

# AGENDA

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**Meeting:** Staffing Policy Committee

**Place:** Kennet Room - County Hall, Bythesea Road, Trowbridge, BA14 8JN

**Date:** Wednesday 6 March 2019

**Time:** 10.30 am

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Please direct any enquiries on this Agenda to Roger Bishton, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713035 or email [roger.bishton@wiltshire.gov.uk](mailto:roger.bishton@wiltshire.gov.uk)

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## Membership:

Cllr Allison Bucknell (Chairman)  
Cllr Tony Jackson (Vice-Chairman)  
Cllr Richard Clewer  
Cllr Mike Hewitt  
Cllr Hayley Illman

Cllr David Jenkins  
Cllr Ricky Rogers  
Cllr Baroness Scott of Bybrook OBE  
Cllr John Smale

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## Substitutes:

Cllr Fleur de Rhé-Philippe  
Cllr Peter Evans  
Cllr David Halik  
Cllr Jon Hubbard  
Cllr Bob Jones MBE

Cllr Gordon King  
Cllr Ian Thorn  
Cllr Ian McLennan  
Cllr Tony Trotman

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For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Part 4 of the council's constitution](#).

The full constitution can be found at [this link](#).

For assistance on these and other matters please contact the officer named above for details

# AGENDA

## PART I

### Items to be considered while the meeting is open to the public

1 **Apologies for absence**

2 **Minutes of Previous Meeting** (*Pages 5 - 8*)

To confirm the minutes of the meeting held on 9 January 2019. (Copy attached)

3 **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

#### Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

#### Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Wednesday 27 February 2019** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Friday 1 March 2019**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Diversity and Inclusion Monitoring Report** *(Pages 9 - 60)*

A report by the Director, Human Resources & Organisational Development is attached.

7 **Gender and Pay Gap Report** *(Pages 61 - 78)*

A report by the Director, Human Resources & Organisational Development is attached.

8 **Quarterly Workforce Report: October to December 2018** *(Pages 79 - 82)*

A report by the Director, Human Resources & Organisational Development is attached.

9 **Date of Next Meeting**

To note that the next meeting of this Committee is due to be held on Wednesday 8 May 2019, starting at 10.30am at County Hall, Trowbridge.

10 **Urgent Items**

Any other items of business which, in the opinion of the Chairman, should be considered as a matter of urgency. Urgent items of a confidential nature may be considered under Part II of this agenda.

**PART II**

**Items during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed**

**None**

## **STAFFING POLICY COMMITTEE**

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**MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 9 JANUARY 2019 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.**

**Present:**

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Richard Clewer, Cllr Mike Hewitt, Cllr Ricky Rogers, Cllr David Halik (Substitute) and Cllr Tony Trotman (Substitute)

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**1 Apologies for absence**

Apologies for absence were received from:-

Cllr David Jenkins

Cllr Baroness Scott of Bybrook OBE, who was substituted by Cllr Tony Trotman

Cllr John Smale who was substituted by Cllr David Halik

**2 Minutes of Previous Meeting**

**Resolved:**

**To confirm and sign as correct record the minutes of the previous meeting held on 15 November 2018.**

**3 Declarations of Interest**

There were no declarations of interest made at the meeting.

**4 Chairman's Announcements**

There were no Chairman's announcements.

**5 Public Participation**

There were no members of the public present or councillors' questions.

## 6 **Pay Policy Statement**

The Committee received a report setting out an updated Pay Policy Statement for the financial year 2019/2020 for approval, prior to agreement by Council and publication on the Council's website.

It was reported that under Chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for every financial year. Wiltshire Council originally published its pay policy statement in February 2012 and the updated policy was now required to be published on the Council's website by 1 April 2019.

The policy had been updated to include a revised introduction providing an update on the Council's progress with apprenticeships as well as an overview of the new pay and grading model which had been subject to a collective agreement with the recognised trade unions and which would be implemented on 1 April 2019. Other updates included:-

- An amendment to cap annual pay awards for HAY graded staff in line with the NJC pay award unless market pay data identified a significant drift or where there were difficulties in the recruitment and retention of staff in these grades.
- A change to the redeployment procedure to include in exceptional circumstances where there was a national shortage of skills in a particular role.
- An updated total number of council employees and the latest pay ratios.

The Committee discussed the updated policy and in particular was pleased to note the Council's progress with apprenticeships.

**Resolved:**

**To approve the draft policy to be presented at Full Council on 26 February 2019.**

## 7 **Implementation of the Pay Award & New Grading Model on 1 April 2019**

Consideration was given to a report by the Director, Human Resources & Organisational Development which set out details of the new pay and grading model for the Council that had been agreed following local negotiation with the recognised trade unions and which also took into account the 2019 National Joint Council (NJC) pay award which would be effective from 1 April 2019.

It was noted that a two year pay deal had been agreed by the national employers and the trade unions in 2018. This included a 2% increase for April 2018 and for 2019 for most workers (i.e. those paid over £19,430 per annum).

There were larger increases agreed below this pay point to account for the changes to the living wage. The deal also included the introduction of a new national pay spine in April 2019.

The Director explained that the Council had been negotiating with the trade unions to agree the implementation of a new pay and grading model, full details of which were included in the report. This had required consideration to be given to the impact of the new national pay spine on existing grades and incremental progression.

During discussion, Members enquired if the market supplement policy would be continued. The Director explained that supplements would be reviewed on an annual basis and would continue to be applied in shortage teams, such as social workers particularly in the children's team and also in the housing and planning teams as necessary.

**Resolved:**

**To note that the implementation of the pay award and a new pay and grading model for NJC staff had been agreed following negotiation with the recognised trade union and would be implemented on 1 April 2019.**

8 **Date of Next Meeting**

**Resolved:**

**To note that the next scheduled meeting of the Committee was due to be held on Wednesday 6 March 2019, starting at 10.30am at County Hall, Trowbridge.**

9 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.30am - 10.55 am)

The Officer who has produced these minutes is Roger Bishton, of Democratic Services, direct line 01225 713035, e-mail [roger.bishton@wiltshire.gov.uk](mailto:roger.bishton@wiltshire.gov.uk)

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## WILTSHIRE COUNCIL

### STAFFING POLICY COMMITTEE

6 March 2019

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### **Diversity and Inclusion monitoring report**

#### **Purpose of Report**

1. To present the updated annual diversity and inclusion (previously equality and diversity) employment monitoring report. The council is required to produce this information annually as part of the Public Sector Equality Duty (PSED) in line with the Equality Act 2010.

#### **Background**

2. In March 2018 Wiltshire Council published its [equality and diversity employment monitoring report 2016/17](#) on the Wiltshire Council website.
3. The council is required to publish the updated diversity and inclusion employment monitoring report 2017/2018 by the 31 March 2019. This report previously contained some gender pay gap information in line with the requirements of the PSED, but this information is now contained in a separate gender pay gap report which is also being presented to this committee.
4. The headcount figures in this report have been based on workforce data on the 1 October 2018, or where monitoring information is reviewed over a year, the reference period used is the year 2017/2018 (for recruitment, leavers etc).
5. This report also contains headcount information collected from an equalities monitoring exercise which was carried out in 2015, 2016 and 2018 (detailed below). However, as some of the data collected is relatively new and some of the unstated rates are still relatively high, it is not yet reflected in all sections of the report. This will continue to be reviewed and where figures are low care has also been taken to ensure that individual employees cannot be identified.
6. As part of the PSED the council is also required to publish data on people affected by its policies and practices (for example, service users) and this information will continue to be collected by the corporate support team.

#### **Data Monitoring**

7. Historically the council has collected, monitored and published data on sex, disability, ethnicity and age in relation to our current workforce, leavers and applicants for employment.
8. In 2015, work took place to extend the data collected on the protected characteristics on SAP and this exercise was repeated in 2016 and 2018 to try and reduce our data gaps. The newer data collected includes: religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment and caring responsibilities. Members of staff were asked to complete an equalities monitoring questionnaire to provide this additional information and update the information currently held. Collecting this additional information has made our data more accurate and robust in terms of meeting the requirements of the PSED and will help to inform the work on

the council's people strategy. Improved data will also assist the council in assessing the impact of its policies and practices on different groups within the workforce and enable the council to identify and take positive steps to address gaps. The improvement of this data forms part of the council's equality objectives.

9. The staff survey in 2016 and 2018 also asked staff for anonymous data on the extended range of protected characteristics. Information from the staff survey 2018 is set out in Appendix A of the report and provides a useful additional source of statistical information on the council's workforce.
10. The report includes an executive summary at the start which sets out the main data findings for ease. In general, the data contained in the report shows a slight increase in the figures for BME staff, under 25's and staff with a disability. The under 25's represent 19.75% of all appointments and as outlined in the report a number of initiatives have been put in place in relation to this group. The repeat of the equalities monitoring survey in 2018 has brought about further improvements to workforce profile data and reductions in the unstated figures. Equalities monitoring exercise will continue to take place periodically to ensure that we continue to improve our data gaps.
11. Two areas which we continue to monitor are BME recruitment and the percentage of females in the top salary band. Both these figures increased slightly this year but remain an area which will be kept under review. Further information about remuneration for females in the top salary band is set out in the gender pay gap report which is presented as a separate report for this committee.
12. Data on recruitment monitoring improved this year and the unstated figure continued to decrease in most areas. This is possibly related to the use of CV's and the introduction of the one page application which makes applying quicker and potentially increases the likelihood of applicants completing the monitoring form.
13. The council continues to focus on developing the positive action listed in the monitoring report including the continued development of the three staff networks.

### **Publishing equality objectives**

14. As part of our PSED, the council is also required to publish equality objectives. The council has identified a number of service and workforce (HR) related equality objectives. The HR equality objectives were initially identified from the workforce data analysis in 2013 and from the outcomes of the staff survey. An additional equality objective was later added relating to implementing improvements identified as part of the Stonewall workplace equality index results.
15. Public consultations were held on the equality objectives, which provided feedback on areas for development. The equality objectives have been subject to review this year and remain broadly similar. The main HR objectives relate to:

- **OBJECTIVE 3:**

Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future.

16. Actions under objective 3 include:

- Improve workforce profile statistics by increasing the range of data collected on the protected characteristics and decreasing the rates of ‘unknowns’ for BME and disability
  - A reduction in the number of staff with protected characteristics saying that they have been a victim of bullying and/or harassment
  - Continue to promote schemes to employ younger people, working in partnership with other service areas - Increase the number of under 25 year olds within the council’s workforce.
  - LGBT+ staff feel more supported, recognised and the council is seen as an ‘employer of choice’ by the LGBT+ community (this has knock-on beneficial effects for other protected characteristics. This objective is likely to be broadened to include other staff with protected characteristics and will be subject to further review in the light of results of the staff survey 2018 which are pending.
17. This report provides some updated information on the workforce HR equality objectives. Updates are also regularly provided to the council’s corporate diversity and inclusion staff steering group.
18. Full details of the council’s equality objectives and how these link to the Wiltshire Council business plan are set out on the [Wiltshire Council website](#).

**Environmental Impact of the Proposal**

19. None.

**Equalities Impact of the Proposal**

20. As set out in the report.

**Risk Assessment**

21. This is a statutory requirement to comply with the PSED.

**Options Considered**

22. None.

**Recommendation**

23. That the Committee note the contents of this report.

**Joanne Pitt**  
**Director – HR and Organisational Development**

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Report Author: Catherine Coombs, Human Resources Policy & Reward team

**The following unpublished documents have been relied on in the preparation of this Report:** None

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## **Wiltshire Council**

# **Diversity and Inclusion Employment Monitoring Report**

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## Executive Summary

As a public body, Wiltshire Council is required to publish workforce data to demonstrate our compliance with the Public Sector Equality Duty (PSED) (Equality Act 2010). This report forms part of this duty and is based on workforce figures for 1 October 2018

This is the fourth year the report includes new data collected from employees via an equalities questionnaire. The questionnaire sought information on all the protected characteristics set out in the Equality Act 2010 and in addition requested information on unpaid caring responsibilities.

### Data overview:

The total council non-schools workforce is currently 4539. This has reduced from 4597 in October 2017.

The percentage of staff who identified themselves as BME has increased to 3.06%. This was an increase from 2.63% in 2017.

The percentage of staff who identified themselves as having a disability increased to 8.24% compared to 5.96% in 2017. The council has successfully become part of the governments new 'Disability Confident' employer scheme which replaces the 'two ticks' scheme and continues to take positive steps to attract, recruit and support disabled people.

72.95% of staff are female and 27.05% are male. These figures remain similar to previous years.

54.18% of women work part-time and 29.48% of men work part-time. The number of staff working part-time continues to increase particularly in relation to men.

The largest group within the workforce are in the age range 45 – 55, which is 28.53%. Under 25's make up 6.90% of the workforce which represents a slight increase from 2017. In terms of recruitment, the under 25's make up 19.75% of all appointees to the council and was the second highest percentage by age group. The council continues to take steps to attract applicants from this age group to improve representation.

An equalities questionnaire was sent out to staff this year to ask for their equality data to improve the accuracy of our data. This has improved the unstated rates for all categories. The unstated rates for ethnicity and disability in particular have improved again this year. The unstated rates for ethnicity decreased to 7.71% from 9.96% in 2017 and disability decreased to 15.29% from 19.64% in 2017. The council will continue to work to improve these rates. There was also a slight improvement in the number of applicants completing the equalities form via the recruitment process.

This is the fourth year data has also been collected on an extended range of protected characteristics. This included:

- Religion and belief
- Sexual orientation
- Carers
- Gender identity
- Marital status

The data shows a spread of representation in the workforce across all the categories data was requested for. The unstated figures in all the new categories above continues to improve year on year and has improved again in this report. However, it is noted that there generally remains a higher level of unstated in these new categories. The data is set out in this report except where low figures may have an impact on employee confidentiality. The council will continue to work towards improving staff confidence in providing this personal data.

There was a reduction in the number of disciplinarys and grievances in this year's report. The figures represent cases that have been closed and where formal action has been taken to provide more accurate data. The number of formal flexible working requests was very low this year and it is likely that most requests were made informally (although it is not possible to collect data on this). Data from the staff survey 2018 indicates that 62.8 % of those staff who responded to the question about flexible working in the survey considered that they have a flexible working arrangement.

93 employees on maternity leave returned or left during the period 1<sup>st</sup> October 2017 to 1<sup>st</sup> October 2018 and there were 11 non-returners.

There were 26,230 attendances at learning and development sessions compared to 12,629 in last year's report. The large increase was due to the introduction of new mandatory e-learning on freedom of information, information security, introduction to GDPR and records management. This totalled 13,422 training events. There was also continued high attendance for the 8 pieces of mandatory e-learning introduced for new starters and staff a couple of years ago which includes equality and diversity, fire and terror threat and mental health awareness training. There was a broad spectrum of attendance across the protected characteristics monitored for learning and development events, although the figures were slightly lower for males and the over 55's.

The council recruited and appointed a total of 1124 applicants to posts in the council and of these there were 445 internal transfers or promotions. There was a slight increase in the number of appointments this year both internal and external and this was due to restructuring to ensure our services are fit for purpose and internally, to restrict the number of redundancies.

There were 713 leavers and the main reasons were resignation followed by staff transferring to other organisations via TUPE regulations. The increase in TUPE leavers was due to the transfer out of the waste service and is probably also reflected in the slightly higher than average percentage of males leaving the organisation.

In terms of remuneration, the percentage of male staff has slightly reduced in the higher salary bands of £40,000 per annum and above and females slightly increased. However, the percentage of females in this band remains below the expected rate in proportion to the percentage of females in the whole workforce.

Last year the government made it mandatory for all large private, voluntary and public-sector employers with more than 250 employees to publish gender pay gap information. The overall gender pay gap for the council for 2018 is 6.19%, calculated by using median workforce figures, and 8.25%, calculated using mean workforce figures. This is below the national gender pay gap rates which are 17.9% median and 17.1 mean and below the public-sector median which is 19.0% and mean which is 17.5% (ONS provisional figures 2018). A separate report on the council's gender pay gap can be found on the [council website](#).

This diversity and inclusion report contains information on positive actions and an update on the work which the council continues to undertake to meet its workforce equality objectives.

## Introduction

1. This report forms part of the overall reporting requirements of the Public-Sector Equality Duty (PSED). The PSED places a specific duty on the council to publish information about its employees (where the organisation exceeds 150 staff) and service users broken down by relevant protected characteristic to show how the council is having due regard to:
  - Eliminating discrimination, harassment and victimisation
  - Advancing equality of opportunity
  - Fostering good relations between people
2. In line with the requirements of this duty the report is now usually published on the council website on the 30 March each year, in line with the new gender pay gap obligations introduced by the government.
3. The council has monitored workforce equality and diversity data for a number of years and uses this information to understand diversity in the workforce. The information



provides data to enable the council to analyse and assess the impact of policies, practices and decisions on those with protected characteristics in the workforce and to identify where action is required to remedy any negative effect or disadvantage experienced by particular groups and promote equality of opportunity for all.

4. This report sets out data based on the key employment areas which the council currently monitors in relation to workforce data. Where possible it also identifies key issues, which have been highlighted when reviewing the workforce data and draws comparisons and additional information from other external sources. This information has also been used to identify and inform the council's equality objectives along with information from the staff survey. The council is legally required to set and review equality objectives under specific duties set out under the PSED.
5. The data contained in this report has been based on either headcount data as at 1 October 2018 or where monitoring information is reviewed over a year, the reference period which has been for the year 2017/2018

### **Who is included in the report and data gaps?**

6. This report covers a head count of all non-schools staff employed by the council as at 1 October 2018. It does not include casual staff.
7. The council has collected and monitored equality data relating to the protected characteristics of race, disability, sex and age for some time. In 2015, we increased the range of equality data collected and staff and applicants to the council have been asked for information relating to all the protected characteristics including religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment in addition to the characteristics previously monitored. Staff and applicants have also been asked for information on unpaid caring responsibilities. The work to increase the quality and range of information collected formed one of the council's equality objectives.
8. We also took steps again in 2016 and 2018 to seek further equality data from our staff via an equalities questionnaire to reduce the data gaps. This has resulted in a reduction in the data gaps, however it is noted that the percentages of unstated rates for the new data we started to collect in 2015 are still high. This has meant that where the figures are low for particular groups with protected characteristics the data has not been included in this report to protect individual confidentiality. In addition to this the newer data has not been cross referenced against other factors such as age and length of service and this will be reviewed once the unstated rates have improved and the data becomes more robust. The council will continue to seek to readdress this gap in data and reduce the number of unstated returns in the report by building confidence amongst staff in sharing this information. We also include equality data from the 2018 staff survey ([Appendix A](#)) for further information and comparison. The council currently undertakes a staff survey every other year.
9. A further change to the equalities questionnaire this year was the addition of the option to self-describe in relation to gender identity (sex) and sexual orientation. This was changed as a result of feedback from the LGBT staff network and is in line with new guidance from ACAS. However, where figures are low data has not been included in the report to protect confidentiality in line with guidance from EHRC (Equalities and Human Rights Commission).
10. Further information about data gaps can be found under the specific monitoring areas below.

11. This report does not include figures relating to staff employed in schools as schools are responsible for producing their own equality and diversity information. They also have responsibility for agreeing their own workforce policies and procedures.

### **Workforce headcount**

12. The non-schools workforce headcount figure on 1.10.2018 was 4539 compared with 4597 on 1.10.2017.

### **How we collect equality information**

13. The monitoring information set out in this report has mainly been collected from the council's management information system (SAP), our recruitment system, Talentlink, and from monitoring information collected by staff in HR.
14. The data collected is based on information provided by staff during recruitment and throughout their employment. An equalities monitoring questionnaire was sent out this year to provide staff with the opportunity to update their equality and diversity information and to help the council reduce any data gaps. The equalities monitoring questionnaire was supported with clear information about why we were collecting the information and how it would be used. Staff were encouraged to complete as much of the questionnaire as possible but could opt to state 'prefer not to say' if they did not feel comfortable filling in certain sections. If 'prefer not to say' was selected staff were encouraged to explain why they had selected this option to enable us to learn from the comments and take action to reduce any barriers where possible.
15. The council also collects additional anonymous equality and diversity data through the staff survey. This report contains some of this information in the appendix A.

### **Employee engagement and consultation**

16. The council continues to experience a period of considerable change and employee engagement is a key priority.
17. Employee engagement takes place in a variety of ways including individual and team meetings, briefings, whole council staff forums, the council internal website 'the wire' and the weekly newsletter 'the electric wire'.
18. Two years ago, the council launched a new staff engagement group called #EPIC. Staff were invited to join the engagement group from services across the council to be involved in devising and delivering ways of improving employee engagement and amplifying the workplace culture, to help the council to deliver better services. The group has gone from strength to strength and more staff have now joined the team to drive employee engagement.
19. Employee engagement also takes place through:

**Staff equality network** - the council has three staff networks which staff can choose to join. The networks offer mutual support, raise awareness and give advice on specific equality issues and act as a consultative voice to the council. The three networks were formally relaunched in October 2017 under the umbrella of Staff Voices, with the aim of making staff engagement on equality and diversity more open and inclusive.

20. The staff networks are:

- Carers and disability network

- Black and minority ethnic (BME) network
- LGBT (lesbian, gay, bisexual and trans) network (this is open to anyone working in the public sector, including the local authority area of Swindon).

21. Some examples of proactive engagement with the networks have been:

- Staff Voices event in October 2017 and May 2018 – open to all staff and including personal stories from some of the network members, the event raised awareness of the importance of inclusion to a wide range of staff, including senior managers.
- The council promoted LGBT History month (LGBT network) for the fifth time in 2019. The (now annual) raising of the LGBT flag at county hall marked this.
- Working group to look at improving the evacuation and fire procedures for disabled staff (staff disability network).
- The council's involvement in and promotion of its fostering and adoption services/public health for Swindon and Wiltshire Pride 2014 to 2016 (LGBT network).
- Contribution to the development of the council's transitioning at work policy (LGBT network)
- The co-development of a reasonable adjustments survey which has helped identify areas for improvement (carers and disability staff network).
- Input into task and finish group reviewing options for managing staff car parking (carers and disability network)
- Development of a staff role model booklet (to highlight each of the networks and to make them more accessible through personalisation).
- Empowerment of staff networks by provision of tools for self-ownership (including development of network action plans for change).

22. **Trade unions** - on-going engagement with the trade unions occurs on a regular basis via informal meetings and discussions and more formal meetings including the Joint Consultative Committee (JCC). Trade unions are regularly consulted on new and updated policies and projects, engaged in equality analysis panels and take an active part as members of job evaluation panels.

23. **Staff survey** - to increase staff engagement the council launched a bi-annual staff survey in 2011 to collect information from staff on their views and opinions and take suitable action on staff feedback. The most recent survey took place in December 2018 and the staff response rate for this was 63.3%. It indicated the employee engagement index for the council has risen to 70% (the employee engagement index is a national benchmarking standard used by BIS). The survey closed at the end of January 2019 and as a result of the timescales this report only contains some headline figures from the survey as the full set of data was not available at the time of publishing this report.

### **Corporate Diversity and Inclusion steering groups**

24. This year a new Wiltshire Council diversity and inclusion plan 2018-2021 was developed following a review of the council's equality and diversity strategy. A self assessment using the Local Government equality and diversity framework formed part of this process. As a result, the existing corporate diversity and inclusion steering group was re-organised around three themes:

- staff
- service delivery
- communities

In order to deliver the actions related to these themes, three groups have been set up to each focus on one of these themes. Members of these groups are made up of staff from across the organisation who have the influence to implement the actions and work in the relevant areas identified in the actions. Each group also has a representative from the staff voices group (the three staff networks). The chairman of the council (member representative) also plays an active role in the work of these groups. The council also has a champion from the senior management team at director level.

25. The steering groups objectives are:

- Equality considerations are embedded in the council's leadership, partnership and organisational commitment and complement the council's [equality vision](#) and statutory duties
- Build a resilient community that represents the voices and diversity of Wiltshire, specifically in respect of lesbian, gay, bisexual, BME and trans communities
- Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future
- Ensure equality considerations are built into the council's approach to customer access which will ensure that our services are fully accessible for all our diverse communities and customers
- Ensure the accessibility strategy is implemented by engaging more schools and communities in robustly embedding their joint equality responsibilities and actions towards children and young people

### **Human Resource and policy review – HR direct – updates**

26. The council has a range of policies which have been put in place to address equality concerns. These are available to all staff on the council's intranet - HR direct. HR policies and procedures are regularly updated and many include toolkits for managers offering further guidance and support with meeting templates and standard letters.

27. Policies include:

- Equality and diversity policy and procedure
- Disability support in the workplace policy and procedure
- Religion and belief in the workplace policy and procedure
- Transgender guidance – transitioning at work
- Carers support guidance and checklist
- Dignity at work policy and procedure
- Grievance policy and procedure
- Disciplinary
- Code of Conduct
- Behaviours framework policy and procedure
- Appraisals
- Flexible working policies
- Career break scheme
- Guidance on fluent English for front line staff

- Time off for fostering policy
28. All these policies have been developed in line with the Equality Act 2010 and have been widely consulted on (including trade unions, manager stakeholder panel) and assessed by an equality analysis panel. Staff are encouraged to give feedback on policies to HR via HR direct. An ongoing programme of HR policy review continues to take place including work on family friendly policies, dignity at work, equality and diversity policy, improving work performance, flexible working, purchase of annual leave, GDPR and the employment implications in relation to Brexit for EU staff. New guidance under development include guidance on menopause and bereavement.

### **Due regard/ Equality Analysis panels**

29. Equality analysis panels are used to ensure that due regard is given to the aims of the general equality duty when we plan, deliver and make decisions about the work of the council.
30. In relation to workforce employment policies and projects regular panels are set up to consider the impact of new and significantly changed policies and projects in relation to diversity and inclusion and the three general equality duties. External equality partners and staff from our staff networks are also invited to attend to ensure a breadth of perspective.
31. The corporate diversity and inclusion - staff steering group continues to promote and provide support on equality impact assessments across services and provide workshops to improve skills in this area.
32. Work has been undertaken 2018/19 to review and update the equality analysis for our key HR policies.
33. Equality analysis information can be viewed on our [web page](#).

### **Benchmarking and sharing good practice**

34. The council belongs to the South West Equalities Network (SWEN) and regularly attends meetings with colleagues from other council's in the south west to share information, benchmarking and best practice. A meeting also took place with Wiltshire Police this year to share information on best practice.
35. The council is a member of the employer's network for equality and inclusion (ENEI). ENEI provide advice and support on equality issues related to all the protected characteristics.

### **Workforce data and findings**

36. See below a breakdown of staff by headcount, FTE and full/part time ratio. These figures are taken from the SAP payroll system as at 1 October 2018.
37. The data contained in this report is represented primarily in percentages, however, it is recognised that when reporting on small groups this can make the percentages appear disproportionately high compared to actual figures.
38. It is noted that where the figures in this report are low we have recognised that it may be possible to identify individuals and have either replaced the data with a \* or have not include the data in order to comply with data protection requirements.

## Staff in post

Numbers	Head count	FTE	PT	%	FT	%
Non-Schools	4539	2383	2156	47.50%	2383	52.50%

### Ethnicity

#### See below for a breakdown of workforce figures for ethnicity

39. The figures from the Wiltshire census 2011 indicate that 3.56% of the working population in Wiltshire have a BME background. It should be noted that when comparing Wiltshire Council's percentage of BME staff with the BME working population found in Wiltshire that there is a strong military presence in Wiltshire with a high percentage of BME serving personnel. This reflects in the overall working age BME percentages for Wiltshire (derived from the Census 2011).

40. Our non-schools workforce data indicates that:

- 3.06% of the non-schools workforce has a BME background compared to 2.63% in 2017. We have included data from the Wiltshire census 2011 for further information.
- Within the group of staff who have declared that they have a BME background, 67.63% are female compared with 32.37% who are male. This is representative of the higher number of females employed by the council.
- A higher percentage of BME staff, 69.06% work full-time compared to 52.50% of the total workforce work full-time.
- BME staff are represented in all the ranges for length of service and age. The percentage of BME staff who are aged under 45 is slightly higher than average.
- 92.29% of staff have disclosed their ethnicity. This has increased from 2017 when 90.92% of staff had disclosed their ethnicity. The council will continue to encourage staff to disclose this and to take steps to collect equality data from staff.

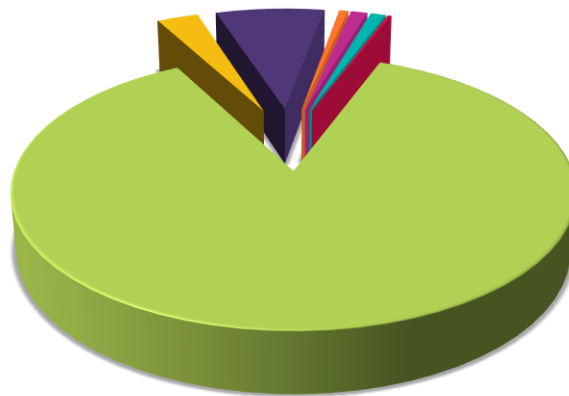
41. The council supports a BME staff network – which includes staff voices events and other activities including consultation and raising awareness. The network has invited a number of visiting speakers on a range of issues, see staff engagement and consultations section above.

### Ethnicity – Headcount figures

Non-schools	% of total	Census data
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Asian	0.62%	1.3%
Black	1.15%	0.6%
Mixed Race	1.06%	1.2%
Other BME	0.24%	0.3%
<b>BME Combined Total</b>	3.06%	
White British	86.32%	93.4%
White Other	2.91%	3.3%
Unstated	7.71%	

### Ethnicity % by Headcount

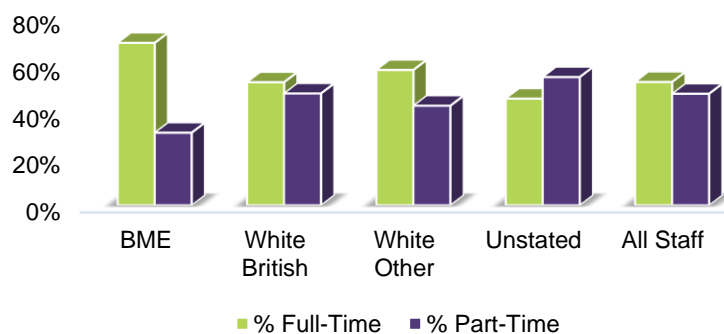


■ Asian   
 ■ Black   
 ■ Mixed Race   
 ■ Other BME  
■ White British   
 ■ White Other   
 ■ Unstated

### Ethnicity by gender identity

Non-schools	Head Count	Female	% Female	Male	% Male
BME	139	94	67.63%	45	32.37%
White British	3918	2863	73.07%	1055	26.93%
White Other	132	100	75.76%	32	24.24%
Unstated	350	254	72.57%	96	27.43%
All Staff	4539	3311	72.95%	1228	27.05%

### Ethnicity by full-time/part-time



### Ethnicity by age

Non-schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
BME	139	9.35%	19.42%	29.50%	27.34%	12.94%	1.44%
White British	3918	6.99%	17.64%	20.85%	28.53%	21.82%	4.16%
White Other	132	3.79%	13.64%	33.33%	26.52%	18.94%	3.79%
Unstated	350	6.00%	16.57%	20.86%	29.71%	22.00%	4.86%
All Staff	4539	6.90%	17.49%	21.48%	28.53%	21.48%	4.12%

### Ethnicity by length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
BME	139	34.53%	15.83%	20.86%	23.02%	5.76%
White British	3918	19.07%	19.12%	19.58%	28.94%	13.30%
White Other	132	19.70%	27.27%	14.39%	32.58%	6.06%
Unstated	350	11.14%	18.00%	13.71%	44.86%	12.29%
All Staff	4539	18.95%	19.17%	19.01%	30.09%	12.78%

## Disability

### See below for a breakdown of workforce figures for disability

42. The figures from the Wiltshire census 2011 indicate that 10.63% of the working population, living in households or communal establishments, indicated their day to day activities were limited a little or a lot. Staff and applicants are encouraged to consider whether they declare a disability against the definition of disability in the Equality Act which may be different to these other surveys. The Equality Act defines disability as 'a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities'.

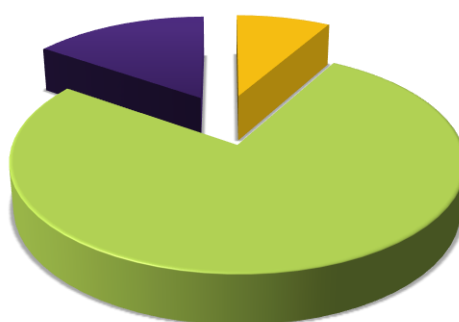
43. Our non-schools workforce data indicates:



- 8.24% of the non-schools workforce has declared a disability compared to 5.96% in last year's report. Of those who declared that they had a disability, 74.33% were female and 25.67% were male. This is reflective of the higher percentage of female staff across the council.
  - A slightly higher percentage of disabled staff, 58.02% work full-time compared to 52.50% of the total workforce work full-time.
  - Disabled staff are represented in all the ranges for length of service and ages.
  - 84.71% of staff have disclosed whether they consider themselves to have a disability or not, this has increased from 80.36% in last year's report. The council will continue to take steps to encourage staff to disclose this information.
  - A broad range of impairments have been declared by staff with a disability. In terms of the categories provided, declarations in relation to long standing illness or health condition and physical or mobility impairment increased the most compared to last year's report. Mental health increased slightly, 9.56% compared to 9.21% in last year's report.
  - It is noted that of our staff who have declared a disability some have indicated they have more than one condition.
44. The council already takes a range of steps to attract, recruit and support disabled applicants and staff at work. The council is a Level 2 'Disability Confident' employer under the government's 'Disability Confident' scheme and continues to offer a guaranteed interview to all applicants who declare that they have a disability and meet the essential criteria for the post as set out in the person specification. The council is committed to enabling disabled staff to remain in their posts and has an occupational health team who work closely with managers and Access to Work to identify and consider reasonable adjustments where these are required. A reasonable adjustment budget is available to support adjustments. Support is also available to staff through the carers and disability staff network. The council is a member of the employer's network for equality and inclusion (ENEI) which provide advice on disability and other equality issues.
45. The council has a focus on supporting staff with mental ill health alongside promoting positive mental health and wellbeing of all staff. The level of information and support on mental health has increased and online mandatory e-learning on mental health for staff was launched a couple of years ago and is available to all new starters, mental health first aid training is also available. Specific advice and support is available through occupational health and the council also provides a well-being help line which provides access to counselling services. There have been a variety of campaigns to address mental health awareness, including a 'mental health week' in May 2017 which included specific sessions with managers. As part of this a Time to Change 'Mental Health Pledge' was signed by the corporate directors to demonstrate their commitment. Mindfulness training was offered to staff in 2018 alongside personal resilience courses and a new mental health conversations course. A mental health strategy is in progress alongside the review of the employee well-being policy.

Non-schools	Number	% of total
Disabled	374	8.24%
Not Disabled	3471	76.47%
Unstated	694	15.29%
Total	4539	100.00%

### Disability % by Headcount



■ Disabled
 ■ Not Disabled
 ■ Unstated

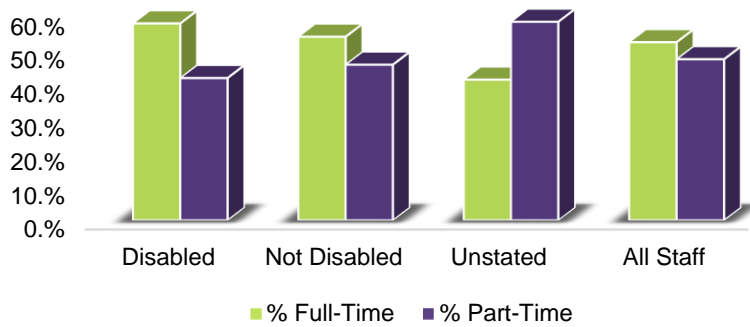
### Disability by impairment

Describe your impairment	Impairment by percentage
Learning disability / difficulty	7.93%
Long standing illness or health condition (e.g. cancer, HIV, diabetes)	25.17%
Mental health condition	9.56%
Other condition	13.99%
Physical or mobility impairment	21.21%
Sensory Impairment	9.56%
Unstated	12.59%
Grand Total	100.00%

### Disability by gender identity

Non-schools	Head Count	Female	% Female	Male	% Male
Disabled	374	278	74.33%	96	25.67%
Not Disabled	3471	2540	73.18%	931	26.82%
Unstated	694	493	71.04%	201	28.96%
All Staff	4539	3311	72.95%	1228	27.05%

**Disability by full-time / part-time**



**Disability by age**

Non-schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Disabled	374	3.48%	11.76%	20.32%	32.62%	27.54%	4.28%
Not Disabled	3471	7.03%	18.04%	22.01%	28.15%	21.00%	3.77%
Unstated	694	8.07%	17.87%	19.45%	28.24%	20.61%	5.76%
All Staff	4539	6.9%	17.49%	21.48%	28.53%	21.48%	4.12%

**Disability by length of service**

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Disabled	374	15.78%	19.25%	17.65%	33.96%	13.37%
Not Disabled	3471	18.96%	18.55%	20.74%	28.84%	12.91%
Unstated	694	20.61%	22.19%	11.10%	34.29%	11.82%
All Staff	4539	18.95%	19.17%	19.01%	30.09%	12.78%

**Gender Identity (sex)**

**See below for a breakdown of workforce figures for gender identity.**

46. Our workforce data for non-schools indicates:

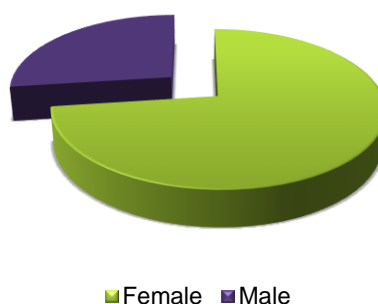
- The percentage of females is 72.95% and males 27.05% and these remain similar to the figures in last year’s report which were female 70.79% and male 29.21%.
- This year staff were invited to self-describe their gender identity if they wished to. This option was added to our equalities monitoring questionnaire following discussion with our LGBT network and in line with advice from ACAS. However, as the number of staff using this category was small, the figures below continue to reflect information from SAP this year to maintain the confidentiality of staff. This will be reviewed annually and will be included when the number of staff expressing this option increase.
- 54.18% of women work part-time and 29.48% of men work part-time. The number of men working part-time has increased this year from 24.13% in 2017. A wide range of flexible working options including job sharing, term time only and annualised hours options are available to all staff in the council.
- The percentage of men in the workforce tends to be slightly higher than females in the under 34 age bands. The percentage of female staff is highest in the 45 – 54 age bands.

47. A men’s health awareness week was organised in 2017 and a woman’s health awareness week was organised in 2018.

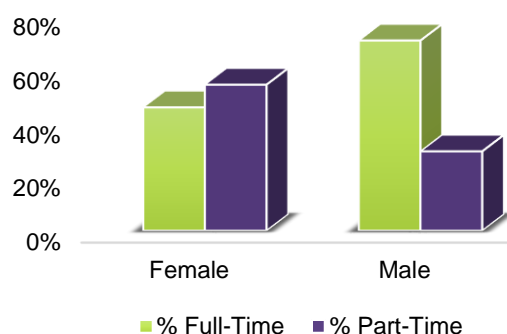
**Gender Identity – headcount**

Non-schools	Number	% of total
Female	3311	72.95%
Male	1228	27.05%
Total	4539	100.00%

**Gender Identity % by Headcount**



**Gender identity by full-time / part-time**



### Gender identity by age

Non-Schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Female	3311	5.38%	16.79%	21.69%	30.41%	21.93%	3.81%
Male	1228	10.99%	19.30%	21.01%	23.45%	20.28%	4.97%
All Staff	4539	6.90%	17.49%	21.48%	28.53%	21.48%	4.12%

### Gender identity by length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Female	3311	18.48%	18.39%	18.48%	31.80%	12.84%
Male	1228	20.20%	21.25%	20.44%	25.49%	12.62%
All Staff	4539	18.95%	19.17%	19.01%	30.09%	12.78%

## Age

See below for a breakdown of workforce figures for age.

48. Our workforce data for non-schools indicates:

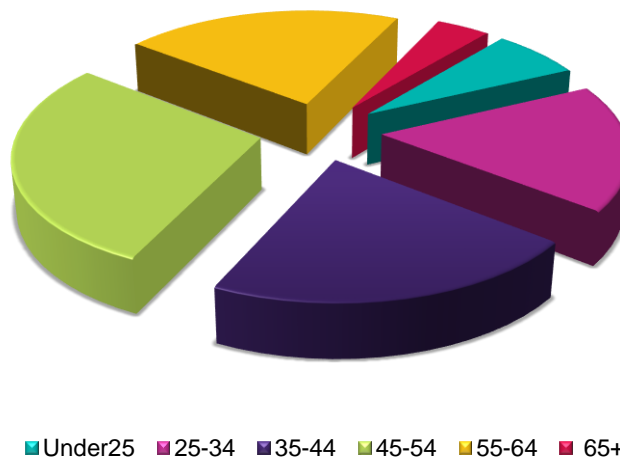
- The largest group within the workforce are in the age range 45 – 55, 28.53%
- Under 25's make up 6.90% of the workforce (an increase from 5.96 % in 2017) and this compares to 8.95% in the working population of Wiltshire ([Source: ONS Mid Year Estimates 2017](#)) .
- The proportion of part-timers is higher than full-timers for the age ranges, under 25's and over 55's. A high proportion of under 25's are on part time contracts work in leisure where part-time contracts are more commonly in use.

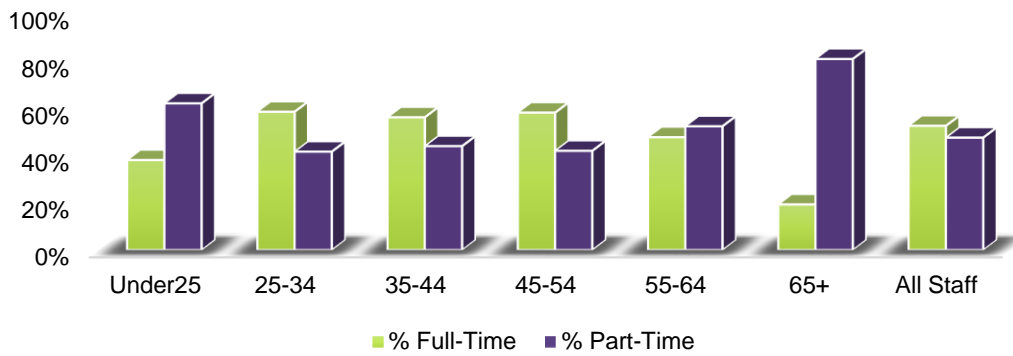
49. Measures to look at under representation in the under 25's continue to be explored and initiatives developed including working on our employee brand to help attract this age group. The council offers apprenticeships and work experience and has a focus on increasing recruitment of under 25s through offering clear progression schemes and development. The government's new apprenticeship scheme included the introduction of the apprenticeship levy which has also had an impact on increasing the level of apprenticeships provision in the council. Work has also taken place to improve engagement through use of social media particularly in relation to recruitment. We also now offer more ways of applying for roles to include uploading a CV and covering letter or completing a single page application process.

### Age headcount

Non-schools	Number	% of total
Under25	313	6.90%
25-34	794	17.49%
35-44	975	21.48%
45-54	1295	28.53%
55-64	975	21.48%
65+	187	4.12%
Total	4539	100.00%

### Age % by Headcount





### Age – length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Under25	313	55.27%	35.14%	9.58%	0.00%	0.00%
25-34	794	26.83%	27.83%	29.72%	15.62%	0.00%
35-44	975	18.46%	17.13%	20.31%	39.69%	4.41%
45-54	1295	12.59%	16.37%	16.60%	35.98%	18.46%
55-64	975	11.69%	13.33%	16.10%	32.72%	26.15%
65+	187	9.09%	16.04%	14.44%	37.43%	22.99%
All Staff	4539	18.95%	19.17%	19.01%	30.09%	12.78%

### Sexual Orientation

See below for a breakdown of workforce figures for sexual orientation.

#### 50. Our workforce data for non-schools indicates:

- 65.17% (compared to 52.56% in 2017) of employees have stated their sexual orientation. The figures are increasing but are still relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing it. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- This year we also offered staff the opportunity to self-describe their sexual orientation. However, as the number of staff using this category was small, the figures below do not reflect this information in order to protect staff confidentiality. This will be reviewed annually and the figures will be included when the number of staff expressing this option increase.
- We have included national data for further information. This year Heterosexual (attracted to the opposite sex) sexual orientation is 63.01% in comparison to 93.4% nationally. Some disparity may relate to our high unstated figure. Figures for gay women/lesbian are slightly above the national % figures.

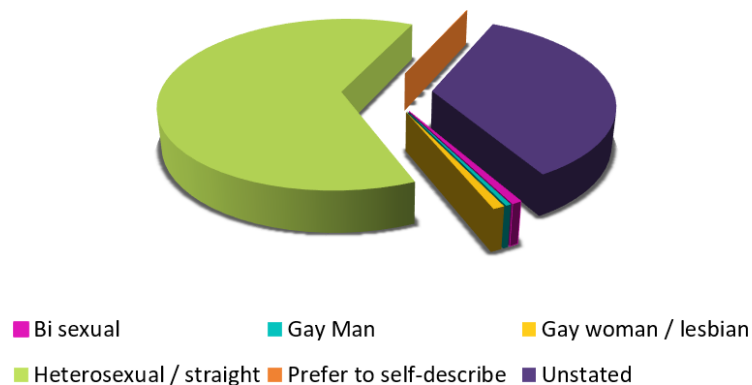
- Anonymous data from the staff survey set out in Appendix A indicate higher percentages for each category.

### Sexual Orientation – headcount

Non-schools	% of total	National %
Bi sexual	0.75%	0.8%
Gay Man	0.42%	1.2 %
Gay woman / lesbian	0.88%	
Heterosexual	63.01%	93.4%
Prefer to self-describe	*	0.5%
Unstated	34.94%	4.1%

Source: [ONS statistical bulletin – Sexual identity, UK:2016](#)

### Sexual Orientation % by Headcount



### Religion and Belief

See below for a breakdown of workforce figures for religion and belief.

#### 51. Our workforce data for non-schools indicates:

- 64.73% (compared to 52.16% in 2017) of employees have stated their religion and belief. The figures are increasing but still relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- We have included the Wiltshire census 2011 data for further information. Our data indicates that we have lower percentages in comparison to census data except in relation to Buddhist, no religion and other religion or belief which are a higher rate than the census. Some disparities may be related to our high unstated figure.



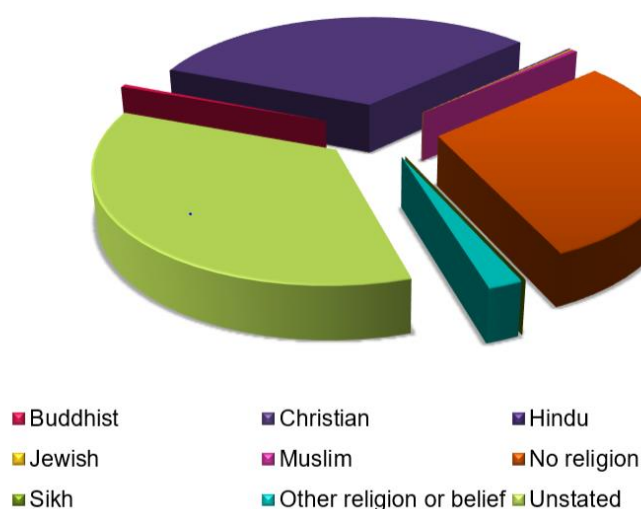
- Low figures in a number of categories has meant we are not able to include all data due to confidentiality reasons.
- Anonymous data from the staff survey set out in Appendix A also provides further information.

### Religion and Belief – headcount

Non-schools	Number	% of total	Census data %
Buddhist	19	0.42%	0.3%
Christian	1452	31.99%	64%
Hindu	*	*	0.3%
Jewish	*	*	0.1%
Muslim	16	0.35%	0.4%
Sikh	*	*	0.1%
No religion	1346	29.65%	26.5%
Other religion or belief	91	2.00%	0.5%
Unstated	1601	35.27%	7.7%
Total	4539	100.00%	100.00%

Source: Wiltshire census 2011

### Religion and Belief % by Headcount



### Caring Responsibilities

See below for a breakdown of workforce figures for caring responsibilities.

- The definition of unpaid caring responsibilities is giving help or support to family members, friends, neighbours or others because of a long term physical or mental health or disability, or problems relating to old age

**43. Our workforce data for non-schools indicates:**

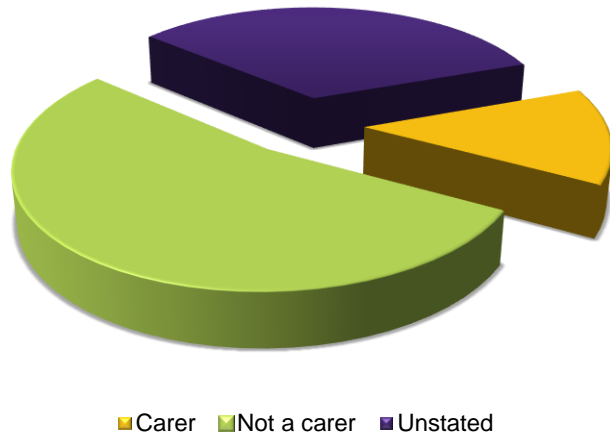
- 13.44% (compared to 11.33% in 2017) of the workforce indicated that they had unpaid caring responsibilities and this compares with 10.1% of the Wiltshire population in the 2011 census. Additionally, 31.4% of employees indicated unpaid caring responsibilities in the 2018 staff survey.
- 53.36% indicated that they had no unpaid caring responsibilities compared to 89.9% of the Wiltshire population in the 2011 census.
- 66.8% (compared to 54.04% in 2017) of employees have stated whether they have caring responsibilities. The figures have increased but are still relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure
- The council has produced guidance for managers and staff who are carers along with a checklist of support which is available to staff and to assist with conversations between managers and staff about caring responsibilities. This includes procedures for leave for carers, flexible working, career breaks etc. The council has links with a local charity, Carer Support Wiltshire and has signed the Carer Support Wiltshire - 'working for carers' charter. Links with Carer Support Wiltshire has provided additional sources of information and support to carers employed by the council and will provide access to e-learning for managers.

**Caring Responsibilities – headcount**

Non-schools	Number	% of total	Census data 2011
Carer	610	13.44%	10.1%
Not a carer	2422	53.36%	89.9%
Unstated	1507	33.20%	
Total	4539	100.00%	

Source: Wiltshire Census 2011

### Caring Responsibilities % by Headcount



### Carers – Hours per week

Non-schools	Number	% of total
1-19 hours	456	74.75%
20-49 hours	52	8.52%
50 or more hours	47	7.70%
Hours Unstated	55	9.02%
Total	610	100.00%

### Gender Re-assignment

See below for a breakdown of workforce figures for gender re-assignment.

52. See below for a breakdown of workforce figures for gender re-assignment.

- Due to the low numbers, we are unable to include specific figures for this protected characteristic to ensure that we protect employee confidentiality.
- GIRES - the gender identity research and education society estimate that 1% of the UK population has experienced some degree of gender non-conformity. Most of them are as yet invisible.
- The council has an LGBT network and will continue to engage with staff through this network to understand the needs of our transgender staff. In the last couple of years, the council produced some new guidance called 'transgender guidance – transitioning at work'. The aim of the guidance is to provide information and support to transgender staff, their managers and other staff within the council. This guidance was initiated through consultation with the network.

### Marital Status

See below for a breakdown of workforce figures for marital status.

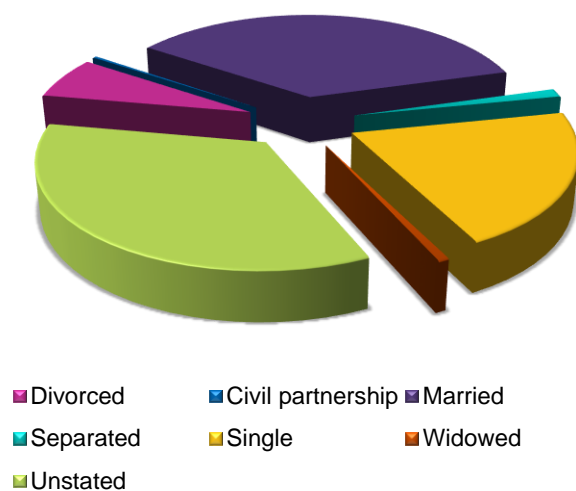
- 65.5% (compared to 52.71% in 2017) of employees have stated their marital status. The figures are increasing but are still relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- Our data indicates percentages below the percentages for the Wiltshire census data but this is likely to link to our high unstated figure.

### Marital Status – headcount

Non-schools	Number	% of total	Census data 2011
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	297	6.54%	7.7%
In a registered same-sex civil partnership	13	0.29%	0.1%
Married	1632	35.96%	43.2%
Separated (but still legally married or still legally in a same-sex civil partnership)	58	1.28%	1.9%
Single (never married or never registered a same-sex civil partnership)	942	20.75%	22.1%
Widowed or surviving partner from a same-sex civil partnership	31	0.68%	5.6%
Unstated	1566	34.50%	
Total	4539	100.00%	

Source: Wiltshire census 2011

### Marital Status % by Headcount



### Recruitment monitoring

53. The council monitors the protected characteristics of all applicants who apply for roles through our Talentlink e-recruitment system. 99% of our applicants apply online. The council is currently reviewing how we can include data for the small number of applicants who use paper based application forms.

54. This report looks at the overall applications received, the number of shortlisted applicants and successful/appointed applicants. The report also includes what percentage of those who applied from each group were shortlisted and went on to be appointed.
55. The equality declaration form which applicants are asked to complete when they apply for a role with the council is requested for monitoring purposes only and is not passed to the recruiting manager, so they are unable to see equality information.
56. Our workforce data for non-schools in the period 1<sup>st</sup> October 2017 – 30 September 2018 indicates:
- This year the council received a total of 7181 applications of which 2392 were shortlisted and 1124 appointed. This was an increase on the recruitment figures in last year's report which were 6608 applications, 1954 shortlisted and 993 appointed. There was an increase in recruitment in May 2018 following the adult care transformation programme.
  - 8.34% of all applications, 6.15% of shortlisted applicants and 4.36% of appointments were from people who declared that they were from a BME background. These figures indicate a slight increase on last year's report. The percentages of BME applicants appointed as a percentage of those who applied has slightly increased to 8.18% compared to 7.09% in last year's report for BME staff. This will be kept under review further.
  - 6.87% of all applications, 7.53% of those shortlisted and 5.25% of those appointed declared that they had a disability. This represented a slight increase in all these percentages compared to last year's report. The percentage of disabled applicants appointed as a percentage of those who applied also slightly decreased to 11.97% compared to 12.12% from last year's report. The council is part of the new Disability Confident employer scheme introduced by the government. Under the new scheme the council continues with the commitment to offer a guaranteed interview to disabled applicants who meet the minimum criteria for the post they are applying for and make reasonable adjustments to help applicants attend interviews where required (see information under the disability section). Data on short listing indicates that the percentage of disabled candidates shortlisted was 36.51% compared to 32.38% for non-disabled staff.
  - 62.67% of applications received by the council were from female applicants and 30.86% were from male applicants. 60.50% of posts filled were filled by female applicants, with 25.71% filled by male applicants. This is broadly reflective of the current workforce split which is 72.95% female and 27.05% male.
  - The highest percentage of applicants appointed of type was the age group 65 and over + 35-44. The highest number of applications received were marginally from the age group 25-34. The percentages of under 25's appointed as a percentage of those who applied was 12.30% compared to 12.47% in last year's report. The under 25's represented 19.75% of all appointments. The council currently has a number of measures in place to support the under 25's (please see section on age above).
  - It is noted that the unstated figure for completing the equality monitoring form as part of the recruitment process continues to decrease in a number of areas e.g. ethnicity has decreased to 5.60% from 7.40% in last year's report. This is possibly related to the use of CV's and introduction of the one page application which

makes applying quicker and potentially increases the likelihood of applicants completing the equality monitoring form.

### Recruitment by ethnicity

Ethnic Origin	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	8.34%	6.15%	4.36%	24.54%	33.33%	8.18%
White British	80.69%	81.27%	79.00%	33.55%	45.68%	15.33%
White Irish/Other	5.38%	4.39%	2.94%	27.20%	31.43%	8.55%
Unstated	5.60%	8.19%	13.70%	48.76%	78.57%	38.31%
Grand Total	100.00%	100.00%	100.00%	33.31%	46.99%	15.65%

### Recruitment by disability

Disability	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	6.87%	7.53%	5.25%	36.51%	32.78%	11.97%
Not Disabled	83.99%	81.65%	79.18%	32.38%	45.57%	14.76%
Unstated	9.15%	10.83%	15.57%	39.42%	67.57%	26.64%
Grand Total	100.00%	100.00%	100.00%	33.31%	46.99%	15.65%

### Recruitment by gender identity

Sex	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	62.67%	64.13%	60.50%	34.09%	44.33%	15.11%
Male	30.86%	27.05%	25.71%	29.20%	44.67%	13.04%
Unstated	6.48%	8.82%	13.79%	45.38%	73.46%	33.33%
Grand Total	100.00%	100.00%	100.00%	33.31%	46.99%	15.65%

### Recruitment by age

Age Band	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	25.14%	18.23%	19.75%	24.16%	50.92%	12.30%
25 – 34	26.90%	22.91%	22.86%	28.36%	46.90%	13.30%
35 – 44	18.37%	20.28%	18.33%	36.77%	42.47%	15.62%
45 – 54	16.91%	20.44%	17.17%	40.28%	39.47%	15.90%
55 – 64	7.51%	9.82%	8.54%	43.60%	40.85%	17.81%
65 and over	0.63%	0.75%	0.89%	40.00%	55.56%	22.22%
Unstated	4.55%	7.57%	12.46%	55.35%	77.35%	42.81%
Grand Total	100.00%	100.00%	100.00%	33.31%	46.99%	15.65%

### Internal appointments and promotions

57. The council monitors applications by staff for internal appointments and promotions. All roles (apart from front line positions) are advertised internally prior to any external advert to minimise potential staff redundancies as a result of on-going budget reductions. The information presented is for jobs advertised internally within Wiltshire Council (non-schools) and externally and is extracted from the total recruitment figures above. The information includes all positions regardless of whether that job represents a promotion or a sideways move within the council for the successful applicant.

58. Our workforce data for non-schools in the period 1<sup>st</sup> October 2017 – 30<sup>th</sup> September 2018 indicates:

- This year the council received 1268 applications from internal applicants of which 770 were shortlisted and 445 appointed. This compares to 435 internal appointments in 2017 and this is likely to be due to restructuring as a result of spending reviews and the need to protect staff through redeployment to reduce redundancies.
- 3.82% of internal applicants appointed declared that they are from BME backgrounds. This was a slight increase from 3.68% in last year's report. The percentages of BME applicants appointed indicate that a slightly lower percentage of BME, white Irish and other white applicants were appointed than expected compared to the numbers who applied. This may relate to the 'unstated' return rate.
- The percentage of internal disabled applicants appointed as a percentage of those disabled applicants who applied has decreased to 26.73% compared to 32.50% in 2017.
- The percentage of internal females appointed was 64.94% and 26.07% for male appointments. This is broadly reflective of the current workforce split which is 72.95% female and 27.05% male.
- In terms of age, the highest percentage of type appointed as a percentage of those who applied was in 60 and over age band. The under 25's percentage of type appointed has increased to 39.38% from 36.81% in last year's report. The council has ongoing measures in place to support the employment of under 25's (see information under age).

### Internal appointments and promotion by ethnicity

Ethnic Origin	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	5.76%	4.68%	3.82%	49.32%	47.22%	23.29%
White British	84.54%	84.94%	84.49%	61.01%	57.49%	35.07%
White Irish/Other	4.34%	3.90%	2.47%	54.55%	36.67%	20.00%
Unstated	5.36%	6.49%	9.21%	73.53%	82.00%	60.29%
Grand Total	100.00%	100.00%	100.00%	60.73%	57.79%	35.09%

### Internal appointments and promotion by disability

Disability	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	7.97%	7.92%	6.07%	60.40%	44.26%	26.73%
Not Disabled	84.07%	83.77%	84.27%	60.51%	58.14%	35.18%
Unstated	7.97%	8.31%	9.66%	63.37%	67.19%	42.57%
Grand Total	100.00%	100.00%	100.00%	60.73%	57.79%	35.09%

### Internal appointments and promotion by gender identity

Sex	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	66.25%	68.18%	64.94%	62.50%	55.05%	34.40%
Male	27.21%	24.81%	26.07%	55.36%	60.73%	33.62%
Unstated	6.55%	7.01%	8.99%	65.06%	74.07%	48.19%
Grand Total	100.00%	100.00%	100.00%	60.73%	57.79%	35.09%

### Internal appointments and promotion by age



Age Band	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	15.22%	14.03%	17.08%	55.96%	70.37%	39.38%
25 – 34	25.87%	24.81%	25.39%	58.23%	59.16%	34.45%
35 – 44	23.97%	22.73%	21.57%	57.57%	54.86%	31.58%
45 – 54	23.58%	24.03%	20.45%	61.87%	49.19%	30.43%
55 – 64	6.55%	8.18%	7.42%	75.90%	52.38%	39.76%
65 and over	0.39%	0.65%	0.45%	100.00%	40.00%	40.00%
Unstated	4.42%	5.58%	7.64%	76.79%	79.07%	60.71%
Grand Total	100.00%	100.00%	100.00%	60.73%	57.79%	35.09%

### Leaver monitoring

59. There were 713 non-school staff who ceased employment in the council between 1<sup>ST</sup> October 2017 and 30<sup>th</sup> September 2018.

60. Our workforce data for non-schools indicates:

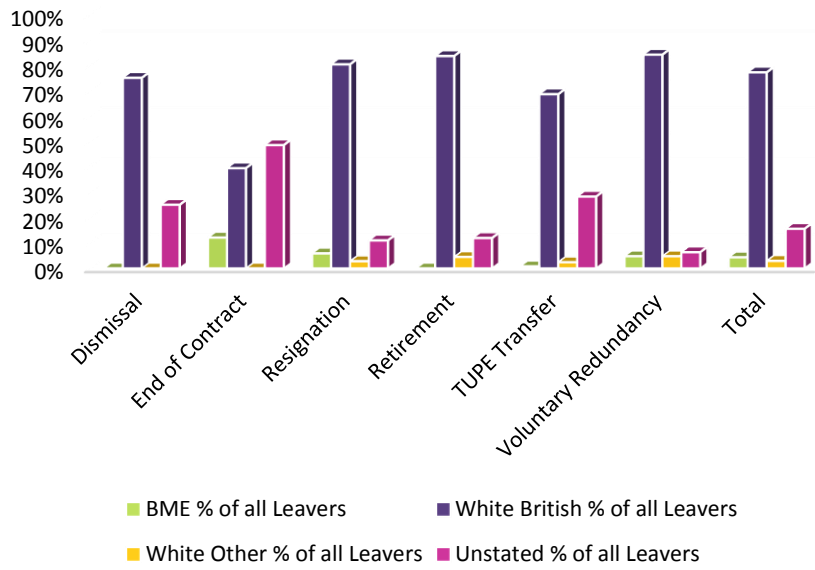
- Overall the main reason for people leaving the council was resignation followed by TUPE. In total, there were 713 leavers over the period. This was an increase from the previous year. The increase in TUPE leavers was due to the transfer of the waste service to an external contractor in July 2018. There were low numbers in relation to leavers due to death in service, mutual agreement, retirement ill-health and unsatisfactory probation and these have not been included to protect confidentiality.
- 4.35% of leavers had declared that they had a BME background which is slightly higher than the proportion of BME staff in the workforce. 57.08% were female and 42.92% male. This is likely to reflect the higher level of males who were part of the TUPE transfer of waste services.
- 3.79% of leavers had declared that they had a disability, this is slightly below the percentage of disabled employees in the workforce (8.24%).
- There was a broad spread of leavers in all the age groups. Leavers in the under 25 and over 55 age groups were slightly higher than the workforce average for those age ranges.

Reason	All Leavers	% of All Leavers
Death in Service	*	*
Dismissal	16	2.24%
End of Contract	33	4.63%
Mutual agreement	*	*
Resignation	391	54.84%
Retirement	67	9.40%
Retirement Ill Health	*	*
TUPE transfer	124	17.39%
Unsatisfactory probation	*	*
Voluntary Redundancy	63	8.84%
Grand Total	713	100.00%

#### Leavers by Ethnicity

Reason	BME '% of all leavers	White British '% of all leavers	White Other '% of all leavers	Unstated '% of all leavers
Dismissal	0.00%	75.00%	0.00%	25.00%
End of Contract	12.12%	39.39%	0.00%	48.48%
Resignation	5.88%	80.31%	2.81%	11.00%
Retirement	0.00%	83.58%	4.48%	11.94%
TUPE Transfer	0.81%	68.55%	2.42%	28.23%
Voluntary Redundancy	4.76%	84.13%	4.76%	6.35%
Grand Total	4.35%	77.14%	2.95%	15.57%

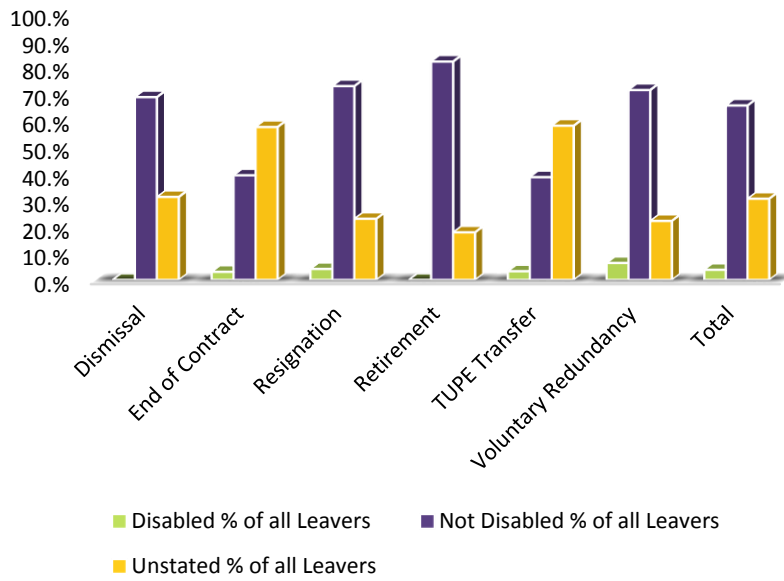
### Leavers by Ethnicity % of all Leavers



### Leaver by disability

Reason	Disabled % of all leavers	Not Disabled % of all leavers	Unstated % of all leavers
Dismissal	0.00%	68.75%	31.25%
End of Contract	3.03%	39.39%	57.58%
Resignation	4.09%	72.89%	23.02%
Retirement	0.00%	82.09%	17.91%
TUPE Transfer	3.23%	38.71%	58.06%
Voluntary Redundancy	6.35%	71.43%	22.22%
Grand Total	3.79%	65.64%	30.58%

### Leavers by Disability % of all Leavers



### Leavers by gender identity

Reason	Female % of all leavers	Male % of all leavers
Dismissal	37.50%	62.50%
End of Contract	63.64%	36.36%
Resignation	66.50%	33.50%
Retirement	67.16%	32.84%
TUPE Transfer	9.86%	90.32%
Voluntary Redundancy	77.78%	22.22%
Grand Total	57.08%	42.92%

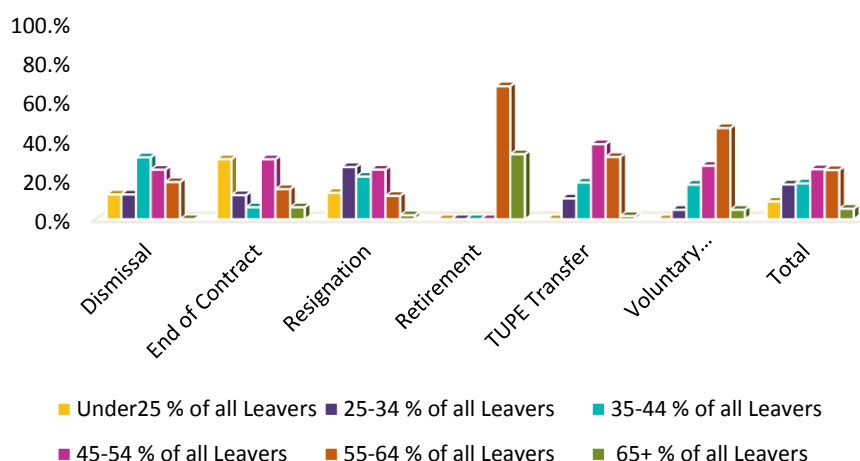
### Leavers by gender identity % of all Leavers



### Leaver by age

Reason	Under25 % of all leavers	25-34 % of all leavers	35-44 % of all leavers	45-54 % of all leavers	55-64 % of all leavers	65+ % of all leavers
Dismissal	12.50%	12.50%	31.25%	25.00%	18.75%	0.00%
End of Contract	30.30%	12.12%	6.06%	30.30%	15.15%	6.06%
Resignation	13.30%	26.34%	21.48%	25.06%	11.76%	2.05%
Retirement	0.00%	0.00%	0.00%	0.00%	67.16%	32.84%
TUPE Transfer	0.00%	10.48%	18.55%	37.90%	31.45%	1.61%
Voluntary Redundancy	0.00%	4.76%	17.46%	26.98%	46.03%	4.76%
Grand Total	8.98%	17.53%	18.09%	25.25%	24.82%	5.33%

### Leavers by Age % of all Leavers



### Discipline, Dignity at Work and grievance procedure

61. A count of all non-school staff that have raised grievance procedures, dignity at work procedures or are the subject of disciplinary procedures in the period 1<sup>st</sup> October 2017 to 30<sup>th</sup> September 2018 is below.

62. Our workforce data for non-schools indicates:

- This year there was a reduction in the number of disciplinary and grievance cases. The highest number of cases were disciplinary and these reduced by 29% compared to last year's reporting period. The figures reflect the number of cases which were completed in the period covered by this report and resulted in a formal outcomes rather than including cases which were opened in the year and not completed and those which resulted in informal or no action. This does represent a change in the way they were monitored in reports prior to last year which has

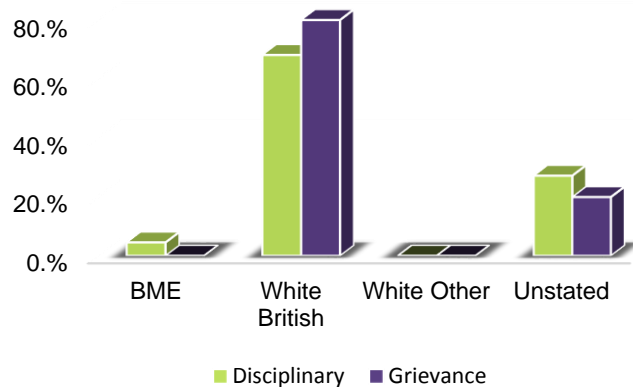
resulted in lower figures. Figures relating to dignity at work cases were also monitored but are not included due to low figures.

- The figures for disability indicate that 4.55% of disabled staff were subject to formal disciplinary action and 10.00% of grievances were raised by a disabled member of staff. These figures broadly reflect our average workforce profile.
- The figures for BME staff indicate that 4.55% were subject to formal disciplinary action and this broadly reflects the workforce profile. There were no grievances.
- The figures for male staff indicates that there were more males involved in the disciplinary process than would be expected compared with the workforce profile for males. However, the grievance figures reflect the workforce profile.
- The highest percentage of disciplinary cases was for the age group 35-44 years old and highest percentage of grievances was for the age group 45-54 years old.

### Adviser cases by Ethnicity

Group	BME % of total	White British % of total	White Other % of total	Unstated % of total
Disciplinary	4.55%	68.18%	0.00%	27.27%
Grievance	0.00%	80.00%	0.00%	20.00%
Total	3.03%	72.73%	0.00%	24.24%

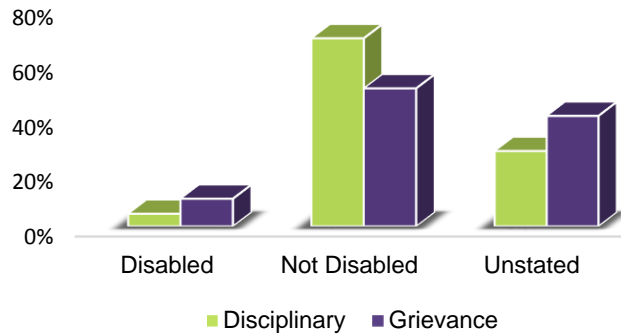
### Adviser cases by ethnicity



### Adviser cases by Disability

Group	Disabled % of total	Not Disabled % of total	Unstated % of total
Disciplinary	4.55%	68.18%	27.27%
Grievance	10.00%	50.00%	40.00%
Total	6.06%	60.61%	33.33%

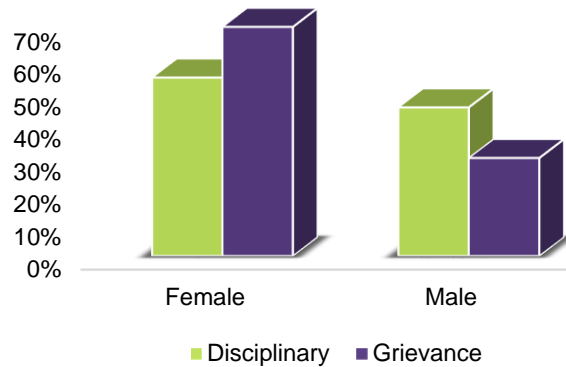
### Adviser cases by disability



### Adviser cases by gender identity

Group	Female % of total	Male % of total
Disciplinary	54.55%	45.45%
Grievance	70.00%	30.00%
Total	60.61%	39.39%

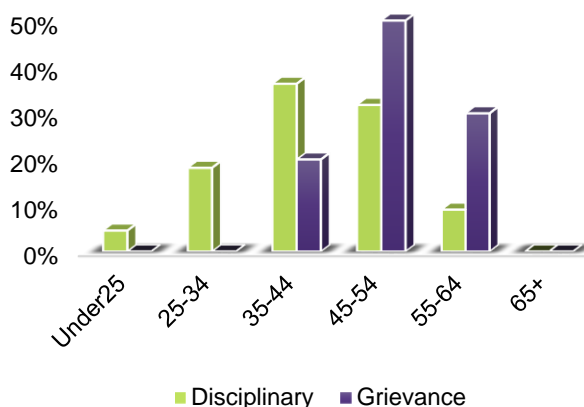
### Adviser cases by gender identity



### Adviser cases by age

Group	Under25 % of total	25-34 % of total	35-44 % of total	45-54 % of total	55-64 % of total	65+ % of total
Disciplinary	4.55%	18.18%	36.36%	31.82%	9.09%	0.00%
Grievance	0.00%	0.00%	20.00%	50.00%	30.00%	0.00%
Total	3.03%	12.12%	33.33%	36.36%	15.15%	0.00%

### Adviser cases by age



### Flexible working requests

63. The council monitored data relating to formal requests for flexible working for the period 1<sup>st</sup> October 2017 to 30<sup>th</sup> September 2018. However, due to the low figures when reporting on flexible working requests this year, the data has not been included due to data protection and the need to protect staff confidentiality.
64. Managers also receive informal requests which are not monitored or included in these figures. These are likely to form the majority of requests and the council offers a wide range of flexible working arrangements to staff where these also fit in with the needs of the service. Many staff have taken the opportunity to utilise flexible working, in particular homeworking, instead of formally requesting flexible working. Data on flexible working was collected for the staff survey 2018 and of those staff who responded to the question in the survey 62.8% considered that they have a flexible working arrangement and in a separate question about homeworking 68.08% of those staff who responded to the question in the survey considered that they work from home either occasionally, sometimes or frequently.

### Maternity – returner rates

65. The council had 93 employees on maternity leave who returned or left during the period 1<sup>st</sup> October 2017 to 30<sup>th</sup> September 2018, of these employees, 82 returned to work after maternity leave and 11 people did not. The number of non-returners in this report period was slightly higher than in previous years and has been analysed further and it was found that there were a broad range of reasons and across a wide range of services. We will keep the figures under review.
66. The equality data for leavers and returners from maternity were reviewed and were broadly reflective of the workforce profile apart from age which indicated higher levels of maternity leave for the age groups 25 – 44 as would be expected.

### Performance appraisal

67. The council has a single countywide appraisal system. The appraisal process enables staff to discuss issues relating to barriers to access and progress at work with their manager and is primarily used for developmental purposes.



## Training monitoring

68. Support and supervision of staff and the appraisal arrangements tend to identify the majority of staff development needs. In August 2015, a new learning management system was introduced called 'grow', and this is utilised to record learning and development along with 121s and the annual appraisal. Staff can request attendance at training courses through the grow system and last year's report figures reflected that a new range of e-learning including mandatory e-learning has also been rolled out to staff via grow. There is still some training not formally recorded through grow and this includes conferences and professional updates undertaken externally and some service specific qualifications and training such as in the leisure service. Leisure service mandatory training courses are currently being added into grow.
69. The system is not able to identify training requested. The information below represents the number of training events or modules of e-learning that have been completed, not the number of people doing the training. This recognises that individuals may have completed more than one training event or module in the year.
70. For comparison purposes the overall workforce percentages for each protected characteristic have been included. This is included to indicate whether a comparative spread of employees with monitored protected characteristics have taken part in or attended training. Please see comments in the following paragraph below.
71. Our workforce data for non-schools for the period 1<sup>st</sup> October 2017 to 30<sup>th</sup> September 2018 indicates:
- The total of training events or modules of e-learning increased to 26,230 from 12,629 last year. This was due to the introduction of new mandatory e-learning on freedom of information, information security, introduction to GDPR and records management. This totalled 13422 training events.
  - Staff are also required to complete 8 pieces of mandatory e-learning including fire and terror threat workshop, mental health awareness, equality and diversity and safeguarding. This was launched a couple of years ago although the fire and terror threat module is required to be repeated annually.
  - Attendance at training sessions by staff declaring a BME background (4.06%) and a disability (9.80%) is representative of these groups within the workforce.
  - Male attendance at training sessions was 25.18% which is slightly below the group representation in the workforce which is 27.05%.
  - Attendance at training sessions was slightly less than the percentage expected for the age groups 55 and over.

### Training by ethnicity

	Attendees	% of total attendees	% of group in workforce at 01/10/2018
BME	1066	4.06%	3.06%
White British	22613	86.21%	86.32%
White Other	911	3.47%	2.91%
Unstated	1640	6.25%	7.71%
Grand Total	26230	100.00%	100.00%

### Training by disability

	Attendees	% of total attendees	% of group in workforce at 01/10/2018
Disabled	2570	9.80%	8.24%
Not Disabled	20348	77.58%	76.47%
Unstated	3312	12.63%	15.29%
Grand Total	26230	100.00%	100.00%

### Training by gender identity

	Attendees	% of total attendees	% of group in workforce at 01/10/2018
Female	19626	74.82%	72.95%
Male	6604	25.18%	27.05%
Grand Total	26230	100.00%	100.00%

### Training by age

	Attendees	% of total attendees	% of group in workforce at 01/10/2018
Under25	1841	7.02%	6.90%
25-34	5264	20.07%	17.49%
35-44	6160	23.48%	21.48%
45-54	7630	29.09%	28.53%
55-64	4814	18.35%	21.48%
65+	521	1.99%	4.12%
Grand Total	26230	100.00%	100.00%

### Remuneration monitoring

72. The council operates a robust and transparent system of job evaluation which was developed as part of a pay reform process. The scheme ensures that all jobs are assessed objectively and paid fairly in relation to other jobs within the council. The majority of posts in the council have been evaluated under this scheme. Some specialist and senior roles will have been assessed under other evaluation schemes. The scheme is subject to periodic equality checks.

73. In the last couple of years, this report has contained some information about the council's gender pay gap as part of the council's public-sector equality duty. Last year the government has made it mandatory for all large private, voluntary and public-sector employers with more than 250 employees to publish gender pay gap information on the [government website](#). This year, public sector organisations including the council are required to publish this information by 30 March 2019. The overall gender pay gap for the council for 2018 is 6.19% calculated by using median workforce figures and 8.25% calculated using mean workforce figures. This represents a slight fluctuation from last year's figures but is still below the national gender pay gap rates which are 17.9% median and 17.1% mean and public-sector median which is 19.0% and mean 17.5% (ONS provisional figures). Further information about the council's gender pay gap is set out in a separate report on the [council's website](#).

74. Our workforce data for non-schools indicates:

- The figures below reflect the higher number of females employed by the council across all salary bands.
- The percentage of male staff has slightly decreased in the higher salary bands of £40,000 per annum and the percentage of females has slightly increased in this band. The percentage of females in this band remain lower than the figure for the proportion of females in the workforce.
- The figures for BME staff have increased slightly in the highest salary bands this year.
- In relation to disability, remuneration is fairly evenly spread across all the salary bands and has increased slightly in the highest salary bands although remains lower than the figure for the proportion of disabled employees in the workforce.
- 42.75% of staff in the highest salary band are age 45-54 years old.

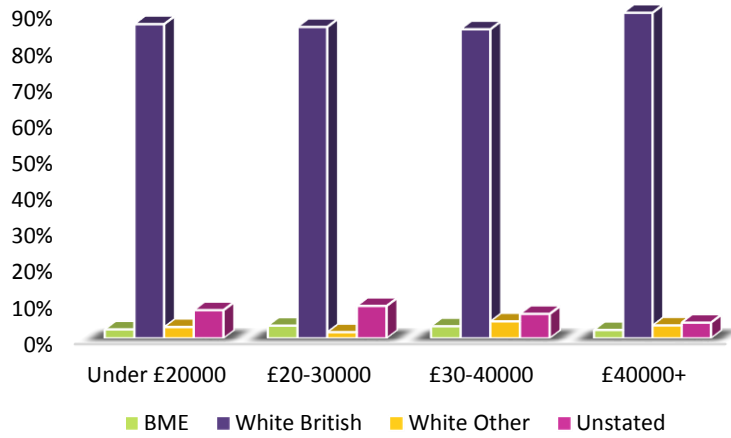
#### Remuneration by Gender Identity, Ethnicity and Disability

Salary Band	Sex		Ethnicity				Disability		
	Female	Male	BME	White British	White Other	Unstated	Disabled	Not Disabled	Unstated
Under £20000	75.27%	24.73%	2.45%	86.69%	3.10%	7.76%	8.00%	74.29%	17.71%
£20-30000	77.20%	22.80%	3.48%	85.91%	1.69%	8.92%	8.28%	74.46%	17.26%
£30-40000	67.25%	32.75%	3.31%	85.28%	4.68%	6.73%	9.36%	79.24%	11.40%
£40000+	60.05%	39.95%	2.29%	89.82%	3.56%	4.33%	5.85%	85.75%	8.40%
All Staff	72.95%	27.05%	3.06%	86.32%	2.91%	7.71%	8.24%	76.47%	15.29%

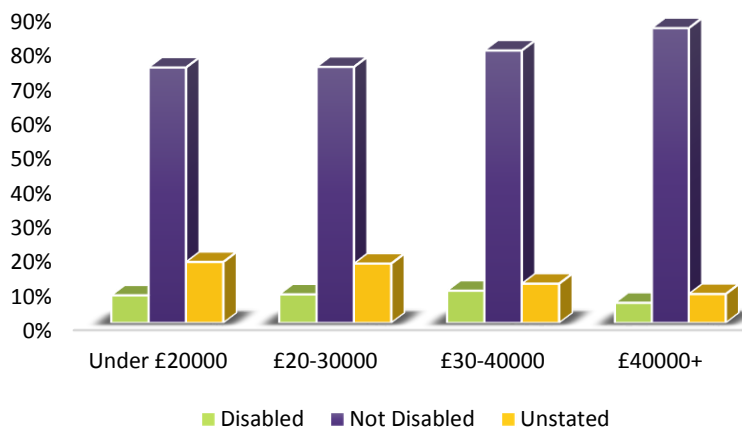
### Remuneration by gender identity



### Remuneration by Ethnicity

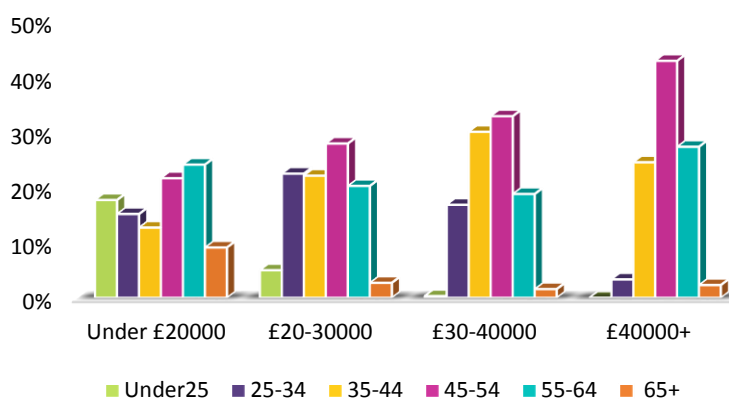


### Remuneration by Disability



Salary Band	Under25	25-34	35-44	45-54	55-64	65+
Under £20000	17.63%	15.10%	12.65%	21.55%	24.00%	9.06%
£20-30000	4.96%	22.37%	22.01%	27.81%	20.16%	2.69%
£30-40000	0.29%	16.76%	29.92%	32.75%	18.71%	1.56%
£40000+	0.00%	3.31%	24.43%	42.75%	27.23%	2.29%
All Staff	6.90%	17.49%	21.48%	28.53%	21.48%	4.12%

### Remuneration by Age



### Positive Actions and Equality Objectives

75. The council currently takes the following positive actions:

- Support for the three staff networking networks – BME, Carers and disability and LGBT
- Inclusion of staff network members in equality analysis panels for new HR policies and processes.
- The council has successfully become part of the government's 'Disability Confident' employer scheme which replaces the 'two tick's' employer scheme. This includes a number of commitments relating to attracting, recruiting and supporting disabled people. The council held a disability employability event in 2017 and 2018 to bring together disabled people, local employers and support organisations offering opportunities to them.
- Membership of the employer's network for equality and inclusion (ENEI).
- Reasonable adjustment budget of £10,000 per annum for disabled staff and applicants.
- An accessible careers website with links to information for disabled applicants.
- Annual appraisal scheme and one to ones which include facilitated discussions about wellbeing and barriers to work and reasonable adjustments.

- Introduction of mandatory e-learning for all new and existing staff on equality and diversity.
- Regular equality and diversity updates to Staffing Policy Committee and corporate directors.
- Supporting equality events and raising awareness about specific disabilities e.g. mental health and autism training. Launch of well-being initiatives e.g. well-being helpline, mindfulness and personal resilience e-learning, tai-chi classes and the healthy eating group.
- Clear policies and procedures on equality and diversity issues for managers and staff.
- Policies which enable flexible working and time off where required.
- Three corporate equality steering groups to drive forward equality and diversity work in the council in the areas of staff, services and communities which include service areas and members from the staff networks.
- A member and senior director champion for equalities.
- Development of specific equality objectives for the council

76. As part of the public-sector equality duty the council is also required to identify equality objectives. These include service equality objectives and objectives relating to the council's workforce (HR equality objectives). These objectives are reviewed regularly and have been subject to public consultation. Further details of the council's equality objectives can be found on the [council website](#).

77. The council's HR equality objectives have primarily been identified from workforce data analysis and are set out below and include a summary of update points. These objectives are currently subject to review which may result in changes.

- **OBJECTIVE 3:**

Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future.

Action

**Improve workforce profile statistics by increasing the range of data collected on the protected characteristics and decreasing the rates of 'unknowns' for BME and disability**

- As part of our equality objective to improve our workforce profile statistics the council sent all staff an equality monitoring questionnaire in 2015, 2016 and 2018. The aim of the questionnaire was to improve our workforce data by improving our existing rates of reporting (disability and ethnicity) and increasing the range of protected characteristics captured. Overall the unstated rates for ethnicity and disability have continued to reduce since 2015. The ethnicity unstated rate has decreased to 7.71% from 9.96% last year, 9.08% (2016), 11.15% (2015) and 15.43% (2014). The disability unstated rate has decreased to 15.29% from 19.64% last year, 18.71% (2016), 21.59% (2015) and 27.09% (2014).
- This report now includes headcount information on all the protected characteristics, The unstated figures in all the new categories has improved again this year

although it is noted that the unstated figures for this new information generally remains high. The unstated rates from applicants to the council has also improved significantly over the last couple of years, which is likely to be the result of implementing the one form process for applicants. The council will continue to work towards increasing confidence in this area and encouraging staff to contribute to the monitoring data.

**A reduction in the number of staff with protected characteristics saying that they have been a victim of bullying and/or harassment.**

- The staff survey in 2012 raised concern that the percentage of staff with a disability who considered that they had experienced bullying and harassment was much higher than average for the workforce. As a result, this area of concern became one of the council's equality objectives. The question in the staff survey 2014 was revised to make it clearer and more specific and in the staff survey 2016 an additional question about the source of bullying and harassment was added. The result of the staff survey 2016 was that 137 staff declared that they had a disability and of this group 18.98% stated they felt they had experienced bullying and harassment in the previous last year. This compared to 22% in 2014 and 16.8% in 2012. The results of the staff survey 2018 were not available at the time of publishing this report.
- In the 2014 and 2016 staff survey 9% of all staff considered that they had experienced bullying. This compares to national data which indicates that 11% of managers reported grievances being raised with them concerning bullying and harassment (WERS – Workplace Employment Relations Survey 2011) and a YouGov poll in 2015 which indicated that 29% of staff had experienced bullying at work. The councils bullying and harassment figure for all staff is below the levels identified in this survey but it was recognised that the figures might be higher for some staff with protected characteristics.
- The staff survey in 2014 and 2016 was expanded to ask for data on additional protected characteristics so it became possible to consider bullying and harassment in respect of other groups. It was found that there were some high percentages for bullying and harassment for some other groups of staff with protected characteristics. Our equality objective has been broadened to recognise this. These were bi-sexual (25%), black/black British (23.53%), mixed background (16.67%) and Buddhist staff (20%). In terms of the source of bullying and harassment; 64.5% of staff who considered that they had experienced bullying and harassment stated that the source was another member of staff, 23.1% stated it was from a third party (e.g. service user or other member of the public), 11.6% stated both.
- This is an important issue which the council has recognised requires action. The figures from the staff survey reflect the number of people who indicated that they had experienced bullying and harassment by the information on their protected characteristics which they also provided. The reasons given for bullying and harassment were many and were not always connected to their protected characteristic. In terms of all the figures it is also important to reflect that percentages may be impacted by group size; as for example one or two people in a small group can appear to make figures look proportionally higher. However, all the figures are relevant and important in terms of the impact on the groups identified.
- ACAS indicate that the public sector and certain groups with protected characteristics consistently have higher levels of bullying and harassment. The

council recognises the impact of bullying and harassment on individuals and will continue to work to reduce the percentages reported. It is recognised that work in this area may take time to be reflected in the results of a staff survey and longer timescales are likely to be required to measure any changes. Consultation with the staff networks has taken place and will form part of any proposed changes.

- Work on this objective currently includes the development of a bullying and harassment e-learning module for managers and staff which is due to be launched in the spring. The launch of this e-learning will be accompanied with an awareness raising campaign. Face to face training on the dignity at work policy is also available to managers. An unconscious bias e-learning module was also launched in 2018. Work on this objective in previous years has included work on improvements to the dignity at work and grievance policies to make the policies more streamlined and easier to access. Changes were also made to the HR toolkit of supporting guidance for staff and managers. The changes were widely consulted on including consultation with our staff networks. The council has a clear behaviours policy for all staff and the dignity at work policy is clear that bullying and harassment will not be tolerated.

**Continue to promote schemes to employ younger people, working in partnership with other service areas - increase the number of under 25 year olds within the council's workforce.**

- The percentages of under 25's who work for the council is 6.90% of the workforce. This represents a slight increase from 5.96% in 2017. Although the figures have shown slight fluctuations over the last few years a lot of work has been undertaken to improve the offer on apprenticeships and work is currently taking place in relation to the workplace experience. The government has introduced a new apprenticeship scheme and levy which has led to an increase in the council's apprenticeship offer. The council has 24 apprentices who are under 25. Support offered to apprentices includes:
  - Guaranteed interview to those with a disability/care leaver
  - Guaranteed job at the end of the apprenticeship
  - Additional pastoral care
  - Additional functional skills support to those who require it or require any additional support.
- The council has also increased its use of social media to increase access to careers information and introduced a one application process to improve accessibility. Work is also underway to provide a social engagement group for young apprentices and through the development of regular blogs to encourage new apprentices to join the council. The recruitment figures indicate that 19.75% of all appointments are made from this age group which represents a reasonable proportion of total recruitment as many young people are also pursuing other activities including further education at this stage of life. The council will continue to explore ways to attract this age group.

**LGBT+ staff feel more supported, recognised and the council is seen as an 'employer of choice' by the LGBT+ community (this has knock-on beneficial effects for other protected characteristics).**

- Work to embed an inclusive workplace for LGBT+ staff initially related to implementing improvements recommended by Stonewall in their workplace equality index assessment around sexual orientation in the workplace. Work on role models and improving HR policies formed part of this. A transgender



guidance – transitioning in the workplace has been produced as a result of consultation with the LGBT staff network to improve the information and support transgender staff, their managers and other staff. The council supports LGBT+ awareness by raising the rainbow flag at county hall each year and marking LGBT history month. The LGBT staff network has been refreshed and the council continue to work with the staff network to make improvements.

- As part of the work to improve the equality data profile of the workforce the council also now collects data on the protected characteristics of sexual orientation and transgender both in respect of this diversity and inclusion report and the staff survey. The council continues to work to improve data in this area which also assists the council to make improvements in the workplace and to its policies and procedures.
- Data relating to measures for this objective were included in last year's report. This objective is currently subject to further review pending the availability of further data from the staff survey.

#### Contact details

**By Post:** Human Resources  
Wiltshire Council  
County Hall, East Wing  
Bythesea Road  
Trowbridge  
Wiltshire BA14 8JQ

**By Email:** [policyandreward@wiltshire.gov.uk](mailto:policyandreward@wiltshire.gov.uk)

**By Telephone:** 01225 716161

## Appendix A

As part of the staff survey staff were asked for the following equality and diversity information. The response rate for the staff survey 2018 was 63.3%.

### Gender Identity (Sex)

	2014	2016	2018
Female	60.42%	64.22%	68.3%
Male	27.50%	26.50%	23.7%
Prefer to self-describe	Not asked	Not asked	*
Rather not say	10.50%	8.14%	7%
Blank			

### Sexual Orientation

	2014	2016	2018
Bisexual	0.79%	1.10%	1.0%
Gay man	1.01%	0.83%	0.7%
Heterosexual	83.11%	84.23%	85.5%
Lesbian/Gay woman	0.75%	1.0%	1.1%
Prefer to self-describe			*
Prefer not to say	11.72%	10.14%	9.2%
Blank			

### Age

	2014	2016	2018
16-19	0.68%	1.31%	1.2%
20-24	3.63%	3.49%	3.4%
25-29	7.62%	7.63%	6.8%
30-34	9.42%	9.42%	8.3%
35-39	8.34%	9.49%	10.6%
40-44	12.19%	10.97%	11.3%
45-49	12.87%	12.39%	13.2%
50-54	12.08%	13.35%	15.6%
55-59	10.78%	11.39%	11.5%
60-64	4.67%	6.04%	8.3%
65+	1.47%	1.76%	2.0%
Prefer not to say	14.49%	11.32%	7.0%
Blank	1.76%	1.45%	0.7%

### Disability

	2014	2016	2018
Not Disabled	86.70%	86.23%	86.6%
Disabled	3.59%	4.73%	5.6%

Prefer not to say	7.94%	7.00%	6.1%
Blank	1.76%	2.04%	1.7%

### Caring responsibilities

**Question** - Do you give help or support to family members, friends, neighbours or others because of a long-term physical or mental health or disability, or problems related to old age? (do not count anything you do as part of paid employment)

	2014	2016	2018
No	66.19%	62.49%	56.6%
Yes	25.43%	28.71%	31.4%
Prefer not to say	8.38%	7.00%	5.5%
Blank		1.79%	6.4%

### Ethnicity

	2014	2016	2018
Asian or Asian British	0.43%	*	0.6%
Black or Black British	*	0.59%	0.8%
Mixed background	0.93%	1.04%	1.0%
Other ethnic group	*	0.41%	*
White	84.69%	88.61%	90.5%
Blank	4.17%	1.52%	
Prefer not to say	8.77%	7.52%	5.9%

### Religion/Belief

	2014 (not included)	2016	2018
Buddhist		0.86%	0.6%
Christian		46.62%	46.8%
Hindu		*	*
Jewish		*	*
Muslim		0.41%	*
Sikh		*	*
Other		13.87%	2.5%
Prefer not to say		25.33%	9.8%
Blank total		12.73%	1.9%

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## WILTSHIRE COUNCIL

### Staffing Policy Committee

6 March 2019

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### Gender pay gap reporting

#### Purpose

1. The purpose of this item is to present the gender pay gap data and report required to be published on behalf of Wiltshire Council for the reference date of 31<sup>st</sup> March 2018.

#### Background

2. Gender pay gap reporting came into effect from April 2017 and requires organisations with 250 or more employees to publish and report specific figures about their gender pay gap – the difference between the average earnings of men and women, expressed relative to men's earnings.
3. These obligations have been introduced alongside the public-sector equality duty's (PSED) existing publishing requirements for public bodies where some gender pay information has previously been published as part of the annual equality and diversity workforce statutory monitoring report.
4. Public Sector organisations must publish a set of figures via the government's online reporting service each year. For Wiltshire Council, the figures must be based on the reference date of the 31st March to be published by the 30th March the following year.
5. The set of figures required include:
  - mean gender pay gap in hourly pay
  - median gender pay gap in hourly pay
  - mean bonus gender pay gap
  - median bonus gender pay gap
  - proportion of males and females receiving a bonus payment
  - proportion of males and females in each pay quartile
6. These figures must also be published on the council's external website to ensure accessibility to employees and the public, and must remain for a period of 3 years from the publication date.
7. A narrative in the form of a report is included to support the data (see attached) and will be published.
8. All relevant employees are included in the data. However, agency workers and those contracted via a service company are not included.

9. For schools, it is the governing body that is responsible for publishing gender pay gap data if they have more than 250 employees. As a result of this, the majority of schools are not affected by the obligations

## Key findings

10. The key findings following the analysis of workforce data are as follows:

<b>Mean &amp; Median data*</b>	
Mean pay gap	8.25%
Mean hourly rate for males	£14.70
Mean hourly rate for females	£13.49
Median pay gap	6.19%
Median hourly rate for males	£12.92
Median hourly rate for females	£12.12

\*The Office of National Statistics (ONS) Annual Survey of Hours and Earnings, October 2018 states the national mean as 17.1% and median at 17.9%

<b>Bonus Payments (long service awards)</b>	
Mean bonus gender pay gap	0.00%
Median bonus gender pay gap	0.00%
Proportion of males receiving a bonus payment	0.39%
Proportion of females receiving a bonus payment	0.65%

<b>Quartile data</b>		
	Males	Females
Lower quartile	29.58%	70.42%
Lower middle quartile	27.20%	72.80%
Upper middle quartile	26.93%	73.07%
Upper quartile	36.66%	63.34%

11. There was a slight increase in both the mean and median gender pay gap figures for Wiltshire Council this year and this is likely to reflect slight fluctuations which may occur year on year. This year there was a slight movement in relation to the median spinal point for males compared to last year. This will have happened for a number of reasons including people being excluded from the data this year for sickness, etc. Movement is more likely to occur to the male median as we have fewer male staff. The mean has also slightly increased. Any significant changes can only be measured in time and the council will continue to monitor these. The gender pay gap report contains further narrative in relation to these results.

12. The council's gender pay gap is significantly below the national gender pay gap however it is recognised that we have a lower percentage of women in the upper salary quartile. This could relate to a variety of reasons, including social factors. However, the council is not complacent and is committed to reducing the gender pay gap and the report also contains further information about steps the council has taken and will take in relation to the gender pay gap. The report includes information in relation to flexible working, family friendly policies, learning and development including the Wiltshire leadership programme, apprenticeships, recruitment and starting salaries and involving staff through a staff survey to help the council identify any potential barriers to recruitment and promotion.

### **Environmental Impact of the proposal**

13. None.

### **Equalities impact of the proposal**

14. None.

### **Risk Assessment**

15. None

### **Financial Implications of the proposal**

16. None

### **Recommendations**

17. It is recommended that:

- Staffing policy committee note the contents of the gender pay gap report and the obligations placed on the council with regards to the publication of gender pay gap data.

**Joanne Pitt**  
**Director - HR&OD**

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*Report author: Catherine Coombs, Equalities Officer*

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### **Background to gender pay gap reporting**

1. Gender pay gap reporting came into effect from April 2017 and requires organisations with 250 or more employees to publish and report specific figures about their gender pay gap – the difference between the average (mean and median) earnings of males and females, expressed relative to males' earnings.
2. All public-sector organisations must publish a set of figures and information about their gender pay gaps by 30th March each year. This year the figures must be published by 30 March 2019 based on the reference date (snapshot date) of the 31st March 2018.
3. The set of figures required include:
  - the difference in the mean pay of full-pay males and females, expressed as a percentage;
  - the difference in the median pay of full-pay males and females, expressed as a percentage;
  - the difference in mean bonus pay of males and females, expressed as a percentage;
  - the difference in median bonus pay of males and females, expressed as a percentage;
  - the proportion of males and females who received bonus pay; and
  - the proportion of full-pay males and females in each of four quartile pay bands.

### **Wiltshire Council in context**

4. Wiltshire Council had 4410 pay relevant staff employed on the snapshot date of 31<sup>st</sup> March 2018 across a range of services including (but not limited to) adult care, children's services, education, environmental services, housing as well as support functions such as business support, finance, HR and information technology.
5. In common with public sector organisations as a whole, 69.91% of the workforce is female and 30.09% are male.
6. Wiltshire Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment, disability or caring responsibilities. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As a result of this, Wiltshire Council:
  - carries out pay and benefits audits at regular intervals;
  - provides regular job evaluation training for those involved in carrying out job evaluation; and
  - evaluates job roles and pay grades as necessary to ensure a fair structure.

7. The council uses job evaluation schemes such as the Greater London Provincial Council (GLPC) and Hay schemes to assess the value of jobs across the organisation ensuring equal pay for equal work across roles. Salaries are paid according to grade band and incremental annual progression within this band occurs irrespective of gender.
8. Wiltshire Council is therefore confident that any gender pay gap does not stem from paying males and females differently for the same or equivalent work. Any gender pay gap identified is therefore the result of the roles in which males and females work within the organisation (which is largely down to social factors such as females tending to take up part time roles due to caring responsibilities) and the salaries that these roles attract.

### **Wiltshire Council pay gap data and analysis**

9. The figures set out below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

#### Mean and median gender pay gaps

10. The mean and median pay gaps demonstrate the difference between the mean (average) and median (midpoint) basic annual earnings of males and females expressed as a percentage of the mean or median basic annual earnings of males.

	Male (per hour)	Female (per hour)	Pay Gap
Mean	£14.70	£13.49	8.25%
Median	£12.92	£12.12	6.19%

11. The mean gender pay gap for Wiltshire Council has increased slightly to 8.25% compared to 7.81% in 2017. This means that the average hourly rate for females is £13.49 compared with an average hourly rate for males of £14.70
12. The median gender pay gap for Wiltshire Council has also increased slightly to 6.19% compared to 5.36% in 2017. This means that the middle hourly rate for females is £12.12 compared with males at £12.92.
13. The mean gender pay gap for the whole economy (according to the October 2018 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.1% and 17.5% for the public sector ([provisional figures](#)).
14. The median gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 17.9% and 19.0% for the public sector (provisional figures).
15. Wiltshire Council's median and mean gender pay gap is significantly lower than the national figure and public sector figure.
16. The slight increase in both the mean and median gender pay gap figures for Wiltshire Council this year is likely to reflect slight fluctuations which may occur year on year. In 2017, the male median value was at an amount between spinal points (due to the additional payments a few staff received as a plussage) and in 2018 has moved up

and now sits in a group of staff on the next spinal point. This will have happened for a number of reasons including people being excluded from the data this year for sickness etc. Movement is more likely to occur to the male median as we have fewer male staff. The mean has also slightly increased. Any significant changes can only be measured in time and the council will continue to monitor for these.

17. The council has taken steps to monitor the gender pay gap on a quarterly basis at senior level.

Bonus payments

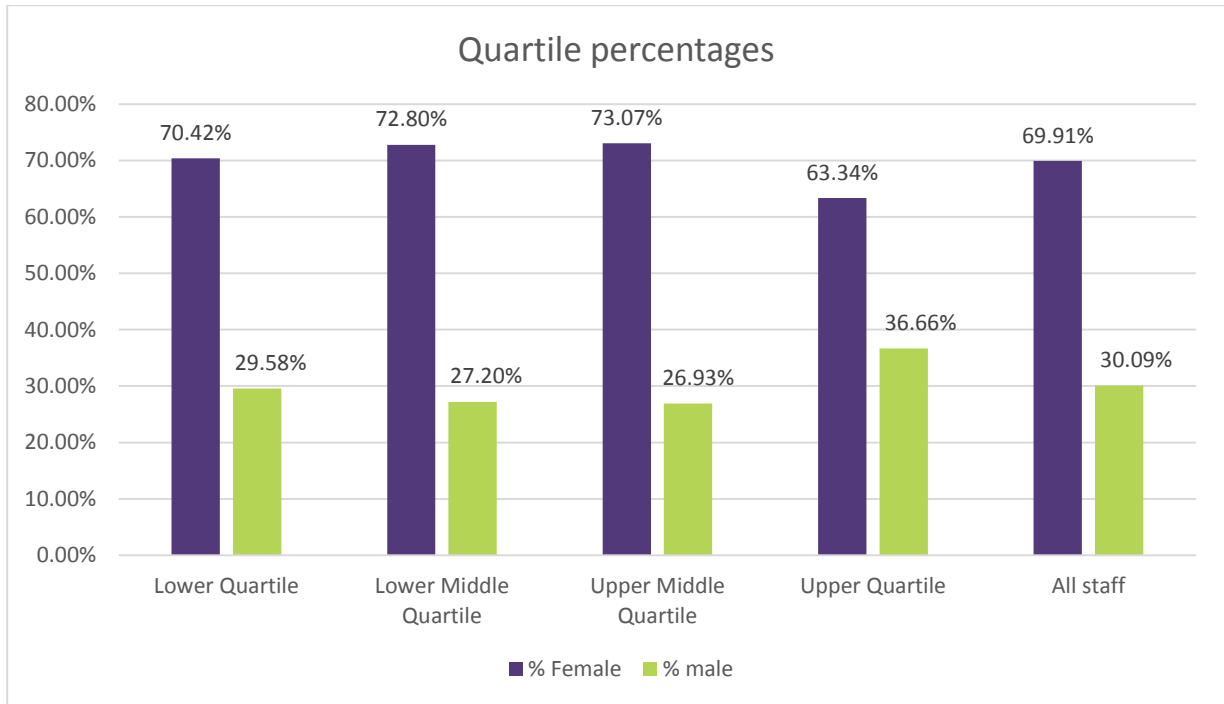
18. Bonus payments refer to any remuneration in relation to productivity, performance or incentive.
19. Wiltshire Council does not provide performance related pay or bonus schemes. However, the council does provide the payment of £150 in voucher form to employees achieving 25 years' service (exclusive to the council) as a long service payment. This payment is regardless of gender and the only criteria is time served.
20. Bonus payments data for Wiltshire Council is as follows:

	Pay Gap
Mean bonus gender pay gap	0.00%
Median bonus gender pay gap	0.00%
Proportion of males receiving a bonus payment	0.39%
Proportion of females receiving a bonus payment	0.65%

21. Both the mean and median bonus pay gaps are 0% as all those in receipt of a long service award received the same amount of £150 regardless of gender.
22. The proportion of males receiving a bonus payment is 0.39% compared with females at 0.65%. This equates to 28 females and 7 males who received the long service award of £150.

Pay quartiles

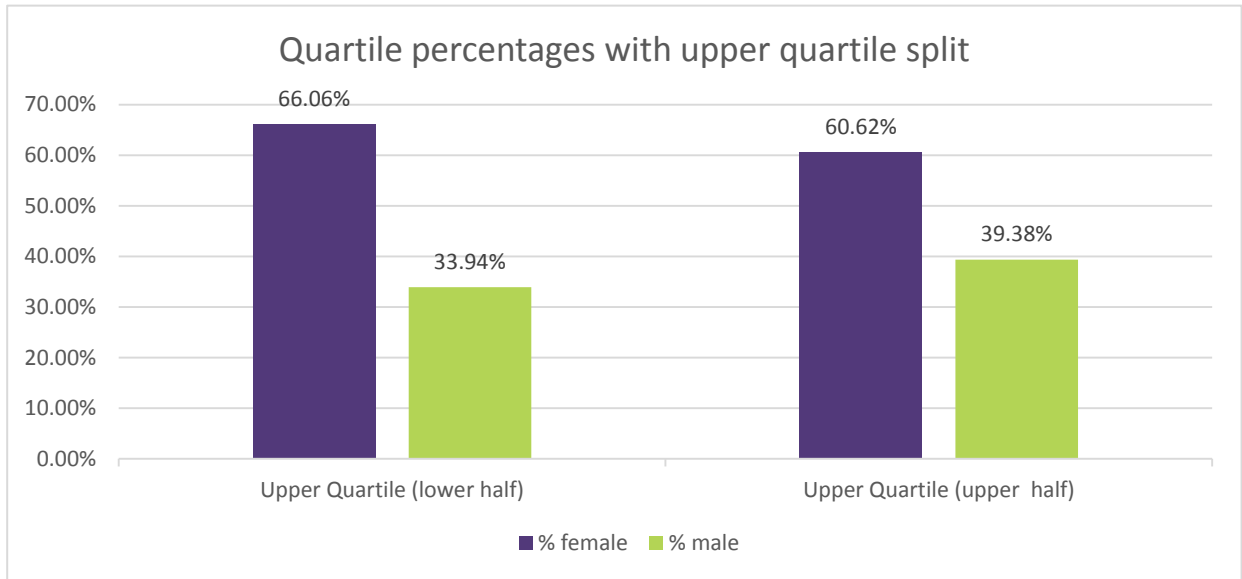
23. The table below shows the proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands. This shows Wiltshire Council's workforce split into 4 equal parts based on calculated hourly pay rates.



24. The quartile split for each of the 4 quartiles is broadly in line with our workforce demographics of 69.91% female and 30.09% male. However, there are slightly more females in the first 3 quartiles and fewer females in the 4<sup>th</sup> quartile (the upper pay quartile) when compared with the overall workforce. For there to be no gender pay gap, you would expect to see the workforce demographics (69.91% female and 30.09% male) reflected in each of these quartiles.

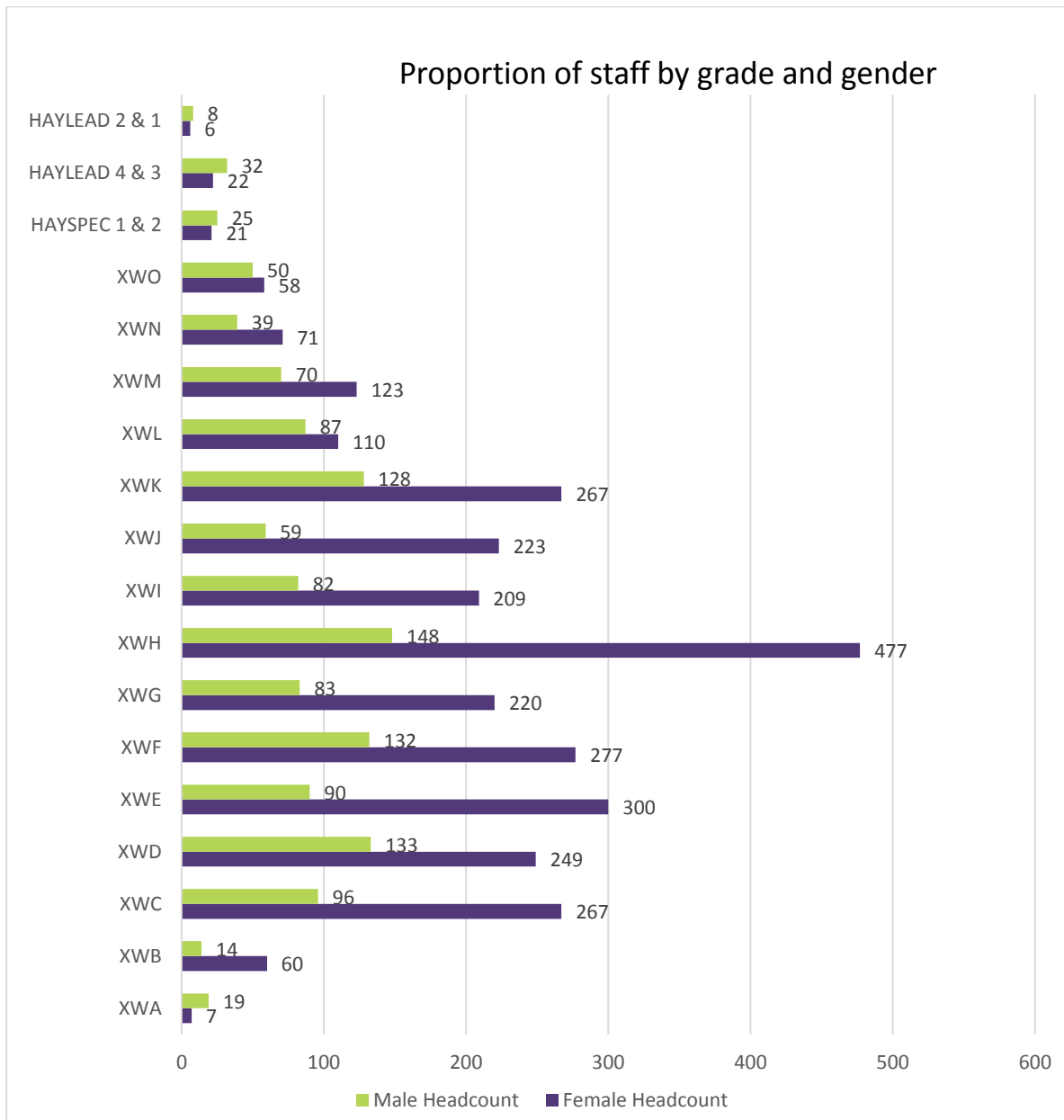
25. As the number of females in the upper quartile is fewer than the workforce split and the other quartiles are higher, this suggests that females may have fewer progression opportunities than males. However, this may largely be down to social factors. Females are more likely than males to have had breaks from work for caring responsibilities that have affected their career progression. They are also more likely to work part-time, and many of the jobs that are available across the UK on a part-time basis are in the lower paid brackets.

26. When analysing the data further to consider the upper quartile, this quartile has been split in order to understand at what point the number of females begin to significantly reduce.



27. The table above shows that when the upper quartile is split the number of females in the upper half of the quartile reduces further to 60.62%, further demonstrating that the more senior (and higher paid) role, the less likely these roles are to be undertaken by females.

28. In analysing the data further to understand how the split of females and males compares to our workforce demographics, the table below shows the proportion of staff by grade and gender across Wiltshire Council's main grades evaluated under the GLPC and Hay job evaluation schemes.



29. With the exception of grade L (XWL), the grades above grade K (XWK) broadly reflect that of Wiltshire Council's workforce demographic (69.91% female and 30.09% male) until grade O (XWO) where this reduces significantly to 54% female and 46% male with the number of females continuing to reduce across the senior (hay graded) roles. This confirms that identified above with the pay quartiles that females are less likely to undertake higher paid roles.

#### **Addressing the gender pay gap**

30. Although low compared with the national statistics, Wiltshire Council has a gender pay gap as the majority of the workforce is female (69.91%) and predominantly a large proportion of these are employed in the lower quartile pay bands, with fewer employed at the more senior levels.

31. As Wiltshire Council has a predominately female workforce, small fluctuations in the male workforce can have significant impact on the gender pay gap data and results.

For example, if Wiltshire Council employed more males in the lower pay quartiles this would reduce the gender pay gap further.

32. Wiltshire Council's gender pay gap could be largely reflective of society. Across the UK as a whole, males are more likely to be in very senior roles towards the top of an organisation's structure while females are more likely to be in less senior roles. Although organisations and society are becoming increasingly flexible, females are more likely to have had breaks from work for example to bring up children or take lifestyle choices that support a caring role away from work, and as a consequence can be in roles which attract a lower salary or lack opportunities for career progression.
33. While Wiltshire Council's gender pay gap is relatively low, comparing favourably with national statistics, and could be in part a result of society and culture, the council is not complacent and is committed to taking action to reduce the gap. To date, the steps that Wiltshire Council has taken to promote gender diversity in all areas of its workforce include the following:

#### Flexible working and family friendly policies

34. The council currently has a suite of flexible working and family friendly policies and arrangements for employees to promote equal opportunity such as maternity leave, paternity, shared parental leave, adoption leave, childcare vouchers, carers leave, flexible working, homeworking and a range of contract types. These arrangements are available to all eligible staff and are published on the internal HR website and available as part of the recruitment process.

#### Progress against actions from last year's report

35. HR has been raising greater awareness of flexible working and family friendly policies at the point of recruitment and at new starter induction and through further communications to our staff. An HR communications plan has been put together and communication to staff about flexible working and family friendly policies is included as part of this. Information reminding staff about these policies has been included in internal communications to staff and included in the induction process for new staff. The careers website also includes information about flexible working and family friendly policies.
36. We have been using data analytics to monitor employee take up of all family friendly policies and flexible working arrangements, rather than just employees returning from maternity leave (as set out in our annual workforce equality and diversity report). Data has been collected and analysed this year on:
- Shared parental leave
  - Adoption leave
  - Maternity leave/ordinary paternity leave
  - Ordinary parental leave
  - Leave for carers
37. In terms of flexible working we are aware through our equalities and diversity monitoring that 47.50% of our staff work part-time. 54.18% of women work part-time and 29.48% of men work part-time. The percentage of men working part-time has steadily increased from previous years. Although we have a formal procedure for

requesting flexible working, the use of this policy is low and it is likely that most staff make requests informally to their manager. It is not possible to collect information on informal requests.

38. In order to address the data gap in relation to informal flexible working requests and to understand the different type of flexible working arrangements across the council, we have collected further information from staff this year as part of our staff survey. The response rate to this year's staff survey was 63.3%. 62.8 % of those staff who responded to the question in the survey considered that they have a flexible working arrangement. Of those staff who responded to the question and also included information about whether they were female or male; 43.79% of female staff indicated that they had a flexible working arrangement and 13.59% of male staff.

39. The range of flexible working options included in the staff survey question were:

- Annualised hours
- Compressed/condensed hours
- Job share
- Term time only
- Part-time
- Flexi time
- Other arrangement
- More than one arrangement

40. A separate question was asked about homeworking and 68.08% of those staff who responded to the question in the survey considered that they work from home either:

- Frequently (more than 60% of your time per week/month)
- Sometimes (regularly but less than 60% of your time per week/month)
- Occasionally (e.g. less than twice a month)

Of those staff who responded to the question and also included information about whether they were female or male; 67.5% of female staff indicated that they had a flexible working arrangement and 69.5% of male staff.

41. The council fully supports flexible working opportunities and family friendly policies as these provide the opportunity to combine work with responsibilities outside of work and are open to all staff. The data indicates that there is a good uptake of flexible working opportunities within the council.

Further action

42. We will continue to raise awareness of flexible working and family friendly policies and make these as accessible as possible to staff.

43. We will continue to improve our use of data analytics to include other family friendly leave where possible. We will also use this information to monitor take-up, identify any fluctuations and take action to promote the schemes.

Job evaluation practices



44. The council uses robust job evaluation schemes such as GLPC and HAY to ensure roles are graded consistently and jobs which are evaluated as like work/equivalent work are paid equally. All new jobs and jobs undergoing review continue to be evaluated using these methods to ensure these robust practices continue across the council.

#### Apprenticeships and learning development programmes

45. Wiltshire Council provides apprenticeship opportunities to both new recruits and existing staff to support career progression. The council provides 'upskilling' opportunities for existing staff to enable them to gain a qualification or skills to equip them for career progression should an opportunity arise.
46. In addition to offering apprenticeship upskilling opportunities, the council offers a range of e-learning opportunities for employees to select and attend as they wish. As these programmes continue to develop, the council will monitor data on registration numbers split by the nine protected characteristics.

#### Progress against actions from last year's report

47. HR has been promoting apprenticeship opportunities and good progress has been made. The council employed 118 apprentices on 1 October 2018. This included 23 new apprentices and 95 upskilling apprentices. 60.87% of the new apprentices were female and 39.13% were male. 61.05% of the upskillers were female and 38.95% were male.
48. Work has also been undertaken to increase the support offered to apprentices including:
- Guaranteed interview to those with a disability/care leaver
  - Guaranteed job at the end of the apprenticeship
  - Additional pastoral care
  - Additional functional skills support to those who require it or require any additional support.

The council has also increased its use of social media to increase access to careers information and has introduced a one application process to improve accessibility. Work is also underway to provide a social engagement group for young apprentices and through the development of regular blogs to encourage new apprentices to join the council.

49. The council continues to monitor data on learning and development opportunities, details of which are set out in the annual equality and diversity workforce report. The range of opportunities and take-up of learning and development continues to increase. The percentage of those attending learning and development who were female was 74.82%, which is higher than the proportion of females in the workforce which is 69.61%. The council has also launched the Wiltshire leadership programme for aspiring and developing managers. Data on these programmes indicates that 119 staff have attended this type of learning and development in the last year and 60.50% were female. This is a lower percentage than the proportion of females in the workforce and the council will continue to monitor these figures.

#### Further action

50. The council will continue to raise awareness and promote apprentice opportunities internally and externally and make these as accessible as possible.
51. The council recognises the importance of learning and development opportunities for all staff and as a way to assist female staff to access and progress to more senior roles and opportunities. We will continue to monitor our learning and development opportunities by the protected characteristics to monitor take-up, identify any fluctuations and to take further action if required.

#### Equalities groups

52. The council is firmly committed to the principles of diversity and inclusion in both employment and the delivery of its services. The council consults on equality and diversity work across the organisation and continually monitors the effects of employment policies and practices. The council also has a number of staff networks including the carers and disability network, LGBT network and the BME network which provide an opportunity for issues to be raised and initiatives implemented. The work of the staff networks is outlined in the annual diversity and inclusion workforce report.

#### Progress against actions from last year's report

53. HR have been gauging the interest of introducing an equalities focus group specifically for women. This has been considered but as the focus would be specifically in relation to senior recruitment and promotion it was concluded this might not be the most effective way forward. Plans are underway to involve all staff and ask them to complete a survey to assist the council to understand the barriers in this area so the council can assess what action is required and help assess priorities.

#### Further action

54. To continue to support our existing staff networks.
55. To undertake a survey of all staff to understand the barriers to recruitment and promotion to senior roles in the council. To arrange for awareness raising events/activities for staff and managers linked to our staff voices network.

#### Recruitment information

56. Wiltshire Council will continue to use recruitment and induction information in a way that promotes the council as an equal opportunities employer. The council is aware of the potential for unconscious bias within its recruitment and interviewing process and is constantly reviewing these practices and processes.

#### Progress against actions from last year's report

57. HR have been analysing starting salaries for males and females across the grades. This has been completed in relation to external recruitment. Overall the average male starting salary is £355 higher than the average starting salary for females. This represents the total average difference across all the grades and does not take

account of how many people are within each grade, the actual salary difference experienced may be lower in some grades particularly where there are clusters of female employees. Across the grades overall there were a higher number of grades where the starting salary was higher for females in comparison to males.

58. The council has a starting salary policy and staff are normally appointed at the minimum of the grade. Managers can, however, make a higher offer to external candidates taking into account factors such as their current salary in the role they are leaving and the cost of not appointing. Managers should also ensure that they take into account the relevance of transferable skills and the comparative experience and salaries of existing staff. Any appointments above the minimum of the grade should be agreed with the recruitment team.
59. In 2018 the council also updated and revised the recruitment and selection course for managers involved in the recruitment process. The new course includes face to face and e-learning content which includes equality and diversity and unconscious bias elements. A new e-learning module relating to unconscious bias was also launched.

Further action

60. The council will continue to improve data in this area, including looking at the feasibility of producing data relating to internal promotions. It is noted that the data will vary year on year and the council will continue to monitor this and raise awareness and take action if required.

#### **In conclusion**

61. Wiltshire Council's mean gender pay gap is 8.25% and the median gender pay gap is 6.19%. This is significantly lower than the national pay gap of 17.1% and 17.9% respectively. Wiltshire Council is committed to taking action as set out in this report to further improve the pay gap and will report the progress it is making to reduce the gender pay gap. The council will publish an updated report and data on an annual basis.

**Joanne Pitt**  
**Director - HR&OD**

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**Report author: Catherine Coombs, HR Equalities Officer**

## Appendix 1

### Take up of family friendly policies

The use of \* indicates that numbers were low and have not been used to maintain staff confidentiality.

This year the council also provided staff with the option to self describe their gender identity. Due to low numbers these figures have also not been included to maintain staff confidentiality.

Type of Leave	Number of staff using leave	Number of returners
Maternity	93	82
Adoption leave	2	2
Shared Parental leave	3	2
Maternity Support leave	32	32
Paternity leave	21 out of the 32 (above)	21
Ordinary Parental leave	13	13
Carers leave	12	12

### Flexible working (staff survey)

	Female	Female %	Male	Male %
Have flexible working arrangements	1195	64.1%	371	57.4%
<b>Don't</b> have flexible working arrangements	643	34.5%	265	41.0%
(blank)	25	1.3%	10	1.5%
<b>Grand Total</b>	<b>1863</b>		<b>646</b>	

### Flexible working includes:

	Female	Female %	Male	Male %
Annualised hours (calculating hours across the year to cover peaks and troughs in work)	*	0.4%	*	0.6%
Condensed or compressed hours (e.g. a 9 day fortnight)	43	2.3%	20	3.1%
Flexi-time (being able to flex your start / finish / break times and take back extra hours accrued as a flexi day)	526	28.2%	264	40.9%
Job-share (2 people covering a single role)	*		*	
Other arrangement – please tell us about them	52	2.8%	21	3.3%
Part-time hours	278	14.9%	37	5.7%

Term-time only (having some or all school holidays as non working time)	26	1.4%	*	
More than one arrangement (also counted in the figures above)	255	13.7%	20	3.1%

### Homeworking figures

Row Labels	Female	Female %	Male	Male %
Frequently (more than 60% of your time per week/month)	133	7.1%	44	6.8%
Sometimes (regularly but less than 60% of your time per week/month)	754	40.5%	243	37.6%
Occasionally (e.g. less than twice a month)	370	19.9%	162	25.1%
Never	460	24.7%	169	26.2%
(blank)	146	7.8%	28	4.3%
<b>Grand Total</b>	<b>1863</b>		<b>646</b>	

### Average full time equivalent starting salaries by grade and gender

New Starters in year to September 2018 - Salaries normalised to September 2018 pay rate

Row Labels	Female	Male	Average
XWO	*		*
XWN	£41,033	*	£40,780
XWM	£37,374	£37,578	£37,419
XWL	£34,855	£35,164	£35,106
XWK	£31,518	£31,305	£31,447
XWJ	£28,405	£28,959	£28,516
XWI	£26,305	£26,309	£26,305
XWH	£23,355	£23,353	£23,354
XWG	£21,136	£21,435	£21,205
XWF	£19,700	£19,446	£19,624
XWE	£18,702	£18,687	£18,698
XWD	£17,716	£17,690	£17,706
XWC	£16,863	£16,863	£16,863
XWB	£16,495	£16,495	£16,495
XWA	£16,394	£16,394	£16,394
<b>Grand Total</b>	<b>£22,946</b>	<b>£23,301</b>	<b>£23,056</b>

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## Quarterly Workforce Report



October – December 2018

### Key Observations

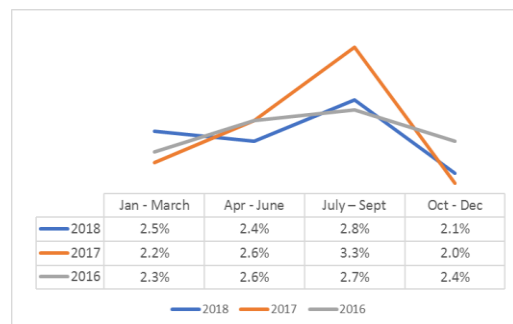
#### TUPE of Waste Collection

The recent TUPE (Transfer of Undertakings (Protection of Employment) Regulations) of waste collection staff has had a direct impact on a number of measures detailed in this report. The reduction in the use of agency this quarter was directly as a result of this transfer of staff, as the waste collection teams were heavily reliant on agency workers to meet the demands on the service. This cessation of the service in house has resulted in an agency spend reduction of around £216k for the quarter (£860k annually). Increased use of agency workers in other areas, including children’s social care and IT, has offset some of this reduction however.

The turnover in Waste and Environment reduced from 5.5% to 1% this quarter, also largely due to the TUPE.

#### Reduction in turnover

The number of staff leaving voluntarily has decreased this quarter. This has been a recurring trend in the October – December quarter, which has seen a decrease in turnover in every year since we started measuring it. Our analysis shows that the summer months (April – September) consistently have higher levels of turnover compared to the winter months (October – March). This is a result of high seasonal demand in some of our larger services (e.g. Leisure) influencing the overall voluntary turnover rate.



#### Under 25s

Almost 1 in 4 new starters this quarter was in the under-25 age group. Increasing employment opportunities for those aged under 25 is acknowledged in our current People Strategy, and has been on the corporate agenda for some time. The current rate of 6.9% of staff in this age group is the highest proportion of under 25s at the council for the last 3 years; we will investigate whether this is due to the work undertaken to enhance our social media presence and attraction initiatives.



As expected, some of this increase was in areas where under 25’s are already more prevalent due to the nature of the work, such as Leisure; however, there were also a notable number of under-25 starters in services whose workforce average ages are above the corporate average (and where a quarter of their current workforce are over 55) such as Access & Reablement and Housing & Commercial Development. This may represent an increased focus on succession planning and maintaining a sustainable workforce, and will be reviewed with the relevant HR Business Partners to identify any areas of good or improved practice that could be shared.

# QUARTERLY WORKFORCE Measures

Quarter ended: 31 December 2018

Staffing Levels				
Measure	Jan – March 18	Apr – June 18	July – Sept 18	Oct – Dec 18
Headcount	4630	4605	4526	4586
FTE	3476.5	3458.8	3355.1	3407.5
Agency worker use (equivalent number of FTE's used during quarter)	103.1	109.8	88.9	66.6
Ratio of managers to employees	1:10.2	1:10.2	1:10.2	1:10.2
FTE of managers	440.8	439.9	429.9	434.5
Number of redundancies made during quarter	10	22	11	12
Ratio of starters to leavers (FTE)	1:1	1:0.8	1:1.8	1:0.7

Sickness Absence					
Measure	Jan – March 18	Apr – June 18	July – Sept 18	Oct – Dec 18	Oct – Dec 17
Working days lost per FTE	2.4 days	2.1 days	2.3 days	2.3 days	2.1 days
% of total absences over 20 days	43.8%	56.9%	56.6%	49.1%	42.3%

Health and Safety RIDDOR related injuries				
Measure	Jan – March 18	Apr - June 18	July – Sept 18	Oct – Dec 18
No. of workplace incidents/injuries reported	6	2	1	tbc

Voluntary Staff Turnover					
Measure	Jan - March 18	Apr - June 18	July – Sept 18	Oct - Dec 18	Oct – Dec 17
% staff turnover	2.5% (117 leavers)	2.4% (111 leavers)	2.8% (130 leavers)	2.1% (95 leavers)	2.0% (91 leavers)
% <1 year turnover rate	5.6%	4.3%	4.1%	3.8%	3.4%
% Under 25's voluntary turnover	5.0%	3.0%	5.4%	3.1%	4.0%
Average leavers' length of service	7.5 years	8.3 years	11.6 years	7.8 years	7.8 years

New Disciplinary, Grievance and Absence Cases				
Measure	Jan – March 18	Apr - June 18	July – Sept 18	Oct – Dec 18
Disciplinary cases	18	16	35	22
Grievance cases	8	8	5	6
Absence cases	133	159	151	168



Employee costs					
Measure Relating to Quarter	Jan – March 18	Apr – June 18	July – Sept 18	Oct – Dec 18	Oct – Dec 17
Total paid in salaries to employees (non casual)	£25.05m	£26.09m	£25.55m	£25.67m	£25.19m
Total paid in salary to casual employees	£0.48m	£0.52m	£0.59m	£0.41m	£0.56m
Total salary pay	£25.53m	£26.61m	£26.61m	£26.08m	£25.75m
Total paid to agency workers	£1.26m	£1.55m	£1.79m	£1.73m	£1.11m
Median employee basic salary	£20,661	£21,074	£21,074	£21,074	£20,661

**Why this is important:** Clear budgetary constraints mean that keeping track of this information is vital. Whilst we are seeing a reduction in contracted employees we may see some services using alternative resourcing options on a more regular basis such as agency workers, consultants or casuals. This information will highlight whether this is happening or not.

Additional financial information				
Measure (If the figure is negative a saving has been achieved)	Jan – March 18	Apr - June 18	July – Sept 18	Oct – Dec 18
Cost of sick pay	£0.77m	£0.75m	£0.78m	£0.70m
FTE change due to employee hour changes	-9.3	-8.2	-2.0	-1.6
Cost/saving of employee hour changes	-£227,267	-£234,562	-£84,749	-£20,942

**Why this is important:** Sick pay amounted to £2,889,362 across Wiltshire Council during the 2017-18 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. FTE changes indicate where services may be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It could also be an indication that services are adopting a more positive approach to flexible working.

Employee Diversity					
Measure	Jan – March 18	Apr – June 18	July – Sept 18	Oct – Dec 18	Oct – Dec 17
% < 25	6.5%	6.3%	6.8%	6.9%	6.5%
% 55 and over	25.7%	26.1%	25.7%	25.7%	25%
% Female	70.8%	71.0%	72.8%	72.9%	70.6%
% Part-time	45.4%	46.0%	47.1%	46.7%	44.9%
% Temporary contracts	5.7%	5.9%	5.8%	6.3%	5.5%
% Black or Minority Ethnic	2.8%	2.9%	3.0%	3.1%	2.7%
% Disabled	7.8%	8.3%	8.2%	7.8%	7.8%

Pulse 360		
Me	Management	Company
<p>PULSE SCORE</p> <p><b>+39</b></p> <p>Based on most recent response from each participant</p> <p>55%  Promoters 116</p> <p>29%  Passives 62</p> <p>16%  Detractors 33</p>	<p>PULSE SCORE</p> <p><b>+38</b></p> <p>Based on most recent response from each participant</p> <p>57%  Promoters 121</p> <p>24%  Passives 50</p> <p>19%  Detractors 40</p>	<p>PULSE SCORE</p> <p><b>+36</b></p> <p>Based on most recent response from each participant</p> <p>51%  Promoters 108</p> <p>34%  Passives 72</p> <p>15%  Detractors 31</p>
↑ +5 (pulse score)	↑ +11 (pulse score)	↑ +15 (pulse score)

The above information has been taken from our grow system. This is a new feature that was introduced in August 2018 to regularly understand how staff are feeling towards 3 key areas of their work experience, 'Me', 'Management' and 'Company'. This will be a new feature in this quarterly workforce report going forward, showing a snapshot of sentiments, per quarter. This table displays how positive, neutral or negative staff are feeling towards these 3 key areas, including how the pulse score (displayed in the middle of the circle) has improved or declined.