Wiltshire Council

AGENDA

Meeting: Staffing Policy Committee

Place: The Council Chamber, County Hall, Trowbridge, BA14 8JN

Date: Wednesday 9 March 2022

Time: 10.30 am

Please direct any enquiries on this Agenda to Kevin Fielding, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 or email kevin.fielding@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225) 713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

Membership:

Cllr Stuart Wheeler (Chairman)
Cllr Helen Belcher
Cllr Allison Bucknell
Cllr Richard Clewer
Cllr Carole King

Cllr Jacqui Lay
Cllr Ashley O'Neill
Cllr Antonio Piazza
Cllr Tamara Reay
Cllr Ricky Rogers

Substitutes:

Cllr Liz Alstrom
Cllr Caroline Corbin
Cllr Mel Jacob

Cllr Simon Jacobs
Cllr Bob Jones MBE
Cllr Kathryn Macdermid

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Public Participation

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

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 - 14)*

　　To confirm the minutes of the meeting held on Wednesday 5 January 2022.

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 2 March 2022 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 4 March 2022.

　　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   **Annual Inclusion and Diversity Employment Monitoring Report 2020-21**
        (Pages 15 - 42)

        Wali Rahman - OD Consultant Inclusion & Diversity Strategic HR & OD

7   **Gender Pay Gap Report March 2021** *(Pages 43 - 48)*

        Laura Fisher - HR Pay & Reward Consultant, HR&OD

8   **Terms and Conditions of Employment – negotiations update**

        Verbal update from Jo Pitt – Director, HR & OD

9   **Quarterly workforce report October – December 2021**

        Verbal update from Michael Taylor - Workforce Insight Analyst strategic,
        HR & OD

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

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

None

Wiltshire Council

Staffing Policy Committee

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 5 JANUARY 2022 AT COUNCIL CHAMBER, COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Stuart Wheeler (Chairman), Cllr Helen Belcher, Cllr Allison Bucknell, Cllr Richard Clewer, Cllr Carole King, Cllr Ashley O'Neill, Cllr Antonio Piazza and Cllr Ricky Rogers

Also Present:

Jo Pitt - Director – HR & OD, Tamsin Kielb – Head of Strategic HR&OD (Deputy Dir HR&OD) Strategic HR & OD, Frances Longmore - HR Policy Officer, HR&OD and Kevin Fielding - Democratic Services Officer

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20   **Apologies for absence**

Cllr Jacqui Lay and Mike Osment – UNISON.

21   **Minutes of Previous Meeting**

Decision

That the minutes of the Staffing Policy Committee meeting held on Thursday 15 September 2021 were confirmed as the correct record

22   **Declarations of Interest**

There were no declarations of interest made at the meeting.

23   **Chairman's Announcements**

There were none.

24   **Public Participation**

There was no public participation.

25 **Performance Management Policies**

Frances Longmore - HR Policy Officer, HR&OD outlined a report which sought to seek approval for three updated policies as part of the policy framework for effective performance management (performance, conflict and conduct), recognising that this is a necessary condition for a High Performing Culture (HPC):

- Discipline
- Grievance
- Improving Work Performance (IWP)

Points made included:

The IWP and grievance policy were last reviewed in 2016 and the disciplinary policy in 2010. There had been only minor process / procedure updates since then as necessary.

The Grievance Procedure revisions supported the Mediated Resolution approach for managing interpersonal conflict and complaints which was being embedded.

More generally, the review of these policies now reflected the organisational context within which the council was operating. The launch of Our Identity and the HPC workstream (which was part of the Organisational Recovery Programme) were key strands which had influenced the changes. Feedback from managers had also been taken on board. The approach to HR policies was that they were consistent; accessible and user friendly; supporting and enabling the organisation to effectively manage performance and conduct concerns.

There would be potential costs savings as the policies support effective management of issues and avoid problems escalating beyond the Council, and whilst an exact monetary value could not be determined, there would undoubtably be cost savings related to time, service delivery, and absence.

It was intended for the revised policies to come into effect from 1st March 2022.

Decision

It was agreed that the Staffing Policy Committee confirmed their agreement to the updates to the Disciplinary, Grievance and IWP policies.

The Chairman thanked Frances Longmore for her report.

26 **Recruitment of Ex-offenders Policy**

Frances Longmore - HR Policy Officer, HR&OD outlined a report which sought to seek approval on the recruitment of ex-offenders policy which had been updated following changes to the DBS filtering rules.

Filtering rules were first introduced on 20 May 2013 when amendments were made to legislation that affected both what an employer could ask an individual in relation to convictions and cautions, and what was disclosed on a Standard or Enhanced DBS certificate.

The rules were updated on 28th November 2020 as follows:

- Warnings, reprimands and youth cautions would no longer be automatically disclosed on a DBS certificate

- The multiple conviction rule had been removed, meaning that if an individual had more than one conviction, regardless of offence type or time passed, each conviction would be considered against the remaining rules individually, rather than all being automatically disclosed.

The report sought to update the policy, the main considerations being:

To clarify that the council's approach towards employing ex-offenders reflected whether a role was or was not exempt from the provisions of the Rehabilitation of Offenders Act 1974.

It also set out, in paragraphs 17-22, what convictions or cautions should be disclosed in line with the new filtering rules.

That there was a recruitment of ex-offenders policy which provided advice to managers, the recruitment team and applicants on the process and circumstances when disclosure of convictions were required as part of the recruitment process or during employment.

It was noted that while awaiting the policy update, the new filtering rules and any associated process changes had been applied.

That there would be no financial impact as a result of the policy updates.

Decision

It was agreed that the Staffing Policy Committee confirmed their agreement to the updates to the recruitment of ex-offenders policy.

The Chairman thanked Frances Longmore for her report.

27 **Ways of Working Policy**

Tamsin Kielb - Head of Strategic HR&OD presented a report that sought to seek approval for an update and amalgamation of the Homeworking and Flexible working policies, this updated policy was called Ways of Working policy.

Points made included:

Prior to the Covid pandemic, many employees had worked part of their time from a council workspace and part from home and some employees worked all their time from a council workspace. However, with the impact of COVID, most employees had had to work from home for most of the time.

The Workplaces and Workspaces workstream were reviewing employee/service needs in order to maximise the use of all workplaces in a manner that enhances services, improves performance, staff wellbeing and realised the best economical returns from our estates.

Wiltshire Council's current policies (Flexible Working and Homeworking) were introduced in 2011 and do not now fully reflect the reconfiguration of it's workplaces or how employees would like to work.

The latest wellbeing survey results showed that most teams and employees believed they can be effective with far less access to council buildings. The Ways of Working Policy had been produced to support this

Extending Wiltshire Council's flexible working practices would support the organisations financial savings as it opens commercial opportunities to make savings through the release or rental of spaces.

Points raised by the committee members included:

The Importance of continued provision of furniture and specialised equipment for those who had a disability.

Cllr Richard Clewer advised that he was not comfortable to agree the Ways of Working Policy report presented to the Committee, and advised that Paragraphs 41-44 of the report were still being discussed at Wiltshire Council Cabinet level, and that the report should be deferred to the March 2022 Staffing Policy Committee meeting.

After a discussion it was agreed:

Decision

That the Staffing Policy Committee approved the amalgamation of the Homeworking and Flexitime policies to create the Ways of Working policy, with the exception of paras 41-44, (set out below) which would be discussed and agreed by Jo Pitt - Director HR&OD, Cllr Ashely O'Neil - Cabinet Member for Governance, Licensing, Staffing, Communities and Area Boards, and Cllr Stuart Wheeler - Chairman of the Staffing Policy Committee.

Meetings and Travel

41. All meetings should be virtual where possible, where they have to be face to face for business value reasons employees should utilise the hybrid meeting rooms.

42. If an employee has to travel for work, they should book a pool car to reduce spend and support the green agenda.

43. If a pool car is not available, or they travel all of the time as part of their role then they may arrange different travel arrangements in line with the travel expenses policy.

44. In line with the travel expenses policy, employees will not be reimbursed for mileage for travelling from home to their place of work, even if travel is on an ad hoc basis.

The Chairman thanked Tamsin Kielb for her report.

28   **Pay Policy Statement**

Tamsin Kielb - Head of Strategic HR&OD presented a report which updated the Committee on the pay policy statement for the financial year 2022/2023 and sought the approval by Staffing Policy Committee prior to agreement by Council and publication on the website.

Points made included:

That under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year 2012/2013 and each subsequent financial year.

That Wiltshire Council had originally published its pay policy statement in February 2012 and the updated policy was now required to be published on the website by 1st April 2022.

Decision

That the Staffing Policy Committee approved the updated pay policy statement for 2022/2023 to be presented at Full Council for approval on 15th February 2022.

That Staffing Policy Committee delegated authority to the Director HR&OD and Transformation in consultation with the Chairman – Staffing Policy Committee to approve any amendments required to the pay policy statement prior to Full Council as a result of the Trade Union negotiations on changes to unsocial hours, overtime and standby and callout allowances.

If agreement on changes to these policies were not reached prior to Full Council, the changes would be made to the pay policy statement for the following year for April 2023.

The Chairman thanked Tamsin Kielb for her report.

29   **Employee Awards and Recognition**

Tamsin Kielb - Head of Strategic HR&OD presented a report which sought approval for the introduction of an updated employee recognition awards and provide examples of how the Council could embed ongoing recognition throughout the year.

Points made included:

That the current staff awards scheme was first launched in 2010 and was rebranded in 2016 as the Achieving Excellence awards. There were currently two categories, team and individual, of which there was usually one winner and a highly commended award. Award ceremonies were held quarterly, with nominations open for two to three months preceding this.

The shortlisted employees were invited to a simple ceremony on one of the balconies at County Hall where the winner was announced. Winners received a card, badge, balloons and a cake which were presented to them by a director.

That feedback on the Achieving Excellence Awards was sought from across the organisation by the HR business partners and #TeamEPIC. Further feedback had been sought from the engagement and wellbeing workstream of the Organisational Recovery programme to ensure alignment and recognise lessons learned through the COVID pandemic.

Following the launch of Our Identity Wiltshire Council now needed to integrate this into the award scheme to ensure the organisation recognised and reinforced how staff were expected to work to deliver outcomes.

That Wiltshire Council recognised the financial challenges, however, in order to support and embed Our Identity and how it wants to worked as an organisation, some expenditure would be required to ensure the awards were meaningful. The finances required to enable the Council to hold an annual celebration event for all winners would be sourced via sponsorship, however if this was not forthcoming, the event would be adapted to a lower-cost option.

Points made by the Committee included:

The important of staff and managers keep a log of who's done well during the year.

The importance of staff being recognised for their hard work – that sometimes the elected members didn't know the names of a member of staff who had given good service.

That it would be worth circulating a note to all elected members advising how they could nominate employees under the new scheme.

Decision

It was agreed that the Staffing Policy Committee approved the changes to the employee recognition awards.

The Chairman thanked Tamsin Kielb for her report.

30   **Quarterly Workforce Report - July – September 2021**

Jo Pitt - Director HR&OD outlined the report.

Points made included:

That during this quarter the UK government lifted all government restrictions on social contact. The council, however, continued to operate with restrictions inside of council-owned buildings to safeguard staff and Wiltshire residents, with workplace access restrictions and social distancing measures remaining in place.

The pandemic had reinforced the need for a more agile and adaptable workforce, and work through our Organisational Recovery programme continued to address this. The Agile workstream had introduced the Agile Workforce Pool which allowed staff to undertake temporary placements in critical service areas. This provided staff with the opportunity to build their career, develop skills and expand their knowledge of the council and allowed the council to meet short term demand. Currently there were 71 employees signed up to the Agile Workforce Pool.

COVID-related sickness absence experienced a significant increase this quarter, contributing 75 absences totalling 544 working days. This represented a 175% increase in working days lost (and the largest increase of all absence reasons) compared to the previous quarter (April - June), which saw 18 COVID-related sickness absences totalling 198 working days. However, despite this increase, COVID-related sickness absence still represented only around 7% of the total days lost in the July – September quarter, making COVID-19 the fifth most common reason for absence (previously 11th most common in April - June). This increase was aligned with rising cases experienced nationally during the same period, largely due to the increased transmissibility of the Delta variant and justified the council's decision to maintain restrictions in all office buildings to safeguard staff and Wiltshire residents. While the council experienced a significant increase in cases during the quarter, this never affected more than 1.2% of the workforce at any one time in the quarter. This

was a rate below national figures, with the ONS reporting a high of around 1.6% of the UK population during the quarter. COVID absence figures continued to be reported on a weekly basis and reviewed by the corporate leadership team.

COVID-related absence represented the most significant contribution to the increase in sickness absence (days lost) this quarter due to the increased transmissibility of the Delta variant, the relaxation of all social restrictions and increasing cases seen nationally. In addition 'muscular/skeletal' and 'cold/flu and other infections' had also experienced significant increases (52% and 72% respectively from April – June 2021). With the majority of our staff working from home, both absence reasons had experienced a significant reduction during the COVID-19 pandemic; however, with current rates similar to pre-COVID, this increase was likely a return to a more 'normal' level with social restrictions eased. Stress-related absence had continued to increase this quarter, however the increase was less significant (+7%) to last quarter. The increase in stress-related absence was largely due to a significant increase in non-work related stress, with other stress-related reasons (depression/anxiety, neurological and work-related stress absences) all experiencing reductions compared to the previous quarter (April – June 2021). The increase in non-work related stress appeared predominantly in social care (both adults and childrens) and Joint Commissioning. Work was currently underway to deliver an action plan to reduce sickness absence in general across social care, with a particular focus on reducing stress related absence in these areas.

During this quarter, the council also published the results of a third Wellbeing and Engagement Survey since the start of the pandemic. The results of this survey showed improvements in how satisfied staff were with their physical workspace when working from home, supported by the continued roll out of ICT equipment to create a more appropriate and comfortable workstation at home. This response has experienced a continued improvement across the three Wellbeing and Engagement Surveys conducted so far. The results had also shown an improvement in positive response towards empowerment, work-life balance, morale, and productivity in comparison to the previous survey in October 2020.

Cllr Richard Clewer raised concerns re an increase in stress related absences and whether this was specific to a service – it was agreed that Jo Pitt would follow up.

Decision

That the Staffing Policy Committee noted the Quarterly Workforce Report.

The Chairman thanked Jo Pitt for the report.

31   **Urgent Items**

There were no urgent items.

32   **<u>Close</u>**

(Duration of meeting: 10.30 - 11.25 am)

The Officer who has produced these minutes is Kevin Fielding of Democratic Services, direct line 01249 706612, e-mail kevin.fielding@wiltshire.gov.uk

Press enquiries to Communications, direct line ((01225) 713114 or email communications@wiltshire.gov.uk

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
9 March 2022

Inclusion and Diversity Monitoring Report

Purpose of Report

1. To present the updated annual inclusion 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 2021 Wiltshire Council published its inclusion and diversity employment monitoring report 2018/19 on the Wiltshire Council website.

3. The council is required to publish the updated inclusion and diversity employment monitoring report for 2020/2021 by the 31 March 2022. The headcount figures in this report have been based on workforce data as at 1 October 2021 or, where monitoring information is reviewed over a year, the reference period used is 12 months up to 1 October 2021 (for recruitment, leavers etc). There is no set reference date for the collection of workforce data as there is for the gender pay gap.

4. Although the national census was undertaken in 2021 the data is not yet available to use in this year's report, so this report compares data with the 2011 census for Wiltshire which may not accurately reflect the current profile of the Wiltshire population of 2021. We will compare our data with the 2021 census data once it become available and we will adjust our objectives where necessary depending upon what the data is showing us.

5. The report contains non-school council workforce data and then a breakdown of this information by each of the protected characteristics where information is available.

6. The headcount figures in this report are collected from the equality monitoring exercises which have been carried out annually over the last few years (detailed below in para. 11). Where figures are low for particular groups, the data has not been included where this might lead to individual staff being able to be identified and where possible, has been aggregated to protect individual confidentiality.

7. Information on gender pay gap in line with the requirements of the PSED is contained in a separate gender pay gap report which is also being presented to this committee.

8. Following on from last year's report the council has produced figures for the ethnicity and disability pay gap and these are included in this report (pages 9 and 11). The government is currently undertaking a public consultation on whether to make it mandatory for employers with 250 or more staff to report on disability, including a disability pay gap. We are still waiting for the government's decision on the potential requirement for organisations to produce ethnicity pay gap figures.

9. As part of our PSED, the council is required to publish equality objectives. The council has identified several service and workforce (HR) related equality objectives, and these have been subject to public consultation and are regularly reviewed. The equality objectives are monitored by the Equality, Diversity, and Inclusion (EDI) steering group. 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.

10. As part of our PSED the council is required to publish data on service users. This information will continue to be collected and published by the executive office support team. These are available on the Wiltshire Council website.

Data Monitoring

11. 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. The council now collects equalities monitoring and reports on all the protected characteristics - this includes religion and belief; sexual orientation; marriage and civil partnerships; and gender reassignment and also collects data on caring responsibilities.

12. Collecting this additional information ensures we are better able to assess if we are meeting the requirements of our PSED and has provided insight and evidence to support the development of the council's inclusion strategy. Data collection also assists the council in assessing the impact of its policies and practices on different groups within the workforce and enables the council to identify and take positive steps to address gaps. Members of staff are asked to complete an equalities monitoring questionnaire to enable the collection of this data. Improving data collection forms part of the council's equality objectives.

13. This year's report shows an increase in the unstated figures compared to previous years. The unstated figure is inflated due to the TUPE in of leisure staff who make up 7% of the workforce. Their previous employer was only able to provide data on their ethnicity, sex, and age and not any other protected characteristics or their caring responsibilities. This group of staff commenced employment with us on the 1 October 2021 and so were not included in our annual equality survey which is sent out in late summer.

14. We will continue to undertake equalities monitoring exercises periodically, and our work on building an inclusive culture where staff and applicants feel confident to share their equalities data, thereby improving our data and insight in these areas.

15. The report shows an increase in the number of under 25's working for the council, with 10.5% of appointees from Under 25's this year compared to 8.8% last year.   The under 25's represent 6.8% of the workforce, an increase from 5.54% in the last report. We will continue to look at improving this representation through targeted social media campaigns and increased level of apprenticeship provision and work experience of under 25s.

16. We are a Cornerstone employer, enabling us to work with schools and colleges to improve careers education, making sure key skills for working with us are understood by teachers and education leaders, inspiring students, and giving us a direct route to employ young people living locally. We will support services where representation of young people, ethnic minorities and females is low to engage with schools and deliver talks and assemblies on their careers.

17. Overall, the council's staff turnover has increased this year to 13.7% from 11.96%. The highest turnover rate of 36.8% is in the over 65 age group with the majority leaving for retirement. This percentage is significantly higher than the council average turnover and an increase of 13% for this age group on last year's figures.

18. The turnover rate for the under 25's at 24.6% is also higher than the council average but has remained similar year on year. The turnover of 17% for male staff is above the whole council average and the closing of our City Hall where most staff were male will have contributed to this figure.

19. Two areas which we continue to monitor are BME recruitment and the percentage of females in the top salary band. The percentage of BME applicants has remained almost the same this year compared to the last report with a slight reduction of 0.4% and appointments remain unchanged at 5.1%. The percentage of females in the top salary band has very slightly increased (+0.1%). 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.

20. We have completed a successful reverse mentoring pilot programme which includes pairing senior male leaders with more junior female staff to support our male leaders to understand the experiences and challenges of female staff. We are in the process of rolling out the programme fully and more widely across the organisation.

21. We have also selected two female staff members to attend the [Bristol Stepping Up 2021 diversity leadership programme](). The programme aims to unlock potential and develop talent while ensuring a fair representation of BAME, disabled people and women in positions of leadership and has achieved remarkable outcomes in the acceleration of career development and enhancing civic leadership.

22. Inclusion is at the heart of our vision 'to build stronger communities' and is one of the elements of 'Our Identity' set out by our Chief Executive in 2020. In the Our Identity survey in April 2021, staff rated 'being an inclusive workforce' as one of the elements where we are performing most highly.

23. In October 2020, we appointed a new Inclusion and Diversity Consultant, who leads on the delivery of our new Inclusive Workforce Strategy which launched in March 2021, with our key message that inclusion is about everyone.

24. We appointed a Director as our senior EDI Champion, who has been visibly and proactively championing the EDI agenda with regular attendance at events, sponsoring and promoting communication and awareness activities and ensuring there is two-way communication across all levels of the organisation in this area.

25. We also launched an EDI steering group with a senior level sponsor and chair to provide strategic oversight for programmes of work relating to EDI. Each directorate now has a nominated representative on the steering group at Head of Service level.

Environmental Impact of the Proposal

26. None.

Equalities Impact of the Proposal

27. As set out in the report.

Risk Assessment

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

Options Considered

29. None.

Recommendation

30. That the Committee note the contents of this report and that this information will be fed into the action plan linked to the new Inclusion strategy

Joanne Pitt
Director – HR&OD

Report Authors: Janice Hiscock, HR&OD Strategy and Insight team and Wali Rahman, OD Consultant – Inclusion and Diversity
The following unpublished documents have been relied on in the preparation of this Report: None

Inclusion and Diversity Employment Monitoring Report

2022

Wiltshire Council

Contents

Introduction

This report forms part of Wiltshire Council's requirement to publish workforce data to demonstrate our compliance with the Public Sector Equality Duty (PSED) and the Equality Act Equality Act (2010). The PSED places a specific duty on the council to publish information about its employees 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

This report is based on all non-school workforce figures for 1 October 2021 or, where monitoring information is reviewed over a year, the reference period used is 12 months up to 1 October 2021 (for recruitment, leavers etc). The report does not include casual staff.

It is recognised that again this year the council has undertaken to work and provide its services during the coronavirus pandemic which may have continued to have an impact on some of the figures in this report.

Equality Objectives

As part of the public-sector equality duty the council is required to identify equality objectives for its workforce and service users. The objectives are reviewed regularly and have been subject to public consultation. The information set out in this report is used to identify and inform the council's equality objectives. Our objective in relation to the workforce is:

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

This is underpinned by the following outcomes:

1. A more robust workforce profile which informs our People Strategy and supports the Council in meeting the Public Sector Equality Duty
2. Improve our understanding about the Council's workforce to deliver improved outcomes for our customers
3. A reduction in the number of staff with protected characteristics saying that they have been a victim of bullying and/or harassment
4. A more representative workforce which supports our succession planning

Further details of the council's equality objectives can be found on the council website.

Inclusive workforce strategy 2021 - 2025

The council's Inclusive workforce strategy and action plan was informed by reviewing our policies and practices against the Local Government Equality Framework, and relevant data and insight on workforce demographics and from staff surveys. Our vision for the council is to be **"an inclusive organisation that reflects the diverse backgrounds of the communities we serve, where everyone is valued as an individual and where fairness and respect run through everything we do".**

Equality, Diversity, and Inclusion (EDI) steering group

To support the delivery of the Inclusive workforce strategy, we launched an EDI steering group, chaired by a director, to provide strategic oversight for programmes of work relating to EDI. The steering group has a representative from each directorate at Head of Service level.

Their aim is to act as a voice for inclusion both in the organisation and in the community; raising awareness and driving inclusive behaviours in their directorates, role model inclusive behaviour and provide strategic oversight and assurance for Wiltshire Council's programmes of work relating to:

- Ensuring the council's compliance with the Public Sector Equality Duty
- Agreeing the council's equality objectives (to be published every 4 years)
- Overseeing the delivery of the equality objectives and action plan
- Supporting the delivery of the council's Inclusion Strategy

Continuing Good Practice

The council is committed to continuing good practice in relation to creating an inclusive environment for all employees. We demonstrate this commitment via the following:

1. Supporting the work of the Staff networks

The council has four 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 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).
- Women's staff network

2. Engaging with trade unions

We regularly engage with the trade unions 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 role as members of job evaluation panels.

3. Developing Human resource policies, processes, and systems

The council has a range of suitable policies which have been put in place to address equality concerns and support an inclusive workplace. HR policies and procedures are widely consulted on, written to comply with the Equality Act 2010 and other appropriate legislation and are also equality impact assessed.

This year the council has continued to apply a range of policies, toolkits, and guidance to support staff in response to the challenges brought by the Covid pandemic, including guidance to support staff with homeworking, caring responsibilities, and mental health support. We continue to have a much higher proportion of staff working from home, and the Council has developed and updated policies, processes, and guidance to support our workforce to continue to work in a more agile and effective way.

4. Having due regard and carrying out Equality Impact Assessments

Equality impact assessments are carried out 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. Regular equality analysis panels are set up to consider the impact of new and modified policies and procedures on diversity and inclusion and the three general equality duties. Representatives from HR&OD, Executive Officer, trade

unions and members of our staff networks attend the panels to ensure a breadth of perspective to ensure any significant impacts identified.

Further information on Equality Analysis can be found on our website.

5. Benchmarking and sharing good practice

The council belongs to the South West Equalities Network (SWEN) and regularly attends meetings with colleagues from other local authorities to share information, benchmarking, and best practice.   We are also members of the Bath, Swindon & Wiltshire (BSW) NHS Partnership Integrated Care System EDI Leads Network and contributed to the system-wide inequalities conference.

We have delivered and continue to deliver several equalities events, working with multiple partners across the South West and beyond, including 18 private and public sector organisations.

Wiltshire Council is a lifetime partner of the inclusive job board Includability and has successfully gone through their 5-star verification process to become an Includability committed employer, demonstrating our commitment and achievements in the areas of Sustainability, Accessibility, Mental Health, Wellbeing and Diversity and Inclusion.

6. Training, education and awareness raising

We have developed an Inclusion and Diversity training offer which is mandatory for managers and have delivered the training to over 260 staff in 2021, both internal and external – including staff from across the NHS and other organisations.

We delivered EDI training to newly elected councillors and embedded I&D into our democratic decision-making process through Equality Impact Assessments for all major policy decisions, budget proposals and service plans.

We launched a formal Early Resolution Policy and Procedure and trained a cohort of staff in mediation skills.

We launched a pilot reverse mentoring programme with senior leaders being reverse mentored by members of the staff networks - supporting them to consider inclusion in new ways. We've had excellent feedback from all participants and have seen tangible positive change as a result such as senior leaders championing EDI and sharing experiences with their wider teams.

We produce an annual diversity calendar and send out regular communications to promote awareness of key dates and events in internal weekly communications and social media.

We continue to deliver campaigns for LGBTQ History Month, Women's History Month, PRIDE Month, Race Equality Week and National Inclusion Week etc.

We continue to organise (and support our networks in organising) regular events including one-off talks, webinars, and conferences – some of which are mentioned in the report.

Methodology

How we collect equality information

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 HR&OD. The council also collects additional anonymous equality and diversity data through the staff engagement survey. During the last year the council conducted one wellbeing survey to understand the impact of the pandemic on our workforce.

An equality monitoring questionnaire was also sent out to provide staff with the opportunity to update their equality and diversity information and to help 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 sharing their information.

What data we collect

We collect data on all the protected characteristics in addition to caring responsibilities at different stages of the employee lifecycle. This enables the council to analyse and assess the impact of policies, procedures, practices, and decisions on specific groups and to identify where action is required to remedy any disadvantage and promote equality of opportunity for all.

Data gaps

The unstated figures in all areas have remained broadly the same for ethnicity but have increased across all other areas. This has meant that where the figures are low for particular groups the data has not been included or has been aggregated to protect individual confidentiality. The unstated figures have been inflated by staff recently TUPE'd into the Council, where only ethnicity data had been collected by their previous employer. The council will continue to seek to redress this gap in data and reduce the unstated figures by building confidence amongst staff in sharing this information.

Office for National Statistics (ONS)

The ONS undertook a new national census in 2021 with the results expected to be published and available for comparative use after March 2022). We will therefore need to compare Wiltshire Council's data to the 2011 Census for Wiltshire, whilst recognising that this data is out of date. We will re-evaluate our development plan and approach in line with the new Census data if there are significant changes.

What information is included in this report

This report sets out data based on the key areas of the employee lifecycle which the council currently monitors. These are:

- **Recruitment**: We monitor the protected characteristics of all applicants who apply for roles through our e-recruitment system and this report looks at the overall applications received, the number of shortlisted applicants and successful/appointed applicants. The council have continued to apply extra scrutiny on recruitment due to financial restrictions linked to the Covid pandemic.

- **Internal appointments and promotions**: We monitor applications for internal appointments and promotions. The information presented in this report relates to jobs advertised internally and includes

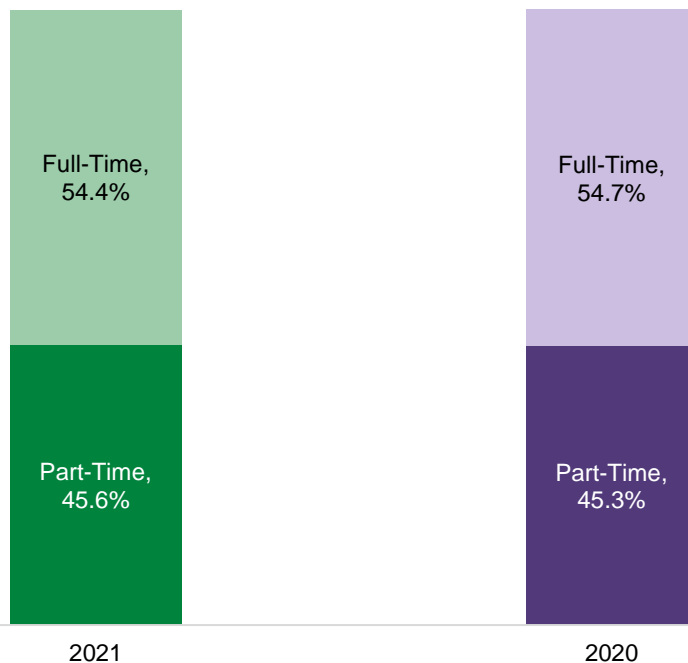all positions regardless of whether that job represents a promotion or a sideways move within the council.

- **Turnover and leaver information:** Turnover refers to the proportion of employees that leave within a specified period, expressed as a percentage of total workforce numbers. The report provides a breakdown of turnover rates by protected characteristics and compares this to the whole council turnover average. The report also includes information about the main reason for leaving employment for different protected characteristics (where known).

- **Disciplinary and grievance:** The report includes the number of staff that have raised a grievance or are the subject of a disciplinary procedure. The figures reflect the number of cases that resulted in a formal outcome and excludes cases which were not completed or resulted in informal or no action. Figures tend to vary from year to year and represent low numbers.

- **Remuneration:** The data contained in the report includes a breakdown of our pay grades against some of the protected characteristics to show the distribution of staff across the different pay grades. For ease of presentation, we have not included unstated figures in the charts. The council has also produced figures for the ethnicity pay gap and the disability pay gap in the ethnicity and disability sections. Our gender pay gap figures are covered in another report which can be found here.

- **Training:** The report includes attendance figures for the Wiltshire Leader programme which is a programme aimed at developing future leaders.

- **Actions:** The report includes information about the actions we have taken in the last twelve months to drive inclusion and some of the initiatives we will be implementing in the future.

The council also monitors data relating to formal requests for flexible working. However, due to the low numbers of flexible working requests this year, the data has not been included in this report due to data protection and the need to protect staff confidentiality.

ORGANISATIONAL OVERVIEW

The total headcount of staff in post as of 1 October 2021 has increased, mainly as a result of the TUPE in of leisure staff. The figures exclude our schools' workforce. The headcount figures used in this report are different to the gender pay gap report figures which are based on data taken at a different point in time.

HEADCOUNT BY PART-TIME AND FULL-TIME

2021
Full-Time, 54.4%
Part-Time, 45.6%

2020
Full-Time, 54.7%
Part-Time, 45.3%

TURNOVER RATE

13.7% — 2021
12.0% — 2020

PAY GRADES

Grade	2020	2021
N / O / Hay	8.2%	8.3%
L / M	10.5%	11.4%
J / K	17.4%	17.8%
H / I	25.5%	26.1%
F / G	15.0%	15.2%
D / E	15.9%	15.0%
B / C	7.6%	6.3%

2020 2021
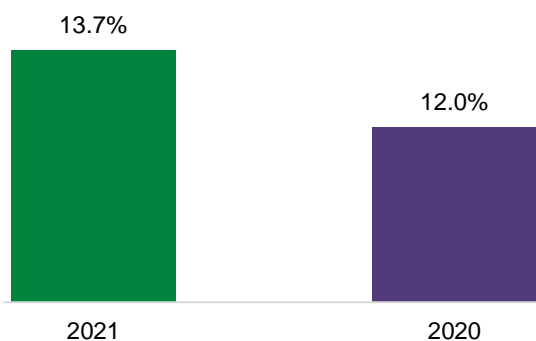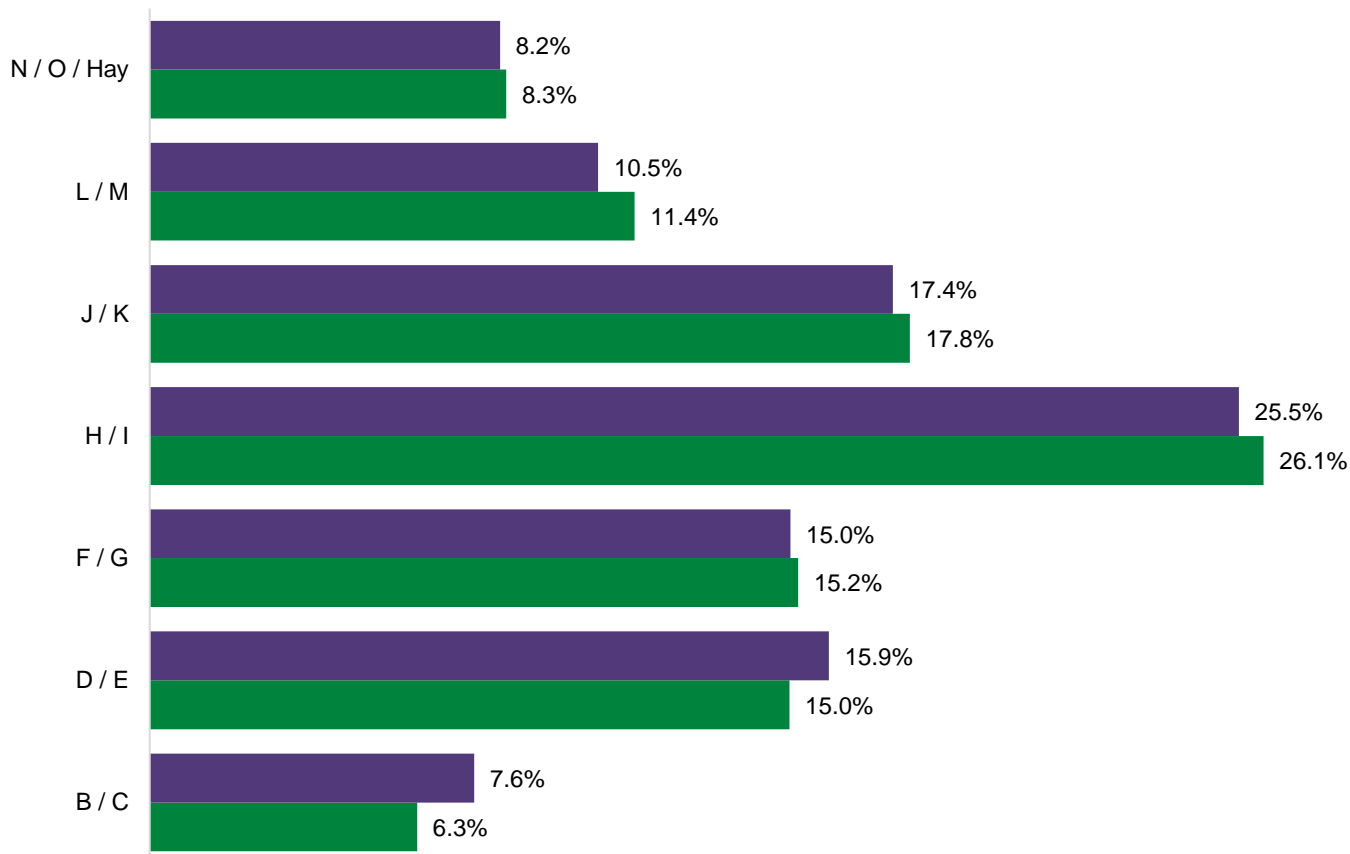
ETHNICITY

The figures from the Wiltshire census 2011 indicate that 3.56% of the working population in Wiltshire have a BME background. 3.7% of the workforce indicated that they have a BME background compared to 3.4% in 2020. This increase brings the council to above the Wiltshire census figure for the BME working population in Wiltshire.

94.1% of staff have disclosed their ethnicity. This is an improvement on the figures for 2020 where 93.4% of staff disclosed their ethnicity.

HEADCOUNT

White Other, 3.8%
Unstated, 5.9%
BME Combined Total, 3.7%
White British, 86.6%

Recruitment

A lower proportion of people appointed were BME and white other compared to the proportion of total applicants who were from those groups. For internal recruitment and promotions appointment of BME was higher than the proportion who applied.

TOTAL RECRUITMENT

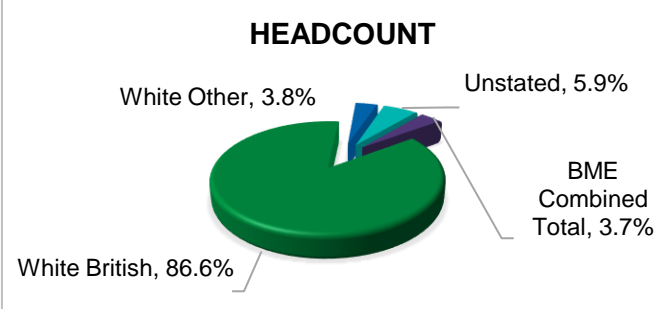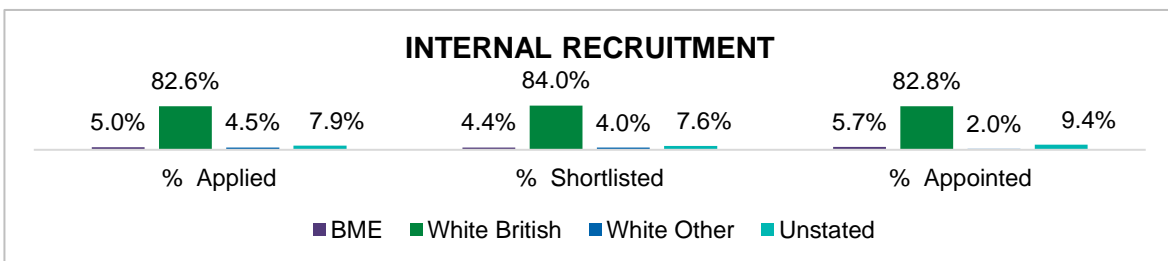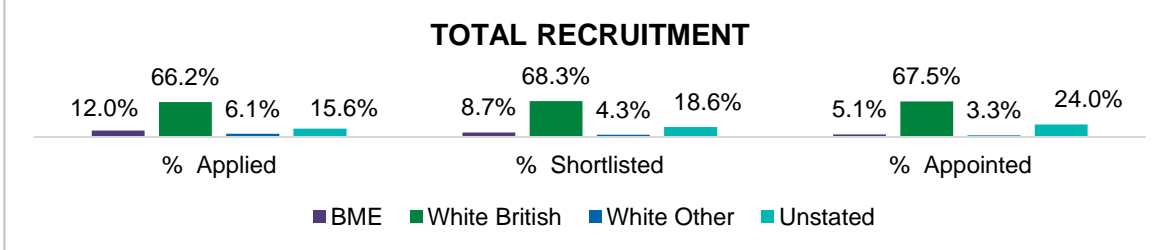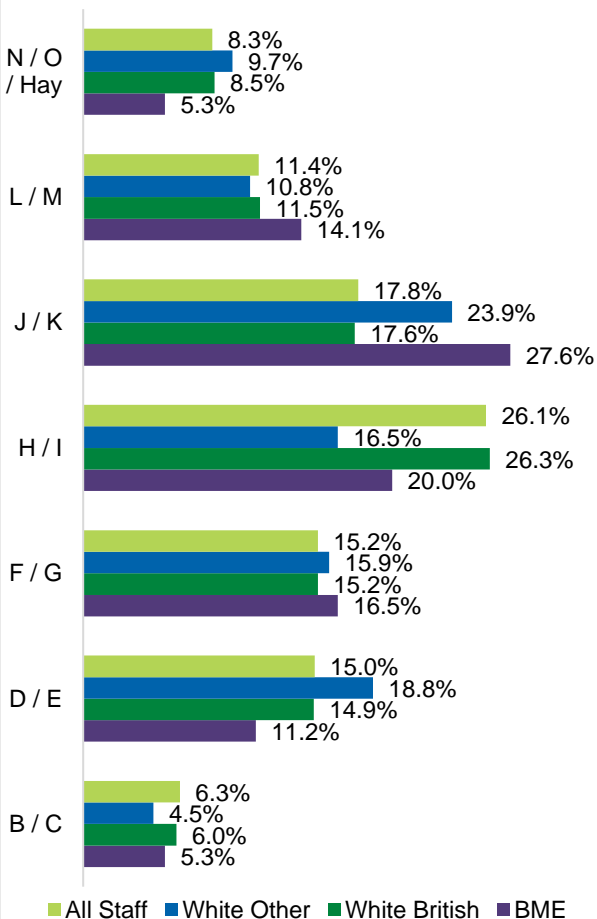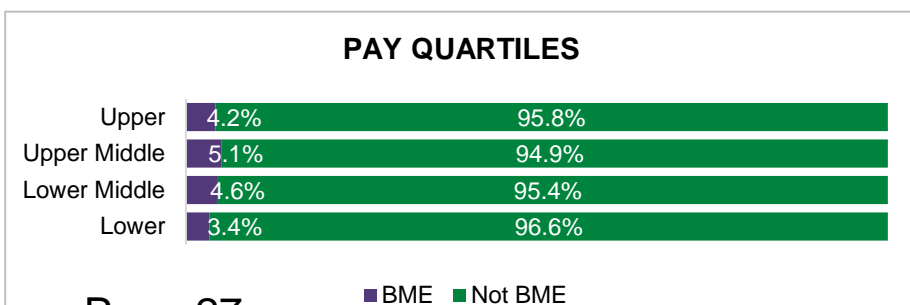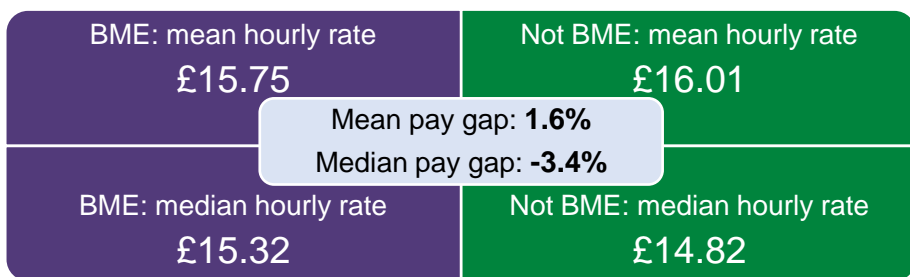% Applied: BME 12.0%, White British 66.2%, White Other 6.1%, Unstated 15.6%
% Shortlisted: BME 8.7%, White British 68.3%, White Other 4.3%, Unstated 18.6%
% Appointed: BME 5.1%, White British 67.5%, White Other 3.3%, Unstated 24.0%

Legend: BME | White British | White Other | Unstated

INTERNAL RECRUITMENT

% Applied: BME 5.0%, White British 82.6%, White Other 4.5%, Unstated 7.9%
% Shortlisted: BME 4.4%, White British 84.0%, White Other 4.0%, Unstated 7.6%
% Appointed: BME 5.7%, White British 82.8%, White Other 2.0%, Unstated 9.4%

Legend: BME | White British | White Other | Unstated

PAY GRADE

Grade	All Staff	White Other	White British	BME
N / O / Hay	8.3%	9.7%	8.5%	5.3%
L / M	11.4%	10.8%	11.5%	14.1%
J / K	17.8%	23.9%	17.6%	27.6%
H / I	26.1%	16.5%	26.3%	20.0%
F / G	15.2%	15.9%	15.2%	16.5%
D / E	15.0%	18.8%	14.9%	11.2%
B / C	6.3%	4.5%	6.0%	5.3%

Legend: All Staff | White Other | White British | BME

Remuneration, Pay Gap, and Pay Quartiles

The largest representational proportion of BME staff is concentrated in the salary grades H- K with representation between 20% - 27.6%.

The ethnicity pay gap is lower than the council's gender pay gap and has reduced significantly compared with last year, with the BME median hourly rate higher than the non BME median hourly rate. The ethnicity pay quartiles show an increase on last year, with a higher proportion of BME staff in the upper quartile.

BME: mean hourly rate £15.75	Not BME: mean hourly rate £16.01
Mean pay gap: **1.6%** Median pay gap: **-3.4%**	
BME: median hourly rate £15.32	Not BME: median hourly rate £14.82

PAY QUARTILES

Quartile	BME	Not BME
Upper	4.2%	95.8%
Upper Middle	5.1%	94.9%
Lower Middle	4.6%	95.4%
Lower	3.4%	96.6%

Legend: BME | Not BME

LEADERSHIP PROGRAMME
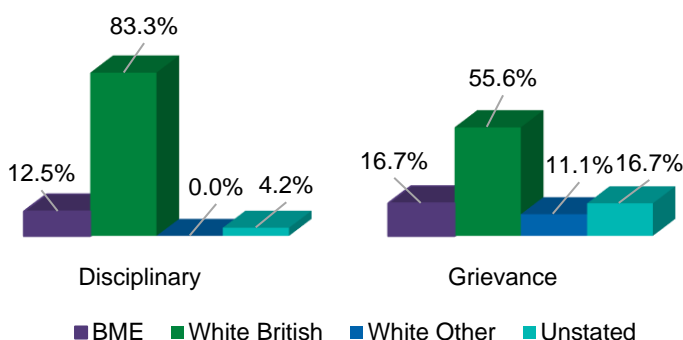

White Other 4.9%

White British 88.3%

Unstated 3.6%

BME 3.1%

Wiltshire Leadership Programme Attendance

Participation in the Wiltshire leadership training by BME staff was 3.1% which is only about the same (only 0.1% difference) from last year but still slightly lower than the workforce percentages of BME staff. There was an increase this year of White Other at 4.9% which is higher than the workforce percentages of this category of staff.

DISCIPLINARY AND GRIEVANCE CASES

83.3%

12.5%   0.0%   4.2%

55.6%

16.7%   11.1% 16.7%

Disciplinary   Grievance

■BME ■White British ■White Other ■Unstated

Disciplinary and Grievance Cases

16.7% of grievances were raised by BME staff in this period. 11.1% of grievances were raised by White Other members of staff and the proportion of disciplinaries for BME staff was 12.5%. All these figures are proportionally higher than the workforce figures for White Other and BME staff. The figures, however, represent small numbers.

Turnover and Leavers

The turnover rate for BME staff (16.7%) and white other staff (16.3%) are higher than the whole council turnover average (13.7%). This year's figures are higher than last year's of BME 14%, White Other 12.4% and the whole council turnover of 12%. The main reason for leaving for all groups, as in previous years, was resignation.

| BME 16.7%	White British 12.9%
White Other 16.3%	Unstated 21.5%

Council turnover 13.7%
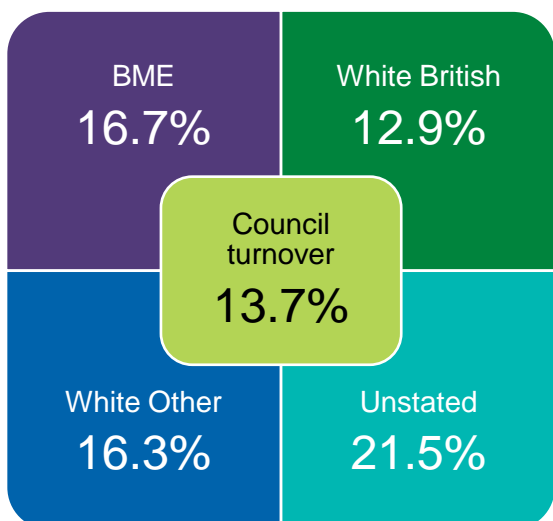
Actions

➢ We organised the South West's first regional partnership event for Black History Month in October 2021, with over 14 public and private sector partners (including the Civil Service) inviting prominent speakers. This was attended by over **2,200** people from all over the UK and the world.

➢ We supported the **BME Network** with talks on: 'Indirect racism', 'Refugee and Syrian Culture Awareness', 'Understanding Islam and Muslims, 'Ask us anything' session and 'Terminology: the language of race'. The network also supported staff affected by the racism following the Euro 2020 Finals and our Chief Executive sent out internal communications in solidarity with the England Men's Team.

➢ We organised a multi partnership event for Race Equality Week in February 2022, following on from the success of the Black History Month event.

➢ We will continue to encourage staff to disclose their ethnicity through messaging and via the BME staff network.

➢ We will continue supporting and promoting the BME staff network and awareness and education events.

DISABILITY

The figures from the Wiltshire census 2011 indicate that 10.63% of the working population have their day-to-day activities limited a little or a lot because of a health problem or disability.
9.4% of the workforce has declared a disability compared to 9.8% in last year's report. 80.6% of staff have disclosed whether they consider themselves to have a disability or not, compared to 85.4% in the last period.
Mental Health conditions made up the highest proportion of type of disability. This saw a rise from 14.4% to 19.4%.

HEADCOUNT

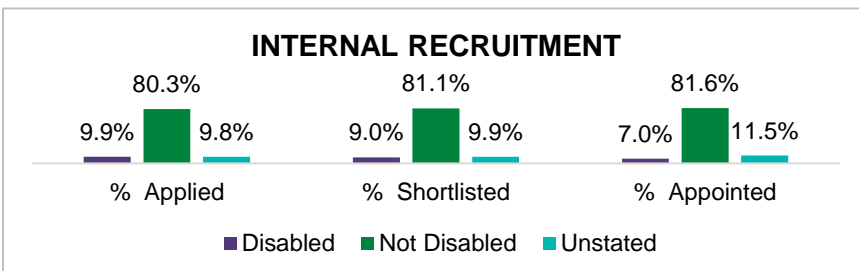Unstated, 19.4%
Disabled, 9.4%
Not Disabled, 71.2%
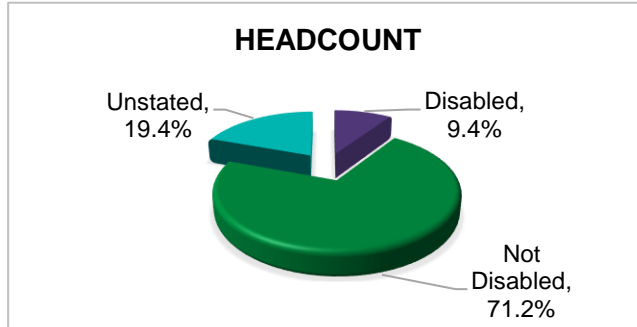
Total Recruitment

A slightly higher proportion of people appointed were disabled compared to the proportion of total applicants who were disabled, although the percentage appointed is slightly lower than last year's report of 6.2%.
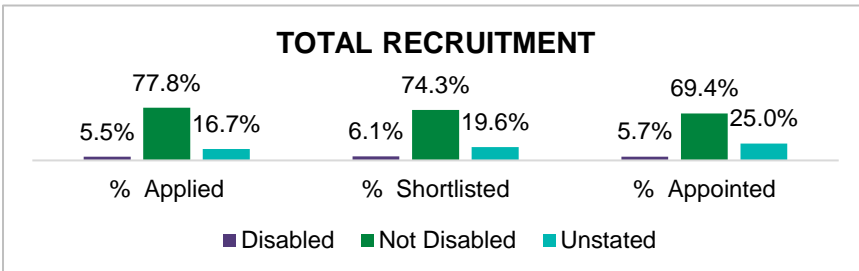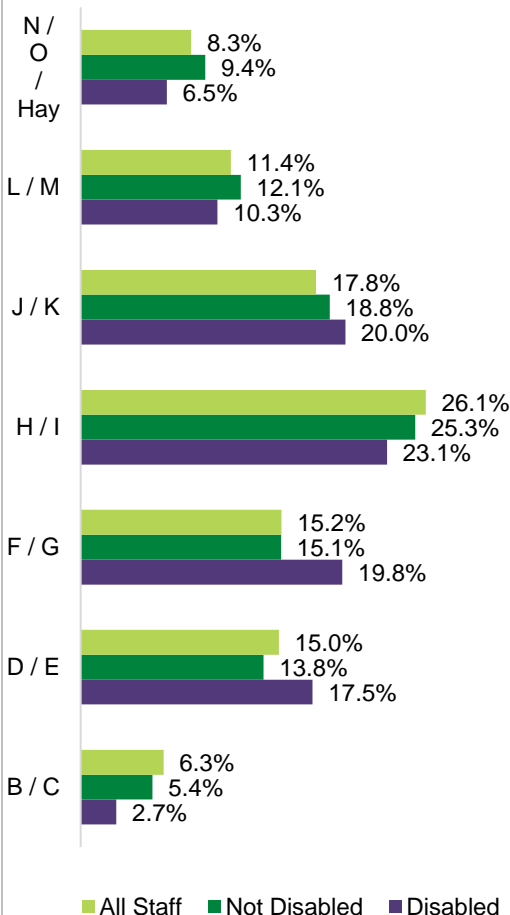
Internal Recruitment and Promotions

A lower proportion of people appointed internally were disabled compared to the proportion of total applicants who were disabled.
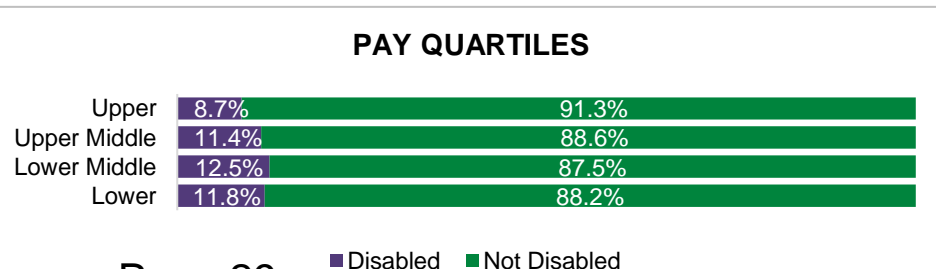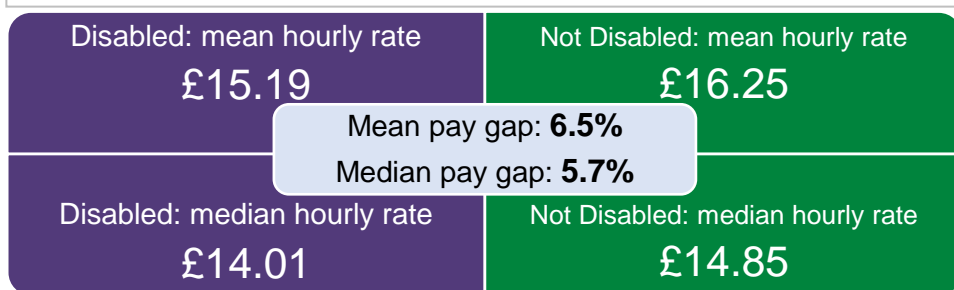
TOTAL RECRUITMENT

	% Applied	% Shortlisted	% Appointed
Disabled	5.5%	6.1%	5.7%
Not Disabled	77.8%	74.3%	69.4%
Unstated	16.7%	19.6%	25.0%

INTERNAL RECRUITMENT

	% Applied	% Shortlisted	% Appointed
Disabled	9.9%	9.0%	7.0%
Not Disabled	80.3%	81.1%	81.6%
Unstated	9.8%	9.9%	11.5%

PAY GRADE

Grade	All Staff	Not Disabled	Disabled
N / O / Hay	8.3%	9.4%	6.5%
L / M	11.4%	12.1%	10.3%
J / K	17.8%	18.8%	20.0%
H / I	26.1%	25.3%	23.1%
F / G	15.2%	15.1%	19.8%
D / E	15.0%	13.8%	17.5%
B / C	6.3%	5.4%	2.7%

Remuneration, Pay Gap, and Pay Quartiles

Staff with a disability are represented at all levels of the grading structure but are proportionally less represented in the highest and lowest grades. A higher proportion of disabled staff are in salary grade D-G

Both median and mean disability pay gaps have increased compared to 2020, when these averages were 1.0% and 3.0% respectively. The proportion of disabled staff in the upper quartile has increased compared to 2020 but is still lower than the overall proportion.

Disabled: mean hourly rate £15.19	Not Disabled: mean hourly rate £16.25
Mean pay gap: **6.5%** Median pay gap: **5.7%**	
Disabled: median hourly rate £14.01	Not Disabled: median hourly rate £14.85

PAY QUARTILES

	Disabled	Not Disabled
Upper	8.7%	91.3%
Upper Middle	11.4%	88.6%
Lower Middle	12.5%	87.5%
Lower	11.8%	88.2%

LEADERSHIP PROGRAMME

Unstated
7.6%

Not Disabled
80.3%

Disabled
12.1%

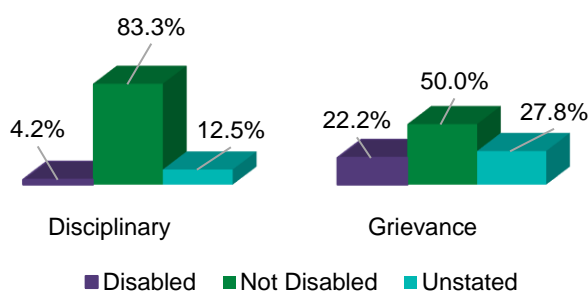### Wiltshire Leadership Programme Attendance

Participation in the Wiltshire leadership training by disabled employees was 12.1% which is higher than the proportion of disabled employees in the workforce.

DISCIPLINARY AND GRIEVANCE CASES

	Disciplinary	Grievance
	4.2% 83.3% 12.5%	22.2% 50.0% 27.8%

■ Disabled ■ Not Disabled ■ Unstated

Disciplinary and Grievance Cases

Disabled employees accounted for 22.2% of grievances and 4.2% of disciplinaries, compared to 17.6% and 10.0% in 2020. Whilst these vary from the proportion of disabled staff in the workforce (9.4%), the numbers of cases are low and this variation in a single year is not unusual.

Turnover and Leavers

The turnover rate for staff with a disability is 12.6% which is lower than the figure for all staff (13.7%). The main reasons for leaving for disabled employees was resignation followed by ill-health retirement.

Disabled
12.6%

Not Disabled
12.6%

Council turnover
13.7%

Unstated
19.1%
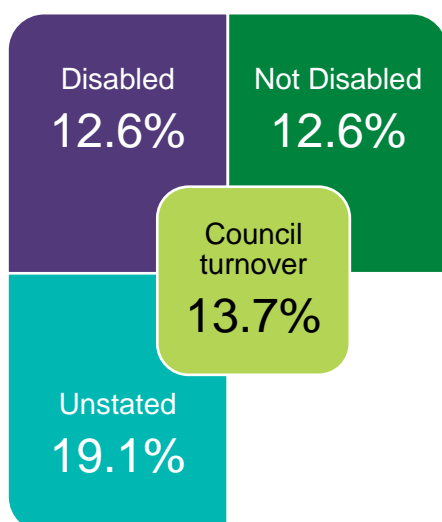
Actions

- ➢ We have supported the Disability Network to educate the workforce and raise awareness of disability issues, with talks on: 'Living with Autism', 'Working with Autism' and Hidden disabilities and conditions. The network also launched a support group for Neurodiverse staff.
- ➢ We launched a Hidden Disabilities e-learning module.
- ➢ We developed a pilot Mental Health and Wellbeing Advocates programme.
- ➢ We will continue offering a guaranteed interview to disabled applicants who meet the minimum criteria for the post as part of our Disability Confident employer status.
- ➢ We will continue to audit ourselves for accessibility and ensure we are meeting (and exceeding) the legal requirements for accessibility with regards to our workplaces and equipment, our websites, and all published materials.
- ➢ We will improve processes and initiatives which support the wellbeing of employees.
- ➢ We will continue to provide information and support on mental health through our confidential wellbeing help line; Flourish, our health and wellbeing website; and the provision of online and interactive courses such as personal resilience, stress management, mindfulness and managing anxiety.
- ➢ We will continue to provide an annual reasonable adjustment budget
- ➢ We will continue providing employees with access to counselling.
- ➢ We will continue to provide training to managers to support mental health conversations with staff.

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SEX

The percentage of females is 73.9% and males 26.1% and these remain very similar to the figures in last year's report which were female 73.2% and male 26.8%. Staff were invited to self-describe their gender identity if they wished to. However, as the number of staff using this category was small, the figures only reflect gender (female/male) to maintain the confidentiality of staff. Across the workforce 52.7% of women and 25.6% of men work part-time.

HEADCOUNT

Male, 26.1%

Female, 73.9%
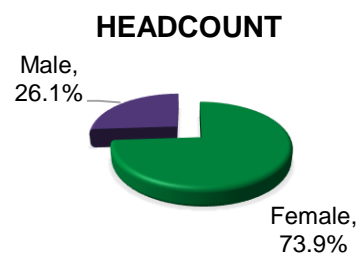
Total Recruitment

59.0% of applications received by the council were from female applicants and 26.8% were from male applicants and 14.3% didn't state. 60.3% of posts were filled by female applicants, with 16.4% filled by male applicants and 23.3% didn't state their sex.
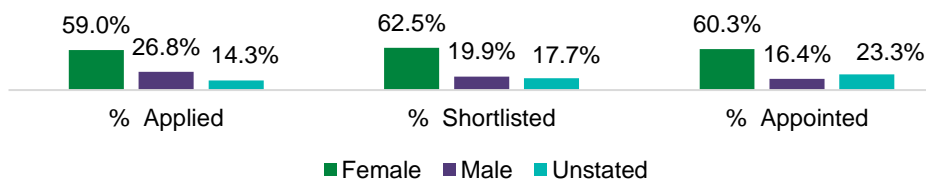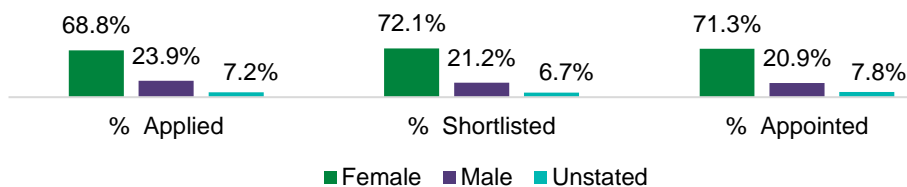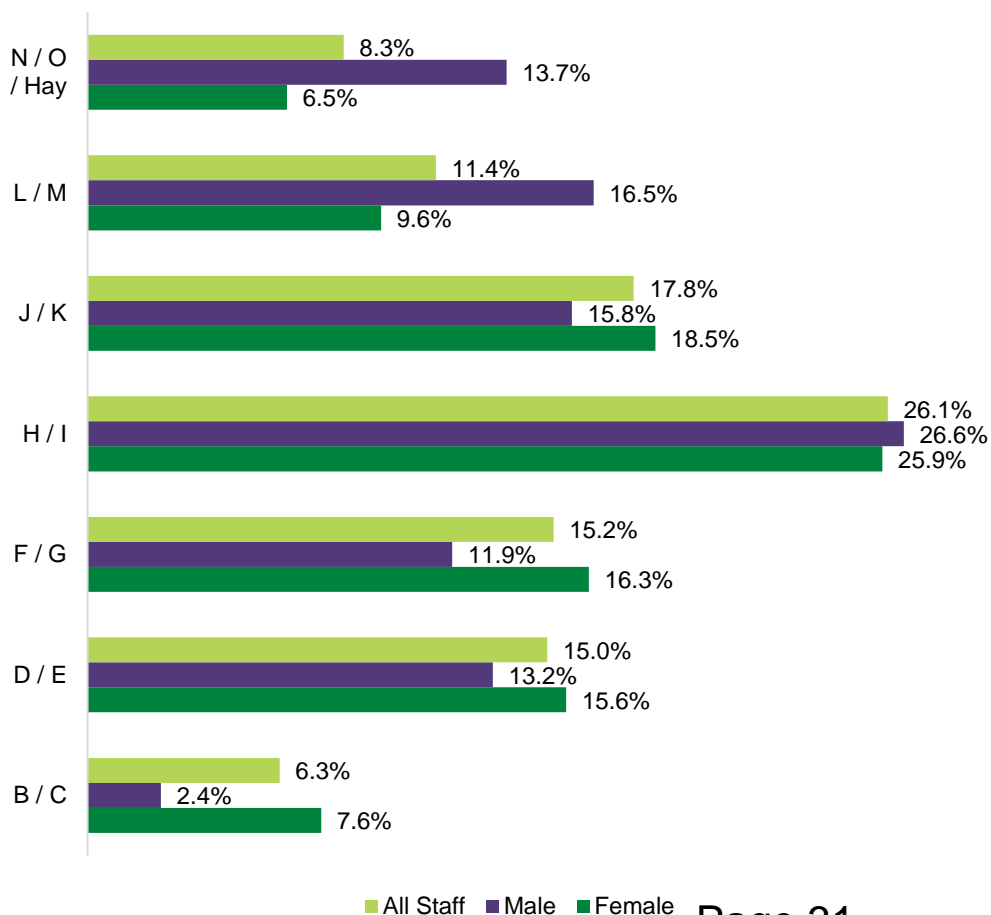
Internal Recruitment and Promotions

71.3% of internal appointments were female and 20.9% for male appointments. 7.8% were unstated.

TOTAL RECRUITMENT

	% Applied	% Shortlisted	% Appointed
Female	59.0%	62.5%	60.3%
Male	26.8%	19.9%	16.4%
Unstated	14.3%	17.7%	23.3%

■ Female ■ Male ■ Unstated

INTERNAL RECRUITMENT

	% Applied	% Shortlisted	% Appointed
Female	68.8%	72.1%	71.3%
Male	23.9%	21.2%	20.9%
Unstated	7.2%	6.7%	7.8%

■ Female ■ Male ■ Unstated

% GRADE BY SEX

Grade	All Staff	Male	Female
N / O / Hay	8.3%	13.7%	6.5%
L / M	11.4%	16.5%	9.6%
J / K	17.8%	15.8%	18.5%
H / I	26.1%	26.6%	25.9%
F / G	15.2%	11.9%	16.3%
D / E	15.0%	13.2%	15.6%
B / C	6.3%	2.4%	7.6%

■ All Staff ■ Male ■ Female

Remuneration

Part-time staff, both male and female, decrease in proportion in the higher grades in comparison to all staff. This means that full-time staff increase in the higher grades and male full-time staff increase more than female.

Gender Pay Gap

The council is required to report details of its gender pay gap. For further details please refer to our gender pay gap report. The council's gender pay gap remains lower than the national gender pay gap and gender pay gap for the public sector.
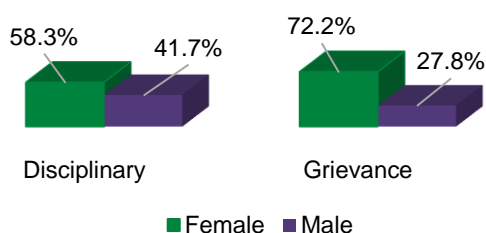
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LEADERSHIP PROGRAMME

Male
18.8%

Female
81.2%

Wiltshire Leadership Programme Attendance

Participation in the Wiltshire leadership programme was 81.2% female and 18.8% for male staff which shows higher female participation compared to the overall female workforce figure.

DISCIPLINARY AND GRIEVANCE CASES

58.3% 41.7% 72.2% 27.8%

Disciplinary Grievance

■ Female ■ Male

Disciplinary and Grievance Cases

The numbers of cases are low and variation from the proportion in the workforce in a single year is not unusual.

Turnover and Leavers

The turnover rate for female staff is 12.5% and the male turnover rate is higher at 17%. This higher % for male staff resulted from the closing of one of the council centres which had mainly male staff.

The main reasons for leaving were resignation followed by retirement.

Female
12.5%

Male
17.0%

Council turnover
13.7%
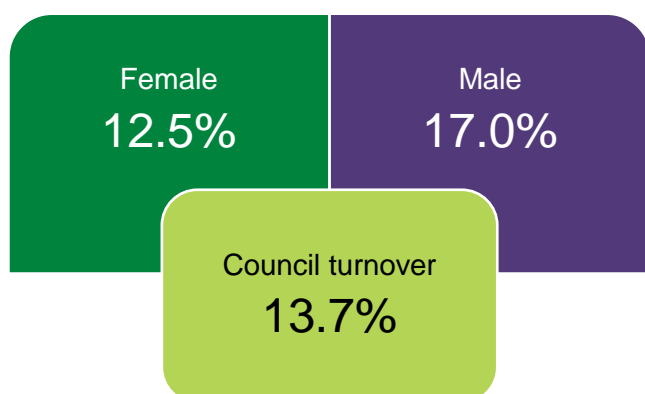
Actions

- ➢ We launched a new Women's staff network in 2021, which has since grown to have the most members out of all the networks. The network organised several talks for members on topics such as 'Working in a male dominated environment', 'Women working against each other', 'Raising the self-confidence of women', 'Women who inspire us' and Menopause sessions.

- ➢ We supported the Women's staff network with talks on International Women's Day and World Menopause Day.

- ➢ We have selected 2 female staff from services where they are underrepresented for the Bristol Stepping Up Diversity Leadership programme 2022.

- ➢ We produced Menopause guidance for our staff and schools' staff.

- ➢ We will continue promoting the use of flexible working options including job sharing, term time only and annualised hours.

AGE

The largest group within the workforce are in the age range 45 – 54, 27.1%.

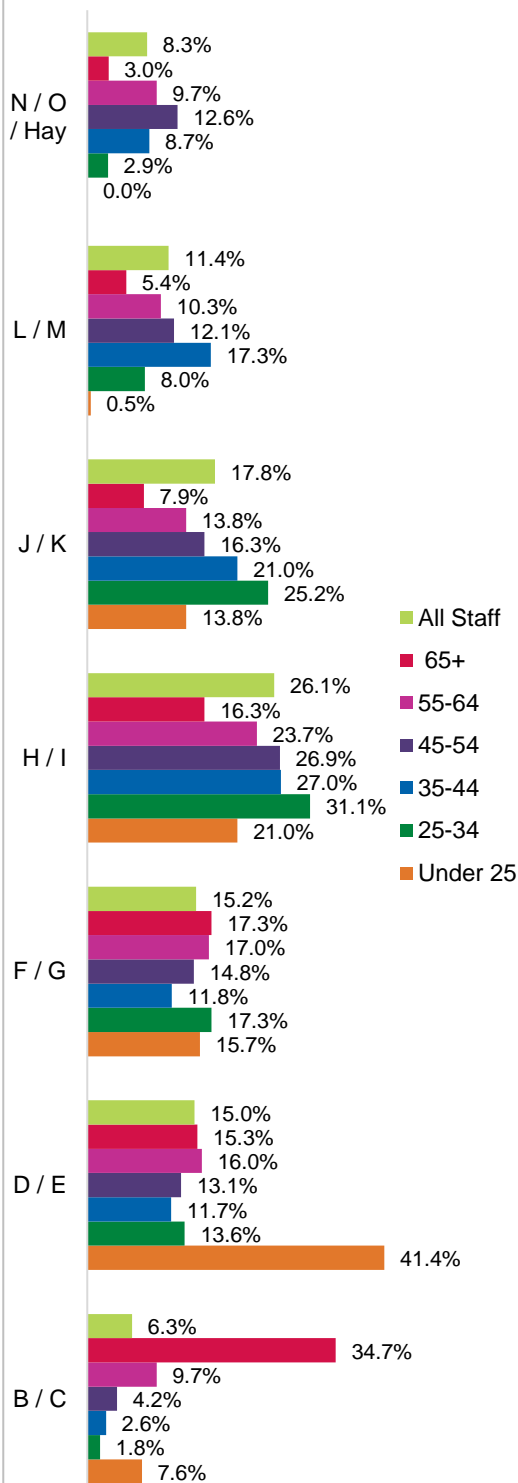Under 25's make up 6.8% of the workforce (an increase from 5.5% in 2020) and this compares to 14.14% in the working population of Wiltshire (Source: ONS Mid-Year Estimates 2019).
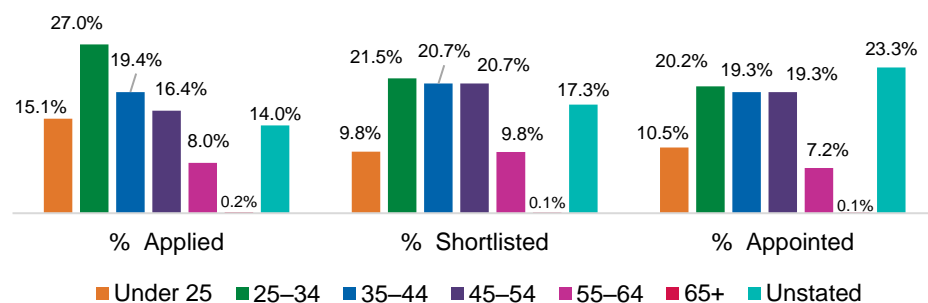
HEADCOUNT

- 55-64, 22.1%
- 65+, 4.5%
- Under 25, 6.8%
- 25-34, 16.6%
- 35-44, 22.9%
- 45-54, 27.1%

PAY GRADE

N / O / Hay
- 8.3%
- 3.0%
- 9.7%
- 12.6%
- 8.7%
- 2.9%
- 0.0%

L / M
- 11.4%
- 5.4%
- 10.3%
- 12.1%
- 17.3%
- 8.0%
- 0.5%

J / K
- 17.8%
- 7.9%
- 13.8%
- 16.3%
- 21.0%
- 25.2%
- 13.8%

H / I
- 26.1%
- 16.3%
- 23.7%
- 26.9%
- 27.0%
- 31.1%
- 21.0%

F / G
- 15.2%
- 17.3%
- 17.0%
- 14.8%
- 11.8%
- 17.3%
- 15.7%

D / E
- 15.0%
- 15.3%
- 16.0%
- 13.1%
- 11.7%
- 13.6%
- 41.4%

B / C
- 6.3%
- 34.7%
- 9.7%
- 4.2%
- 2.6%
- 1.8%
- 7.6%

Legend:
- All Staff
- 65+
- 55-64
- 45-54
- 35-44
- 25-34
- Under 25
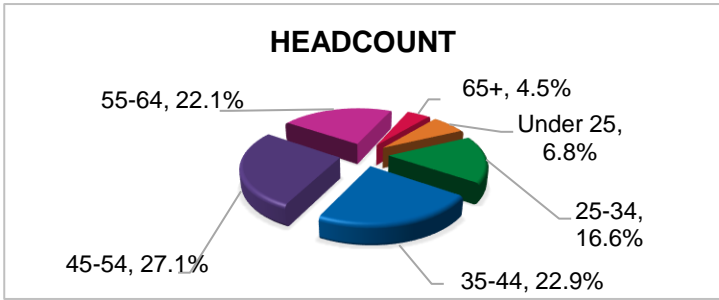
Remuneration

Staff representation is lower for the under 34's and over 65's in the highest salary scales. The largest proportion % of under 25-year-olds is concentrated in the D/E salary scales.

TOTAL RECRUITMENT

% Applied
- Under 25: 15.1%
- 25–34: 27.0%
- 35–44: 19.4%
- 45–54: 16.4%
- 55–64: 8.0%
- 65+: 0.2%
- Unstated: 14.0%

% Shortlisted
- Under 25: 9.8%
- 25–34: 21.5%
- 35–44: 20.7%
- 45–54: 20.7%
- 55–64: 9.8%
- 65+: 0.1%
- Unstated: 17.3%

% Appointed
- Under 25: 10.5%
- 25–34: 20.2%
- 35–44: 19.3%
- 45–54: 19.3%
- 55–64: 7.2%
- 65+: 0.1%
- Unstated: 23.3%

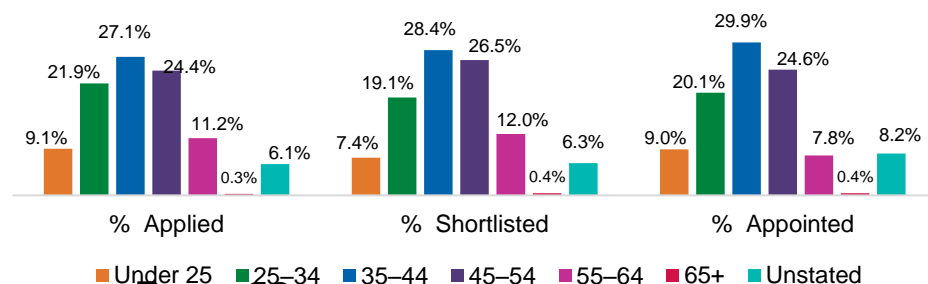Legend: Under 25, 25–34, 35–44, 45–54, 55–64, 65+, Unstated

Total Recruitment

There were very similar levels of applicants appointed across the age groups, 25-34, 35-44 and 45-54. With the highest number of applications received from the age group 25-34. The under 25's represented has increased this year to 10.5% from 8.8% in the previous year of all appointments. NB The percentage of applicants who are "unstated", especially for the appointed chart needs to be taken into account when reviewing this data.
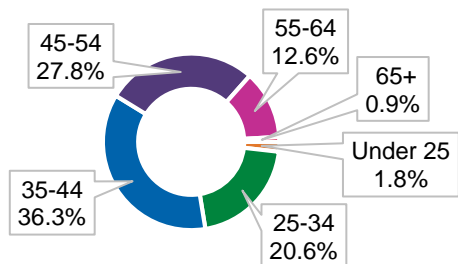
Internal Recruitment and Promotions

Applicants in the age range of 35-44 are the highest in all data charts. Our workforce figures for the age group 55-64 of 22.1% and 65+ of 4.5% show that fewer staff in these age groups are applying for jobs.

INTERNAL RECRUITMENT

% Applied
- Under 25: 9.1%
- 25–34: 21.9%
- 35–44: 27.1%
- 45–54: 24.4%
- 55–64: 11.2%
- 65+: 0.3%
- Unstated: 6.1%

% Shortlisted
- Under 25: 7.4%
- 25–34: 19.1%
- 35–44: 28.4%
- 45–54: 26.5%
- 55–64: 12.0%
- 65+: 0.4%
- Unstated: 6.3%

% Appointed
- Under 25: 9.0%
- 25–34: 20.1%
- 35–44: 29.9%
- 45–54: 24.6%
- 55–64: 7.8%
- 65+: 0.4%
- Unstated: 8.2%

Legend: Under 25, 25–34, 35–44, 45–54, 55–64, 65+, Unstated

LEADERSHIP PROGRAMME

- 45-54 27.8%
- 55-64 12.6%
- 65+ 0.9%
- Under 25 1.8%
- 35-44 36.3%
- 25-34 20.6%

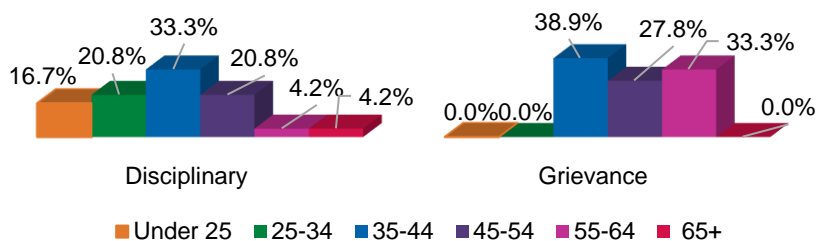**Wiltshire Leadership Programme Attendance**

Participation in the Wiltshire leadership training is highest in the 35 – 44 age range. The attendance figures are largely representative for most of the age bands but are low for under 25s and over 65s: 6.8% of the workforce are under 25, but they represented only 2% of the leadership programme attendants, whilst 4.5% of the workforce are 65 or above, and just 0.9% of the programme attendants were over 65.

DISCIPLINARY AND GRIEVANCE CASES

Disciplinary: 16.7%, 20.8%, 33.3%, 20.8%, 4.2%, 4.2%

Grievance: 0.0%, 0.0%, 38.9%, 27.8%, 33.3%, 0.0%

Legend: Under 25, 25-34, 35-44, 45-54, 55-64, 65+

Disciplinary and Grievance Cases

Disciplinary cases occurred amongst all age groups, there were no formal grievance cases amongst Under 35's or over 65's. With low numbers these percentages will vary from the workforce figures within a single year.

Turnover and Leavers

The turnover rate was highest for staff over 65 (36.8%) which is an increase from last year's figure for this age group of 23.3%.due to retirement. Staff under 25 have the next highest turnover at 24.6% which is only slightly higher than this age groups turnover rate last year. The main reason for leaving in under 25 group was resignation with highest reasons of re- location and other employment. The whole council turnover rate 13.7% has increased from last year's 12%.


- Under 25 24.6%
- 65+ 36.8%
- 25 - 34 15.5%
- Council turnover 13.7%
- 55 - 64 14.9%
- 35 - 44 9.1%
- 45 - 54 9.1%
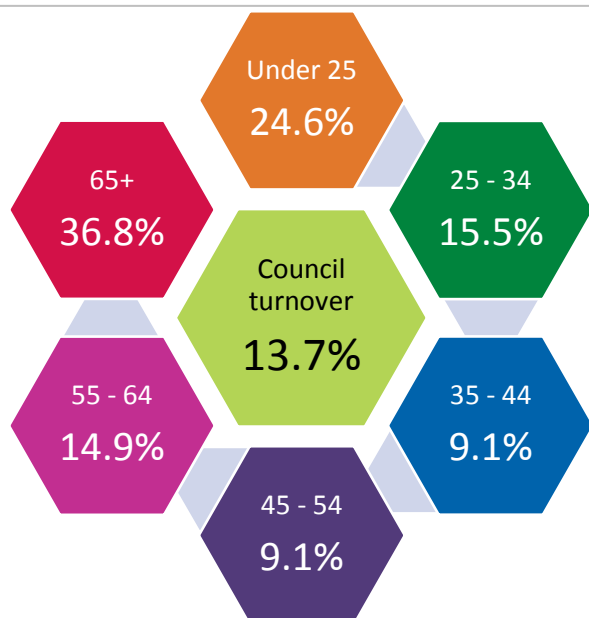
Actions

- ➢ Develop our employee brand to help attract the under 25's age group.

- ➢ Improving the engagement of under 25s through use of social media particularly in relation to recruitment.

- ➢ Increase the level of apprenticeships provision and work experience with a focus on increasing recruitment of under 25s.

- ➢ We will continue supporting employees who wish to continue working beyond the age of 65 through the provision of flexible retirement.
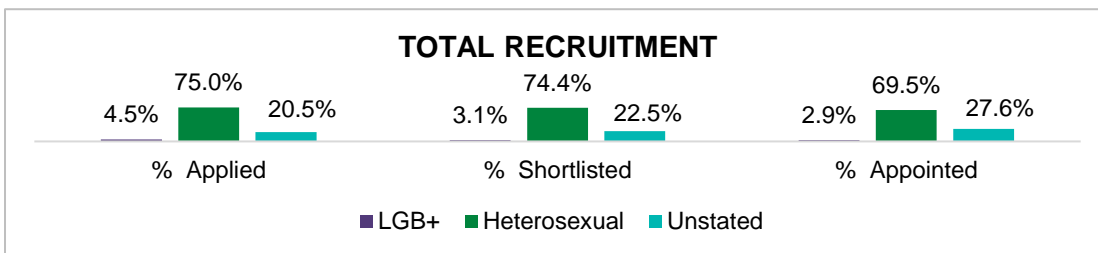
SEXUAL ORIENTATION

73.6% (compared to 75.3% in 2020) of employees have stated their sexual orientation. This figure remains relatively low, and this might reflect the sensitive nature of this data and that some staff may not want to provide it. The ONS latest data on sexual orientation 2019 for the UK indicates the following estimates for sexual orientation – heterosexual 93.7%, gay, lesbian, or bisexual 2.7% with Other 0,7%, Do not know/refuse to say 3.0%. Our workforce figures are slightly above the national average for the combined estimate for gay or lesbian and bi-sexual (LGB+ on our charts). Figures will only be included in reports where the number of staff expressing this is high enough to protect the confidentiality of staff.
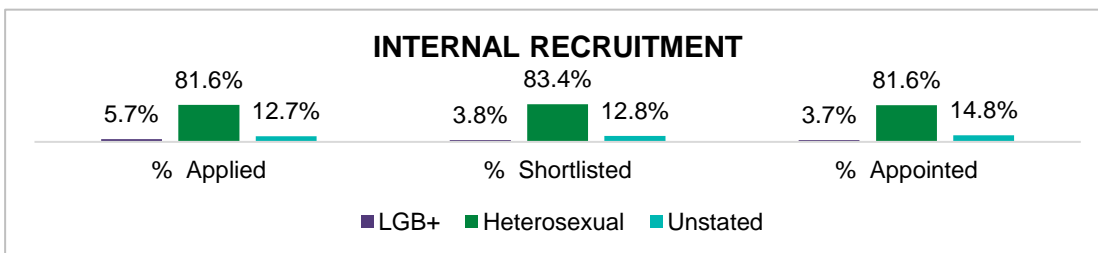
HEADCOUNT

Heterosexual 70.6%
Unstated 26.4%
LGB+ 3.0%
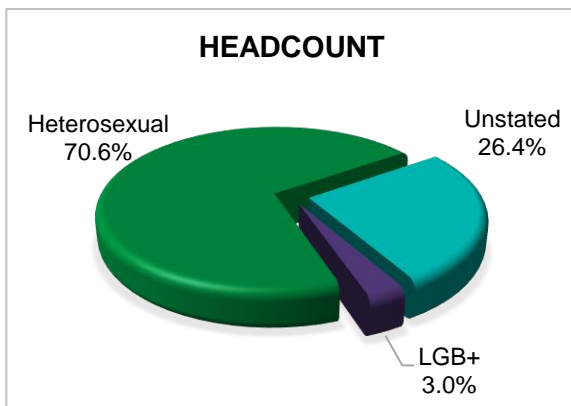
Recruitment

Recruitment figures indicate that the recruitment of LGB+ staff is broadly in line with the total for all staff.

TOTAL RECRUITMENT
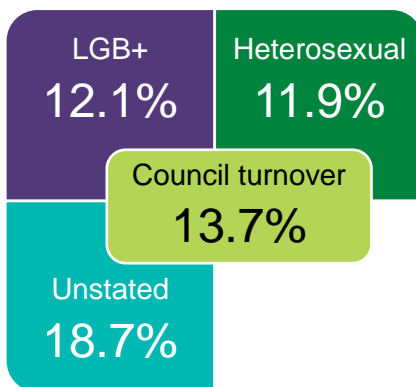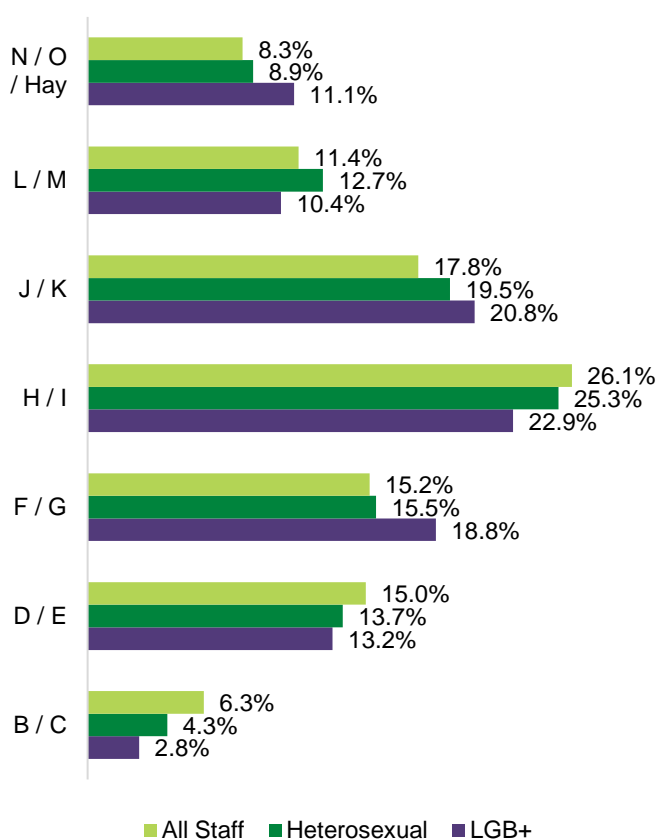
	% Applied	% Shortlisted	% Appointed
LGB+	4.5%	3.1%	2.9%
Heterosexual	75.0%	74.4%	69.5%
Unstated	20.5%	22.5%	27.6%

■ LGB+ ■ Heterosexual ■ Unstated

Remuneration

LGB+ staff are represented at all grades, including the highest salary grades.

INTERNAL RECRUITMENT

	% Applied	% Shortlisted	% Appointed
LGB+	5.7%	3.8%	3.7%
Heterosexual	81.6%	83.4%	81.6%
Unstated	12.7%	12.8%	14.8%

■ LGB+ ■ Heterosexual ■ Unstated

PAY GRADE

Grade	All Staff	Heterosexual	LGB+
N / O / Hay	8.3%	8.9%	11.1%
L / M	11.4%	12.7%	10.4%
J / K	17.8%	19.5%	20.8%
H / I	26.1%	25.3%	22.9%
F / G	15.2%	15.5%	18.8%
D / E	15.0%	13.7%	13.2%
B / C	6.3%	4.3%	2.8%

■ All Staff ■ Heterosexual ■ LGB+

LGB+ 12.1%
Heterosexual 11.9%
Council turnover 13.7%
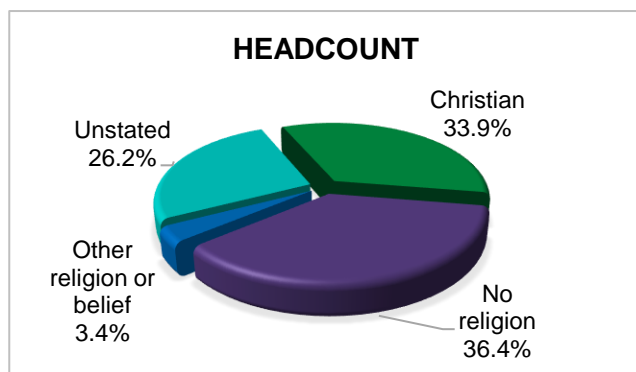Unstated 18.7%

Turnover and Leavers

The turnover rate for LGB+ staff is slightly lower than the total workforce turnover rate at 13.7%.

Actions

➤ Celebrate LGBT+ history month with a flag raising ceremony
➤ Sharing stories and lived experiences off members of the LGBT+ community especially during LGBT+ History Month (February) and PRIDE Month (June) to raise awareness about the prejudices and struggles members of the community face.
➤ We updated the Transgender guidance
➤ We will continue to support the LGBT+ staff network.
➤ We will continue to encourage staff to disclose their sexual orientation and take steps to collect equality data

RELIGION AND BELIEF

73.7% (compared to 75.1% in 2020) of employees have stated their religion and belief. This figure remains relatively low, and this might reflect the sensitive nature of this data and that some staff may not want to provide it. We will continue to build staff confidence in providing data for this purpose and decreasing the unstated figure. Our data indicates that we have higher percentages in comparison to the Wiltshire census data 2011 in relation to Buddhist, Christian, Muslim, and no religion. Low figures in some of categories have meant that we are not able to include all data due to confidentiality reasons.

HEADCOUNT

Christian 33.9%
Unstated 26.2%
Other religion or belief 3.4%
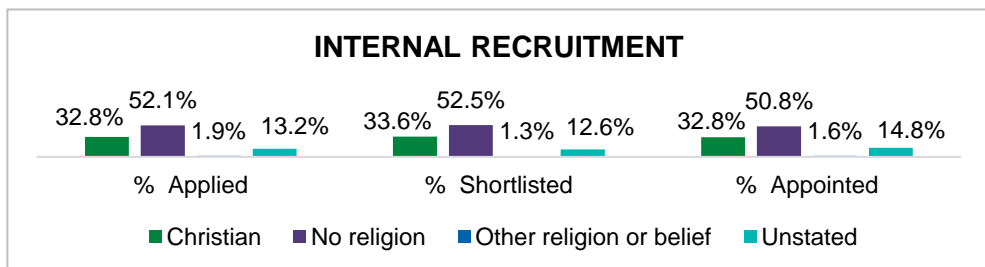No religion 36.4%

Recruitment

A lower proportion of people appointed were Christian and applicants from other religion or beliefs compare to the proportion of total applicants who were from those groups. NB the percentage of "unstated" needs to be taken into account.
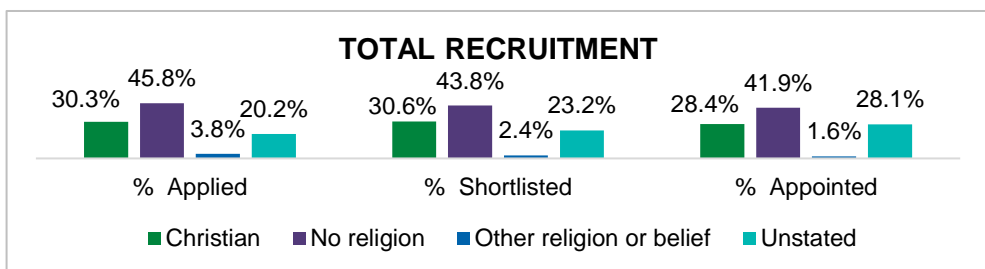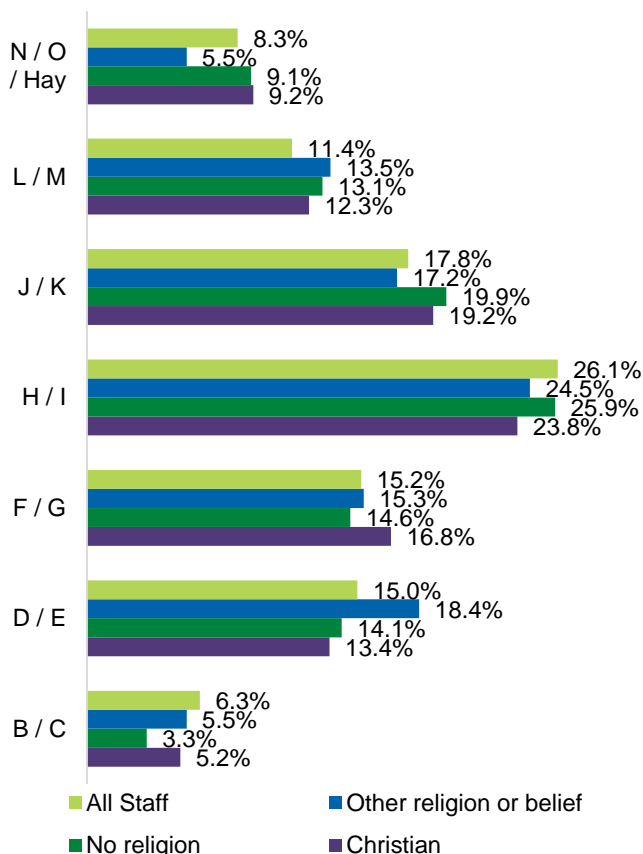
Remuneration

There is less representation of staff from 'other religion or beliefs' in the top pay grades.

TOTAL RECRUITMENT

	Christian	No religion	Other religion or belief	Unstated
% Applied	30.3%	45.8%	3.8%	20.2%
% Shortlisted	30.6%	43.8%	2.4%	23.2%
% Appointed	28.4%	41.9%	1.6%	28.1%

INTERNAL RECRUITMENT

	Christian	No religion	Other religion or belief	Unstated
% Applied	32.8%	52.1%	1.9%	13.2%
% Shortlisted	33.6%	52.5%	1.3%	12.6%
% Appointed	32.8%	50.8%	1.6%	14.8%

PAY GRADE

N / O / Hay
- All Staff 8.3%
- Other religion or belief 5.5%
- No religion 9.1%
- Christian 9.2%

L / M
- All Staff 11.4%
- Other religion or belief 13.5%
- No religion 13.1%
- Christian 12.3%

J / K
- All Staff 17.8%
- Other religion or belief 17.2%
- No religion 19.9%
- Christian 19.2%

H / I
- All Staff 26.1%
- Other religion or belief 24.5%
- No religion 25.9%
- Christian 23.8%

F / G
- All Staff 15.2%
- Other religion or belief 15.3%
- No religion 14.6%
- Christian 16.8%

D / E
- All Staff 15.0%
- Other religion or belief 18.4%
- No religion 14.1%
- Christian 13.4%

B / C
- All Staff 6.3%
- Other religion or belief 5.5%
- No religion 3.3%
- Christian 5.2%

Legend: All Staff, Other religion or belief, No religion, Christian

Christian 11.5%	No religion 12.5%
Council turnover 13.7%	
Other religion 13.8%	Unstated 18.2%

Turnover and Leavers

The turnover rate for staff from 'Other religion or belief' was 13.8% which is almost equal to the total workforce at 13.7%.
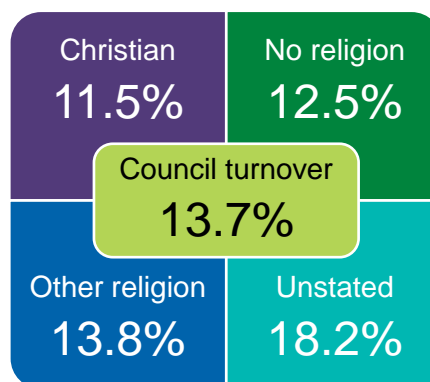
Actions

➢ Continue providing quiet facilities for prayer where possible.
➢ Raising awareness and celebrating notable dates via our diversity calendar and through regular communications including on Social Media and internal communications.
➢ We also supported the **BME Network** with talks which covered religious diversity and tolerance, including 'Refugee and Syrian Culture Awareness', 'Understanding Islam and Muslims' and 'Ask us anything' session.
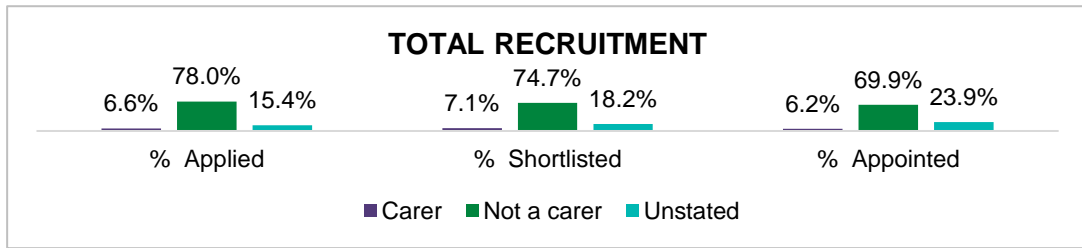
CARING RESPONSIBILITIES

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. 14.7% (compared to 16.9% in 2020) of the workforce indicated that they had unpaid caring responsibilities, and this compares with 10.1% of the Wiltshire population in the 2011 census. 61.1% indicated that they had no unpaid caring responsibilities compared to 89.9% of the Wiltshire population in the 2011 census. 75.9% (compared to 77.0% in 2020) of employees have stated whether they have caring responsibilities. The figures are still relatively low, and this might reflect the sensitive nature of this data and that some staff may not want to provide this.
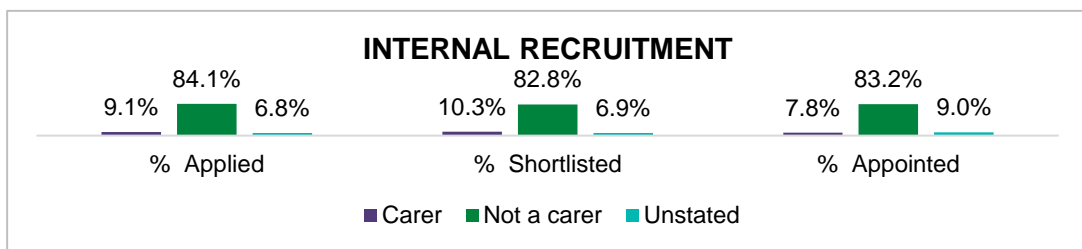
HEADCOUNT

Unstated 24.2%
Carer 14.7%
Not a carer 61.1%
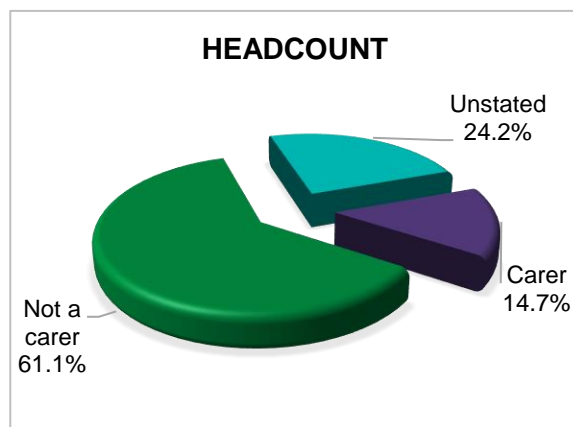
Recruitment

Internal recruitment figures indicate that staff with caring responsibilities were less successful at appointment than non-carers.
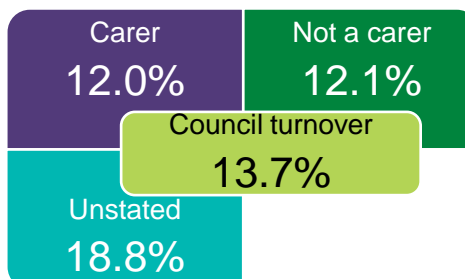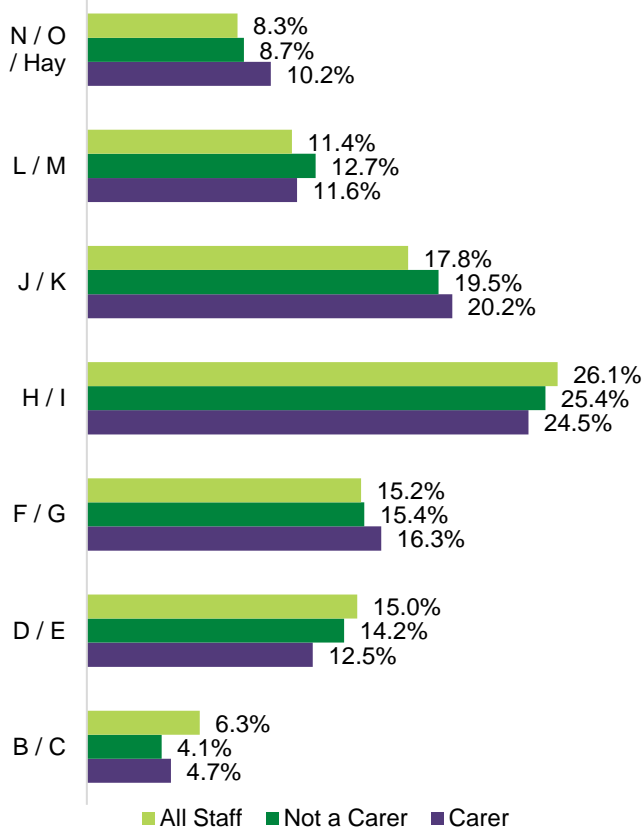
TOTAL RECRUITMENT

	Carer	Not a carer	Unstated
% Applied	6.6%	78.0%	15.4%
% Shortlisted	7.1%	74.7%	18.2%
% Appointed	6.2%	69.9%	23.9%

Remuneration

Staff with caring responsibilities are represented at all grades, including the highest salary grades.

INTERNAL RECRUITMENT

	Carer	Not a carer	Unstated
% Applied	9.1%	84.1%	6.8%
% Shortlisted	10.3%	82.8%	6.9%
% Appointed	7.8%	83.2%	9.0%

PAY GRADE

	All Staff	Not a Carer	Carer
N/O/Hay	8.3%	8.7%	10.2%
L/M	11.4%	12.7%	11.6%
J/K	17.8%	19.5%	20.2%
H/I	26.1%	25.4%	24.5%
F/G	15.2%	15.4%	16.3%
D/E	15.0%	14.2%	12.5%
B/C	6.3%	4.1%	4.7%

Carer 12.0% | Not a carer 12.1%
Council turnover 13.7%
Unstated 18.8%

Turnover and Leavers

The turnover rate for carers is below the whole council average.

Actions

➢ Work in partnership with Carer Support Wiltshire to provide information and support to carers and managers.
➢ Promote support available to staff through the carers and disability staff network.
➢ Highlight specific support to staff who are carers during the pandemic.
➢ We will continue to build staff confidence to disclose information regarding their caring responsibilities and decrease the unstated figure.
➢ We will continue to support managers and staff who are carers though the provision of leave for carers, flexible working, and manager support and guidance.
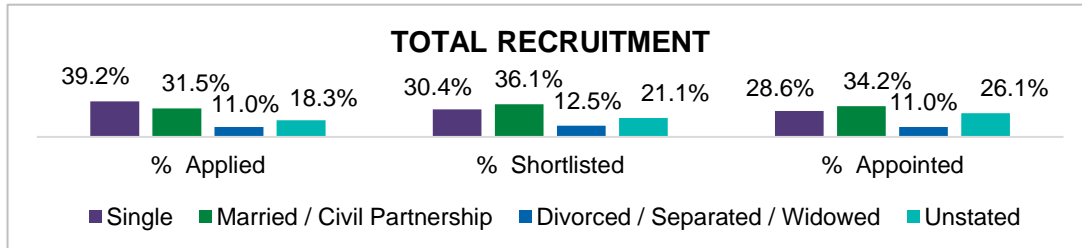
MARITAL STATUS

74.5% (compared to 76.1% in 2020) of employees have disclosed their marital status. The figures are broadly in line with the Wiltshire census data 2011 of:

- Divorced or formerly in a civil partnership which now legally dissolved 7.7%
- In a registered civil partnership 0.1%
- Married 43.2%
- Separated (but still legally married or still legally in a civil partnership) – 1.9%
- Single (never married or never registered a civil partnership – 22.1%
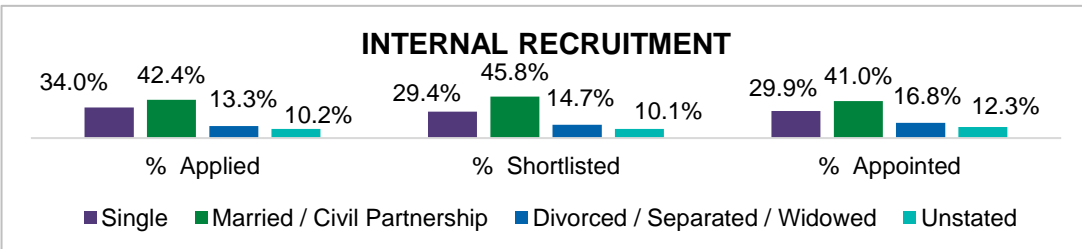- Widowed or surviving partner from a civil partnership – 5.6%.

HEADCOUNT

Unstated 25.5%
Single 21.1%
Divorced / Separated / Widowed 10.8%
Married / Civil partnership 42.5%
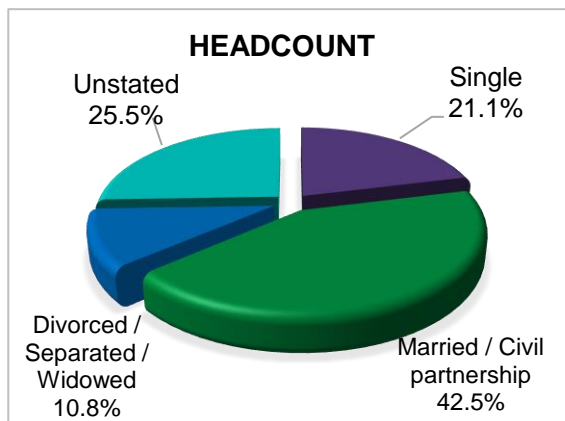
Recruitment

A slightly lower proportion of people appointed were single compared to the proportion of total applicants who were single.
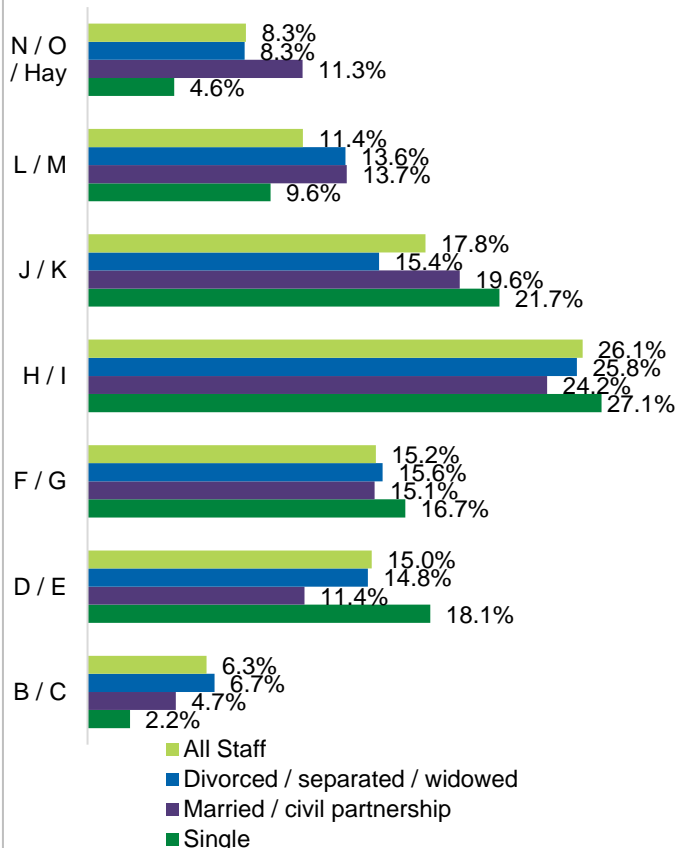
TOTAL RECRUITMENT

% Applied: 39.2% 31.5% 11.0% 18.3%
% Shortlisted: 30.4% 36.1% 12.5% 21.1%
% Appointed: 28.6% 34.2% 11.0% 26.1%

■ Single ■ Married / Civil Partnership ■ Divorced / Separated / Widowed ■ Unstated

Remuneration

Representation of staff who are single starts to decline considerably after grades J/K.

INTERNAL RECRUITMENT

% Applied: 34.0% 42.4% 13.3% 10.2%
% Shortlisted: 29.4% 45.8% 14.7% 10.1%
% Appointed: 29.9% 41.0% 16.8% 12.3%

■ Single ■ Married / Civil Partnership ■ Divorced / Separated / Widowed ■ Unstated

PAY GRADE

N / O / Hay: 8.3% / 8.3% / 11.3% / 4.6%
L / M: 11.4% / 13.6% / 13.7% / 9.6%
J / K: 17.8% / 15.4% / 19.6% / 21.7%
H / I: 26.1% / 25.8% / 24.2% / 27.1%
F / G: 15.2% / 15.6% / 15.1% / 16.7%
D / E: 15.0% / 14.8% / 11.4% / 18.1%
B / C: 6.3% / 6.7% / 4.7% / 2.2%

■ All Staff
■ Divorced / separated / widowed
■ Married / civil partnership
■ Single

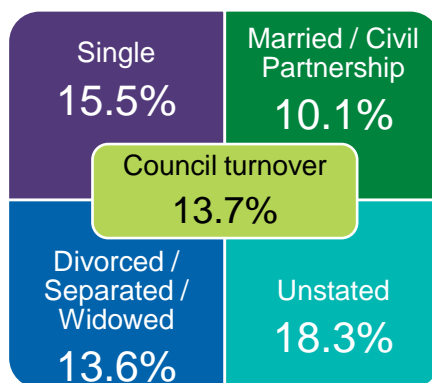| Single 15.5%	Married / Civil Partnership 10.1%
Council turnover 13.7%	
Divorced / Separated / Widowed 13.6%	Unstated 18.3%

Turnover and Leavers

The turnover rate for single staff is higher than the whole council turnover rate.

MATERNITY

The council had 69 employees on maternity leave who returned or left during the period 1st October 2020 to 30th September 2021, of these employees, 65 returned to work after maternity leave and 4 people did not. The figures for the non-returners are low so a further breakdown for equality and statistical reporting has not been included.

The council offers a period of enhanced maternity pay to employees who return to work for a period of at least three months following maternity leave in line with the national local government scheme. The council also has a shared parental leave policy, ordinary parental leave policy and flexible working policy which can provide further flexibility.

Actions

We continue to offer a range of family friendly policies to support staff balance work and responsibilities outside of work including maternity leave, shared parental leave, adoption leave, maternity support and paternity leave, ordinary parental leave and carers leave.

GENDER IDENTITY

Our data has increased this year with 1.4% of the workforce stating the gender their identify with is not the same as their sex registered at birth compared to 0.7% in 2020.

The Gender Identity Research and Education Society (GIRES) estimate that 1% of the UK population has experienced some degree of gender non-conformity.

Actions

- Continue to build staff confidence to disclose information regarding their gender identity and gender re-assignment.
- Continue to engage with staff through the LGBT+ staff network to understand the needs of our transgender staff and raise awareness.
- We have launched new Trans guidance setting out the council's commitment to trans and non-binary employees and guidance on the transitioning process.

Further information

This document can be made available in a number of accessible formats. If you do need this information in an alternative format, or have any other queries, please contact us:

By Post: Human Resources
              Wiltshire Council
              County Hall, Bythesea Road
              Trowbridge
              Wiltshire BA14 8JN

By Email: policyandreward@wiltshire.gov.uk

Inclusion and Diversity Employment Monitoring Report 2022

WILTSHIRE COUNCIL
Staffing Policy Committee
09 March 2022

<u>**Gender pay gap reporting**</u>

Purpose

1. To present the gender pay gap data and report required to be published on behalf of Wiltshire Council for the reference date of 31st March 2021.

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.

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 be published on the council's external website to ensure accessibility to employees and the public. They must remain on the website for a period of 3 years from the publication date.

7. A narrative in the form of a report is published on the website to support the data and as with previous years, this will also include an infographic format to ensure that the data is engaging.

8. All employees meeting the requirements of the legislation are included in the data. Agency workers and those contracted via a service company are not included.

9. For schools, the governing body is responsible for publishing gender pay gap data if they have more than 250 employees.

Key findings

10. The key data and proposed actions are set out in the gender pay gap infographic report (appendix 1).

11. The action plan included in last year's report, contained actions to develop a new inclusion and diversity strategy, launch a reverse mentoring pilot and to encourage and promote participation/membership of our staff networks. The strategy has been launched, the reverse mentoring programme started last year and continues, including pairing senior male leaders with more junior female staff, and the Women's Network has successfully launched with over 100 members and continues to grow.

12. The council is committed to reducing the gender pay gap and improving inclusion, diversity and accessibility and a number of actions have been identified this year. Specifically, the council has sponsored two female delegates from predominantly male service areas to attend the Stepping Up 2022 diversity leadership programme and continues to promote learning and development opportunities to groups of staff that are under-represented at senior level. HR will be using insight from this report and others to support services to address any specific issues. The council will continue to raise awareness and support for female specific issues through the staff network and wider communication and training channels.

13. The council has also become a lifetime partner of Includability, an inclusive jobs board and we continue to promote a range of flexible working options to encourage the recruitment, retention and promotion of women, particularly to support those with caring or childcare responsibilities.

14. The gender pay gap report notes that both the mean and median pay gaps have increased this year. This is due to a decrease in male staff, a greater proportion of who were in the lowest quartile. The significant reduction of male staff in the lower quartile is the result of redundancies following the closure of City Hall in Salisbury, which employed proportionately more men than the overall average. In addition, the ceasing of a number of casuals and variable hours contracts predominantly in Leisure with a greater percentage of men than the overall average, has impacted on the lower quartiles.

15. The council has a lower percentage of women in the upper salary quartile compared with our workforce demographics, however, the number of females in this quartile has increased slightly this year.

16. Positively, the council's gender pay gap is lower than the national gender pay gap and public sector gender pay gap. However, the council is not complacent and will continue to monitor the figures and take the actions indicated on the infographic report.

Environmental Impact of the proposal

17. None.

Equalities impact of the proposal

18. None.

Risk Assessment

19. None

Financial Implications of the proposal

20. None

Recommendations

21. It is recommended that Staffing Policy Committee note the contents of the gender pay gap infographic report and action plan, and the obligations placed on the council with regards to the publication of gender pay gap data.

Joanne Pitt
Director - HR&OD and Transformation

Report author: Laura Fisher, HR Consultant – Pay and Reward

Appendix 1 Gender Pay Gap Infographic Report

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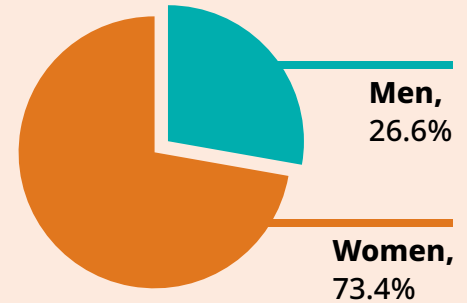
Gender pay gap report

Wiltshire Council (based on data from 31 March 2021)

Under the Equality Act 2010 (specific duties and public authorities) regulations 2017, gender pay gap reporting requires organisations with 250 or more employees to publish a gender pay gap report.

**Headcount: 4163
3055 women, 1108 men**

Men, 26.6%

Women, 73.4%

The headcount figures are based on the GPG reporting requirements

Mean Gap*
Men's hourly rate is **10.3%** higher than women's.
This has increased from **9.8%** in 2020.

Median Gap**
Men's median hourly rate is **9.8%** higher than women's.
This has increased from **5.5%** in 2020.

Average hourly rate
Men: Mean hourly rate of **£17.25**
Median hourly rate of **£15.42**
Women: Mean hourly rate of **£15.47**
Median hourly rate of **£14.01**

£ = £

The gender pay gap is different to equal pay. The council is committed to the principle of equal opportunities and equal treatment for all employees. It has a clear policy of paying employees equally for the same or equivalent work and has appropriate job evaluation, processes, pay audits and gradings structures in place to support this.

Gender pay gap changes

The mean and median hourly rates for both male and female staff have risen this year. Changes to the pay grades in 2019 saw the male median increase, and this has been sustained. The male median pay is more likely to fluctuate owing to lower numbers of staff, with the impact more visible this year due to a higher reduction of male staff proportionate to reduction in women.

Gender bonus payment gap

The mean and median bonus pay gap is 0.0%. Eighteen women (0.45% of headcount) and four men (0.28% of headcount) received a Long Service award of £150. No other bonuses were paid.

Our gender pay gap is less than both the national gender pay gap figures for the whole economy (ONS ASHE provisional figures 2021), and the national public sector figures.

Wiltshire Council gender pay gap
Mean: **10.3%**
Median: **9.2%**

National Public Sector gender pay gap
Mean: **14.8%**
Median: **18%**

National Economy gender pay gap
Mean: **14.9%**
Median: **15.4%**

* Mean – the average of a set of numbers. This is achieved by adding up the values and then dividing by the number of values.
** Median – the middle number in a ranked list of numbers. The median is used to determine an approximate average.

Wiltshire Council

Pay Quartiles

Upper

| Female 64.4% | Male 35.6% |

Upper middle

| Female 74.2% | Male 25.8% |

Lower middle

| Female 74.9% | Male 25.1% |

Lower

| Female 80% | Male 20% |

Our workforce demographics:

| Female 73.4% | Male 26.6% |

The quartile split for each of the four pay quartiles is broadly in line with our workforce demographics of 73.4% female and 26.6% male, although females are comparatively under-represented in the upper quartile and over-represented in the lower quartile. Compared to last year there is 4.33% decrease in the proportion of male staff in the lowest quartile, and a 2.53% increase in the proportion of female staff in the highest quartile. The upper middle and lower middle quartiles have remained fairly static.

Overall, staff numbers have fallen with a 7.3% decrease of all staff across all levels. This is a 4.95% decrease in total female staff and a 13.37% decrease in total male staff.

The % decrease for male staff is more visible in the lowest quartile (-23.81% of the number in 2020) but lower in the upper middle quartile (-4.95%). The significant reduction of male staff in the lower quartile is the result of redundancies following the closure of the arts venue in Salisbury which employed a greater percentage of males and the ceasing of a number of casuals and variable hours contracts predominantly in Leisure with a greater % of males than the overall % average.

Actions to support gender pay equality

Continue to implement our Inclusive Workforce Strategy 2021-2025, with one of the aims being to reduce the gender pay gap to below 3%.

Promotion of our inclusion and diversity calendar through our weekly communications channels and our intranet pages.

Continue to promote a range of flexible working options to benefit those with caring and childcare responsibilities.

Continue the reverse mentoring pilot programme which alongside other pairings includes pairing of senior male leaders with more junior female staff.

Identifying and partnering with services to address service specific issues.

Continue to promote a range of flexible working options to benefit those with caring and childcare responsibilities.

Introduced two new e-learning courses: Equality and Diversity in the workplace and creating an inclusive workplace. Both are mandatory for managers and actively promoted to all staff.

Sponsorship of two female delegates from predominantly male service areas to attend the Stepping Up 2022 diversity leadership programme. Continue to promote our learning and development opportunities to female staff underrepresented at senior level.

Successfully launched our Women's Staff Network, which already has over 100 members including senior leaders and continues to grow. The network organises regular internal and external speakers on issues affecting women in the workplace.

Wiltshire Council