manager (ODPM) and Information & Knowledge Manager developed guidance via a "document definitions" that marked out clearly the sorts of terminology we would use when developing policies and also the types of document name types we would adopt as an organisation. This was communicated across the organisation to ensure consistency in approach and made available on our Equality and Diversity intranet pages for existing and new members of staff.
	We will develop an updated plan for Equality Impact Assessments.	The ODPM established that there was a requirement to streamline, eliminate duplication and ensure accuracy with the existing records we held on completed Equality Impact Assessments. A spreadsheet was created in 2014/15 that listed all of the current strategies, policies and plans across the whole organisation, those that had been impact assessed, the owners and dates for review. We also included sections to log equality impact assessment actions and progress made against them. All outstanding Equality Impact Assessments were completed for every strategy / policy / plan in this reporting period with a clear process put in place to capture new strategies / policies in development. It was also agreed that the Executive Team would not

		review / approve any strategy that did not include an equality impact assessment.
	We will provide appropriate advice and guidance for all those involved in policy development and sign off.	Further to the training mentioned above, all newly developed guidance and forms were made available on the intranet with a refreshed Equality and Diversity intranet page that contained concise and informative information. For any new members of staff that are responsible for policy development, the ODPM has briefed them thoroughly on the new process and guided them towards the relevant information. The ODPM has worked to ensure that each policy owner feels equipped and confident enough to complete their own equality impact assessments now. However, the ODPM still monitors the completed equality impact assessments to ensure a level of quality and consistency, along with highlighting any areas for further consideration.
	We will review our complaints from the public on a regular basis to assess whether any equalities issues are occurring that require us to revisit/update any of our policies.	<p>Since the last Mainstreaming Report, we adopted the National Complaints Handling Procedure for Scottish Public Bodies regulated by the Scottish Public Sector Ombudsman. As part of this, we have a single point of contact for all complaints and a complaints database. This supports the organisation in the review of complaints from the public to assess whether any equalities issues are occurring that require us to revisit/update any of our policies and procedures.</p> <p>Under the new Complaints Handling Procedure, we have been collecting data on complaints since 01 April 2014. The data shows we have received 11 complaints from the public over the last three years (April 2014 to March 2017) which highlighted equality issues. They related to the matters such as:</p> <ul style="list-style-type: none"> <li>• Availability of transportation aids on site</li> <li>• Perceived gender discrimination</li> <li>• Lack of provision of adult changing places</li> </ul> <p>In response to these matters being raised, actions have been taken to resolve or explore the issue.</p>

Function	As an Employer
Equality Outcome	<p><b>National Museums Scotland is an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base, providing opportunities, supporting and encouraging everyone to reach their full potential.</b></p> <p>Review existing HR Recruitment &amp; Selection process and success measures for equality and diversity to enable more effective reporting and action.</p> <p>We continue our commitment to being an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base. This is supported by a clear Recruitment and Selection policy that is reviewed regularly in accordance with HR policy review and development timescales.</p> <p>We have continued to develop robust in-house recruitment support materials that assist recruiters in operating a fair and transparent recruitment process where all applicants are treated equally.</p> <p>In 2015, we transitioned across to a new online recruitment that has provided us with an increasingly effective reporting mechanism for volunteers and applicants. Further work in developing this capability will take place in the forthcoming monitoring period. The new reporting mechanism does however enable us to monitor equality outcomes and trends more readily enabling us to very quickly review and revise supporting policy and strategy as appropriate.</p> <p>The Human Resources team have also successfully launched a new HR system in September 2015. As part of the work towards this implementation, all HR recruitment processes have or are being actively reviewed to ensure data capture mechanisms are effective in terms of enabling our ability to report in respect of protected characteristics. Again, further work will take place in this key area in the forthcoming monitoring period.</p> <p>National Museums Scotland recognises that youth unemployment is a major social, political and economic challenge and is committed to continuing the many positive activities already undertaken across the organisation both for, and with, young people as well as identifying new areas in which we can make a contribution to Scotland's Youth Employment Strategy within the constraints of</p>
Activity	

		existing funds. We have developed a Young People plan for 2015-17 in liaison with the Learning and Programmes department, Community Engagement team and Volunteers Co-ordinator as well as strengthening links with third sector organisations and sponsors of traineeships.
	Implement consistent reporting mechanism for Volunteers and Applicants to inform strategy and policy.	The reporting mechanisms are now in place for both Applicants and Volunteers. Our Workforce Profile report as at 31 March 2017 provides information and trend analysis in this regard.
	Review processes to capture data on protected characteristics, especially in relation to those characteristics that have the highest rates of 'Do Not Wish to Declare'.	The new HR and Recruitment system enables us to more readily capture this data. In launching the HR system, this has provided direct desktop access for staff to their personal data thus enabling real time updating to take place. Staff have change access to their protected characteristic data and have been provided with guidance on how to effect these changes online.

	Function	As an Employer
	Equality Outcome	<b>National Museums Scotland is a positive place to work which recognises and values our staff and volunteers; and manages diversity to the benefit of our visitors, our stakeholders and our business.</b>
Activity	Review existing HR equality and diversity measures and report formats to enable more effective communication and action.	<p><b>Information and Evidence</b></p> <p>We have continued to analyse a range of employee and volunteer data annually to enable us to look at trends and patterns in relation to occupational segregation, workforce profile as well as other requirements outlined in the Equality Act or by other stakeholders. Further information can be found in a separate supporting Workforce Profile as at 31 March 2017.</p> <p>In addition, we have an ever increasing volunteer base with some 170 volunteers from different backgrounds and experiences regularly giving their time, supporting a wide range of activities across our museums and sites.</p> <p><b>Training, Development, Communication and</b></p>

	<p><b>Engagement</b></p> <p>Equality and diversity shapes, informs and purveys all aspects of National Museums Scotland's work as a policy maker, a service provider and as an employer; and as such the principles are included in a range of workshops.</p> <p>At this time, our statistics for April 2016 – March 2017 are not ready for publication. However, for the year April 2015 – March 2016, the following is a summary of training provided for National Museums Scotland staff.</p> <p>A total of 1,388 staff and volunteers participated in training events. This equates to 707 learning staff days across the organisation. Included within this is the following training:</p> <ul style="list-style-type: none"> <li>• Disability Equality Training</li> <li>• Managing Diversity</li> <li>• Customer Care</li> <li>• Evacuation Chair</li> <li>• Employment Law Update</li> <li>• Performance and Development Reviews for New Managers</li> <li>• Recruitment and Selection</li> <li>• Selecting and Training Volunteers</li> <li>• Equality and Diversity awareness for staff</li> <li>• Equality Impact Assessment training</li> <li>• Cascade e-recruitment guidance for staff and managers</li> </ul> <p>We have continued to provide our equality and diversity training to all new joiners and refreshers as required, and are developing some basic resources for those who feel additional information would support their confidence and competence.</p> <p>Our managers are the key to creating a positive and equal workplace and we offer many workshops to ensure this is the case. From Recruitment &amp; Selection to Diversity Awareness, from Managing Diversity to Managing Attendance, all reflect the key policy areas that affect staff and volunteers experience of work.</p> <p>We are committed to sharing good practice and current thinking about equality and diversity and continue to maintain a dedicated equality and</p>
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	<p>diversity intranet page for staff and volunteers that acts as a hub for information relating to news and developments as well as resources for staff to access.</p> <p>We also know that engaging with staff and creating a space for dialogue is critical to ensure that we create a positive working environment for all and, to that end; National Museums Scotland has fully embraced its Employee Engagement Strategy and supporting Implementation Plan during this reporting period. It focused on six themes - Team working, Partnership Working, Leadership, Communication, Performance and Reward, and Wellbeing.</p> <p>Our progress against the Employee Engagement Action Plan was not only measured through our 2015 organisational wide Staff Survey, but also through regular pulse surveys / listening groups which have helped contribute to our aspirations in relation to equality and diversity. Feedback ascertained during our Equality Outcome consultation is also helping to shape the new People and Organisational Development Strategy that HR are developing, to be launched in 2017.</p>
Continue to include 'equality questions' in staff questionnaires, e.g. the Staff Survey.	<p>National Museums Scotland continues to be an equal opportunities employer from policy to practice to perception, and our Staff Survey results from 2005, 2007 and 2010 reflect this. Our 2015 Staff Survey covered key aspects of the employment experience with the inclusion of equality-related questions:</p> <p>Staff were asked how strongly they agreed or disagreed with the following statements –</p> <ul style="list-style-type: none"> <li>1) National Museums Scotland is an equal opportunities employer.</li> <li>2) Within the past 12 months, I have felt disadvantaged at National Museums Scotland on account of: <ul style="list-style-type: none"> <li>i. Gender</li> <li>ii. Age</li> <li>iii. Race, ethnic origin or nationality</li> <li>iv. Religion or belief</li> <li>v. Sexual orientation</li> <li>vi. Disability</li> <li>vii. Pregnancy / maternity</li> <li>viii. Gender reassignment</li> </ul> </li> </ul> <p>The overall response rate for the staff survey was</p>

	<p>80%. Three quarters of staff responding agreed that National Museums Scotland was an equal opportunity employer. A substantial number of the remaining staff answered ‘neither agree / disagree’, ‘don’t know / no opinion’ or ‘not stated’. Although a positive result, future surveys will include a definition of what an ‘equal opportunities employer’ is for clarity as staff interpretation of this may have affected the results.</p> <p>The top line results from the survey’s second equality-related question conclude that there are marked improvements across all indicators compared to the 2010 results. More staff disagreed with the statement that they have felt disadvantaged at National Museums Scotland on account of a protected characteristic. Staff were most likely to have felt disadvantaged on account of their gender, age or disability (6%, 5%, 4% respectively). Men are more likely than women to say that they had felt disadvantaged on account of their gender (11% compared with 3%).</p> <p>Analysis of the full results from the 2015 Staff Survey were presented and discussed with our Trustees, the Executive Team, our Leadership Team and all staff. There was a formal presentation along with departmental meeting / viewings and discussion to capture feedback.</p>
During the development cycle of Equality Outcomes, staff and volunteers will be invited to give feedback both at front-end and formative deadlines.	<p>We conducted four different listening groups across our sites, specifically inviting staff / volunteers to come along and take part. The adverts were shared with our Internal Communication Champions (one per department) who shared the advert with colleagues and also posted the advert on departmental noticeboards. Our Volunteers Coordinator also ensured that this was further communicated to our Volunteers directly. All managers responsible for non-desk based or shift staff were also emailed to ensure this was communicated to them during team briefing sessions. We also have a dedicated equality and diversity email address that is for any equality and diversity related enquiry, whether from internal or external stakeholders. Staff who are unable to attend a listening group, for whatever reason, were encouraged to contribute their ideas and suggestions of things they felt should be considered for inclusion in the next set of equality outcomes by sending an email. Other alternative methods encouraged were email, a note in the internal mail or discussion with</p>

		any member of the steering group face to face. Comments received this way were also included in my overall summary report for the Steering Group to consider.
	Within the context of the Staff and Volunteer Questionnaire feedback review policies process; and training and information provision to ensure that everyone is committed to and contributes to equality mainstreaming and the realisation of our Equality Outcomes.	<p>We continue our commitment to ensuring that NMS is a positive place to work which recognises and values its staff and volunteers. Part of this is having a sound understanding of the diversity of our workforce and how this is a key aspect of providing benefit to our visitors, our stakeholders and our business. The HR team gathers equalities data, including protected characteristics. Monitoring and evaluation of this data in the context of outcomes and trends takes place annually with any resulting improvements being addressed through actions in the HR Department's Annual Plan.</p> <p>In addition, we have in this period undertaken extensive consultation with volunteers and key stakeholders that has informed and influenced the development and implementation of a Volunteer Strategy and Impact Assessment.</p>

	Function	As a Service Provider
	Equality Outcome	<b>National Museums Scotland creates inspiring, memorable visitor experiences through its collections, gallery interpretation, special exhibitions (both charged for and free) and associated public programmes across our sites, to encourage more participation and dialogue with all ranges of audiences.</b>
Activity	We conduct front-end, formative and/or summative evaluation of our capital projects, through surveys and focus groups with target and potential audiences and under-represented audiences. We will work with external access consultants where applicable.	Both capital investment projects that concluded in 2016 - at the National Museum of Flight and the National Museum of Scotland - underwent evaluation to help inform their design development (at RIBA Stage D), and provide lessons learnt via user testing feedback once the projects were operational. Focus group work was part of the formative process, groups that specifically included one or more protected characteristics.
	Our front-of-house staff will receive customer-focused training, including specialist training to help them meet visitor needs with one or more protected characteristics.	We have recently conducted a comprehensive review, refreshing our existing training. We will be delivering a customised training programme for front of house staff which focuses on service performance goals and standards whilst creating great visitor experiences for all.

	<p>The training programme encourages employees to function as a team in serving customers and also empowers them to be responsive in meeting visitors needs and expectations.</p> <p>We regularly collect feedback and review the quality of service being received. We use information about the needs or expectations of customers to identify ways to serve them better. It is important that we get to know and understand our visitors and we have several ways of doing so on a regular basis.</p> <p>Our environment should be as inclusive and accessible for as many visitors as possible and our training includes awareness sessions such as disability equality, cultural guidance, hearing impaired visitors, visually impaired visitors, those on the autism spectrum and also dementia friendly awareness.</p>
We will add a section to exhibition, project and event programme planning documents, where applicable, to prompt the planning of better engagement with broader ranges of audiences, including those who share one or more protected characteristics.	Our Exhibition Planning documentation has been updated to include the consideration of protected characteristics and the needs of those that share them, at decision making moments.
We will audit our current types of programming provision (e.g. permanent displays, special exhibitions, educational activities) to better understand areas for potential improvements to support the needs/reflect more diverse audiences.	<p>A core service has been established for our exhibition and gallery spaces setting out a level of service for visitors with regards to mobile and static seating; large print; subtitling, and general and physical access.</p> <p>In the forward Outcomes Plan this level of service will need to be reviewed across each of our sites to ensure its consistent provision.</p>
We will create a new Access Statement that sets out our service commitment, and our physical/architectural context and issues.	<p>Our access information on each of the museum's web pages has been updated to reflect the site's core levels of service and made more user friendly and comprehensive.</p> <p>Updating the DisabledGO information that is linked to his page will be part of our forward Equality Outcomes.</p>

Function	As a Service Provider

Equality Outcome	<p><b>National Museums Scotland increasingly reaches national and international audiences through community engagement, multimedia experiences, touring exhibitions and lending.</b></p>
Activity	<p>We will develop and deliver a programme for increasing the breadth and depth of collections on-line.</p> <p>In 2015, we launched our first Massive Open Online Course (MOOC) based on our special exhibition, <i>Photography, A Victorian Sensation</i>. Over 7,500 people worldwide signed up to this course. 529 people completed an online survey showing that 66% were female, 32% were male. Age range was:</p> <ul style="list-style-type: none"> <li>• Under 18 (2%)</li> <li>• 18-24 (11%)</li> <li>• 25-34 (27%)</li> <li>• 35-44 (18%)</li> <li>• 45-54 (15%)</li> <li>• 55-64 (16%)</li> <li>• 65 or over (10%)</li> </ul> <p>We ran a two-week MOOC <i>Stereography: An Introduction to Victorian Stereo Photography</i> in August 2016 and again in December 2016, each time reaching approximately 2,500-3,000 people worldwide.</p> <p>The course providers for the above do not ask any further equalities-related questions, so we are not able to ascertain how this breadth of reach met other protected characteristics.</p>
	<p>We will continue to develop and deliver our strong outreach programme reaching diverse audiences across Scotland.</p> <p>Learning &amp; Programmes staff have begun improvements to the offer for additional support needs (ASN) pupils attending with school groups and have established regular quarterly meetings to assess progress on this. The first task completed by this group was to assess the levels of training and knowledge within the current schools team and identify additional training through talking with other cultural, heritage, and museum sector organisations. A deeper understanding and knowledge of autism was identified as the most urgent requirement and training on this has begun. This group has also established contacts within local special schools who are supporting us in producing an introductory guide for ASN pupils and teachers to allow them to prepare for their visit.</p> <p>We piloted two tours of our <i>Early People</i> gallery for visually impaired people as part of Disabled Access Day on 12 March 2016 and welcomed a visually impaired group to our <i>Celts</i> exhibition in June 2016.</p>

	<p>A further pilot tour of our permanent galleries in October 2016 led to our first publically advertised tour for visually impaired people in December 2016. Due to further demand, we plan to programme three tours for visually impaired people per year at the National Museum of Scotland.</p> <p>Since October 2015, the Community Engagement team have run a series of 'Museum Socials' for people living with dementia and their carers, in collaboration with the National Galleries of Scotland, Royal Botanic Garden Edinburgh and the National Library of Scotland. Staff delivering these sessions have received dementia awareness training. Attendance at these events has been consistently high, and some sessions have been fully subscribed.</p> <p>With Deaf Action Scotland, we piloted two British Sign Language (BSL)-interpreted sessions of our popular family storytelling activity, Magic Carpet. This attracted a mix of families where either one or more parent and/or child is deaf, hard of hearing or a BSL-user. We are now planning BSL training for our Learning &amp; Programmes staff, to enable them to make basic communication with BSL-users and to welcome them to the core Magic Carpet sessions at the National Museum of Scotland.</p> <p>We piloted a BSL-interpreted tour for adults and plan to advertise for a BSL-interpreter to work with our Volunteer Guides, to interpret three tours per year for BSL-users at the National Museum of Scotland. This will become part of our core public programme.</p> <p>Our 'Opening Up The Museum' project aimed at vulnerable adults and adult learners enabled us to welcome two English for Speakers of Other Languages groups of Syrian refugees, with a mixture of children and adults and to similarly welcome and support Jump In!: LINKnet's civic inclusion project that provides one-to-one mentoring for BME (Black Minority Ethnic) and non-English speakers who are new in Edinburgh and seeking to integrate and enter education/employment.</p> <p>We completed our Panjab Connections project with Glasgow Gurdwara that resulted in three films, photographs and jewellery created by the young people and others from Glasgow's Sikh community. We held a showcase event for the Sikh community at the National Museum of Scotland and the films,</p>
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	<p>photographs and jewellery were then displayed at Tramway (arts venue) adjacent to the Gurdwara in Glasgow.</p> <p>We have continued to work with Willow Service, an organisation that focuses on the social, health and welfare needs of women in the criminal justice system. Our Community Engagement team has supported women from Willow Service to visit the National Museum of Scotland and, in 2016, to participate in a series of jewellery workshops inspired by our new Art &amp; Design Galleries. As this was a women only project, Willow Service asked that National Museums Scotland recruit a female artist, in line with Section 7e of the Sex Discrimination Act 1975. We have delivered workshops at HMP Cornton Vale, Scotland's female prison.</p> <p>School pupils from across Scotland were inspired by our collections to solve scientific challenges relating to our energy needs of the future through an innovative project supported by the Scottish Power Foundation. During 2015-2016, 942 pupils took part in the Get Energised programme working alongside experts from the field of science and engineering in a series of sessions aimed at solving scientific problems around renewable energy, solar, hydro, wind and wave power. The programme allows us to work with leading female industry experts, providing a positive role model to encourage young girls into physics. As it is recognised that many girls are disengaged from science by the time they reach secondary school, during 2015-16 the programme was extended to include sessions for Nursery-Primary 1 pupils, and Primary 5-7 pupils. The programme has also been developed in consultation with the Institute of Physics Improving Gender Balance programme which aims to empower students, teachers and parents to tackle stereotyping in the choice of school subjects and careers. In order to engage with girls directly, NMS staff also took part in a Girls into Physics outreach event for 150 S3 girls, who came from across Scotland to take part in a series of hands-on science activities.</p> <p>Our Community Engagement team worked with the Scottish Prison Service and Fife College to deliver a five-week course inspired by our <i>Celts</i> exhibition, for young men (aged 16-21) at Polmont Young</p>
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	<p>Offenders Institute. We then delivered a short version of this to older male inmates at HMP Barlinnie.</p> <p>We have established a youth group - the Young Demonstrators – who are aged 14-22 years. Since 2015 they have been developing tours and events for young people and held their first after-hours (<i>Party with the Past</i>) event exclusively for young people aged 14-18 years at the National Museum of Scotland on 18 November 2016.</p> <p>National Museums Scotland participated in Disabled Access Day on 12 March 2016. We opened the <i>Build It! Adventures in Lego</i> display and <i>Imagine</i> gallery one hour early to admit families with children on the autism spectrum. We ran an After Hours event in early 2017 for young people on the autism spectrum to access our <i>Monkey Business</i> exhibition at the National Museum of Scotland.</p>
We will continue to measure our success and undertake research where applicable, to develop products that meet the needs of our diverse virtual audiences.	<p>Consultancy work undertaken in 2015/16 explored ways our visitors use mobile technology in our galleries. This study directly influenced the development and implementation of digital products accompanying the capital project at National Museum of Scotland.</p> <p>Two new mobile experiences, GEN and Mode, were built, responding to this focused audience research within the National Museum of Scotland and our latest online game was created in collaboration with children aged 7-11, as part of a competition aimed at schools and youth groups across Scotland.</p>
We will gather and measure audience participation in our outreach learning and other relevant off-site activities to gauge quality of experience and collect demographic information.	We commissioned an agency to undertake research into family audiences participating in a core onsite programme at the National Museum of Scotland, and in outreach family learning sessions, to gauge quality of experience, collect demographic information and measure social impact on participants. This has provided us with a methodology of audience research to use in future activities.
We will review digital engagement data (web and social media) to better support the facilitation of participation from a broad range of virtual audiences with different motivations and needs, recording both qualitative and quantitative measures.	Digital projects in 2016 have all been guided by audience research. The <i>Explore</i> section of the NMS website has been redeveloped in response to user feedback and includes new and varied ways of presenting collections information in order to increase access to a worldwide audience with different learning styles. We have recently conducted further research into <i>Explore</i> to inform future content planning and development.

		In addition, we continually evaluate engagement across our social media sites and look for ways to include new audiences, particularly young people and parents of young families.
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## **WORKFORCE PROFILE REPORT**

National Museums Scotland measures and monitors a number of HR processes and indicators to identify the extent to which they deliver the anticipated benefits of strategy and policy; and at the same time any issues with regard to implementation.

We report on these measures throughout the year for specific stakeholder groups and in addition review all measures as part of developing Equality Outcomes and other requirements in line with Equality Act 2010 e.g. snapshots for workforce and volunteer profile as well as for other measures.

Our workforce profile data is captured through applicants completing our Equal Opportunities Monitoring Form and through real time access to personal data contained within our new HR system Cascade. This desktop access enables staff to review the demographic information we hold on them and for them to amend and include additional information where there are gaps for particular characteristics. An analysis of the data we hold is provided as part of a separate Workforce Monitoring Report as at 31 March 2017.

#### **Appendix 4**

#### **GENDER PAY GAP & EQUAL PAY REPORT**

Our analysis of our Gender Pay and our Equal Pay Statement is enclosed in a separate report.

**Appendix 5****EQUALITY OUTCOMES 2017-2021**

Function	<b>As a Policy Maker</b>
Equality Outcome	<b>National Museums Scotland has improved the quality and impact of decision making by giving due regard to equality in setting strategy and policies.</b>
Why is this equality outcome important?	Integrating equality into our strategy and policy making will ensure decision-making frameworks give due consideration to our equality duty.
Strategic Aims and Priorities	This equality outcome affects all of our four strategic aims and our seven strategic priorities.
Our Activities and Deliverables	We will: <ol style="list-style-type: none"><li>1. continue to use and evaluate our equality impact assessment process to mainstream equality throughout our organisational activities</li><li>2. monitor the effective implementation of equality impact assessment actions</li><li>3. keep up to date with best practice, sharing and communicating new information and approaches</li><li>4. increase awareness and understanding of our governance commitment to equality and diversity through effective, clear communication</li><li>5. increase skills development for managers and provide appropriate advice and guidance for all those involved in policy development</li></ol>

**Appendix 5 cont'd**

**EQUALITY OUTCOMES 2017-2021**

Function	<b>As an Employer</b>
Equality Outcome	<b>National Museums Scotland is an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base, supporting and encouraging everyone to reach their full potential.</b>
Why is this equality outcome important?	There are significant organisational, individual and stakeholder gains to be reaped by creating a workplace where everyone's views, differences of opinion, skills and experiences are valued. This contributes towards individuals feeling they are being treated fairly and equally, increasing their level of engagement, satisfaction and trust with their employer. There are also added benefits to an individual's wellbeing. An individual that feels confident in situations, even ones where they are a minority, will help their overall sense of worth and ability to comfortably contribute and be included. Monitoring and better understanding our staff demographic, and the way we recruit and train our staff, enable us to identify areas for improvement and bring about positive change for all.
Strategic Aims and Priorities	<p>Strategic Aim: Transform our Organisation</p> <p>Priority: Valuing, supporting and developing our people and empowering them to work together in new ways.</p>
Activities and Deliverables	<p>We will:</p> <ol style="list-style-type: none"> <li>1. continue to review our recruitment and selection processes to broaden our reach with applicants and ensure the processes are more accessible</li> <li>2. improve the way we communicate to staff, volunteers and third party contractors about our equality work to increase understanding, awareness and engagement.</li> <li>3. ensure a broad range of equality and diversity related training / resources are available to staff across the organisation and bespoke to roles and needs</li> <li>4. support fair access to training for all</li> <li>5. make more consistent and robust HR-related data gathering on relevant activities</li> <li>6. help raise our rate of disclosure for equality data from applicants, existing staff and volunteers</li> <li>7. continue to include and evaluate our equality questions within our organisation wide staff survey to help us monitor progress against our equality outcomes</li> </ol>

**Appendix 5 cont'd**

**EQUALITY OUTCOMES 2017-2021**

Function	<b>As a Service Provider</b>
Equality Outcome	<b>National Museums Scotland connects with our audiences locally, nationally and internationally to create inspiring physical and digital experiences that help our audiences understand the world and their place in it, to encourage more participation and dialogue and make our collections accessible.</b>
Why is this equality outcome important?	The use of digital engagement, community engagement, touring exhibitions and loans programmes continue to have a great positive impact on individuals with one or more protected characteristic. We want to ensure that anyone has the opportunity to access and engage with our sites, stories, services and collections.
Strategic Aims and Priorities	<p>Strategic Aim: Put People First</p> <p>Priorities:</p> <ul style="list-style-type: none"> <li>-Creating inspiring visitor experiences at our Museums and elsewhere.</li> <li>-Reaching out to people across Scotland and the world.</li> <li>-Transforming our digital engagement.</li> </ul>
Activities and Deliverables	<p>We will:</p> <ol style="list-style-type: none"> <li>1. ensure capital project investments are planned with protected characteristic requirements in mind</li> <li>2. ensure that our front of house staff receive customer focused training to be able to maintain a 5 star visitor experience that is consistent and tailored for a diverse audience</li> <li>3. establish and deliver a range of visitor services that meet the particular needs of those sharing protected characteristics</li> <li>4. make consistent our physically and digitally provision of alternative methods of documentation access</li> <li>5. continue to review any complaints/comments and compliments from the public for any equality issues</li> <li>6. keep our site access information comprehensive and up to date</li> </ol>



## APPENDIX 3

# WORKFORCE MONITORING REPORT

**YEAR ENDING 31 MARCH 2017**

**Issue Date: 28 April 2017**



## **Contents**

1	INTRODUCTION.....	5
1.1	National Museums Scotland – An Organisational Overview.....	5
1.2	Regional (Edinburgh) Demographics .....	5
2	OUR PEOPLE: ORGANISATIONAL PROFILE.....	8
2.1	Board of Trustees .....	8
2.2	Staff Headcount Overview .....	8
2.3	Executive / Leadership Team Overview.....	9
2.4	Staff Profile – Gender .....	10
2.5	Staff Profile – Full Time and Part Time Working.....	10
2.6	Staff Profile – Permanent vs Fixed Term Employment.....	11
2.7	DIRECTORATE Gender Profile .....	11
2.8	DIRECTORATE Full Time vs Part Time Working.....	12
2.9	Staff Grade Profile .....	13
2.10	Staff Disability Profile .....	13
2.11	Staff Age Profile.....	14
2.12	Staff Profile: Faith or Belief .....	14
2.13	Staff Profile: Ethnic Origin .....	15
2.14	Staff Profile: Sexual Orientation .....	16
2.15	Staff Profile: Marital Status.....	16
2.16	Volunteer Profile .....	17
3	RECRUITMENT & SELECTION.....	20
3.1	Analysis by Directorate .....	20
3.2	Analysis by Gender.....	21
3.3	Analysis by Disability .....	21
3.4	Analysis by Age .....	21
3.5	Analysis by Ethnic Origin .....	22
3.6	Analysis by Faith or Belief.....	23
3.7	Analysis by Sexual Orientation.....	23
3.8	Analysis by Marital Status .....	24
4	MANAGING OUR STAFF.....	25
4.1	Managing Improvement in Performance Cases .....	25
4.2	Promotions (Permanent and Temporary) .....	25
4.3	Maternity Leave Requests .....	25
4.4	Adoption Leave Requests .....	26
4.5	Ordinary Paternity Leave Requests .....	26

4.6	Shared Parental Leave Requests .....	26
4.7	Flexible Working Requests .....	27
4.8	Career Break Requests .....	27
4.9	Leavers.....	27
4.10	Disciplinary Cases .....	28
4.11	Grievances .....	28
5	STAFF REWARD & RECOGNITION.....	29
5.1	Gender Pay Analysis and Equal Pay Statement .....	29
5.2	Additional Responsibility Allowance .....	29
5.3	Employee of the Month Award .....	29
6	STAFF TRAINING & DEVELOPMENT .....	30

## 1 INTRODUCTION

### 1.1 National Museums Scotland – An Organisational Overview

National Museums Scotland is one of the leading museum groups in Europe. Millions of local and international visitors enjoy our four museums each year, and we care for one of the most diverse collections in the world. The sheer breadth of our holdings has huge power, bringing together the arts and sciences, the cultures of Scotland and the world, and the full spectrum of human ingenuity alongside the diversity of the natural world.

To achieve our goals it is vital that the whole team work well together – effective delivery rests on enabling our staff to use their skills and experience to the full and continuing to attract new talent to every part of the organisation.

This report considers the equality aspects of our staff at National Museums Scotland. Statistical analysis is provided over the last three years up to and including 31 March 2017 and can be read in conjunction with our Equalities Mainstreaming Report which is made readily available to all via our website at <http://www.nms.ac.uk/about-us/our-organisation/equality-and-diversity/>. We have also provided equalities information in relation to recruitment & selection, the management of staff, reward & recognition and training & development. Where this information is available, we have disaggregated via protected characteristics i.e. gender, age, disability, ethnicity, sexual orientation and religion/belief as appropriate.

### 1.2 Regional (Edinburgh) Demographics

The majority of National Museums Scotland's staff are based in Edinburgh (Chambers Street, the National War Museum at Edinburgh Castle and a Collections Centre at Granton, Edinburgh). A small percentage of staff are based at the National Museum of Flight site in East Lothian district (7.36%) and the National Museum of Rural Life site in South Lanarkshire district (5.41%).

For the purposes of this monitoring report, as a nationally-funded organisation, National Museums Scotland compares its staffing data to data contained within Scotland's 2011 Census<sup>1</sup>.

#### 1.2.1 Gender

According to the 2011 Census, 48.5% of the Scottish population is male and 51.5% is female.

The figures are the same in East Lothian and South Lanarkshire.

<sup>1</sup> Source: Scotland's Census – Shaping Our Future website <http://www.scotlandscensus.gov.uk/>

## 1.2.2 Age

The 2011 Census sets out how 82.7% of Scotland's population is of working age i.e. over 16. Broken down, these figures are:

Age	% of population
16 to 29 years old	18.5%
30 to 44 years old	20%
45 to 59 years old	21.1%
60 to 74 years old	15.5%
75 years old and over	7.7%

Figures for East Lothian and South Lanarkshire are broadly similar.

## 1.2.3 Disability

The 2011 Census did not ask specifically as to whether an individual has a disability.

The Census did ask whether individuals considered themselves to have one or more long-term health conditions. This was the case for 29.9% of individuals living in Scotland. Edinburgh has a lower percentage of residents identifying themselves in this category (26.7%) while 30.6% declare this to be the case in South Lanarkshire and 29.4% in East Lothian.

The Scottish Surveys Core Questions 2014 stated 23% of adults had a long term limited condition or disability.

## 1.2.4 Ethnicity

The majority of Scottish Census respondents identified as being white (96.1%). This was slightly higher in both East Lothian and South Lanarkshire where the total white population is 98.2% and 97.7% respectively.

The breakdown of ethnicity for Scotland as a whole is:

White Scottish	84%
White – other British	7.9%
White – Irish	1.0%
White – Polish	1.2%
White – Other	2.0%
Asian, Asian Scottish or Asian British	2.7%
Other ethnic groups	1.3%

The City of Edinburgh had a higher percentage of non-white residents (8%) followed by South Lanarkshire (2.3%) and East Lothian (1.8%)

### 1.2.5 Faith & Belief

The 36.7% of census responders advised the 2011 Census that they did not practice an organised religion. The remainder considered themselves to be:

Church of Scotland	32.4%
Roman Catholic	15.9%
Other Christian	5.5%
Muslim	1.4%
Other Religions	1.1%
Not stated	7%

There are variances across Scotland with regards to faith and belief. The City of Edinburgh is home to almost twice the national average number of Muslims and other religions, while the Christian denominations are represented by more than 10% higher than the national average in both East Lothian and South Lanarkshire.

### 1.2.6 Sexual Orientation

The 2011 Census did not ask specific questions relating to the percentage of the population that identifies themselves as lesbian, gay men and bisexual. The Scottish Surveys Core Questions in 2013 stated that 1.5% of the population identifies with this description.

### 1.2.7 Marital Status

The proportion of adults (people aged 16 and over) in Scotland who are married is 45%, a 5% decrease since 2001. The proportion of adults who are single (never married or never registered a same-sex civil partnership) rose to 35% in 2011, an increase of 5% from 2001.

Civil Partnerships – there were 7,000 people (0.2% of adults) who reported that they were in registered same-sex civil partnerships.

## 2 OUR PEOPLE: ORGANISATIONAL PROFILE

### 2.1 Board of Trustees

The Board of Trustees is National Museums Scotland's governing body. The Board is responsible for setting the National Museums Scotland's strategic direction and for monitoring progress to achieve this.

National Museums Scotland is a public body, and the Board is accountable to Scottish Ministers and the Scottish Parliament. National Museums Scotland can have up to 15 Trustees, who are all appointed by the Minister for Culture, Tourism & External Affairs. They are normally appointed for a term of four years, and may serve for a second term. Trustees are appointed through an open process where posts are advertised and candidates are interviewed.

As our Board member appointments are made by Scottish Ministers, the confidential equality & diversity information gathered as part of the application process is held by civil servants in the Scottish Government. We do not see the Equality Monitoring forms which candidates complete nor do we receive the information at this point in time.

The Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016 came into force on 18 March 2016. The regulations require Scottish Ministers to gather information on the relevant protected characteristics of members of a listed authority such as National Museums Scotland and to provide this information to the listed authority in question. In turn, listed authorities must use this information to better perform the public sector equality duty.

On 5 January 2017, the Scottish Government launched its consultation on legislation aiming to ensure gender balance on public Boards in Scotland: <https://consult.scotland.gov.uk/equality-unit/draft-gender-representation-on-public-boards/>. The Gender Representation on Public Boards (Scotland) Bill will require public boards to take action to guarantee gender balance in non-executive membership, to ensure that boards have equal representation of women and men. The deadline for the consultation was 17 March 2017 and National Museums Scotland submitted a response. The feedback received from organisations will inform the development of the Bill, prior to its introduction to the Scottish Parliament in summer 2017.

In the meantime, please refer to the National Museums Scotland website for information regarding our Board members: <http://www.nms.ac.uk/about-us/our-organisation/trustees/>.

### 2.2 Staff Headcount Overview

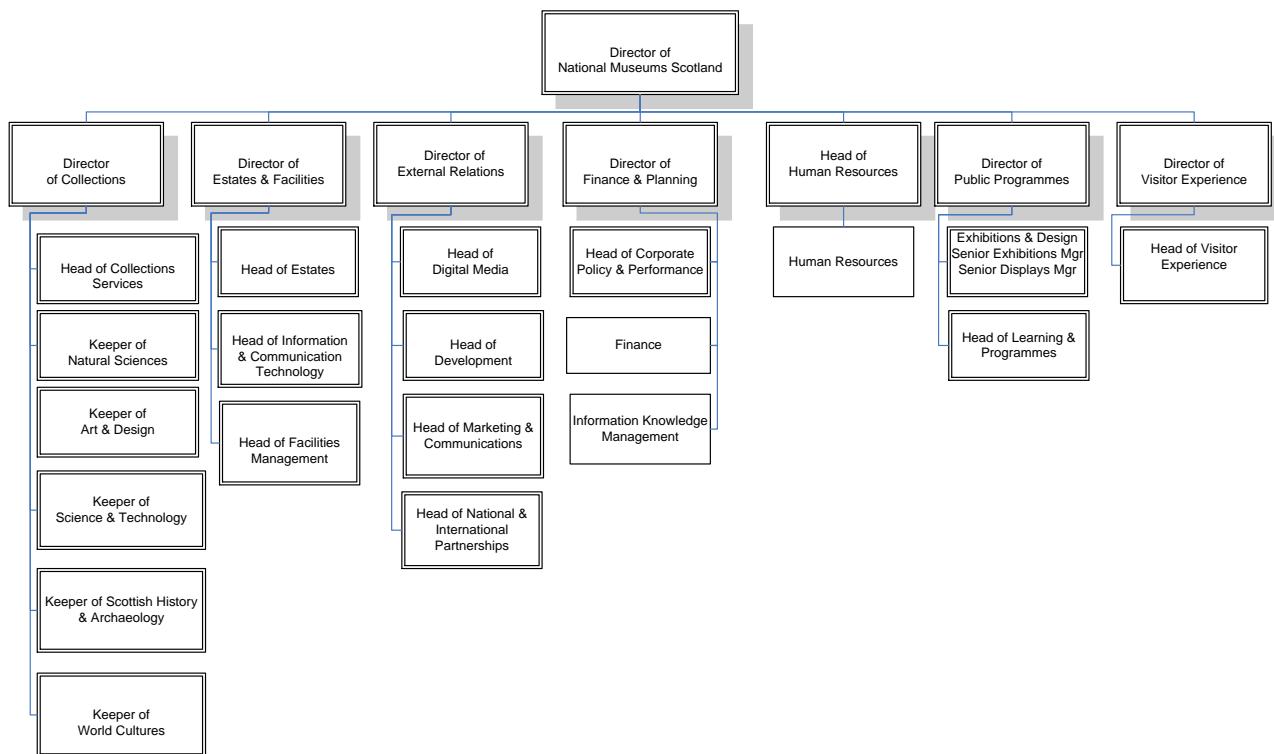
As at 31 March 2017, National Museums Scotland has employed 462 staff. The levels of staffing have been relatively consistent over the last three years as follows:

2014/15	2015/16	2016/17
478	467	462

How these figures are disaggregated in terms of equalities is expressed in the following sections.

## 2.3 Executive / Leadership Team Overview

The Director of National Museums Scotland has overall responsibility for implementing the agreed strategic priorities and actions of the Board of Trustees. The Director and Executive Team make up the top management tier of National Museums Scotland. Each Director leads a Directorate and has a number of direct reports. Overall, these personnel form our Leadership Team (or senior staff) as outlined below:



It should be noted that during the monitoring period, organisational change has resulted in Sections or Departments moving across Departments or Directorates. The Library Team and Information Knowledge Management Teams moved from what was the Department of Information Services within Public Programmes to the Departments of Collections Services and Finance and Planning respectively. Our National and International Partnerships Team was realigned to External Relations, having previously been part of the Collections Directorate.

The Director of Visitor Experience is not included in statistical analysis as the postholder is not employed by National Museums Scotland but seconded on a part-time basis from National Museums Scotland Enterprises to lead and manage the Directorate of Visitor Experience.

Year	Total No. of Staff	Female (%)		Male (%)	
		Full/Time	Part/Time	Full/Time	Part/Time
2014/15	22	45.5	4.5	50.0	-
2015/16	23	47.8	4.4	47.8	-
2016/17	24	45.8	12.5	41.7	-

Like the overall staffing profile, the Leadership Team staff headcount has remained consistent over the monitoring period.

The percentage of men and women in full-time employment is balanced. It is noted that the majority of Leadership team staff are full-time employees with increasing levels of part-time working being sustained in 2016/17 comparable to other parts of the business.

No senior staff in the monitoring periods outlined above have declared a disability. The 2016/17 data confirms that 62.5% of senior staff have declared that they have no disability and 37.5% have elected not to disclose this information.

In considering ethnicity, 66.7% of senior staff consider themselves to be White Scottish, White: Other British or White: Other with 33.3% electing not to disclose this information. This is a profile which is consistent with the ethnicity profile of Scotland.

#### 2.4 Staff Profile – Gender

According to the 2011 Scotland Census, 48.5% of the Scottish population is male and 51.5% is female. The statistics below show a consistent profile with the census with marginally more women than men working at National Museums Scotland. The ratio between the two is relatively balanced with there being no disproportionate gender balance across any of the years at an organisational level.

It is noted that we currently disaggregate statistics on the basis of only Male and Female and will be looking to expand these categories in accordance with established guidance and best practice in the forthcoming period, for instance with the potential use of categories such as Trans Man, Trans Woman, In Another Way (Please State) or Prefer Not to Say, etc.

Year	Total No. of Staff Headcount	Female (%)	Male (%)
2014/15	478	56.7	43.3
2015/16	467	59.0	41.0
2016/17	462	59.1	40.9

#### 2.5 Staff Profile – Full Time and Part Time Working

Year	Total No. of Staff Headcount	Female (%)		Male (%)	
		Full/Time	Part/Time	Full/Time	Part/Time
2014/15	478	37.2	19.5	36.6	6.7
2015/16	467	40.3	19.1	36.0	4.7
2016/17	462	37.7	21.4	34.4	6.5

Over the last three years, there have been consistent levels of part-time working – on average approximately 20% of females and 6% of males.

It should be noted that full-time working at National Museums Scotland is 37 hours per week. In order however to meet the operational requirements of our museums' opening hours, a high number of front of house Visitor Experience staff are contracted to work 35 hours per week, which in real terms represents a full week's work and therefore is counted as full-time for the purposes of this report. To do otherwise, would not be truly representative of our workforce profile.

## 2.6 Staff Profile – Permanent vs Fixed Term Employment

Year	Total No. of Staff Headcount	Female (%)		Male (%)	
		Fixed-Term	Permanent	Fixed-Term	Permanent
2014/15	478	9.4	47.3	3.8	39.5
2015/16	467	10.7	48.6	5.1	35.5
2016/17	462	5.6	53.5	1.5	39.4

There have been consistently high levels of permanent employment at National Museums Scotland. National Museums also engages staff where appropriate on a fixed term basis e.g. higher levels of fixed term usage during the reporting periods 2014/15 and 2015/16 for the purposes of securing specific professional skills required for externally funded projects, such as National Museum of Scotland Master Plan Phase 3, National Museum of Flight Project Phase 2 and Collections Reunited. It is also noted that a number of posts were recruited on a temporary basis to provide backfill in support of family leave (see sections 4.3 and 4.5).

In addition, 2015/16 saw National Museums Scotland participate in a Voluntary Exit Scheme to facilitate organisational change that has resulted in the new Visitor Experience arrangements that we have in place today. It is noted that interim arrangements involving recruitment to fixed term contracts was required until the permanent structure was developed and confirmed. It should be noted that the majority of these fixed term appointees were successful in subsequently obtaining permanent employment within the new Visitor Experience team.

## 2.7 Directorate Gender Profile

The disaggregation in terms of gender for National Museums Scotland is as follows:

Directorate	2014/15 (%)		2015/16 (%)		2016/17 (%)	
	Male	Female	Male	Female	Male	Female
Collections	9.2	18.4	9.0	18.4	8.2	17.5
Estates & Facilities	12.8	5.4	12.0	5.6	13.0	6.3
External Relations	1.3	5.6	1.5	4.3	1.1	3.9
Finance & Planning	1.0	1.5	0.9	2.1	0.9	1.9
Human Resources	0.6	2.3	0.2	2.6	0.2	2.6

<b>Leadership Team</b>	2.3	2.3	2.4	2.6	2.2	3.0
<b>Public Programmes</b>	2.9	8.4	3.6	10.5	3.0	9.5
<b>Visitor Experience</b>	13.2	12.8	11.1	13.3	12.3	14.3
<b>TOTAL</b>	<b>43.3</b>	<b>56.7</b>	<b>40.7</b>	<b>59.3</b>	<b>40.9</b>	<b>59.1</b>

According to the 2011 Scotland Census, 48.5% of the Scottish population is male and 51.5% is female. The gender profile for National Museums Scotland is consistent with the profile of Scotland.

We also note higher levels of female staff working in Collections, External Relations, Human Resources, and Public Programmes. There are higher levels of male staff working in Estates & Facilities with a more balanced gender profile in the Visitor Experience, Finance & Planning and the Leadership Team. With confidence well established in a fair and transparent recruitment and selection process, we would look going forward to the opportunity that these statistics present in considering what may be done to enhance the process through such mediums as photographs, etc to demonstrate that job roles at the Museum are not exclusive to any particular gender.

## 2.8 Directorate Full Time vs Part Time Working

Directorate	2014/15 (%)		2015/16 (%)		2016/17 (%)	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
<b>Collections</b>	23.2	4.4	22.7	4.7	20.6	5.2
<b>Estates &amp; Facilities</b>	13.2	5.0	12.8	4.7	14.1	5.2
<b>External Relations</b>	5.2	1.7	4.7	1.3	3.9	1.1
<b>Finance &amp; Planning</b>	2.1	0.4	2.6	0.4	2.4	0.4
<b>Human Resources</b>	1.5	1.5	1.3	1.5	1.3	1.5
<b>Leadership Team</b>	4.4	0.2	4.7	0.2	4.5	0.6
<b>Public Programmes</b>	6.5	4.8	8.1	5.8	8.4	4.1
<b>Visitor Experience</b>	17.4	8.6	19.5	5.1	16.9	9.7
<b>TOTAL</b>	<b>73.4</b>	<b>26.6</b>	<b>76.2</b>	<b>23.8</b>	<b>72.1</b>	<b>27.9</b>

This table illustrates the high levels of full-time working that we sustain at National Museums Scotland. As a flexible employer, part-time working is present in all areas of the Museum and the percentage of employees working part time hours has been consistent across the reporting period. Additional information is available in Section 2.5 of this report.

## 2.9 Staff Grade Profile

Grade	2014/15 (%)		2015/16 (%)		2016/17 (%)	
	Male	Female	Male	Female	Male	Female
A	0.2	-	0.2	-	0.2	-
B	-	0.8	0.2	0.6	0.2	0.6
C	1.0	0.4	1.1	0.4	0.9	0.6
D	0.6	0.6	0.4	1.1	0.4	1.1
1	1.7	0.8	1.7	0.4	1.7	0.4
2	2.1	3.6	1.7	3.9	1.5	3.7
3	3.3	4.8	3.4	5.4	3.0	5.0
4	4.0	9.6	3.4	10.5	3.7	10.4
5	4.0	8.4	4.1	8.8	3.7	7.8
6	5.2	11.1	5.4	11.1	5.6	11.3
7	19.0	12.6	17.1	13.3	17.7	14.3
8	2.1	4.0	1.9	3.9	2.2	3.9
<b>TOTAL</b>	<b>43.3</b>	<b>56.7</b>	<b>40.7</b>	<b>59.3</b>	<b>40.9</b>	<b>59.1</b>

It can be seen that, with one exception, there is a balanced distribution of male/female employment across National Museums' grading structure which has remained relatively consistent over the last three years.

There is a higher concentration of employment within Grade 6, 7 and 8 in predominantly Visitor Experience and Facilities Management roles.

The exception to the balanced distribution of male/female employment is at Grade 4. Grade 4 is a middle management grade, with a headcount of around 48 employees in 2016/17. More detailed analysis of this trend shows that sixteen of these employees are part-time (female) workers and that this increase in part-time employees and therefore headcount explains the suggested feminisation of this grade.

## 2.10 Staff Disability Profile

The statistics outlined in this table show a change in 2016/17 with some staff choosing not to disclose whether or not they have a disability. This change has a direct correlation with the introduction of a new HR System (Cascade) in which staff have been given desktop access to their personal data and the ability to change that which is already recorded for them.

Year	Female			Male		
	% of staff who have declared a disability	% of staff who have declared they have no disability	% of staff who have chosen not to disclose this information	% of staff who have declared a disability	% of staff who have declared they have no disability	% of staff who have chosen not to disclose this information
2014/15	3.3	53.3	-	4.6	38.7	-
2015/16	2.8	56.5	-	3.6	37.0	-
2016/17	2.6	43.1	13.4	3.7	31.4	5.8

It is recognised that an employee may develop a disability in the course of their employment. Where this comes to light during casework or other management support interventions, employees are encouraged to amend their HR system record to reflect their new status.

However, it is noted that improving disability declaration rates is a challenge amongst the general population and not unique to National Museum Scotland.

For the reasons above, it is challenging therefore to accurately compare National Museums Scotland's data against available national statistical information.

## 2.11 Staff Age Profile

This data illustrates how National Museums Scotland's age profile is reflective of the 2011 Scotland Census.

The data is representative of an ageing demographic. We have less staff in the 16-24 age group although it should be noted that NMS actively supports initiatives that support youth employment e.g. we have a Youth Plan. We believe that these outcomes result in part from the restrictions we face in not being able to employ under 18-year olds in our Visitor Experience team, due to licensing regulations. However, this will be an area for further reflection in the forthcoming monitoring periods.

Age Band	2014/15 (%)		2015/16 (%)		2016/17 (%)	
	Male	Female	Male	Female	Male	Female
16-24	0.4	1.5	0.9	1.5	0.4	2.6
25-34	7.3	18.8	6.9	18.2	6.3	16.0
35-44	8.4	14.6	6.2	17.1	6.9	16.7
45-54	13.8	12.6	14.3	13.7	14.7	13.2
55-64	11.9	8.6	11.3	7.9	11.5	9.7
65 plus	1.5	0.6	1.1	0.9	1.1	0.9
<b>TOTAL</b>	<b>43.3</b>	<b>56.7</b>	<b>40.7</b>	<b>59.3</b>	<b>40.9</b>	<b>59.1</b>

## 2.12 Staff Profile: Faith or Belief

The levels of employees who do not practice an organised religion are in line with the 2011 Scotland census data i.e. 38.9%: 36.7%.

However, there are lower levels declared for all religions compared to the census data, with these being replaced with a high level of "do not wish to declare". This would potentially suggest that employees practising a religious belief are less comfortable with sharing this personal information, or are unsure of the organisation's need to collect it.

As with section 2.9 regarding disability, the high levels of non-declaration make it difficult to currently compare National Museums Scotland's data fully against census data. However, this will be an area for further review in the forthcoming monitoring periods.

Faith or Belief	2014/15 (%)		2015/16 (%)		2016/17 (%)	
	Male	Female	Male	Female	Male	Female
Buddhist	-	0.2	-	0.2	-	0.2
Church of Scotland	5.6	6.3	4.9	6.2	5.2	6.1
Hindu	-	0.4	-	-	0.2	-
Jewish	-	-	-	-	-	-
Muslim	0.2	-	-	-	-	-
Roman Catholic	2.3	2.5	1.9	3.0	1.9	2.4
Other	2.7	3.3	2.6	3.2	1.9	3.0
None	13.2	24.7	13.3	25.1	13.6	25.3
Do not wish to declare	19.2	19.2	18.0	21.6	18.0	22.1
<b>TOTALS</b>	<b>43.3</b>	<b>56.7</b>	<b>40.7</b>	<b>59.3</b>	<b>40.9</b>	<b>59.1</b>

## 2.13 Staff Profile: Ethnic Origin

With regard to ethnic origin, National Museums Scotland's data is consistent with the Scottish census outcomes, with the majority of employees identifying themselves as being White. This figure is slightly below the national average as almost 12% of employees do not wish to declare their ethnicity. This percentage is much less than those not wishing to declare their disability status or religion.

Ethnic Origin	2014/15 (%)		2015/16 (%)		2016/17 (%)	
	Male	Female	Male	Female	Male	Female
Asian: Chinese	-	-	-	-	-	-
Asian: Indian	0.2	0.4	0.2	-	0.2	-
Asian: Other	0.2	-	-	-	0.2	-
Asian: Pakistani	-	0.2	-	-	-	-
Black: African	0.2	-	-	-	-	-
Black: Other	-	-	-	-	-	-
White: Irish	0.8	0.8	0.4	0.4	0.6	0.6

<b>White: Other</b>	3.8	7.9	3.4	8.6	3.2	6.7
<b>White: Other British</b>	15.3	20.3	14.4	19.7	13.4	19.7
<b>White: Scottish</b>	18.8	22.2	17.1	24.4	18.2	24.2
<b>Mixed</b>	0.2	0.4	0.2	0.6	0.4	0.2
<b>Other</b>	-	0.4	-	0.4	-	0.4
<b>Do not wish to declare</b>	3.8	4.0	4.7	5.1	4.5	7.1
<b>TOTAL</b>	<b>43.3</b>	<b>56.7</b>	<b>40.7</b>	<b>59.3</b>	<b>40.9</b>	<b>59.1</b>

## 2.14 Staff Profile: Sexual Orientation

This protected characteristic again illustrates another area where there are significant levels of employees not wishing to declare their sexual orientation. On a more positive note, the number of employees declaring is above of the 1.5% figure suggested by Scottish non-Census data (NB: this is not a Census question).

<b>Sexual Orientation</b>	<b>2014/15 (%)</b>		<b>2015/16 (%)</b>		<b>2016/17 (%)</b>	
	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
<b>Bisexual</b>	0.2	0.2	0.2	-	0.2	0.4
<b>Heterosexual</b>	22.8	36.0	21.6	35.8	21.6	33.8
<b>Homosexual</b>	0.4	0.2	0.9	0.2	0.6	1.1
<b>Not specified</b>	-	-	-	-	-	0.2
<b>Other</b>	-	0.4	-	0.4	-	0.4
<b>Do not wish to declare</b>	19.9	19.9	18.0	22.9	18.4	23.2
<b>TOTAL</b>	<b>43.3</b>	<b>56.7</b>	<b>40.7</b>	<b>59.3</b>	<b>40.9</b>	<b>59.1</b>

## 2.15 Staff Profile: Marital Status

There is a strong rate of declaration amongst employees with regards to marital status which may have a potential correlation with the requirement to ensure pension benefits are correctly allocated.

<b>Marital Status</b>	<b>2014/15 (%)</b>		<b>2015/16 (%)</b>		<b>2016/17 (%)</b>	
	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
<b>Civil Partnership</b>	0.4	-	0.2	-	0.2	-
<b>Cohabiting</b>	3.3	4.4	3.7	5.0	3.7	3.9
<b>Divorced</b>	0.8	1.9	0.4	1.7	0.4	1.5
<b>Married</b>	20.3	18.0	17.5	18.5	18.2	18.8
<b>Married/Civil Partnership</b>	2.1	2.7	1.9	3.0	1.3	2.4
<b>Separated</b>	0.8	1.7	0.9	1.5	0.9	1.5
<b>Unmarried</b>	10.3	21.5	9.9	22.2	8.7	18.0
<b>Widowed</b>	0.8	1.0	0.9	0.9	0.6	0.9
<b>Do not wish to declare</b>	3.6	5.0	4.3	5.4	4.5	7.1
<b>Not specified</b>	0.8	0.4	0.6	1.5	2.4	5.0
<b>TOTAL</b>	<b>43.3</b>	<b>56.7</b>	<b>40.3</b>	<b>59.7</b>	<b>40.9</b>	<b>59.1</b>

## 2.16 Volunteer Profile

Volunteers are an important and valuable resource for National Museums Scotland, providing expertise and support across the organisation to many different departments. Volunteers are unpaid and are therefore not included as part of our staffing analysis. The data we have is therefore provided for information purposes only and we note there is no current requirement for National Museums Scotland to monitor or analyse volunteer data. Going forward into the forthcoming monitoring period, we will however review the extent to which we can benchmark this data in more detail. Data regarding our volunteers has also traditionally been gathered as at 31 August of each year. The data outlined below has no data in August 2015 as we were in transition from one HR system to another and therefore volunteer data for that period is not maintained electronically.

In the meantime, we note that we run a Volunteer Programme which supports four distinct categories of volunteers – Volunteers; Unpaid Work Placements/Internships (students 18+); Research Associates; and Work Experience (school pupils 15-18 years).

<b>Volunteer Programme Numbers</b>	<b>As at 31 August 2014</b>	<b>As at 31 August 2016</b>
<b>Number of on-going volunteers</b>	164	168
<b>Event volunteers</b>	510 (Mar 13 to Apr 14)	348 (Mar 15 to Apr 16)
<b>Work placements / interns</b>	10	9
<b>Research associates</b>	16	20
<b>Learning museum trainees</b>	0	1
<b>Work experience</b>	18 (Sept 13 to June 14)	8 (Sept 15 to June 16)
<b>Number of people this year participating at NMS</b>	718	554
<b>Estimate of total volunteer hours per year</b>	42,348	33,000

<b>Department usage of volunteers, students &amp; research associates *1</b>	<b>As at 31 August 2014</b>	<b>As at 31 August 2016</b>
<b>Art &amp; Design</b>	5	2
<b>Collections Services</b>	19	26
<b>Human Resources</b>	0	1
<b>Learning &amp; Programmes</b>	38	58
<b>Library &amp; Information Services</b>	6	0*2
<b>National &amp; International Partnerships</b>	1	0
<b>Visitor Experience</b>	32	36
<b>Natural Sciences</b>	33	34
<b>Science &amp; Technology</b>	9	5
<b>Scottish History &amp; Archaeology</b>	41	30
<b>World Cultures</b>	6	5
<b>Total</b>	<b>190</b>	<b>197</b>

\*1 General volunteers, work placements and research associates are listed on the HR database *Cascade* as they have an on-going role at NMS which is reviewed yearly or at the end of a project; whereas *Event* volunteers may help out at a 'one-off' event such as *Museum Lates* or the annual Airshow but may never come back to volunteer again so are listed separately, as are work experience pupils.

\*2 Library & Information Services volunteers now under Collections Services

<b>Active Volunteer Roles</b>	<b>As at 31 August 2014</b>	<b>As at 31 August 2016</b>
<b>Aircraft volunteer guide</b>	3	4
<b>Collection services volunteer (conservation)</b>	17	15
<b>Collection services volunteer (information)</b>	0	1
<b>Collection services volunteer (library)</b>	6	3
<b>Curatorial volunteer</b>	69	53
<b>Digital stories volunteer</b>	1	3
<b>Farmhouse guide volunteer</b>	24	28

<b>Farm assistant volunteer (animals)</b>	1	1
<b>Farm assistant volunteer (maintenance)</b>	3	2
<b>Learning &amp; programmes volunteer</b>	4	8
<b>Library volunteer</b>	1	0
<b>Research volunteer</b>	1	0
<b>School bookings volunteer</b>	0	1
<b>Volunteer engineer</b>	0	3
<b>Volunteer guide</b>	32	45
<b>Volunteer gardener</b>	1	1
<b>Volunteer ranger</b>	1	0

<b>Gender Profile at 31.08.2016</b>	<b>Percentage %</b>
<b>Male</b>	43.0
<b>Female</b>	57.0

<b>Age Profile at 31.08.2016</b>	<b>Percentage %</b>
<b>16-24 years</b>	8.0
<b>25-44 years</b>	17.0
<b>45-65 years</b>	21.0
<b>65+ years</b>	49.0
<b>Prefer not to say</b>	5.0

### 3 RECRUITMENT & SELECTION

National Museums Scotland transitioned to a new online recruitment system during the monitoring period 2015/16. This means that the aggregation of this data is based on both manual and system based records. The data for 2016/17 is generated exclusively from our new online recruitment system Cascade. Statistics in this section are expressed in terms of headcount.

The analysis below should be viewed in the context that, whilst the completion of an Equal Opportunities Monitoring Form is compulsory, many applicants elect not to complete or answer all questions. This has resulted in different levels of data collection for each protected characteristic. We will seek to review this aspect of how we gather in more detail with a view to increasing the knowledge we have about the protected characteristics of applicants to National Museums Scotland.

#### 3.1 Analysis by Directorate

Directorate	No. of Applications				No. of Applicants Shortlisted for Selection Event		No of Applicants Selected	
	No. of Campaigns	2015/16	No. of Campaigns	2016/17	2015/16	2016/17	2015/16	2016/17
Collections	8	409	17	551	46	93	12	24
Estates & Facilities	7	186	6	74	30	22	8	6
External Relations	6	341	2	301	26	28	5	5
Finance & Planning	4	64	2	13	19	8	4	1
Human Resources	2	16	2	25	8	12	2	2
Leadership Team	7	53	5	40	28	11	7	4
Public Programmes	4	178	6	322	30	49	5	19
Visitor Experience	8	431	9	620	87	137	29	38
<b>TOTAL</b>	<b>46</b>	<b>1678</b>	<b>49</b>	<b>1946</b>	<b>274</b>	<b>360</b>	<b>72</b>	<b>99</b>

Analysis over the two year period indicates that there is active interest in applying for posts in all areas of the business at National Museum Scotland. There is a direct correlation between higher numbers of applications in some areas where there is more than one post being advertised e.g. Visitor Experience and Public Programmes. From a field of candidates, the statistics above also show that there is progression in all areas to selection event and subsequent selection. It is noted that the numbers of candidates selected include those who initially accepted but then may have rejected an offer.

### 3.2 Analysis by Gender

Gender	No. of Applicants		No. of Applicants Shortlisted for Selection Event		No of Applicants Selected	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Male	564	576	87	101	50	27
Female	1114	1370	187	327	22	

Although more females apply to work at National Museums Scotland than males, both genders have similar rates of progression to selection event and then to appointment. This would suggest that National Museums Scotland's recruitment process is fair from a gender perspective.

### 3.3 Analysis by Disability

Disability Status	No. of Applicants		No. of Applicants Shortlisted for Selection Event		No of Applicants Selected	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Disabled	2	2	-	-	-	-
No Disability	230	45	12	7	4	-
Do not wish to declare	1446	1899	262	353	68	99
Unknown	-	-	-	-	-	-

A number of applicants have indicated that they do not wish to declare their disability status. It is therefore not possible to form an accurate view on the inclusiveness of our recruitment process vis a vis those applicants with disabilities. One cannot for instance from this analysis tell whether applicants with disabilities have more or less opportunity in progressing through the various stages of the recruitment process.

### 3.4 Analysis by Age

Age Band	No. of Applicants		No. of Applicants Shortlisted for Selection Event		No of Applicants Selected	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
16-24	115	15	1	3	-	1
25-34	130	49	13	12	4	1
35-44	35	37	10	5	4	1
45-54	20	32	3	8	3	3
55-64	6	17	3	5	-	-

<b>65 plus</b>	-	-	-	-	-	-
<b>No DOB/ Undeclared</b>	1372	1795	244	327	61	93

A high number of candidates chose not to provide their date of birth. This makes statistical analysis on the ground of age unrepresentative.

However, as an employer, National Museums Scotland is aware of the lower levels of younger employees. As outlined in Section 2.9, the potential reasons for this are explained. National Museums Scotland also demonstrates its commitment to youth employment through its Youth Plan.

### 3.5 Analysis by Ethnic Origin

<b>Ethnic Origin</b>	<b>No. of Applicants</b>		<b>No. of Applicants Shortlisted for Selection Event</b>		<b>No of Applicants Selected</b>	
	<b>2015/16</b>	<b>2016/17</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2015/16</b>	<b>2016/17</b>
<b>Asian: Chinese</b>	3	-	-	-	-	-
<b>Asian: Indian</b>	3	1	1	-	-	-
<b>Asian: Other</b>	-	-	-	-	-	-
<b>Asian: Pakistani</b>	1	-	-	-	-	-
<b>Black: African</b>	2	-	-	-	-	-
<b>Black: Other</b>	-	-	-	-	-	-
<b>White: Irish</b>	9	2	1	-	-	-
<b>White: Other</b>	69	15	5	3	2	2
<b>White: Other British</b>	73	41	12	13	5	-
<b>White: Scottish</b>	131	71	10	12	4	2
<b>Mixed</b>	5	3	-	-	-	-
<b>Other</b>	1	2	-	1	-	-
<b>Do not wish to declare</b>	1381	1800	245	328	61	95

A high number of candidates chose not to declare their ethnicity as part of the recruitment process. This makes statistical analysis on the ground of ethnicity unrepresentative.

We do note however that beyond the “Do not wish to declare”, higher number of applicants declare themselves to be mainly White. This is not dissimilar to the ethnic profile of Scotland and is in accordance with the 2011 Scotland Census.

### 3.6 Analysis by Faith or Belief

Faith or Belief	No. of Applicants		No. of Applicants Shortlisted for Selection Event		No of Applicants Selected	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Buddhist	4	1	1	-	-	-
Church of Scotland	19	21	2	5	1	-
Hindu	-	-	-	-	-	-
Jewish	2	1	-	-	-	-
Muslim	1	-	-	-	-	-
Roman Catholic	32	14	1	4	1	2
Other	33	13	2	3	-	-
None	177	85	18	14	6	2
Do not wish to declare	1409	1811	250	333	64	95

A high number of candidates chose not to declare their Faith or Belief as part of the recruitment process. This makes statistical analysis on the ground of this protected characteristic unrepresentative.

### 3.7 Analysis by Sexual Orientation

Sexual Orientation	No. of Applicants		No. of Applicants Shortlisted for Selection Event		No of Applicants Selected	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Bisexual	7	7	1	-	-	-
Heterosexual	242	112	20	22	8	4
Homosexual	13	15	1	5	-	-
Not specified	-	2	-	1	-	-
Other	1	-	-	-	-	-
Do not wish to declare	1414	1810	252	332	64	95

A high number of candidates chose not to declare their Sexual Orientation as part of the recruitment process. This makes statistical analysis on the ground of this protected characteristic unrepresentative.

### 3.8 Analysis by Marital Status

Marital Status	No. of Applicants		No. of Applicants Shortlisted for Selection Event		No of Applicants Selected	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Civil Partnership	-	-	-	-	-	-
Cohabiting	8	8	2	5	-	1
Divorced	-	2	-	2	-	-
Married	1	4	-	-	-	-
Married/Civil Partnership	24	34	4	7	2	-
Separated	-	-	-	-	-	-
Unmarried	160	51	4	6	2	-
Widowed	-	-	-	-	-	-
Do not wish to declare	1484	1839	264	338	68	98
Not specified	-	8	-	2	-	-

A high number of candidates chose not to declare their Marital Status as part of the recruitment process. This makes statistical analysis on the ground of this protected characteristic unrepresentative.

## 4 MANAGING OUR STAFF

We would note at the outset of this section that the representative numbers are so low as to make further disaggregation beyond Gender to give us cause for concern that individuals may be identifiable.

### 4.1 Managing Improvement in Performance Cases

To clarify, this section provides data on those staff who have reached the formal stages of the Managing Improvement of Performance policy and thus staged warnings have been applied that are recorded via our Human Resources Management Information System.

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2014/15	478	-	-	1	0.2
2015/16	467	1	0.2	2	0.4
2016/17	462	1	0.2	1	0.2

The small numbers of employees who have progressed to the formal stages is so low as to consider this does not allow for representative statistical analysis.

### 4.2 Promotions (Permanent and Temporary)

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2014/15	478	7	1.5	2	0.4
2015/16	467	5	1.0	2	0.4
2016/17	462	12	2.6	4	0.9

Table 4.2 might suggest that female employees are more likely to be offered a permanent or temporary promotion than their male counterparts.

### 4.3 Maternity Leave Requests

Year	Staff Headcount	Maternity Leave Requests Made	
		No.	%
2014/15	478	6	1.2
2015/16	467	3	0.6
2016/17	462	7	1.5

National Museums Scotland has relatively low numbers of maternity leave requests. Of the cases, above, only one person has not returned immediately from maternity leave, and has secured an approved career break for a year, suggesting there is support for new parents.

#### 4.4 Adoption Leave Requests

Year	Staff Headcount	Adoption Leave Requests Made	
		No.	%
2014/15	478	-	-
2015/16	467	1	-
2016/17	462	-	-

The small numbers of employees who have requested adoption leave is so low as to consider this does not allow for representative statistical analysis.

#### 4.5 Ordinary Paternity Leave Requests

Year	Staff Headcount	Paternity Leave Applications	
		No.	%
2014/15	478	2	0.4
2015/16	467	3	0.6
2016/17	462	1	0.2

These are the number of paternity leave applications received by National Museums Scotland. There is no information available to indicate if all eligible parents applied for Ordinary Paternity Leave.

#### 4.6 Shared Parental Leave Requests

Year	Staff Headcount	Shared Parental Leave Applications		Shared Parental Leave Requests Accepted	
		No.	%	No.	%
2014/15	478	1	0.2	1	0.2
2015/16	467	-	-	-	-
2016/17	462	1	0.2	1	0.2

These are the number of Shared Parental Leave Requests received by National Museums Scotland. There is also no information available to indicate if all eligible parents applied for Shared Parental Leave.

However, considering this data alongside the data in Tables 4.3 and 4.4, it would not be unreasonable to suggest that, although National Museums Scotland accepted the requests made by employees for shared parental leave, there is very low take up of this statutory right by employees.

#### 4.7 Flexible Working Requests

Data in this section takes account of those individuals who have submitted a formal application to undertake flexible working. It is noted that this process is also utilised for those staff who are seeking to reduce their hours as a prelude to retirement (i.e. partial retirement). At this time, the way in which we gather the data does not allow these distinctions to be made. This will be reviewed in the forthcoming period to enable clearer differentiation going forward.

Year	Staff Headcount	Female		Male	
		No. of Requests Made	No. of Requests Accepted	No. of Requests Made	No. of Requests Accepted
2014/15	478	2	1	2	2
2015/16	467	4	3	-	-
2016/17	462	1	1	1	1

Analysis of these statistics would suggest that the majority of formal flexible working requests are approved. Fewer requests are made by men than women. However, as there are very small numbers of applications involved, this is not considered a representative analysis.

#### 4.8 Career Break Requests

Year	Staff Headcount	Female		Male	
		No. of Requests Made	No. of Requests Accepted	No. of Requests Made	No. of Requests Accepted
2014/15	478	-	-	-	-
2015/16	467	-	-	-	-
2016/17	462	2	2	-	-

Again, analysis of these statistics would suggest that the majority of formal career break requests are approved although there are very small numbers of applications involved. More women than men have applied. Further investigation has ascertained that these applications were both made post a period of maternity leave.

#### 4.9 Leavers

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2014/15	478	37	7.7	30	6.3
2015/16	467	60	12.9	42	9.0
2016/17	462	39	8.4	17	3.7

There was a higher level of leavers from National Museums Scotland in 2015/16 due to a Voluntary Exit Scheme that was in place at the time. There were also a number of fixed term contracts which concluded due to the ending of externally funded projects and maternity leave appointments.

#### 4.10 Disciplinary Cases

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2014/15	478	-	-	5	1.0
2015/16	467	-	-	-	-
2016/17	462	-	-	4	0.9

The small numbers of employees subjected to Disciplinary proceedings does not allow for representative statistical analysis.

#### 4.11 Grievances

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2014/15	478	1	0.2	1	0.2
2015/16	467	1	0.2	-	-
2016/17	462	1	0.2	-	-

The small numbers of employees who have been Management of Improvement in Performance processes does not allow for representative statistical analysis.

## 5 STAFF REWARD & RECOGNITION

### 5.1 Gender Pay Gap Analysis and Equal Pay Statement

National Museums Scotland notes its requirements in this regard which are outlined in a separate report providing as part of information that supports our Mainstreaming Report.

### 5.2 Additional Responsibility Allowance

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2014/15	478	16	3.3	3.0	0.6
2015/16	467	18	3.9	12.0	2.6
2016/17	462	7	1.5	5.0	1.0

The increase in additional responsibility allowances in 2014/5 and 2015/16 was due to fixed term projects taking place due to time limited external funding. There was also an increase in retirements in 2015/16 which resulted in temporary arrangements being put in place pending the development and approval of permanent staffing structures.

### 5.3 Employee of the Month Award

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2014/15	478	6	1.2	6	1.2
2015/16	467	7	1.5	5	1.0
2016/17	462	tbc	tbc	tbc	tbc

These awards are chosen from staff nominations.

## 6 STAFF TRAINING & DEVELOPMENT

The transition to the new HR system Cascade also has an impact on monitoring of training and development. As the Training and Development aspect of the system has only just been launched, further work will need to take place to enable data gathering to be disaggregated in terms of the protected characteristics. It is noted that this will be a key action in the forthcoming monitoring period with data being published as soon as is practicable.

In the meantime, the current data available is as outlined below. It is noted that current reporting of the yearly activity currently takes place in September for training and development and adjustment will be made to do so earlier in accordance with the staffing data.

### Summary of 2014/45 Activity

A feature this year has been the continued use of e-learning modules and DVDs to provide more flexibility and shorter, more frequent 'just in time' learning for groups of staff. This is particularly helpful in compliance training such as Health & Safety. 364 events were arranged in total. A total of 1,362 staff and volunteers participated in the completed events. This equates to 827 learning staff days across the organisation.

### Summary of 2015/16 Activity

We continue to source and make use of e-learning where this provides a more flexible alternative for staff. This is particularly relevant for fixed term or project staff whose availability to attend course-based training is limited owing to project deadlines. The roll-out of our new HR system (Cascade) and the allocation of a login to all staff also enables us to consider a wider range of subjects for e-learning among staff whose work pattern presents ongoing traditional delivery scheduling challenges.

334 events were arranged in total. This figure breaks down as:

- 221 training events were organised in house and/ or were tailored specifically for our needs.
- 113 other external events were booked for individual or small numbers of staff as part of a provider's open programme.

Over the year, 10 events were cancelled or postponed and rearranged – for reasons ranging from lack of viable number, illness or personal circumstances.

A total of 1,388 staff and volunteers participated in the completed events. This equates to 707 learning staff days across the organisation.

**28 April 2017**



## **APPENDIX 4**

# **GENDER PAY & EQUAL PAY REPORT**

**YEAR ENDING 31 MARCH 2017**

## **GENDER PAY GAP INFORMATION 2017**

### **1. Introduction**

The legislation governing gender pay gap reporting is contained in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The duty requires public organisations with 20 or more employees to publish a gender pay gap figure which is the percentage difference between men's and women's average hourly pay, excluding overtime. The information published must be based on the most recent data for when an organisation had at least 20 employees.

### **2. Gender Pay Gap at National Museums Scotland**

The current gender pay gap information for National Museums Scotland is set out below and has been derived from salary information (excluding overtime) as at February 2017. The analysis provided is based on our published pay scales.

Grade	Female		Male		Gender Pay Gap	
	Average Head Count	Average Hourly Pay (£)	Average Head Count	Average Hourly Pay (£)	£	%
B-D	11	31.75	7	33.18	-1.43	-4.31%
1	2	22.86	7	24.11	-1.25	-5.18%
2	17	20.92	7	20.88	0.04	0.19%
3	24	18.26	14	18.30	-0.04	-0.22%
4	46	15.41	17	15.68	-0.27	-1.72%
5	34	13.20	17	13.52	-0.32	-2.37%
6	49	11.07	26	11.43	-0.36	-3.15%
7	57	9.08	77	9.29	-0.21	-2.26%
8	18	8.57	10	8.57	0.00	0.00%
All	258	13.80	182	13.18	0.62	4.70%

As outlined above, one can see that there are currently more female staff than male staff in employment at National Museums Scotland. This is a position that has been the case for the last three years (see copy of National Museums Scotland Mainstreaming Report 2017 for further information).

The average hourly pay (excluding overtime) for male staff is £13.18 and for female staff is £13.80. The current gender pay gap for all staff across our published pay scales (Grades B-8) at National Museums Scotland is 4.70% in favour of female staff.

This outcome might be considered atypical. It reflects that men are disproportionately employed in roles at lower grades which leads to the lower hourly rate figure presented. However, this must be considered alongside the fact that the work of National Museums Scotland, like many other national museums, is complex and in some cases very specialised in nature. This will tend to lead to gender clustering in different work groups and produce this type of pattern in the gender pay analysis.

Beyond these assumptions, we would regard the overall pay gap between male and female staff to be modest (i.e. less than 5%) but we do remain committed to monitoring this on an ongoing basis.

The gender pay gap at senior management level in 2017 is -4.31% with higher hourly rates of pay for male staff. This is a movement from the 2.69% figure reported in 2015 where there was a higher hourly rate of pay for female staff. This fluctuation is driven by the small sample size which means that even one person leaving can have a significant effect on the figures. We continue to be proactive as an organisation in ensuring there is no bias in our recruitment and selection practices and will be undertaking a review of these in the forthcoming Mainstreaming report period. Of particular interest to us going forward will be consideration of how we present jobs as part of a recruitment campaign and the need for us to ensure that all jobs at National Museums Scotland continue to be fully accessible to all, irrespective of gender or any other protected characteristic.

We have reviewed gender pay gap information in the context of occupational segregation which we understand as the concentration of men and women:

- in different kinds of jobs (**horizontal** segregation)
- in different pay grades (**vertical** segregation)

To clarify National Museums Scotland pay structure, this is based on our published pay scales which are from the higher Grade B through to Grade 8 at the lower end. Grades B-D are senior management grades and have been clustered as part of this publication for data protection purposes.

There are noted higher correlations of male staff in security (Grade 6) and facilities support roles (Grade 7), and more women in roles such as administration, secretarial (Grade 6), and cleaning (Grade 8), etc. We have taken cognisance of this and would reiterate our commitment to review how we present jobs as part of a recruitment campaign and the need for us to ensure that all jobs at National Museums Scotland remain fully accessible to all, irrespective of gender or any other protected characteristic.

There are other more modest gender pay gaps in Grade 1 and Grade 6 with higher average hourly rates of pay for men (-5.8% and -3.15% respectively). Progression rates through our pay scales do play a part in these results i.e. we have more women at the lower levels of the pay scale but this is consistent with their knowledge of the job and we generally recruit on first appointment to the lower end of a pay scale. In recognition that men more generally in employment have less interrupted career paths than women, we ensure that progression is not affected by for instance periods of maternity leave, caring responsibilities, etc. and therefore progress for women through an individual scale is at the same rate as it is for men. Another factor to consider here is the positive action we take as an organisation in supporting part-time working in response to caring responsibilities. This is particularly the case in Grade 4 where we have higher numbers of female staff who work part-time.

We have reviewed the extent to which there may be any ‘glass ceiling’ effect at National Museums Scotland i.e. women tending to work in more junior grades than men and also the invisible barrier that prevents women from progressing to senior levels. In fact, we have more women than men in senior management roles and it is also noted that there are more women employed across Grades 2, 3 4 and 5 which is beyond an

administrative/team leader Grade 6. This represents a much more positive picture than many comparable organisations.

Supplementary gender pay gap information in relation to full-time and part-time staff is outlined in Appendix 1 attached. We have taken account of these in the assumptions presented above.

**APPENDIX 1**

Grade	Female						Male						Gender Pay Gap		Full time Gender Pay Gap		Part time Gender Pay Gap	
	All staff (Grades B-8)		Full-time only		Part-time only		All staff (Grades B-8)		Full-time only		Part-time only							
	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	£	%	£	%	£	%
B-D	11	31.75	10	32.52	1	24.13	7	33.18	7	33.18	0	0.00	-1.43	-4.31%	-0.66	-1.99%	NA	NA
1	2	22.86	2	22.86	0	0.00	7	24.11	7	24.11	0	0.00	-1.25	-5.18%	-1.25	-5.18%	NA	NA
2	17	20.92	13	20.86	4	21.14	7	20.88	7	20.88	0	0.00	0.04	0.19%	-0.02	-0.10%	NA	NA
3	24	18.26	19	18.23	5	18.36	14	18.30	13	18.29	1	18.48	-0.04	-0.22%	-0.06	-0.33%	-0.12	-0.65%
4	46	15.41	25	15.23	21	15.63	17	15.68	16	15.74	1	14.65	-0.27	-1.72%	-0.51	-3.24%	0.98	6.69%
5	34	13.20	29	13.16	5	13.46	17	13.52	17	13.52	0	0.00	-0.32	-2.37%	-0.36	-2.66%	NA	NA
6	49	11.07	36	11.06	13	11.10	26	11.43	24	11.48	2	10.86	-0.36	-3.15%	-0.42	-3.66%	0.24	2.21%
7	57	9.08	31	9.11	26	9.06	77	9.29	62	9.35	15	9.06	-0.21	-2.26%	-0.24	-2.57%	0.00	0.00%
8	18	8.57	4	8.57	14	8.57	10	8.57	3	8.57	7	8.57	0.00	0.00%	0.00	0.00%	0.00	0.00%
All	258	13.80	169	14.59	89	12.31	182	13.18	156	13.76	26	9.64	0.62	4.70%	0.83	6.03%	2.67	27.70%

## **EQUAL PAY 2017**

### **1. Equal Pay Statement**

National Museums Scotland is an equal opportunities employer and, as such, is committed to promoting and embedding equality of opportunity and diversity in employment. We believe this extends to the way we reward our people and that reward should be applied fairly and equitably. We are committed to the principle of equal pay for all our employees and aim to eliminate any bias in our reward systems. This includes equality on the basis of age, disability, gender, gender re-assignment, marriage or civil partnership, maternity or pregnancy, race, religion or belief and sexual orientation.

In line with National Museums Scotland's commitment to achieve equal opportunities for all staff, the organisation supports the principles that all employees should receive equal pay for the same or like work or work rated as equivalent or of equal value, and in order to achieve this will endeavour to maintain a pay system that is transparent, based on objective criteria and free from bias.

We understand that equal pay between men and women is a legal right under both domestic and European law.

### **Progress Since 2015 Publication**

We take our responsibilities as an equal opportunities employer very seriously and in reviewing how we have met this commitment since 2015, we can confirm the following:

- We have continued to monitor all of our pay practices, including those for staff absence on maternity leave. We have taken steps as part of joint pay negotiations with our trade unions in addressing low pay resulting in the current fixed points that we have in our pay structure at Grades 7 and 8. We would note that the more recent of these changes was that in Grade 7 we moved from a pay scale to a fixed point set at the top of the previous pay scale.

We also agreed through pay negotiations for 2016/17 to reduce progression journey times/steps in some of our Grades in that year. We believe that the existing levels we now have are sustainable and appropriate with progression being no more than 5 years in Grades 2 to B and 3 years in Grades 3-6.

- We provide information regarding pay to staff annually.
- We have ensured that staff are informed about how their own pay is calculated. A considerable amount of work has been done in this area in the last year, with agreements established on daily rates and how these and other rates are calculated.
- We continue to provide training and guidance for those members of staff involved in decisions relating to pay and benefits.
- We consult with staff and our trade union colleagues on all policies, including our equal pay policy, where appropriate. These consultations form a normal part of our engagement and partnership working.

- We provide where appropriate updates to staff on progress relating to pay discussions/negotiations with the trade unions and Scottish Government as required.

## **2. Equal Pay Policy**

National Museums Scotland's aim is to ensure that it implements fair, just and lawful practices with regards to pay.

To achieve equality of financial reward for employees doing equal work, National Museums Scotland operates a pay and reward system that is transparent, and is based on objective criteria and free from bias.

National Museums Scotland uses a standard and commonly used job evaluation system to assess the relative value of all jobs across our organisation. This provides evidence in support of the allocation of each job within our pay grading structure.

It is important that staff have confidence in our processes so we will continue to work with the recognised trade unions to ensure equality within our reward policy and practices.

Our objectives are to:

- ensure that there are no unfair, unjust or unlawful practices that impact on pay and/or reward; and
- where any inequality may arise, investigate promptly and take appropriate remedial action where required.

In support of our commitment to equal pay, National Museums Scotland will:

- carry out its legislative requirements in relation to equal pay as appropriate, and will monitor outcomes in partnership with recognised trade unions.
- on an ongoing basis, monitor all pay practices, including those for staff absent on maternity leave;
- review our reward policy and practices (in line with EHRC guidance) such that trends and any anomalies are identified, investigated and resolved. We note and support the requirement under the Equality Act 2010 to publish pay gap information every two years;
- ensure that all staff have fair access and opportunities in relation to recruitment, training and development;
- provide training and guidance for those involved in determining pay and the job evaluation process;
- inform employees of how reward practices work and how their own reward is determined;

- monitor the uptake of staff development opportunities across all protected characteristics.
- examine any equality barriers to requests for flexible working arrangements and take positive action to remove them.
- respond to grievances and other concerns on equal pay as a priority;
- ensure our work in this area is fully aligned with the commitments we have made in our equality and diversity reporting;
- consult with staff and trade unions on the National Museums Scotland equal pay policy where appropriate;
- inform staff of progress of pay meetings with trade unions and Scottish Government as required.

National Museums Scotland has a number of policies that support or promote equal pay as follows:

- Equal Pay
- Equal Opportunities - Employment
- Equal Opportunities – Gender Reassignment
- Payment of Pay
- Flexible Working Arrangements
- Flexible Working Hours
- Respect & Dignity
- Training & Development

National Museums Scotland reviews all of its policies and procedures in accordance with best practice. The responsibility for review of the Equal Pay policy is held by the Head of Human Resources.

### **3. Pay Structures**

We have a pay structure at National Museums Scotland that is based on grades B through to 8 and contained within each grade are established progression steps. Staff are eligible for a progression payment if they are not at the maximum of their scale. The exception to this is grades 7 and 8 where there is a fixed point payment.

### **4. Job Evaluation**

Job Evaluation is the means by which the salary for a job is determined. At National Museums Scotland, we use Hay Evaluation, one of the most widely used job evaluation methods in the world.

Hay Evaluation considers three elements of each job namely the knowledge needed, problem solving required and the detail of what the job is accountable for on a day to day

basis. These three individual elements are each allocated a ‘score’ which when added together provides a ‘total score’. This ‘total score’ in turn is linked to National Museums Scotland’s salary scales. Hay Evaluation also enables comparison within ‘job families’ and across similar jobs within National Museums Scotland, to ensure consistency and equality.

## **5. Training & Development**

National Museums Scotland recognises that the quality of service which we provide depends on having a highly committed, well managed, informed, skilled and effective workforce. We are committed to providing staff training and development that meets the organisational objectives detailed in our Strategic Plan.

National Museums Scotland makes resources available annually for staff training. All staff members can receive training, whether they are full-time or part-time, professional or technical, paid or unpaid, or on work placement.

No staff member should receive less favourable treatment than any other on any grounds including: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender, and sexual orientation.

**28 April 2017**