

AGENDA

Meeting: Staffing Policy Committee

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

Date: Wednesday 1 March 2023

Time: 10.30 am

Please direct any enquiries on this Agenda to Tara Hunt of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line or email tara.hunt@wiltshire.gov.uk

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

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Membership:

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

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

Substitutes:

Cllr Liz Alstrom
Cllr Caroline Corbin
Cllr Mel Jacob
Cllr Simon Jacobs

Cllr Bob Jones MBE
Cllr Kathryn Macdermid
Cllr Nabil Najjar

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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](#).

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AGENDA

PART I

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

1 **Apologies for Absence**

To receive any apologies for absence.

2 **Minutes of Previous Meeting** (*Pages 5 - 10*)

To approve and sign as a true and correct record the minutes of the previous meeting held on 5 January 2023.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

To receive any announcements through the Chairman.

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 22 February 2023** 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 24 February 2023**. 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 **Market Supplement Policy** (*Pages 11 - 26*)

To receive the revised market supplement policy for agreement.

7 **Diversity and Inclusion Employment Monitoring Report** (*Pages 27 - 52*)

To receive the updated annual inclusion and diversity employment monitoring report.

8 **Gender Pay Gap Report** (*Pages 53 - 58*)

To receive a report presenting the gender pay gap data.

9 **Urgent Items**

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

PART II

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

None

Staffing Policy Committee

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 5 JANUARY 2023 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Stuart Wheeler (Chairman), Cllr Allison Bucknell, Cllr Carole King, Cllr Ricky Rogers and Cllr Tamara Reay

1 Apologies for absence

Apologies were received from:

- Councillor Helen Belcher
- Councillor Richard Clewer
- Councillor Ashley O'Neill

2 Minutes of Previous Meeting

The minutes of the previous meeting on 29 September 2022 were presented for consideration and it was,

Resolved:

To approve and sign the minutes as a correct record.

3 Declarations of Interest

There were no declarations of interest.

4 Chairman's Announcements

There were no Chairman's announcements.

5 Public Participation

There was no public participation.

6 Tusker

Francesca Hyde, Strategic Projects and Policy Officer, presented a report on the Tusker green car salary sacrifice scheme.

The officer explained that through the scheme employees could sacrifice a fixed amount of their monthly salary in exchange for an electric or hybrid vehicle. The sacrificed amount would be taken from their salary prior to income tax and National Insurance; therefore employees and the council would benefit from paying lower contributions. The scheme was seen as a staff benefit which would help to support recruitment. Full details could be seen in the agenda report.

In response to questions, it was explained that take up of the scheme in neighbouring local authorities was 1.5% in Dorset and 1% in BANES. If 1% of Wiltshire Council employees took part in the scheme that would equate to 45 employees.

Regarding take up of the similar Cycle to Work scheme, exact figures were not known but could be given to Members at a later date.

Members questioned whether they would be eligible for the Tuskar scheme. It was thought that as they were not salaried employees that they would be unlikely to be able to participate in the scheme, however further clarity would be sought and fed back to the Committee.

In response to further questions, it was explained that the National Minimum Wage checks were part of the council's corporate responsibility to staff and were recommended by Tusker in order to protect lower earning employees. There was a range in costs of the cars available, and it was thought that the scheme was affordable for anyone earning over £23,000 per annum. The contract length for employees would be up to 4 years. Employees could choose a shorter term, which would result in higher monthly payments. If an employee left the Council during the term, then they would need to hand the car back. If this was during the first 3 months of the contract an early termination fee would apply.

It was confirmed that Tusker was a private company which operated nationally in many different sectors, including with many Local Authorities.

It was also confirmed that the Council did not operate a car lease scheme, but that there were pool cars that staff could use for work reasons. The pool scheme would continue.

At the end of the discussion, it was,

Resolved:

To note the report.

7 **Corporate Driving at work Policy**

Gemma Morrison, HR&OD Strategic Delivery Manager, presented the revised Corporate Driving at Work policy. The policy had been updated to ensure that it

met statutory requirements and was HMRC compliant. Some of the key changes were highlighted, as listed in part 3 of the report, this included changes to trigger points as detailed at points 56 to 59 of the policy. It was hoped that the increase in points allowed at recruitment stage would broaden the application pool.

Members discussed the report and updated policy, with some expressing concern in the slight relaxation regarding trigger points. Others stated that they felt the policy was quite complex and wondered how it would be received by staff. Officers explained that whilst it was a complex policy it was necessary to ensure that the council was compliant with legislation. Managers would have the responsibility to ensure that their teams understood and complied with the policy.

In response to questions officers confirmed that was a large variety of roles where employees needed to drive on council business and that grey fleet drivers were those who drove their own cars. At the end of the discussion, it was,

Resolved:

That the Staffing Policy Committee supported the revised Corporate Driving at Work Policy.

8 **Workforce Strategy**

Tamsin Kielb, Assistant Director HR&OD, presented the updated Workforce Strategy which was being presented to the Committee for information. The strategy had been through the Extended Leadership Team (ELT), the Corporate Leadership Team (CLT) and would go on to Cabinet for approval.

It was explained that a strategy had already been in place but due to the introduction of Our Identity and the new Business Plan the Workforce Strategy had been updated. Language had been simplified to make it more readable and the team had worked with Heads of Service and staff to make sure that the strategy resonated with them. It was important that the document was not just owned by HR&OD but was adopted across the organisation.

A corporate action plan would be developed to implement the policy and Directors would cascade down through their teams. A Managers Charter was also being developed to ensure consistency across the organisation.

Members questioned calling the workforce public servants and officers explained that there had been a conscious choice to use this phraseology, as the role of staff was to serve the public.

Members also highlighted that the acronym USP used in the report may not be known to all and officers confirmed that this would be expanded to Unique Selling Point in the final version. It was,

Resolved:

To note the updated Workforce Strategy.

9 **Apprenticeship Policy**

Gemma Morrison, HR&OD Strategic Delivery Manager, presented the revised Apprenticeship Policy which had been updated and was now more focused and streamlined. The Council had 58 new members of staff on the apprenticeship programme and 385 had started apprenticeships as upskillers. Around 60 different apprenticeships were currently offered. The updated policy had been through an Equality Impact Assessment panel and the Joint Consultative Committee.

Members asked a question regarding the percentage of care leavers and looked after children which applied for apprenticeships. Whilst the exact figure was not known, apprenticeships were heavily promoted to them.

Further questions were asked regarding the costs to the council of apprenticeships. It was confirmed that the levy paid in each month was greater than the levy paid out.

Numbers undertaking apprenticeships were quite steady over the years, however there were now a lot of apprenticeships which had not previously been available, for example apprenticeships in Planning and Legal.

Members expressed positive views regarding the apprenticeship programme. It was,

Resolved:

That the Staffing Policy Committee supported the revised Apprenticeship Policy.

10 **Pay Policy Statement 2023**

Tamsin Kielb, Assistant Director HR&OD presented the updated draft Pay Policy Statement 2023/24. Updating the Pay Policy Statement was an annual requirement. The main updates to the policy were outlined in the report. A couple were highlighted, these included that candidates could be appointed into roles at the next increment above their salary to take account of their skills and experience and that bonuses could now be paid in exceptional circumstances.

The draft policy would be updated following the release of the Budget Proposals for 2023/24 and would go to Full Council for approval in February 2023.

In response to questions the officer confirmed that the incremental progression, which was frozen for 2023/24, was separate to the NJC pay award. It was,

Resolved:

- 1. That the Staffing Policy Committee approve the updated pay policy statement for 2023/2024 to be presented at Full Council for approval on 21st February 2023.**
- 2. That the Staffing Policy Committee delegate authority to the Assistant Director HR&OD 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 and standby and callout allowances. If agreement on changes to these policies was not reached prior to Full Council, the changes would be made to the pay policy statement for the following year for April 2024.**

11 Workforce Report - July to September 2022

Michael Taylor, Workforce Insight Analyst, presented the latest workforce report. The report had previously been circulated to the Committee for their perusal as the November 2022 meeting was cancelled. Key themes were highlighted by the officer.

Sickness absence had returned to 'normal' pre-COVID levels; however Public Health were suggesting that due to increased rates of flu and COVID over the winter period, sickness absence may increase quicker than was usual.

Employee turnover was discussed. The job market was currently candidate driven as jobs were abundant and there was high competition. There had been increased turnover in the last few years. In some recent cases, pay rates were having an impact which could be a result of the cost of living crisis.

Members were interested in how many leavers went to work for other local authorities rather than the private sector. Whilst the exact figure was not known it was thought that most leavers went to go and work for the private sector.

Agency costs were discussed. These were high in certain services such as social care as there were a lot of vacancies and this was a statutory service which had to be provided. Nationally recruitment was difficult in social care. Agency costs had gone up recently, but prior to that they had previously reduced quite a lot. It was something teams worked hard to reduce.

Members highlighted that people leaving was an issue. However, staff received good training at Wiltshire Council and they would take that training and our ethos with them when they left, benefiting all of society, so that could be seen as a positive. It was,

Resolved:

To note the report.

12 **Urgent Items**

Tamsin Kielb. Assistant Director HR&OD gave a verbal update to the meeting regarding the union's consideration of the changes to terms and conditions such as unsocial hours. Unions had balloted their members with Unite and Unison accepting the changes. However, the GMB did not accept the changes and as a result Wiltshire Council were having talks with GMB and the Advisory, Conciliation and Arbitration Service (ACAS). Conversations were ongoing and further updates would be given to the Committee if required.

On a separate matter it was noted that the breakdown of vacancies by directorate provided to Members should be presented at a future meeting.

(Duration of meeting: 10.30 - 11.20 am)

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communications@wiltshire.gov.uk

Market Supplement Policy and Procedure

Purpose

1. To present the revised market supplement policy for agreement.

Background

2. The market supplement policy and procedure was first implemented in December 2013 and most recently reviewed in 2018. Market supplements are currently applied to approximately 60 role descriptions across the Council.
3. Market supplements are paid against specific roles and all staff employed on that role description receive the market supplement payment.
4. Given the current climate and candidate-driven jobs market, increased requests for market supplement reviews are being actioned. The current market supplement policy and procedure requires amendment to clarify and strengthen the HR processes and requirements before a market supplement can be agreed.

Main considerations

5. The market supplement policy has been updated to provide clarification on the internal HR process and responsibilities for implementing a market supplement payment. This includes the role of the HR Business Partner, HR Pay & Reward and HR Payroll.
6. The policy has been amended to further detail the process of reviewing all market supplements on a yearly basis to ensure that payments are still justified and that the Council remains Equal Pay compliant. This includes the research conducted by the HR Pay & Reward team and the ability for service areas to provide evidence and comment before a final decision can be made by CLT.
7. An amendment at para 1 has been included to ensure that managers seek the approval from the relevant Director before a request for a market supplement is made. In seeking approval, consideration must be given to the wider service area and the priorities of the Council's Business Plan as well as the availability of funds for any potential market supplement.

8. A new provision (para 8) has been included to permit in exceptional circumstances, the ability to look beyond the public sector at comparable jobs at other organisations within the same occupational or specialist field to ensure that the Council remains competitive and attracts and retains the key skills required.
9. The policy has been reviewed and updated to ensure that it is in the most up to date policy format.

Reason for the policy/ changes to the policy

10. The current market supplement policy and procedure requires amendment to clarify and strengthen the HR processes and the criteria and requirements before a market supplement can be agreed.

Environmental impact of the proposal

11. None.

Equalities impact of the proposal

12. The market supplement policy and procedure was last assessed for equalities impacts when it was first implemented and there has been minor change to the policy since that date.
13. The amendments made to the market supplement policy do not cause any additional equality issues.

Risk Assessment

14. None.

Financial Implications of the proposal

15. Any agreement to pay a market supplement will result in an addition to the salary budget for service areas and any potential increase must be considered before submitting a request to review the market.

Recommendations

16. It is recommended that SPC approve the updates to the market supplement policy and procedure.

Tamsin Kielb
Assistant Director HR&OD

Report Author: Laura Fisher, HR Pay & Reward Consultant

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Wiltshire Council Human Resources

Market Supplement Policy and Procedure

This policy can be made available in other languages and formats such as large print and audio on [request](#).

What is it?

A market supplement is a payment in addition to your annual salary and applies where there is clear evidence that the job evaluated pay rate for the role would not be sufficient to recruit and retain staff.

Go straight to the section:

- [Criteria for market supplements](#)
- [Labour market research](#)
- [Process for requesting a market supplement](#)
- [Authorisation of market supplements](#)
- [Market supplement payments](#)
- [Skills shortages](#)
- [Review of market supplements](#)
- [Re-grading of a role in receipt of a market supplement](#)
- [Redeployment](#)
- [Employees in receipt of pay protection](#)
- [Appeals](#)
- [Market Supplements and Equal Pay](#)
- [Roles and responsibilities](#)
- [FAQs](#)

Who does it apply to?

This policy applies to all Wiltshire Council employees who are subject to the GLPC and HAY job evaluation schemes, unless a separate contractual policy applies to a transferred employee to whom separate TUPE terms and conditions of employment apply. This policy does not apply to teaching and non-teaching staff employed in maintained schools or academies.

When does it apply?

Market supplements will only apply where there is clear evidence that the Council's job evaluated basic pay rate for that occupation or specialism would not be sufficient to recruit and retain the staff required.

When does it not apply?

If there is no clear evidence of difficulties to recruit and retain specific occupations and specialisms, and criteria are not met, a market supplement will not apply to the post.

Market supplement payments do not apply to posts or employees on Soulbury, Centrally Employed Teachers, or Youth and Community terms and conditions of employment.

What are the main points?

Prior to requesting a market supplement payment

1. Before managers can request a market supplement payment for a particular post, they must seek approval from the relevant Director, demonstrating that all of the following options have been considered:
 - A review of the duties and knowledge requirements detailed in the Role Description (RD) has been undertaken to ensure that these are accurate and up to date. Any changes should be evaluated through the appropriate job evaluation scheme.
 - Alternative ways of distributing the duties have been considered.
 - A review of the roles and responsibilities for the whole team has been undertaken to ensure that these are in line with the organisational design principles for efficient structures.
 - The available budget/funds to support any potential increase in salary budget should a market supplement payment be authorised.
 - A review of the wider service area has been undertaken to ensure that any request for a market supplement is aligned with the Business Plan priorities.

Criteria for market supplements

2. Jobs evaluated using the GLPC and HAY job evaluation schemes may be paid a market supplement if they meet all the following criteria:
 - The rate of pay for the job is less than that for comparable jobs in other organisations.
 - The difference in pay has adversely affected recruitment and/or retention.
3. If both of these criteria are not met, a market supplement payment will not be considered.
4. Evidence in support of these criteria will be assessed by HR&OD and a decision made whether to conduct labour market research on comparable jobs to determine whether a market supplement is applicable.

5. Evidence should include (but not limited to):
 - the number of times a job has been advertised without a satisfactory response (a poor response may be a result of factors other than salary)
 - poor response to adverts both in terms of quantity and quality of candidates
 - staff turnover levels within the last 12 months demonstrated to be a result of salary
 - job adverts for comparable roles (as defined below) at higher salaries
 - lack of available skills due to skills shortages in the wider market and/or specialism
 - risk of loss of essential skills and experience which would have a detrimental effect on service delivery
6. For the purpose of market supplement payments, a comparable job is a job that:
 - is within a county council or another unitary authority;
 - is within the same, similar, or neighbouring regional area;
 - is within a similar team and hierarchical structure and;
 - is of a similar job size.
7. Private sector roles will not be used as comparable jobs. These roles will have different working environments and significant differences in the conditions of employment.
8. However, on rare occasions there may be an exception where the Council is in direct competition for the same specialist skills regardless of sector worked within. In this case, job descriptions and further information such as job structures and conditions of employment for these organisations may be sought to determine whether these are comparable jobs.

Labour market research

9. The grade at spinal column point 1 (SCP1) within each grade for the Wiltshire Council graded role description, will be used as a benchmark salary for labour market research. This will include any market supplements already applied to the role where applicable.
10. The role description and structure chart for each role will be used to ensure that the labour market is checked against similar job content and structure.
11. To determine whether a market supplement is applicable, data from regional benchmark groups and independent pay research surveys will be used and an average salary provided of all comparable roles.

12. Where independent research is undertaken, the appropriate GLPC or HAY job evaluation scheme will be used to determine whether the roles are of a comparable size.
13. For GLPC graded roles, the minimum market supplement that will be paid is 5%. Any difference in the Wiltshire Council salary (SCP1) and the labour market research that is less than 5% will not be paid, and a market supplement will not be applicable.
14. For hay graded roles, market supplements are based on the upper quartile or upper decile pay for the evaluated job role.

Process for requesting a market supplement

15. Once approval for consideration of a market supplement has been received from the relevant Director, the manager of the team for which a market supplement is being considered should contact their HR Business Partner to discuss the request and provide initial evidence (as detailed above).
16. HR Pay & Reward will consider this evidence and carry out further research and benchmarking of the labour market as well as the turnover/difficulties to recruit, to determine whether a market supplement is applicable. Recommendations whether there is a case for a market supplement will be provided via the HR Business Partner.
17. Once labour market research has been completed and recommendations made, the relevant head of service in agreement with their director should put forward a proposal in the form of a written report outlining the business case and evidence for a market supplement. This may only be done if the criteria set out above are met and all other options have been considered.
18. The report must include budget information including the approximate additional yearly cost of the market supplement to the staffing budget and the effective date of the payment. In rare cases where a generic RD ref exists across teams, it must also include clarification and the rationale for which teams and/or specialisms the market supplement is requested for.
19. Once complete, the report should be submitted for review to the relevant HR Business Partner.

Authorisation of market supplements

20. The decision to pay a market or retention supplement is subject to clear evidence that the role is paid at a higher salary in comparable organisations and that this has adversely affected recruitment and/or

retention. Payment will only be awarded if all other initiatives and alternatives have been explored.

21. The Assistant Director - HR&OD in conjunction with the Corporate Leadership Team (CLT) will agree whether the market supplement should be paid based upon the evidence provided and research conducted by HR&OD and presented in the form of a final written report.
22. A copy of the final written report and CLT decision will be retained by HR Pay & Reward for future record.
23. A market supplement is not intended to reward individual employee or group performance but is a means of recruiting and retaining the workforce skills required and will only be applied if there is sufficient evidence.

Payment of market supplements

24. Once a market supplement has been approved for a role, it will apply to all existing employees on the same role description and to new employees on appointment. In exceptional circumstances where a market supplement does not apply to all employees on the same generic role description, the rationale for this must be stated in the written report and approved by CLT.
25. The manager in conjunction with HR Pay & Reward will confirm with HR payroll the market supplement amount, effective date, and the role description (and employees) applicable so that payments can commence.
26. For new appointments, the market supplement will be identified on the employment contract on starting employment with Wiltshire Council.
27. If a market supplement is determined during employment at a later date, confirmation will be provided to the employee.
28. For GLPC graded roles, a market supplement will be expressed as a percentage applied to the employee's current point within the pay grade. If the employee moves up an increment within the grade, the same market supplement percentage will be applied at that point. Employees will receive a monthly payment for the market supplement in addition to their normal salary and this will appear as a separate entry on payslips.
29. In the case of hay graded roles, a supplement will only apply to the individual employee (or small group of employees) and will be removed from the role on the individual ceasing employment with the Council.

30. For hay graded staff, a market supplement will be expressed as a new salary range either at the upper quartile or upper decile and this will appear as the normal salary on the payslip.
31. A market supplement will not alter the grade of a role as determined through the GLPC or HAY job evaluation scheme.
32. Market supplement payments are pensionable and subject to national insurance and tax contributions.

Critical skills and staffing shortages

33. In exceptional circumstances, where a specific professional area/field has been determined as being impacted by skills and/or resource shortages and there is strong competition for staff in this area, and as a result paying at the median and/or in line with the market is not sufficient to recruit/retain skills, consideration may be given to paying specific roles at a higher rate.
34. Evidence should be provided to HR&OD in support of the need to pay at a higher rate, who will consider:
 - the severe recruitment difficulties experienced and the impact upon the service/team;
 - the strong competition in the market for candidates
 - the lack of candidates (skills shortage) in the market
35. Labour market research and/or the HAY databank rates will be used to determine the appropriate salary to be paid. The difference in the evaluated grade for the role and the higher rate as determined by the labour market research and/or HAY databank will be calculated by HR&OD, and paid as a market supplement for GLPC graded roles and a different salary range for HAY graded roles.

Review of market supplements

36. Market supplements will be reviewed on a yearly basis (usually each April) unless otherwise stated for business reasons.
37. HR Pay & Reward will carry out the review taking into account factors such as the market rate for comparable jobs, recruitment and retention difficulties, and skills shortages within the area of specialism.
38. Data in support of the market supplement review and recommendations to CLT will be provided to directors and heads of service and they will be provided with the opportunity to provide further evidence and comment.

39. The outcome of the market supplement review will be discussed with final decision agreed by CLT.
40. A market supplement may be withdrawn, reduced or increased depending upon labour market conditions.
41. If, following the review, there is no evidence to support the continued payment of market supplements for a role, the payment will be either withdrawn or reduced.
42. If the payment is withdrawn, the employee's salary will be protected for 12 months from the date of the review. The total of basic pay and market supplement will be frozen for the 12 months' notice period (with no cost of living awards or increments being applied to the supplement amount) after which the supplement will be withdrawn. For new employees to the role this will take immediate effect on appointment.
43. If the payment is reduced, this will take effect from the review date (e.g. 1st April each year).
 - If the reduction in market supplement is 5% or above, the difference will be protected for a period of 12 months from the date of review.
 - If the reduction in market supplement is less than 5%, protection will not apply.
44. If the payment is increased, this will be applied with effect from the review date (e.g. 1st April each year).
45. Employees will be notified of the outcome of a market supplement review.

Re-evaluation of a role in receipt of a market supplement

46. If a role in receipt of a market supplement is reviewed through the job evaluation scheme, the market supplement applicable will also be considered.
47. If the role has a minor change in content or responsibility and there is no change in grade, the market supplement will continue. However, the role will still be subject to the yearly process of review each April.
48. If the role content has changed substantially and/or the grade has changed, the market supplement payment will be reviewed.
 - If the grade has increased, the labour market will be checked to determine whether a market supplement is still applicable. A supplement will only apply if labour market conditions show that this is justified.
 - If the grade has increased, and the market supplement still applies, the supplement may reduce so that the new grade and supplement

are not higher than the original grade and supplement. A market supplement of less than 5% will not be paid.

- If the job content and job size has reduced, and therefore the grade is lower, a review of the labour market will be carried out to determine if a supplement payment is applicable for the revised role.

Redeployment

49. If an employee's current role has a market supplement and they are redeployed into another role without a market supplement, the value of the market supplement payment will be taken into account when assimilating to an SCP within the grade for the new role.
50. If an employee's current salary including market supplement payment is higher than the top of the grade of the redeployment role, they will be placed at the top of the grade and any market supplement payment above this will cease.
51. If on assimilation, the market supplement payment means that they fall between SCPs within the grade, they will be assimilated to the SCP above.
52. If an employee is redeployed into a role with a market supplement and the combined value of the grade and market supplement equates to lower than current salary, they will be assimilated to an SCP taking into account the market supplement so that the base pay and market supplement of the redeployed role is not above current salary.

Employees in receipt of redeployment pay protection

53. If an employee is in receipt of pay protection and their role is awarded a market supplement that exceeds the salary with protection, the protection will cease and the market supplement payment will apply.
54. If an employee is in receipt of pay protection and their role is awarded a market supplement that is lower than their salary with protection, they will receive the market supplement payment and the amount of protection will reduce so that the amount including market supplement and pay protection does not exceed the original protected amount.
55. For example, if an employee currently has £3,000 pay protection and the role is awarded a market supplement payment equating to £2,000, pay protection will reduce to £1,000.

56. If the amount of pay protection is reduced as a result of a market supplement payment, the protection will remain until the end of the original pay protection period.
57. As market supplement protection and pay protection are separate, if the market supplement for a role is subsequently reviewed and withdrawn, the market supplement protection will apply for a period of 12 months from the date of review.

Acting Up / Secondments

58. If a role has a market supplement and an employee is acting up or is seconded to another role, the payment will be taken into account when assimilating to an SCP within the grade for the acting up / secondment role.

Appeals

59. If, following a review of market supplement payments it has been determined that a market supplement for a role is no longer applicable or has been reduced, the employee has the right of appeal.
60. Appeals must be submitted in writing to jobevaluation@wiltshire.gov.uk within 10 working days of receiving notification of the outcome of the market supplement review.
61. Within the appeal, employees must submit evidence demonstrating that labour market conditions indicate a market supplement payment should be made. This may include (but is not limited to): job descriptions or salary details of roles within comparable organisations as defined by the criteria above.
62. Acknowledgement of the appeal will be provided within 5 working days.
63. The appeal will be considered by HR&OD who will review the supporting evidence against the evidence used for the review. A further independent review of benchmark information may be carried out to support this.
64. The Assistant Director – HR&OD, in conjunction with the Corporate Leadership Team (CLT) will determine whether a market supplement should be paid.
65. Notification of the outcome of the appeal will be provided within 5 working days. There is no further right of appeal.

Market Supplements and Equal Pay

66. Equal Pay legislation requires that to ensure equal pay principles are followed, market supplements are only awarded in cases where a 'genuine material difference' can be demonstrated.
67. As a result, if a market supplement is introduced to a particular post and role description, it will not automatically mean that the payment will apply to other posts within the same service area or on the same job family profile.

Frequently asked questions

68. I am in a role which has a market supplement and I have applied for another role within the council. Will my market supplement be taken into account when assimilating to the new grade?

If you are appointed to a higher graded role within the same team, you will be appointed to an SCP in your new grade taking into account your market supplement payment. Any market supplement payment that is above the top of your new grade will be lost.

69. I am in a social work / social work manager role in the Safeguarding team which receives a market supplement. If I move social work teams or roles, will my market supplement be taken into account when assimilating me to the new grade?

No, the market supplement that applies to social work roles in the Safeguarding team will not be taken into account if you move social work roles out of these teams. A market supplement payment is applicable to experienced and senior social workers in the Safeguarding team to recognise the market pay rate and difficulties to recruit and retain skills in this area of children's services. Moving out of these roles does not require such arrangements.

70. I have been told that my market supplement payment will be withdrawn following a review. Will I receive market supplement protection?

Yes. You will receive market supplement pay protection for a period of 1 year.

71. Following a service review, I have been redeployed into a role without a market supplement but my current role has a market supplement. Will the market supplement payment be protected?

No. Redeployment protection is on base pay only.

72. I have pay protection in my current role which has now been awarded a market supplement payment. Will the market supplement apply to the protected amount?

Yes. You will receive a market supplement payment on your protected salary subject to the criteria set above.

73. Is my market supplement taken into account for redundancy payment purposes?

Yes. A redundancy payment is based on actual pay and will therefore take into account a market supplement.

74. Am I able to receive my market supplement payment as a yearly payment?

No. You will receive the market supplement as a monthly payment.

75. Does the market supplement payment apply to additional hours?

Yes, any additional hours will be paid at your pay rate including the market supplement payment.

76. I am on maternity leave, will my market supplement be taken into account when calculating maternity pay?

Yes, the market supplement will be included.

77. Following a request, it has been determined that a market supplement should be applied to my role. What will be the effective date for the market supplement payment?

If a market supplement has been agreed for your role, your manager will (in conjunction with HR&OD) confirm the effective date of the payment. However, any payment will not be backdated more than 8 weeks from the original request to consider a market supplement payment.

78. My post has a market supplement, for what payments is this supplement taken into account?

Your market supplement is taken into account in the following payments:

- maternity pay
- paternity pay
- adoption pay
- sick pay
- contractual overtime

79. I am on a generic role profile (i.e. OS11) and I do not have a market supplement for my post. However, other employees on the same generic role profile but within a different team/function have a market supplement applied to them. Why is this so?

It is the role description and not the generic role profile to which a market supplement is applied. Alongside the generic role profile you will have been provided with a role description which outlines the specific duties required of your post. Other employees on the same generic role profile will have a different role description outlining specific duties required of the post and for this occupation a market supplement may be required.

Definitions

GLPC scheme – Greater London Provincial Council job evaluation scheme

Equal Opportunities

This policy has been Equality Impact Assessed to identify opportunities to promote equality and mitigate any negative or adverse impacts on particular groups.

Further information

There are a number of related policies and procedures that you should be aware of including:

- Job Evaluation Policy and Procedure
- Collective Agreement on Pay and Grading

For further information please speak to your supervisor, manager, service director or contact your [HR case adviser](#).

| | |
|---------------------|---------------------------|
| Policy author | HR Policy and Reward Team |
| Policy implemented | 10-12-2013 |
| Policy last updated | 14.02.2023 |

Inclusion and Diversity Workforce Monitoring Report

Purpose of Report

1. The purpose of the report is 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 2022 Wiltshire Council published its [inclusion and diversity employment monitoring report](#) on the Wiltshire Council website.
3. The council is required to publish the updated inclusion and diversity employment monitoring report for 2021/2022 by 31st March 2023. The headcount figures in this report have been based on workforce data as of 1st October 2022 or, where monitoring information is reviewed over a year, the reference period used is 12 months up to 1st October 2022 (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. The Office for National Statistics (ONS) undertook a new national census in 2021 and workforce data on this report has been compared against the census data for Wiltshire which was available at the time when this report was produced. The ONS data summaries that have been used for comparison in the report - except for gender identity, marital status, and sexual orientation - include the whole of the Wiltshire population, and not just the working age population. Further analysis will be undertaken in the future once age-specific datasets are released by the ONS.
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. 12). Where figures are low for 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 8 and 10).
9. As part of our PSED, the council is required to publish equality objectives. The current Equality Objectives 2023-2026 are:
 - Deliver on the vision of the Inclusive Workforce Strategy
 - Achieve an excellent standard of understanding and working with our communities, measured against the Equality Framework for local government.

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. The council collects equalities monitoring and reports on all the protected characteristics in addition to caring responsibilities.
12. The monitoring information set out in this report has been collected from the council's management information system (SAP), our recruitment system (Talentlink), and the completion of an equality monitoring questionnaire which is sent out to staff annually. The council also collects additional information through the employee experience survey.
13. The equalities monitoring questionnaire was supported with clear information about why we were collecting the information and how it would be used. Staff are 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.
14. This year's report shows our unstated figures have improved across most areas compared to previous years, however, this remains an area of focus for the council.
15. 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.
16. The report shows an increase in the number of under 25s working for the council, who make up 7.2% of the workforce compared to 6.8% in 2021. However, in relation to recruitment, the percentage of under 25s appointed has decreased compared to last year from 10.5% to 8.4%. We will continue to look at improving this representation through targeted social media campaigns, careers fairs, and increased level of apprenticeship provision and work experience of under 25s.
17. 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.
18. Overall, the council's staff turnover has increased this year to 15.1% from 13.7% and this is reflective of the buoyant job market which has placed an increased demand for talent. The highest turnover rate of 28.6% is in the over 65 age group with the majority leaving for retirement followed by the under 25 age group with a turnover rate of 25.5%. This percentage is significantly higher than the council average turnover and has remained high in the last few years (24.75% in 2021, 24.6% in 2022 and 25.5% this year). Work is underway to see how this can be reduced.
19. The percentage of females in the top salary band (N/O/Hay) has very slightly decreased compared to last year (from 6.5% in 2021 to 6.4% in 2022). 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. The programme has now been rolled out to the rest of the organisation.

21. We have sponsored two female staff members who are in the process of completing the [Bristol Stepping Up 2022 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.
22. Inclusion is at the heart of our vision 'to build stronger communities' and is one of the elements of 'Our Identity'.
23. We have recently appointed Kate Blackburn, Director of Public Health, as our new Council's Inclusion Champion, who chairs the Equality, Diversity, and Inclusion (EDI) steering group and provides strategic oversight for programmes of work relating to EDI. The steering group is made up of an EDI representative from each directorate at Head of Service level and the staff network leads.

Environmental Impact of the Proposal

24. None.

Equalities Impact of the Proposal

25. As set out in the report.

Risk Assessment

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

Options Considered

27. None.

Recommendation

28. 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

Tamsin Kielb
Assistant Director HR&OD

Report Authors: Leire Fernandez, HR Policy, Diversity and Inclusion Officer

Appendix 1 Inclusion and diversity workforce monitoring report

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Inclusion and Diversity Employment Monitoring Report 2023

Contents

| | |
|--|----|
| Introduction | 3 |
| Equality objectives | 3 |
| Inclusive Workforce Strategy | 3 |
| Equality, Diversity and Inclusion (EDI) steering group | 3 |
| Our commitment to driving change | 3 |
| Methodology | 5 |
| What information is included in this report | 6 |
| Workforce data and findings | 7 |
| Organisational overview | 7 |
| Ethnicity | 8 |
| Disability | 10 |
| Sex | 12 |
| Age | 14 |
| Sexual orientation | 16 |
| Religion and belief | 17 |
| Caring responsibilities | 18 |
| Marital status | 19 |
| Maternity | 20 |
| Gender identity | 20 |
| Further information | 21 |

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 (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 2022 or, where monitoring information is reviewed over a year, the reference period used is 12 months up to 1 October 2022 (for recruitment, leavers etc). The report does not include casual staff.

Equality Objectives

As part of the public-sector equality duty the council is required to identify equality objectives. The current Equality Objectives 2023-2026 are:

1. Deliver on the vision of the Inclusive Workforce Strategy
2. Achieve an excellent standard of understanding and working with our communities, measured against the Equality Framework for local government.

As part of the policy framework, these objectives will be formally adopted by the Council in May 2023.

Further details of the council's equality objectives can be found on the [council website](#).

Inclusive workforce strategy 2021 - 2025

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”**. The council's Inclusive workforce strategy and action plan were informed by reviewing data and insight on our workforce and from staff surveys, as well as reviewing our policies and practices against the Local Government Equality Framework.

Equality, Diversity, and Inclusion (EDI) steering group

To support the delivery of the Inclusive workforce strategy, we relaunched an EDI steering group, chaired by the Council's Inclusion Champion (member of our Extended Leadership Team and a Director), to provide strategic oversight for programmes of work relating to EDI. The steering group is made up of an EDI representative from each directorate at Head of Service level and the staff network leads.

The purpose of the council's Equality, Diversity, and Inclusion (EDI) Steering Group is to provide strategic oversight and assurance for Wiltshire Council's programmes of work relating to Equality, Diversity, and Inclusion. It is an opportunity to share authentic employee voice, implement the inclusion strategy, improve outcomes, raise awareness, and identify areas for development.

Our commitment to driving change

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 recognise and 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. 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 amended policies and procedures. Representatives from HR&OD, Executive Office, trade unions and members of our staff networks attend the panels to ensure a breadth of perspective. Further information on Equality Analysis can be found on our [website](#).

4. 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.

We have delivered and continue to deliver several equalities events, working with multiple partners across the South West and beyond, including eighteen 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 available to employees and external partners– including staff from across the NHS and other organisations. We have plans to introduce a new Cultural competence in the community training in 2023 which will be available to all employees and managers.

We will be launching Inclusion cafés, an opportunity for employees to share their experiences of inclusion at work; and a buddy programme which will pair up new starters at the council with existing employees with the aim of supporting new employees navigate the first few weeks at the council.

After the successful reverse mentoring pilot, we have now expanded and rolled out the programme to the rest of the organisation. In addition to senior leaders, heads of service, middle managers, and staff in key influential positions such as HR, can now also take part and be mentored by a junior employee or member of the staff networks. Reverse mentoring provides safe spaces to gain honest and relevant feedback and gives senior leaders an opportunity to learn from the lived experience of employees.

We have successfully implemented a Mediated Resolution approach, a voluntary and confidential method of resolving workplace conflict. Trained, impartial mediators have worked with over thirty colleagues in the last year to support effective dialogue to resolve conflict with a view to reaching an agreement about how to work together effectively. All respondents to the participants' evaluation survey have reported that the process resolved the conflict/issue either fully or in part, and all respondents to the referrers' evaluation survey have reported that they would use Mediated Resolution again and would recommend Mediated Resolution to colleagues.

We have launched a Mental Health Advocates (MHA) initiative to support the council to promote positive mental health and normalise talking about mental health in the workplace. The MHAs are a team of trained employee volunteers who can support employees via 1-2-1 conversations and signposting to resources.

A [diversity calendar](#) is published annually with regular communications to promote awareness and understanding of key dates and events through our internal weekly communications and social media.

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

We also organise (and support our networks in organising) regular events including one-off talks, webinars, and conferences to promote awareness and understanding of equality, diversity and inclusion issues.

Methodology

1. How we collect equality information

The monitoring information set out in this report has been collected from the council's management information system (SAP), our recruitment system (Talentlink), and the completion of an equality monitoring questionnaire which is sent out to staff annually. The council also collects additional information through the employee experience survey.

The equalities monitoring questionnaire was supported with clear information about why we were collecting the information and how it would be used. Staff are 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.

The council is currently going through a transformation phase with plans to implement a new enterprise resource planning (ERP) solution late in 2023. The new ERP will help us use and analyse diversity and inclusion data more effectively and we will be reviewing our data collecting methods as part of our work to improve our workforce data analytics capability.

2. 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 ensure equality of opportunity for all.

3. Data gaps

The unstated figures across most areas have decreased this year although they remain high for some protected characteristics. We will continue to seek to address this gap in data and reduce the unstated figures by building confidence amongst staff in sharing information.

4. Census 2021

The Office for National Statistics (ONS) undertook a new national census in 2021 and workforce data on this report has been compared against the census data for the whole of the Wiltshire population as opposed to the age-specific data sets (i.e., working age population) which are not yet available. Further analysis will be undertaken in the future once age-specific data sets are released by the ONS.

What information is included in this report

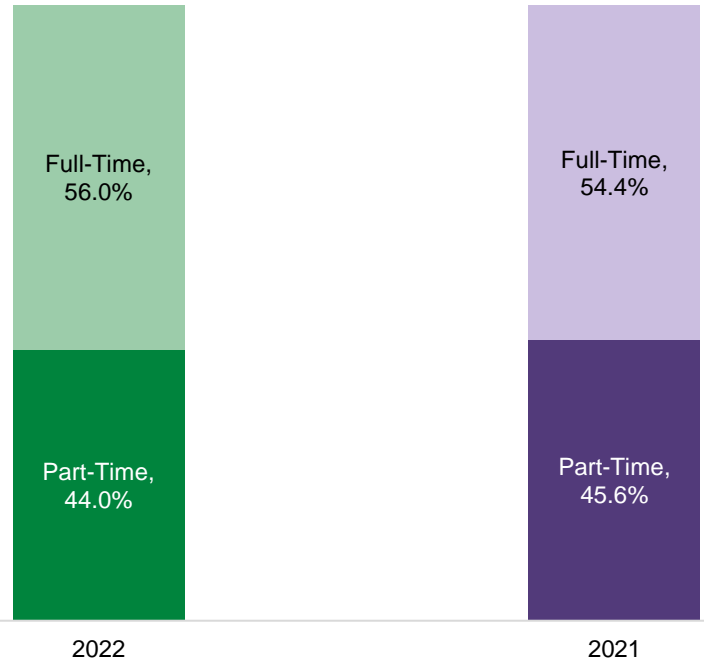
This report sets out data based on the key areas of the employee lifecycle which the council currently monitors. These are:

- **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.
- **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 proportion 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 small 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.

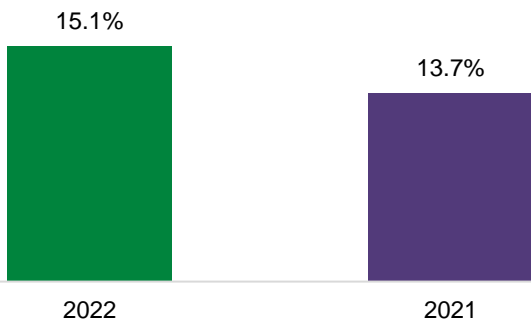
ORGANISATIONAL OVERVIEW

The total headcount of staff in post as of 1 October 2022 has increased slightly from last year. 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.

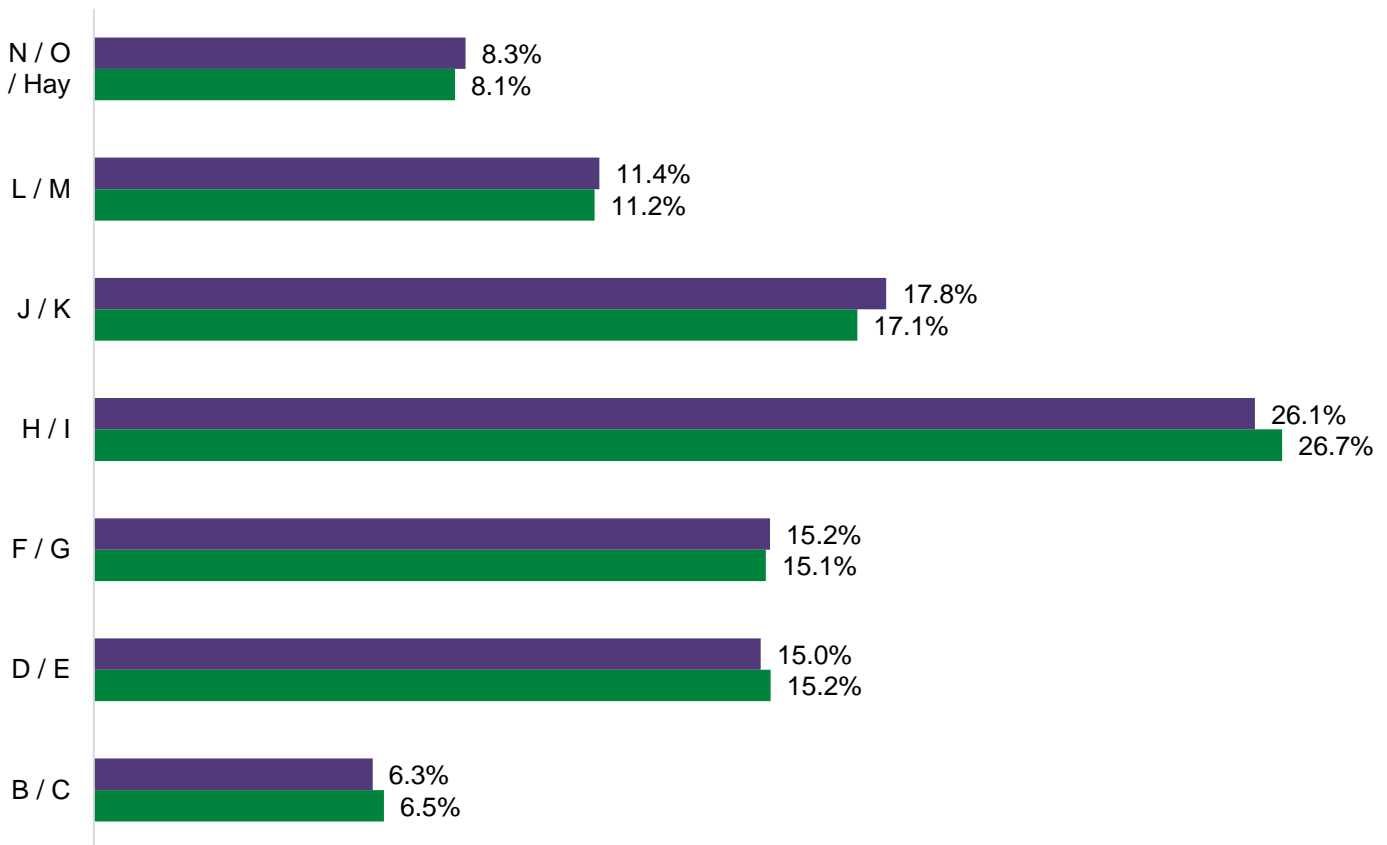
HEADCOUNT BY PART-TIME AND FULL-TIME



TURNOVER RATE

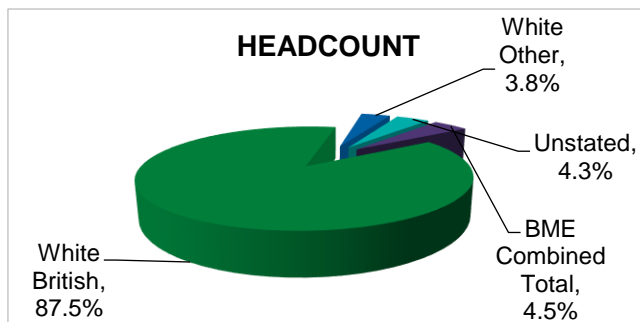


PAY GRADES



ETHNICITY

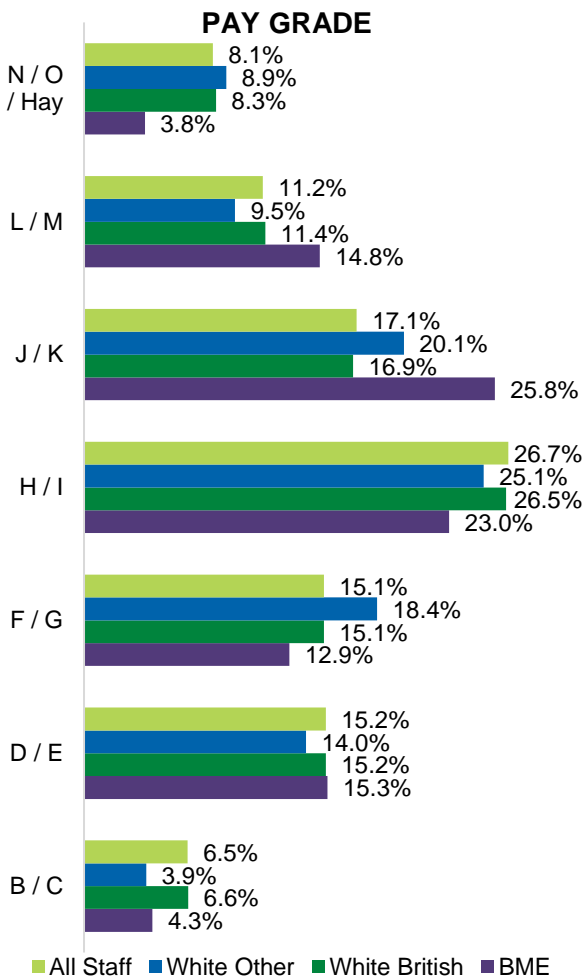
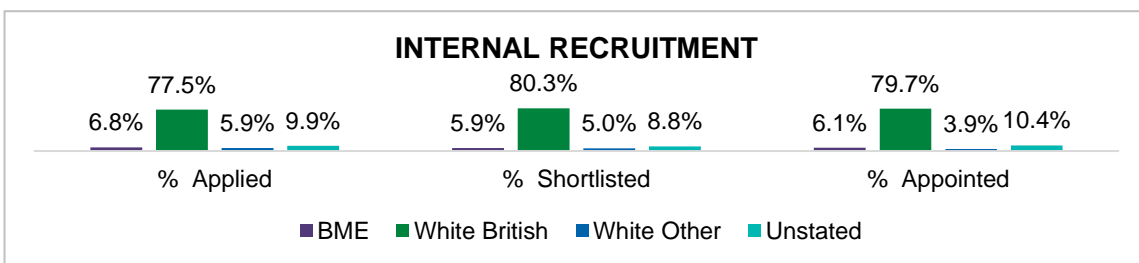
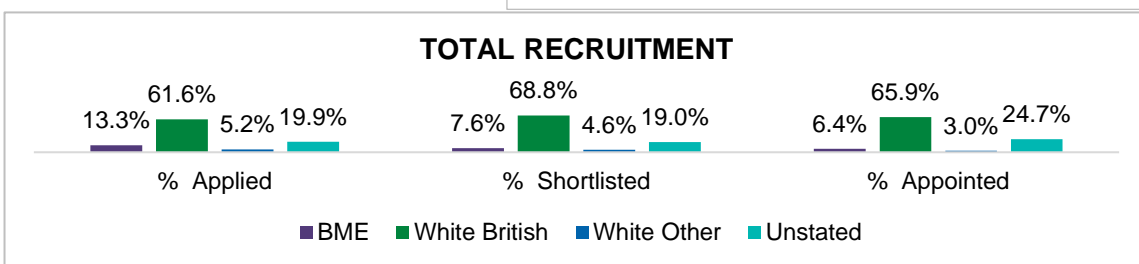
4.5% of the workforce indicated that they have a BME background compared to 3.7% in 2021. The figures from the Wiltshire census 2021 indicate that 5.7% of the population in Wiltshire have a BME background and 3.8% a White Other background. When compared with the latest census data, Wiltshire Council's BME workforce is marginally lower than the BME population in Wiltshire. 95.7% of staff have disclosed their ethnicity. This is an improvement on the figures from last year where 94.1% of staff disclosed their ethnicity.



Recruitment

The proportion of people appointed from a BME background was less than the proportion of total applicants from the same group.

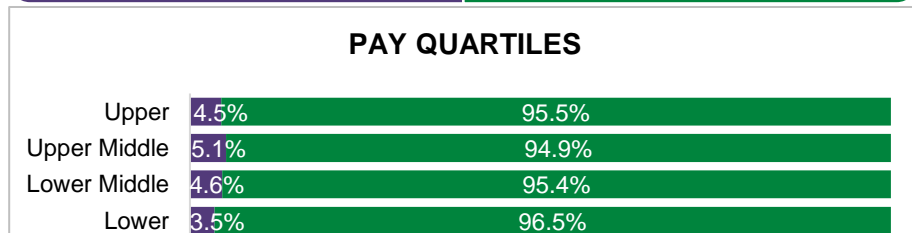
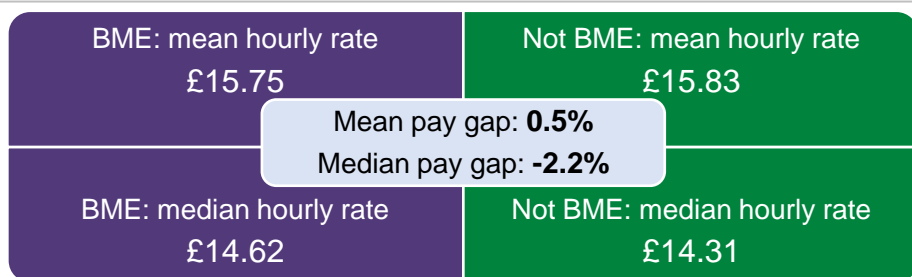
The proportion of appointments made for the White Other ethnic group is also lower compared to the proportion of applicants from the same group for both total and internal recruitment.



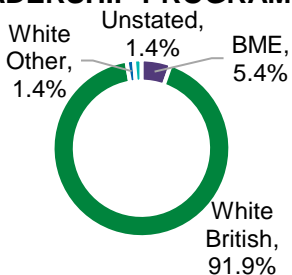
Remuneration, Pay Gap, and Pay Quartiles

The largest representational proportion of BME staff (48.8%) is concentrated in the salary grades H-K. The proportion of BME staff in the upper grades N/O/Hay has decreased from 5.3% in 2021 to 3.8% in 2022. This represents a small actual number, and it is not an area of concern.

The mean ethnicity pay gap has reduced from 1.6% to 0.5% compared with last year. The median pay gap remains negative (-3.4% in 2021 and -2.2% in 2022) with the BME median hourly rate higher than the non BME median hourly rate. The ethnicity pay quartiles show a slight increase from last year, with a higher proportion of BME staff in the upper quartile (4.2% in 2021 and 4.5% in 2022).



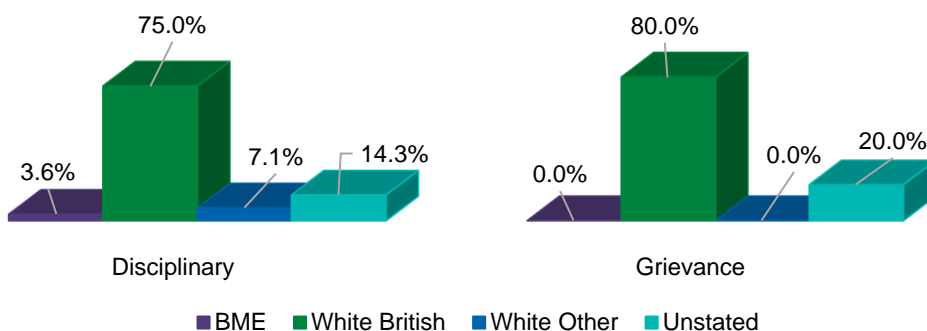
LEADERSHIP PROGRAMME



Wiltshire Leadership Programme Attendance

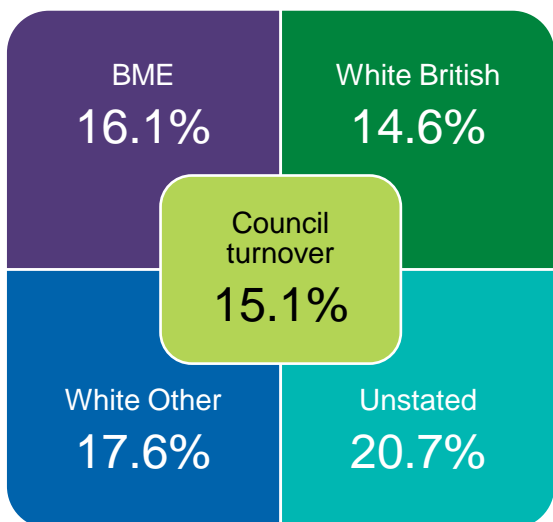
Participation in the Wiltshire leadership programme by BME staff was 5.4% which is higher compared to last year (3.6%), and higher than workforce proportionality. Participation by employees from a White Other background has decreased from 4.9% last year to 1.4%.

DISCIPLINARY AND GRIEVANCE CASES



Disciplinary and Grievance Cases

No grievances were raised by BME or White Other staff in this period. The proportion of disciplinaries for BME staff was 3.6% which is lower than in the previous period (12.5% in 2021). People from a White Other ethnicity represented 7.1% of all the disciplinaries and this is proportionally higher than the workforce figures. The figures, however, represent small numbers.



Turnover and Leavers

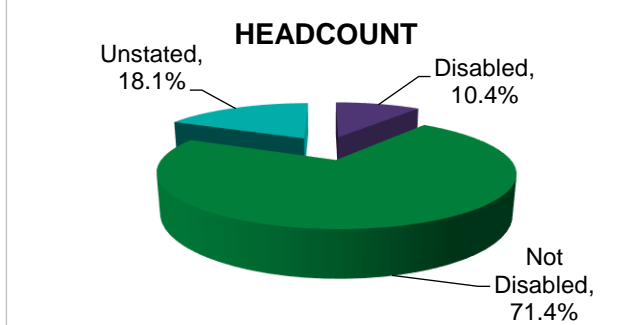
The turnover rate for BME staff (16.12%) and White Other staff (17.58%) are higher than the whole council turnover average (15.12%). The main reason for leaving for all groups, as in previous years, was resignation.

DISABILITY

The figures from the census 2021 indicate that 17% of the population in Wiltshire have their day-to-day activities limited a little or a lot because of a health condition or disability.

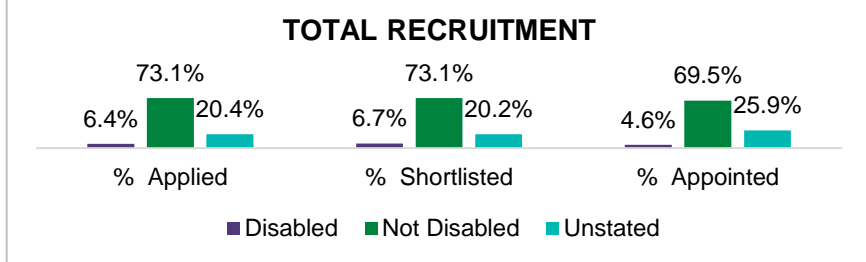
10.4% of the workforce has declared a disability compared to 9.4% in last year's report. 81.8% of staff have disclosed whether they consider themselves to have a disability or not, compared to 80.6% in the last period.

Mental Health conditions made up the highest proportion of type of disability. This saw a rise from 17.7% in 2021 to 20.5% this year.



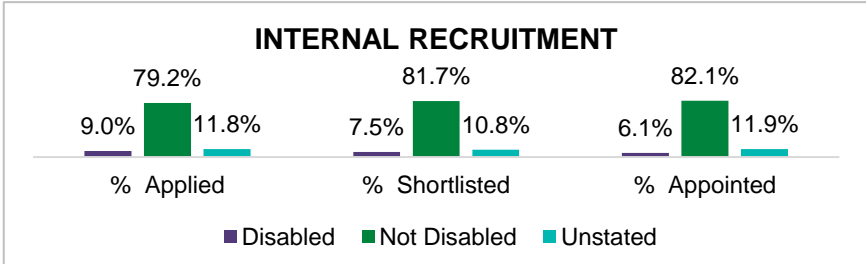
Total recruitment

A lower proportion of people appointed were disabled compared to the proportion of total applicants who were disabled. The percentage appointed is lower than last year's report of 5.7%.

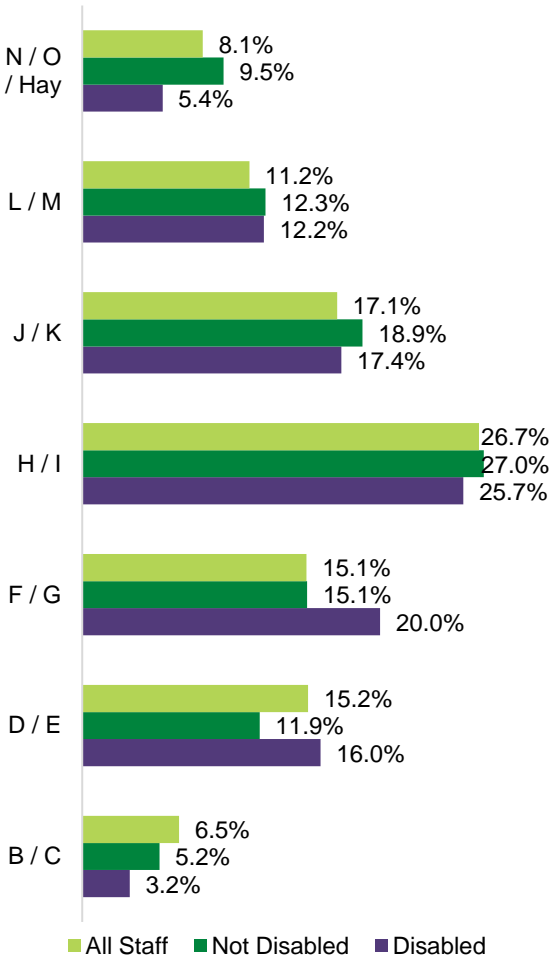


Internal recruitment

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



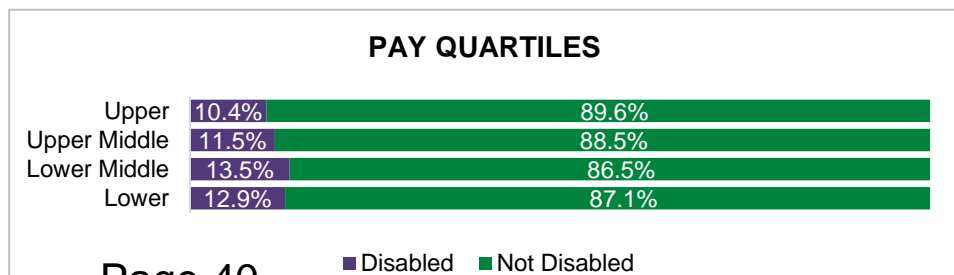
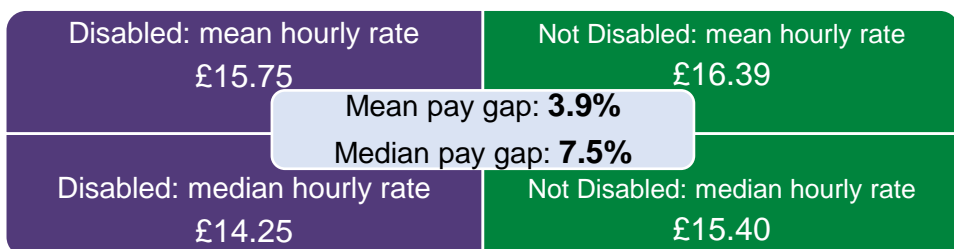
PAY GRADE



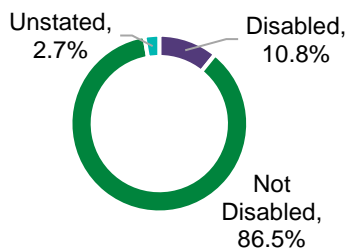
Remuneration, Pay Gap, and Pay Quartiles

Staff with a disability are represented at most levels of the grading structure but are proportionally less represented in the highest (N/O/Hay) and lowest (B/C) grades. 45.7% of all disabled staff are in salary grades F-I.

The mean disability pay gap has decreased from 6.5% in 2021 to 3.9% in 2022. The median pay gap has increased from 5.7% in 2021 to 7.5% in 2022. The proportion of disabled staff in the upper quartile has increased from 8.7% in 2021 to 10.4% in 2022.



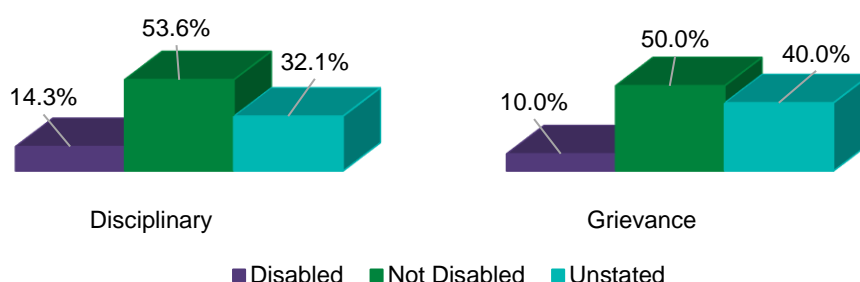
LEADERSHIP PROGRAMME



Wiltshire Leadership Programme Attendance

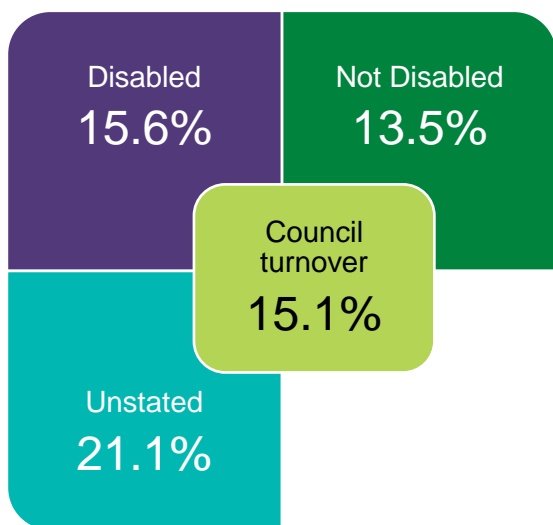
Participation in the Wiltshire leadership training by disabled employees was in line with the proportion of disabled employees in the workforce.

DISCIPLINARY AND GRIEVANCE CASES



Disciplinary and Grievance Cases

Disabled employees accounted for 10% of grievances and 14.3% of disciplinaries, compared to 22.2% and 4.2% in 2021. The number of cases is low and therefore a variation in a single year is not unusual.

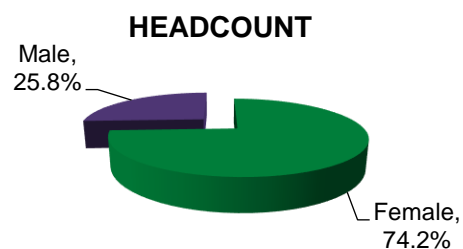


Turnover and Leavers

The turnover rate for staff with a disability is 15.6% which is in line with the figure for all staff (15.1%). The main reasons for leaving for disabled employees was resignation followed by retirement.

SEX

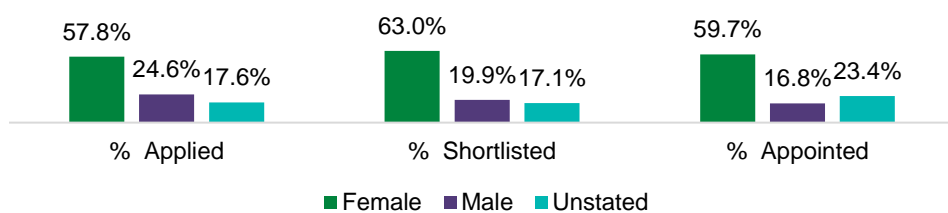
The percentage of females is 74.2% and males 25.8% and these remain similar to the figures in last year's report which were female 73.9% and male 26.1%. Staff were invited to self-describe their gender identity if they wished to. However, as the number of staff using this category was small, the figures only reflect sex (female/male) to maintain the confidentiality of staff. Across the workforce 50.6% of women and 25.2% of men work part-time.



Total recruitment

57.8% of applications received by the council were from female applicants and 24.6% were from male applicants and 17.6% did not state. 59.7% of posts were filled by female applicants, with 16.8% filled by male applicants and 23.4% did not state their sex.

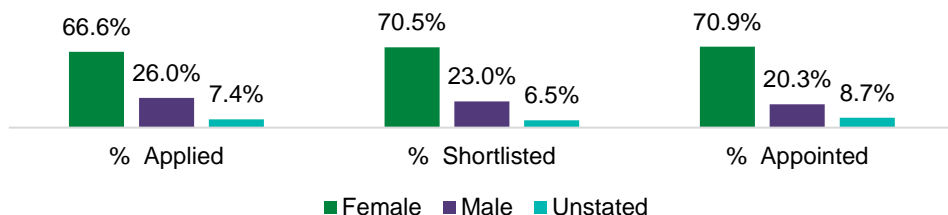
TOTAL RECRUITMENT



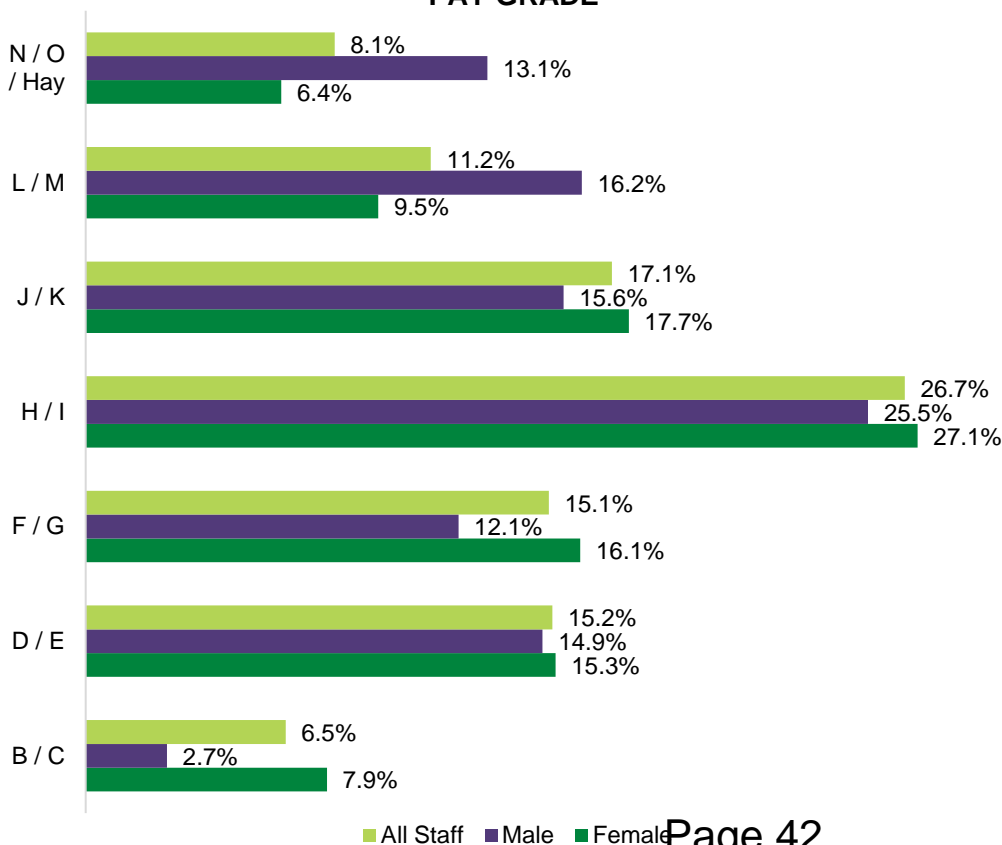
Internal recruitment

70.9% of internal appointments were female and 20.3% male which is line with the total workforce figures. 8.7% were unstated.

INTERNAL RECRUITMENT



PAY GRADE



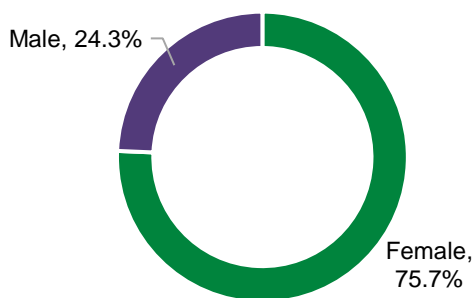
Remuneration

Female staff are represented at all levels of the grading structure although they are slightly overrepresented in the lowest pay grades (B/C) and slightly underrepresented in the top pay grades (L-Hay).

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.

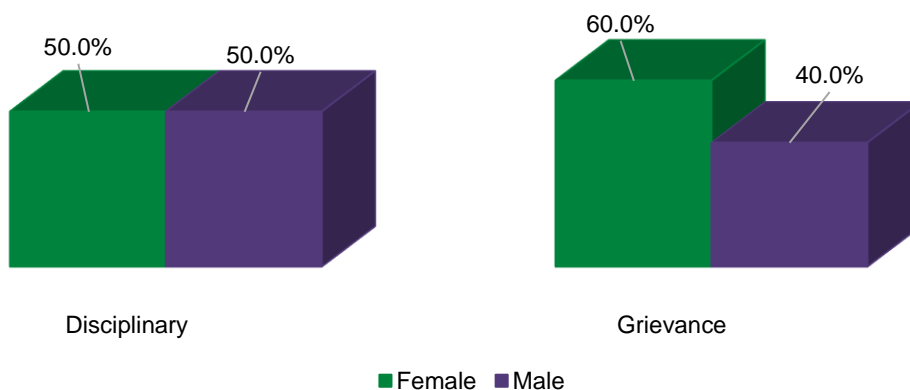
LEADERSHIP PROGRAMME



Wiltshire Leadership Programme Attendance

Participation in the Wiltshire leadership programme was 75.7% female and 24.3% for male staff which was in line with the overall workforce figures.

DISCIPLINARY AND GRIEVANCE CASES

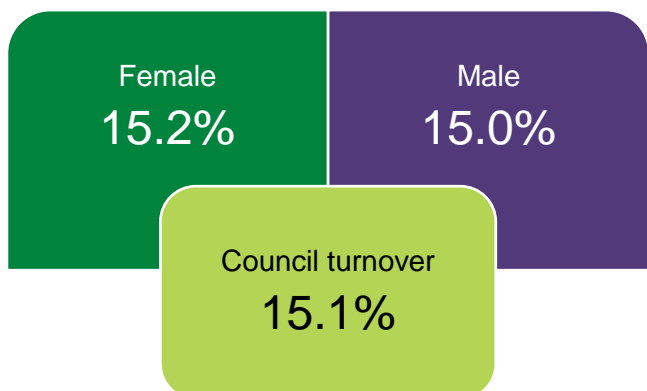


Disciplinary and Grievance Cases

Men represented 50% of all the disciplinaries and 40% of all grievances and this is proportionally higher than the workforce figures. The figures, however, represent small numbers.

Turnover and Leavers

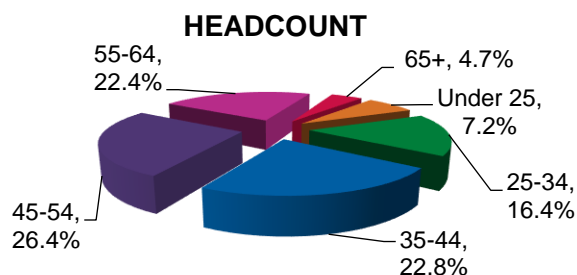
The turnover rate for both female and male staff is in line with the whole council turnover rate (15.1%). The main reasons for leaving were resignation followed by retirement.



AGE

The largest group within the workforce are in the age range 45 – 54, 26.4%

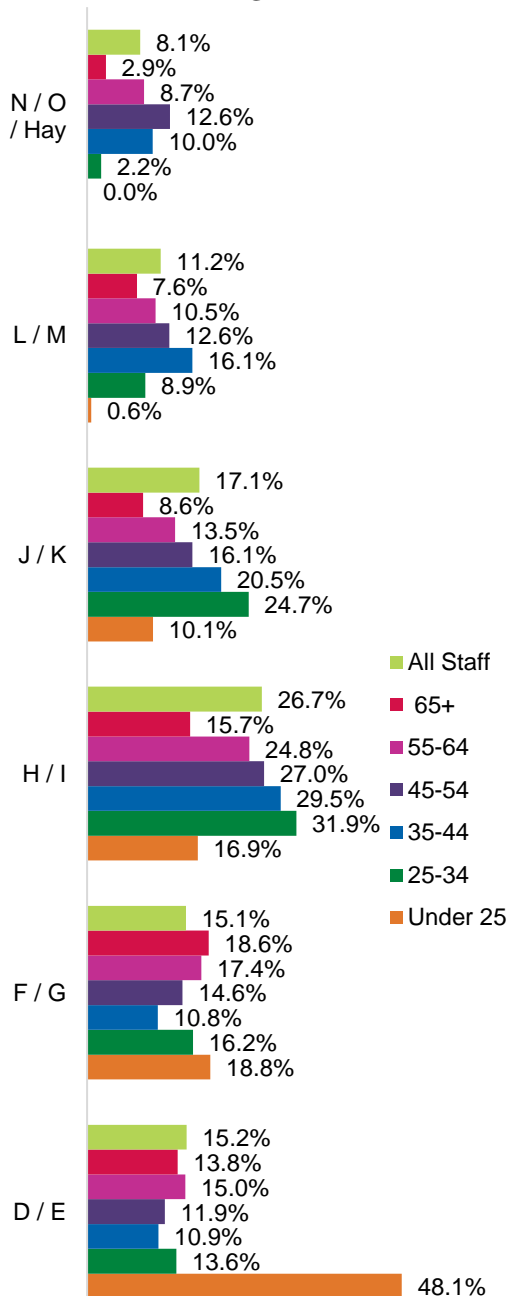
Under 25s make up 7.2% of the workforce (an increase from 6.8% in 2021) but slightly lower than the Census 2021 data for this group (10.1%)



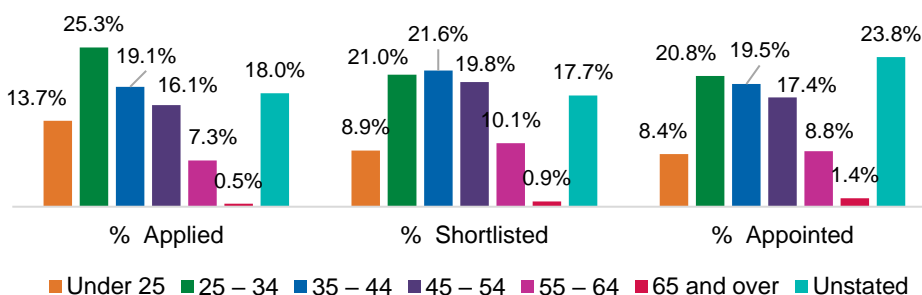
Remuneration

Staff representation is lower for the under 34's and over 65's in the N/O/Hay grades. The largest proportion of under 25-year-olds is concentrated in the D/E salary scales. This is expected given that this age group is more likely to be in entry level roles or at the early stages in their careers.

PAY GRADE



TOTAL RECRUITMENT



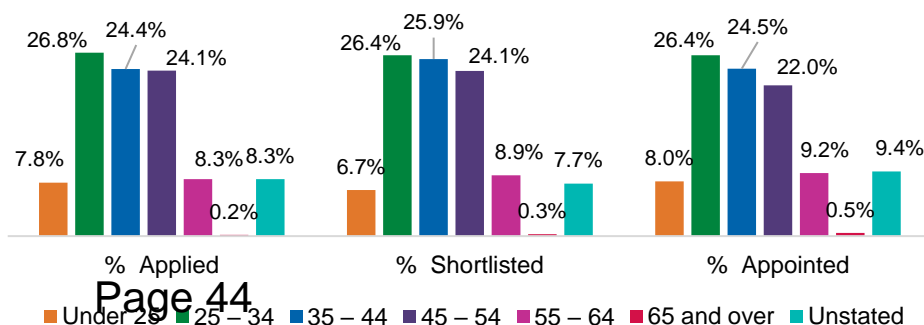
Total recruitment

There were 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 percentage of under 25s appointed has decreased compared to last year from 10.5% to 8.4%.

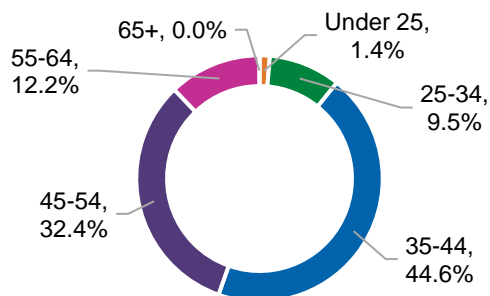
Internal recruitment

The proportion of those appointed compared to the proportion of those who applied are similar across all age groups. Figures also suggest that proportionally, there are fewer applications from those in the 55-64 and 65+ age groups when compared with the proportion of staff in those age groups in the council. This might be explained by the fact that older age groups might have intentions to retire. This is supported by our leaver data which shows that the main reason for the 65+ age group to leave employment with the council is retirement.

INTERNAL RECRUITMENT



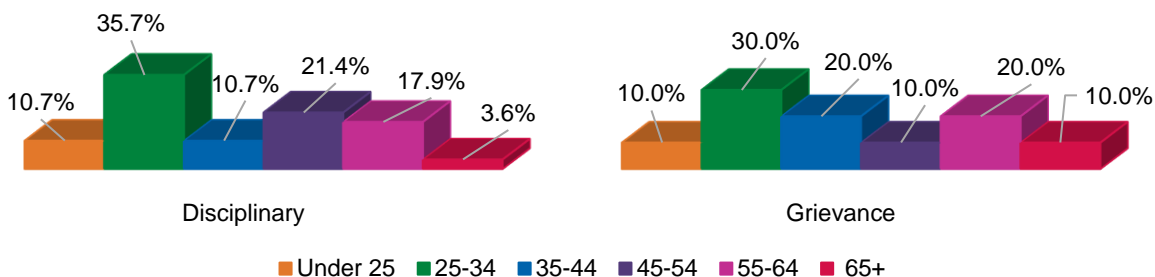
LEADERSHIP PROGRAMME



Wiltshire Leadership Programme Attendance

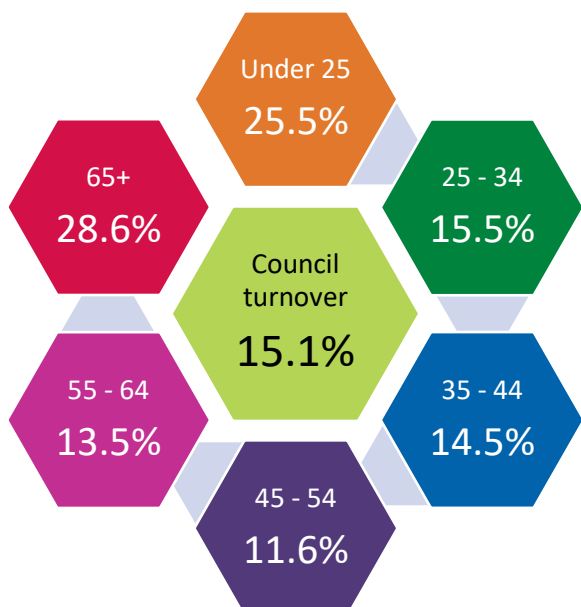
Participation in the Wiltshire leadership training is highest in the 35 – 44 age range. The attendance figures are representative for most of the age bands but are low for under 25s: 7.3% of the workforce are under 25, but they represented only 1.3% of the leadership programme attendants. This might be explained by the fact that this age group is more likely to be in entry level roles or be at the early stages in their careers. There was no participation from the 65+ age group.

DISCIPLINARY AND GRIEVANCE CASES



Disciplinary and Grievance Cases

Disciplinary and grievance cases occurred amongst all age groups although they were proportionally slightly higher for the under 25s, 25-34 and over 65 age groups when compared with the total workforce figures. With small numbers these percentages will vary from the workforce figures within a single year.



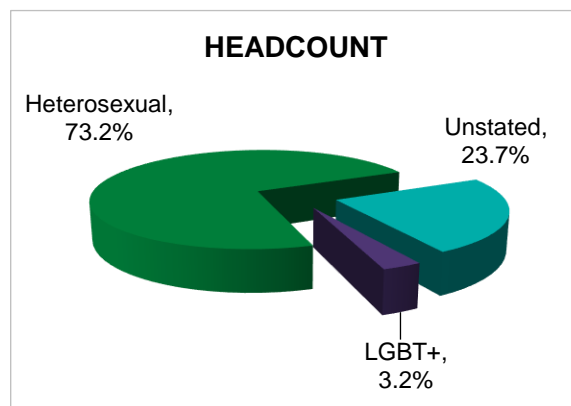
Turnover and Leavers

The turnover rate was highest for staff over 65 (28.6%) although the figure is lower compared to last year's figure (36.8%) for this age group. Staff under 25 have the next highest turnover at 25.5% which is slightly higher than this age groups turnover rate last year. The main reason for leaving in under 25 group was resignation and for the over 65 age group retirement. The whole council turnover rate (15.1%) has increased from last year (13.7%) and this is reflective of the buoyant job market which has placed an increased demand for talent.

SEXUAL ORIENTATION

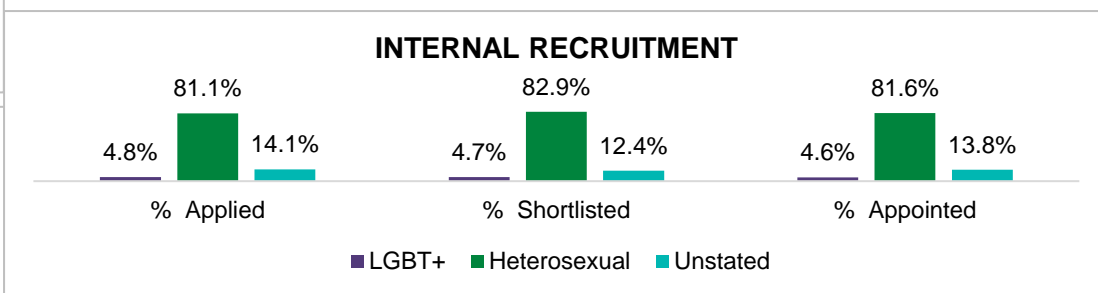
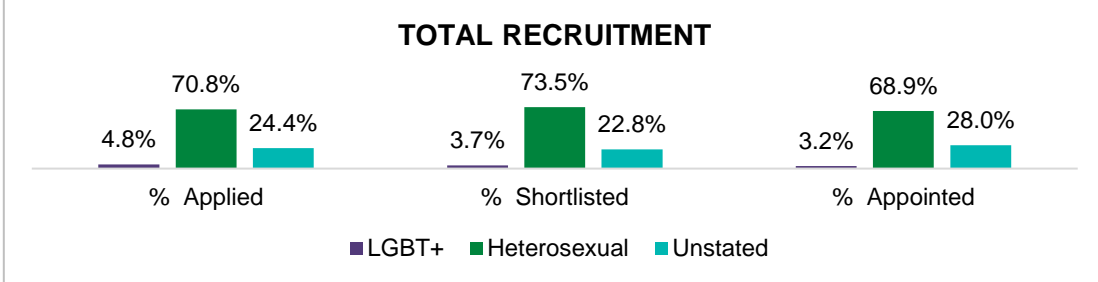
76.3% (compared to 73.6% in 2021) of employees have stated their sexual orientation. This is an improvement although the number of unstated is high when compared to the latest census (2021) data on sexual orientation for Wiltshire (below)

- LGBT+ – 2.5%
- Heterosexual – 91%
- Not answered – 6.6%



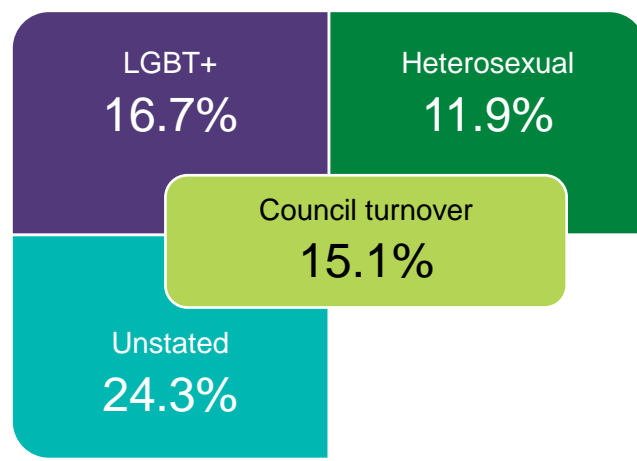
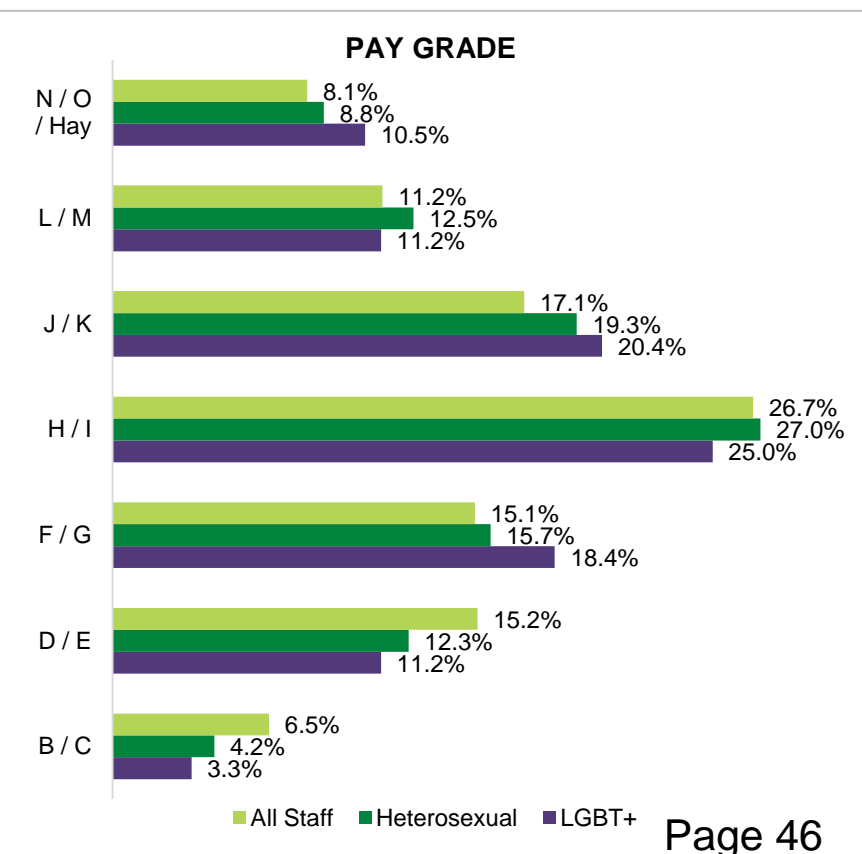
Recruitment

Total recruitment figures indicate that the proportion of LGBT+ staff appointed is lower compared to the proportion of those who apply. For internal appointments, the proportion of LGBT+ staff appointed is broadly in line with the proportion of those who apply.



Remuneration

LGBT+ staff are represented across all grades, including the highest salary grades.

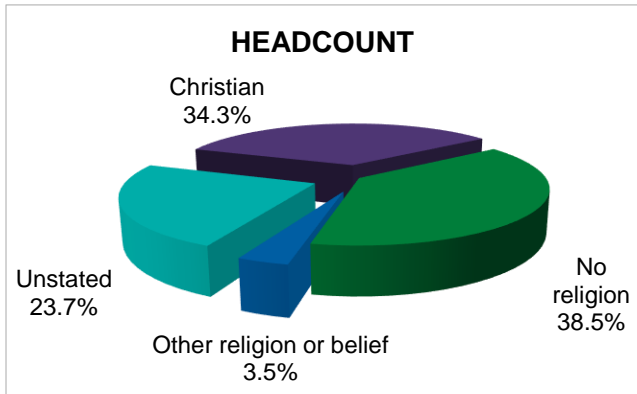


Turnover and Leavers

The turnover rate for LGBT+ staff is slightly higher than the total workforce turnover rate and has increased compared to last year.

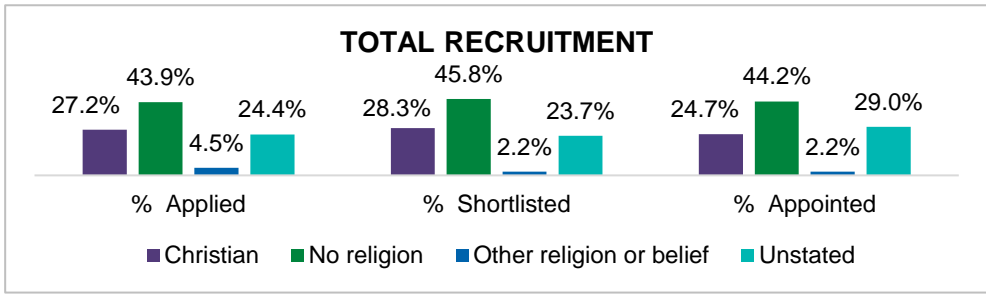
RELIGION AND BELIEF

76.3% (compared to 73.7% in 2021) of employees have stated their religion and belief. Wiltshire census data 2021 indicates that 50.2% of the Wiltshire population is Christian, 41.3% have no religion and 2.5% have other religion or belief. Low figures in some of the other religion or belief categories have meant that we are not able to include all data due to confidentiality reasons. Our unstated figure is 23.7% compared to 6.02% for the Wiltshire population (ONS, census 2021)



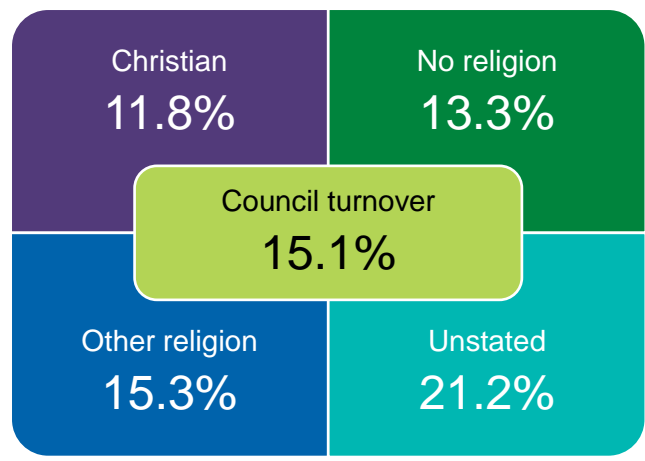
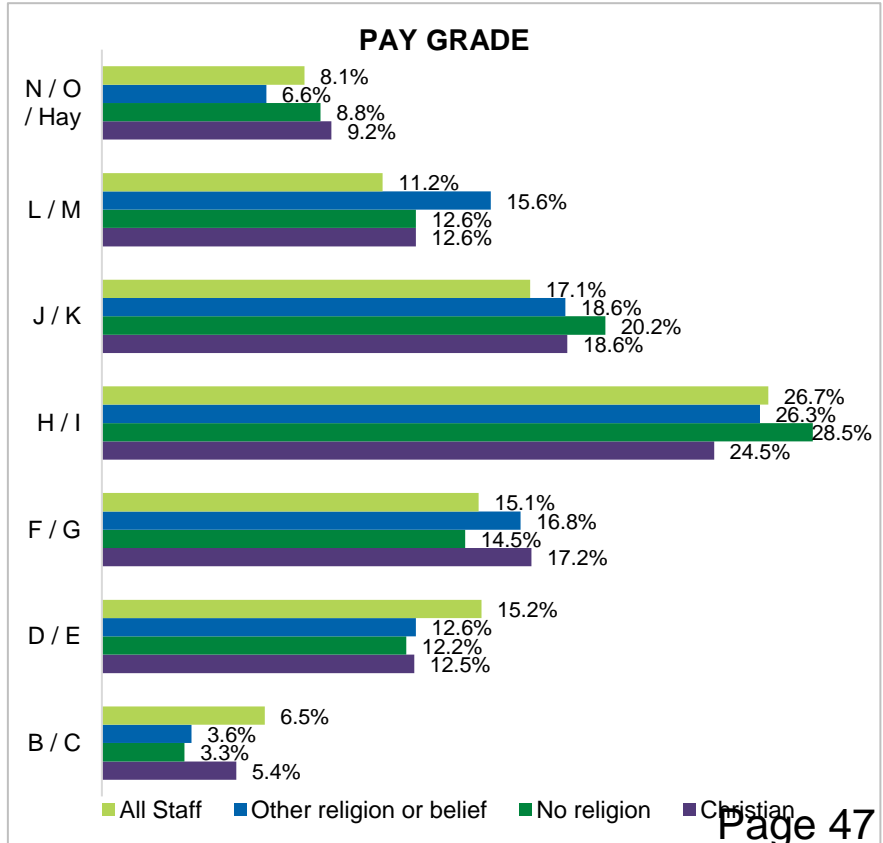
Recruitment

A lower proportion of people appointed were Christian and from other religion or beliefs relative to the proportion of total applicants who were from those groups.



Remuneration

The proportion of staff from 'other religion or beliefs' in the top pay grades has increased from 5.5% in 2021 to 6.6% in 2022.



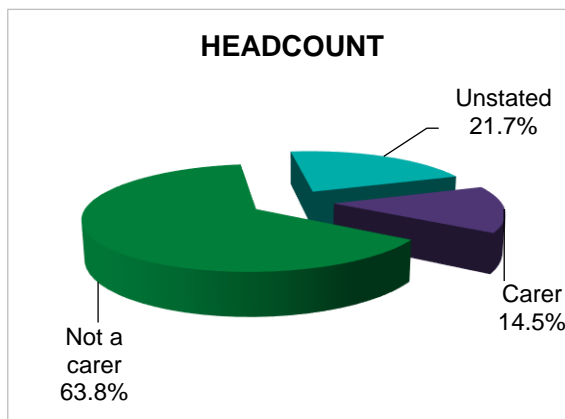
Turnover and Leavers

The turnover rate for staff from 'Other religion or belief' was 15.3% which is almost equal to the total workforce at 15.1%.

CARING RESPONSIBILITIES

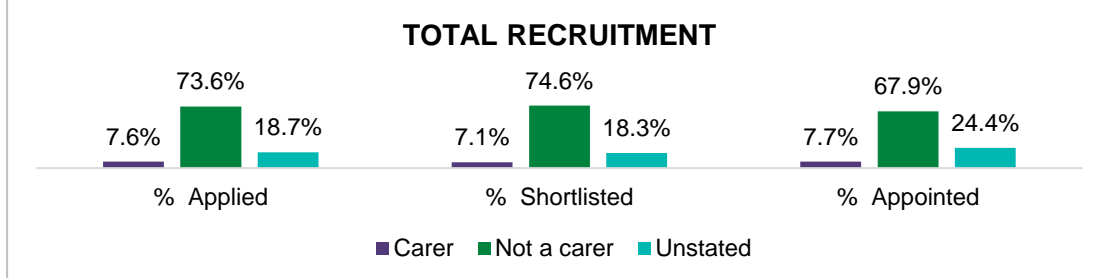
The definition of unpaid caring responsibilities is someone who gives help or support to anyone who has long-term physical or mental ill-health conditions, illness or problems related to old age. It does not include any activities as part of paid employment and the help can be within or outside of the carer's household (ONS, 2021).

14.5% (compared to 14.7% in 2021) of the workforce indicated that they had unpaid caring responsibilities, and this compares with 8.3% of the Wiltshire population in the 2021 census. 63.8% indicated that they had no unpaid caring responsibilities compared to 86.7% of the Wiltshire population in the 2021 census.



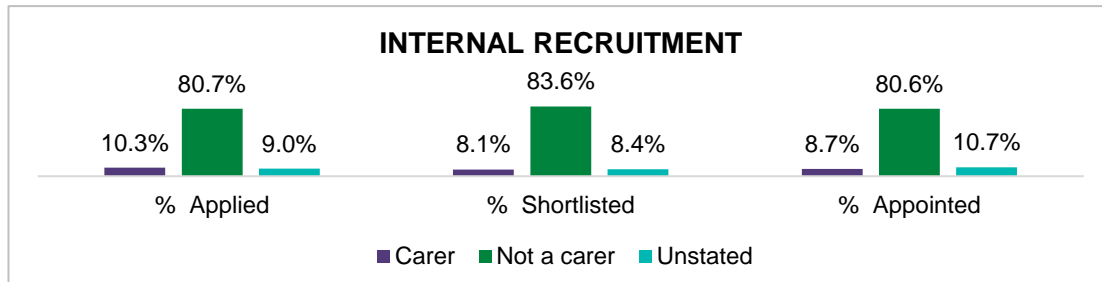
Recruitment

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

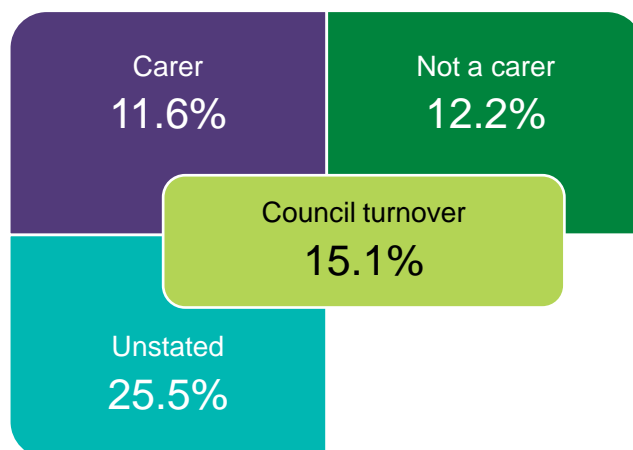
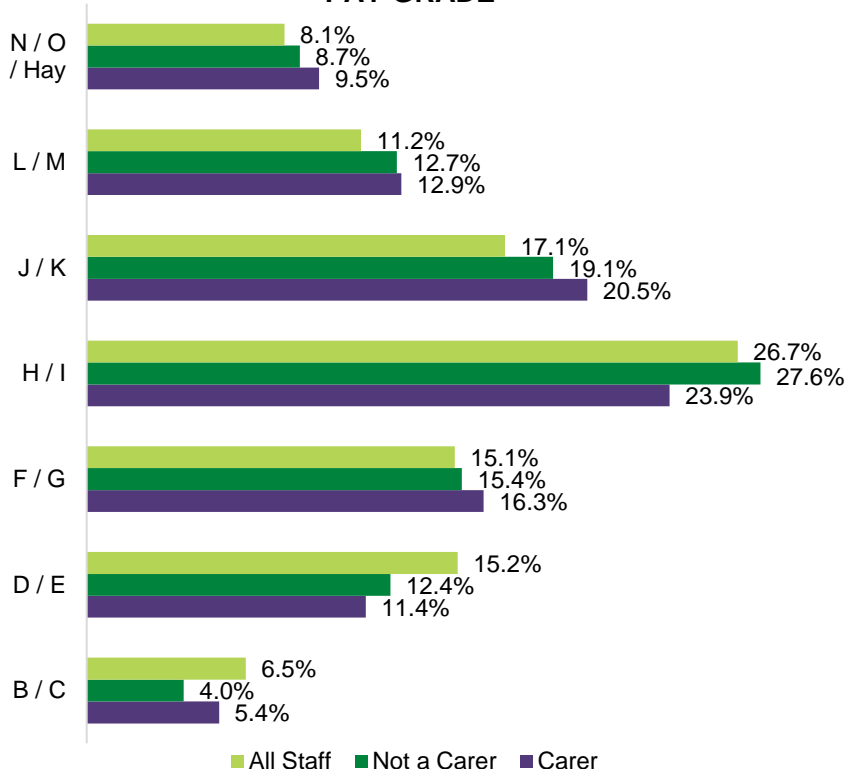


Remuneration

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



PAY GRADE



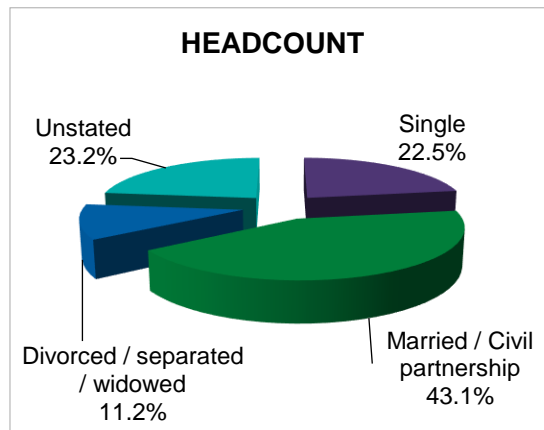
Turnover and Leavers

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

MARITAL STATUS

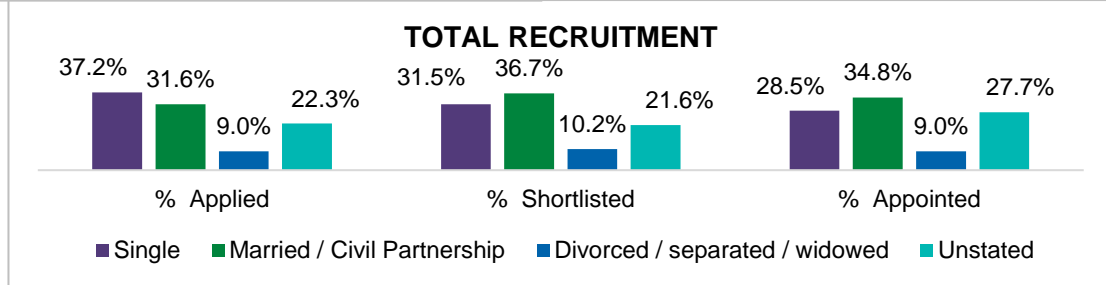
76.8% (compared to 74.5% in 2021) of employees have disclosed their marital status. For comparative purposes the figures from the census 2021 for Wiltshire are as follows:

- Single (never married or never registered a civil partnership - 24.9%
- Married or in a registered civil partnership - 41.9%
- Divorced, separated, or widowed – 15.3%



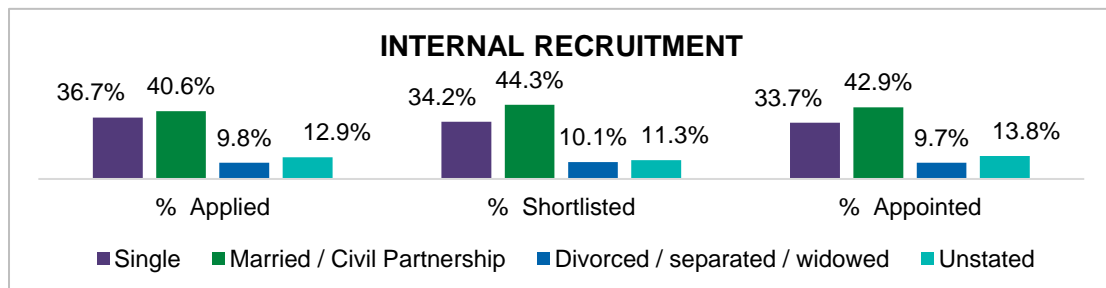
Recruitment

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

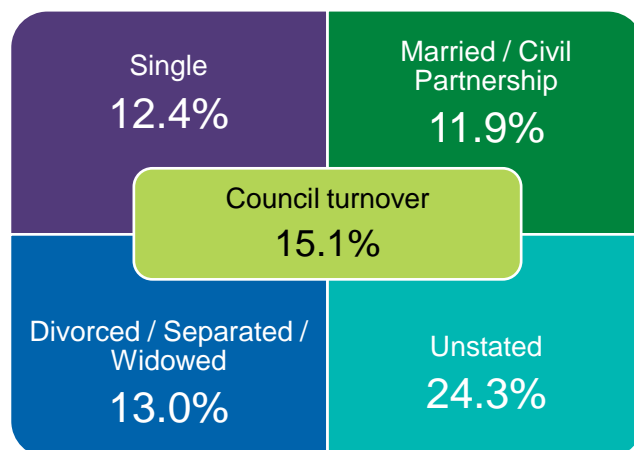
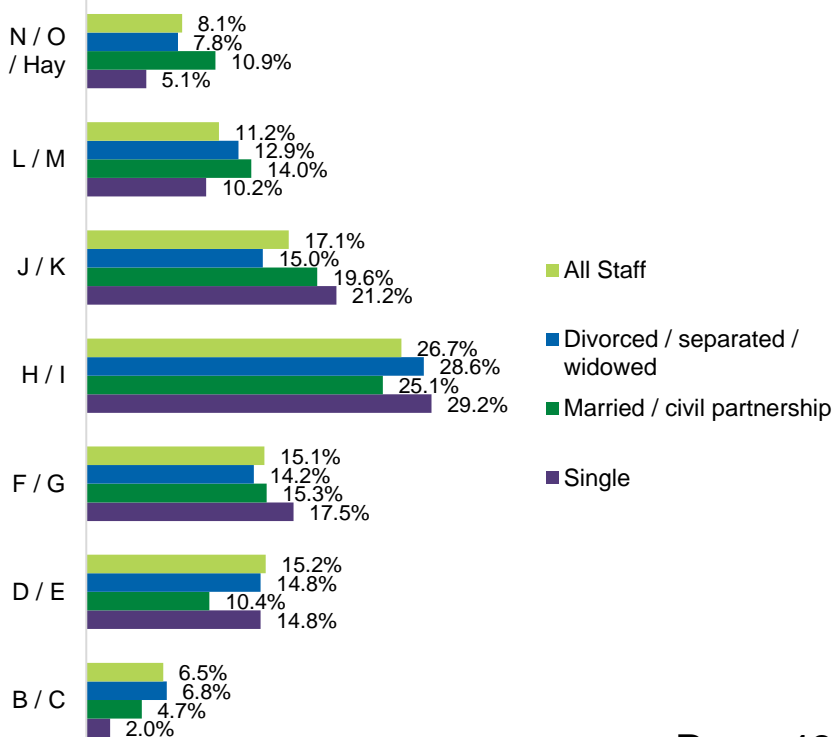


Remuneration

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



PAY GRADE



Turnover and Leavers

The turnover rate across all groups is lower than the whole council turnover rate.

MATERNITY

The council had 92 employees on maternity leave who returned or left during the period 1st October 2021 to 30th September 2022, of these employees, 84 returned to work after maternity leave and 8 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.

GENDER IDENTITY

The proportion of the workforce who does not identify with their sex as registered at birth is 2% and this compares to 1.4% in 2021. Data from the census 2021 for Wiltshire estimates that 0.4% of the Wiltshire population does not identify with their sex registered at birth.

4.9% of the population did not answer and this compares to 22.9% for our workforce.

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

Wiltshire Council

The logo for Wiltshire Council, featuring a green wavy line underneath the text.

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For further information please visit the following website:
www.wiltshire.gov.uk

Gender pay gap reporting

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 2022.

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 of March to be published by the 30th of 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 continue to implement the Inclusive workforce strategy, continue the reverse mentoring pilot programme and sponsor two female delegates to attend the Stepping Up 2022 leadership programme. Work to implement the inclusive workforce strategy has continued; feedback on the reverse mentoring programme was very positive and this has now been rolled out to the rest of the organisation; and we have two female employees currently in the process of completing the Stepping Up programme.
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 is looking to review our recruitment and internal promotions process and our flexible working policies and create opportunities for women and other under-represented groups to take up mentoring and leadership development.
13. HR&OD 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 networks and wider communication and training channels.
14. The gender pay gap report notes that both the mean and median pay gaps have decreased this year. The mean hourly rate for men has seen a more significant decrease compared to that of women, and this has largely been caused by new Leisure centres being transferred to the council, which employ a larger proportion of men in lower paid roles. The median hourly rate has risen slightly for both men and women.
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.

Tamsin Kielb
Assistant Director HR&OD

Report author: Leire Fernandez, HR Policy, diversity and inclusion officer

Appendix 1 Gender Pay Gap Infographic Report

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Gender pay gap report

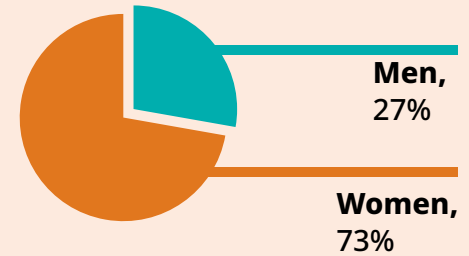


Wiltshire Council (based on data from 31 March 2022)



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: 4840
3531 women, 1309 men



The headcount figures are based on the [GPG reporting requirements](#)



Mean Gap*

Men's hourly rate is **7.3%** higher than women's.

This has decreased from **10.3%** in 2021.

Median Gap**

Men's median hourly rate is **8.6%** higher than women's.

This has decreased from **9.2%** in 2021.



Average hourly rate

Men: Mean hourly rate of **£16.67**

Median hourly rate of **£15.59**

Women: Mean hourly rate of **£15.45**

Median hourly rate of **£14.25**



£ = £

The gender pay gap is different to equal pay. The gender pay gap measures the difference between average hourly earnings of women and men as a proportion of men's average hourly earnings. It is not the difference in pay between men and women for doing the same job. The council has a clear policy of paying employees equally for the same or equivalent work and has appropriate job evaluation, processes, pay audits and grading structures in place to support this.

Gender pay gap changes

The mean hourly rates for both male and female staff have decreased this year. The mean hourly rate for men has seen a more significant decrease compared to that of women and this is caused by new Leisure centres being transferred to the Council, which employ a larger proportion of men in lower paid roles. The median hourly rate has risen slightly for both men and women.

Gender bonus payment gap

The mean and median bonus pay gap is 0.0%. Seventeen women (0.4% of headcount) and five men (0.3% of headcount) received a Long Service award of £150. No other bonuses were paid.

Our gender pay gap continues to be less than both the national gender pay gap figures for the whole economy (ONS provisional figures 2022), and the national public sector figures.

Wiltshire Council
gender pay gap
Mean: **7.3%**
Median: **8.6%**

National Public Sector
gender pay gap
Mean: **13.6%**
Median: **15.9%**

National Economy
gender pay gap
Mean: **13.9%**
Median: **14.9%**

* 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.

Pay Quartiles

Upper



Upper middle



Lower middle



Lower



Our workforce demographics:



The quartile split for each of the four pay quartiles is broadly in line with our workforce demographics, although women are comparatively under-represented in the upper quartile.

Compared to last year, there has been an increase from 20% to 24.9% in the proportion of male staff in the lowest quartile. The significant increase is the result of new Leisure centres being transferred across to the Council in October 2021, which employ a greater proportion of men in lower paid roles.

There has been an increase from 74.2% to 76.2% of women in the upper middle quartile and an increase from 64.4% to 65% in the upper quartile.

Actions to support gender pay equality

Continue to implement our Inclusive Workforce Strategy 2021-2025.

Continue promoting the reverse mentoring programme which alongside other pairings includes pairings of senior male leaders with more junior female staff. The programme has now been extended to include heads of service, middle managers, and staff in key influential positions such as HR Business Partners.

Celebrate success stories of part-time working at senior level.

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

Promote our inclusion and diversity calendar through our weekly communications channels and our intranet pages. This includes events recognising and supporting women.

We have sponsored two female delegates from a predominantly male service area to attend the Stepping Up 2022 leadership programme.

Review our recruitment and internal promotions process to address barriers women face when progressing at the council.

Review our flexible working offer and embed flexible working into the culture of the council.

Create opportunities for women and other under-represented groups to take-up mentoring and leadership development.