

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: The Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 4 January 2017
Time: 10.30 am

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

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Membership:

Cllr Allison Bucknell
Cllr John Smale
Cllr David Pollitt
Cllr David Jenkins
Cllr Mike Hewitt

Cllr Baroness Scott of Bybrook OBE
Cllr Stuart Wheeler
Cllr Bob Jones MBE
Cllr Glenis Ansell

Substitutes:

Cllr Mark Packard
Cllr Tony Trotman
Cllr Peter Evans
Cllr Fleur de Rhé-Philippe
Cllr Desna Allen

Cllr Nick Blakemore
Cllr Stephen Oldrieve
Cllr Ernie Clark
Cllr Richard Britton

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PART I

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** *(Pages 7 - 12)*

To confirm the minutes of the meeting held on 2 November 2016. (Copy attached)

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Friday 23 December 2016** 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 **Thursday 29 December 2016**. 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 **Equality and Diversity Update** *(Pages 13 - 64)*

A report by the Associate Director, People & Business is attached.

7 **English Fluency Requirement in Customer Facing Roles** *(Pages 65 - 76)*

A report by the Associate Director, People & Business is attached.

8 **Trade Union Recognition and Facility Time Agreement Review** *(Pages 77 - 92)*

A report by the Associate Director, People & Business is attached.

9 **Pay Policy Statement** *(Pages 93 - 110)*

A report by the Associate Director, People & Business is attached.

10 **Delivering the Business Plan - September 2016** *(Pages 111 - 116)*

A report by the Associate Director, People & Business is attached.

11 **Date of Next Meeting**

To note that the next scheduled meeting of the Committee is due to be held on Wednesday 1 March 2017 at County Hall, Trowbridge, starting at 10.30am.

12 **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

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 2 NOVEMBER 2016 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chair), Cllr John Smale (Vice Chairman), Cllr David Pollitt, Cllr David Jenkins, Cllr Mike Hewitt, Cllr Stuart Wheeler and Cllr Desna Allen (Substitute)

69 Membership

The Committee was informed that at its meeting on Tuesday 18 October 2016, Council appointed:

- (1) Cllr Glenis Ansell as a member of this Committee in the place vacated by Cllr Graham Wright, and
- (2) Cllr Richard Britton as a substitute Member in place of Cllr Bill Moss.

Members of the Committee expressed their thanks and appreciation for the contributions Cllrs Wright and Moss had made to the work of this Committee.

On behalf of the meeting, the Chairman welcomed Cllr Glenis Ansell as a member of this Committee and hoped that she would enjoy the work involved.

70 Apologies for absence

Apologies for absence were received from Cllr Baroness Scott of Bybrook OBE and Cllr Bob Jones MBE, who was substituted by Cllr Desna Allen.

71 Minutes of Previous Meetings

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 7 September 2016.

Arising therefrom:

The Head of HR & OD gave a verbal update on the recruitment of planning officers. She reported that the service was in the process of being restructured and currently there were five planning officer vacancies. Posts had been re-evaluated and it was hoped that the revised salary grades would attract candidates. The vacant posts were being advertised nationally including social media. The Head of HR & OD stated that she would keep the Committee updated on progress in filling these vacant posts.

72 **Declarations of Interest**

There were no declarations of interest made at the meeting.

73 **Chairman's Announcements**

The Chairman introduced and welcome Tamsin Kielb, HR Business Partner who was attending a meeting of this Committee for the first time.

74 **Public Participation**

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

75 **Carers Charter and New Carers Guidance and Checklist**

Consideration was given to a report by the Associate Director, People & Business which informed the Committee about the proposal to achieve accreditation of the current complimentary membership of the organisation Carer Support Wiltshire which involved signing up to their 'Working for Carers' charter.

It was noted that Carer Support Wiltshire was a local charity which supported carers in Wiltshire. It helped carers to access support, services, education and training, and also provide breaks from their caring role. The charity also provided a voice for carers and worked with health and social care professionals and employers to develop best practice. The Council had been approached by Carer Support Wiltshire in order to provide support for the Council's employees who were carers.

The report also set out the new carers' guidance and checklist for employees.

After some discussion,

Resolved:

To authorise the Chairman to sign the 'Working for Carers' charter and to note the new carers' guidance and checklist.

76 **Local Government Pension Scheme Employer Discretions Policy**

The Committee considered a report by the Associate Director, People & Business which presented an updated employer discretions policy for the Local Government Pensions Scheme following a proposed change that the Head of HR & OD in conjunction with the appropriate associate director considers when receiving requests for flexible retirement. This new procedure would shorten the timeframe required for a request for flexible retirement to be considered and a final decision provided to the employee.

Resolved:

To approve the changes to the Wiltshire Council Employer Discretions Policy as set out in the report.

77 **Transgender Guidance - Transitioning at Work**

The Committee received a report by the Associate Director, People & Business about the proposed new transgender guidance – transitioning at work. This guidance set out the Council's commitment to transgender employees and brought together information and guidance for managers and staff on practical issues which might arise and, in particular, guidance on the transitioning process and the support available in the workplace for transgender colleagues.

After some discussion,

Resolved:

To note the new transgender guidance – transitioning at work and to request that this be brought to the attention of other Members of the Council.

78 **Revised Smoking Policy and Procedure and a New Vaping Policy and Procedure**

The Committee considered a report by the Associate Director, People & Business which set out a revised smoking policy and procedure and also a new vaping policy and procedure.

It was noted that the current smoking policy and procedure was implemented in 2011 as a result of harmonising the former County Council and district councils' policies following the last local government re-organisation which brought together all five councils into one unitary authority.

The current smoking policy and procedure included the use of e-cigarettes and vaping.

It was pointed out that recent public health guidance stated that organisations should have separate smoking and vaping policies. It also stated that e-cigarette users (vapers) should not be forced to use the same designated area to vape as smokers as it was recognised that e-cigarettes were a method to stop or reduce smoking.

The main changes to the smoking policy and procedure were as follows:

- Removal of the inclusion of the use of e-cigarettes within the policy.
- Updated 'stop smoking' information following changes to this service.

It was proposed that the new vaping policy and procedure, created to sit alongside the revised smoking policy and procedure would contain the following main points:

- Vapers are not permitted to vape in Wiltshire Council buildings.
- Vapers are permitted to vape on Wiltshire Council grounds away from view of the public and away from windows and entrances to buildings.
- Vapers will not be required to use the designated smoking areas (where available) to vape.
- Arrangements to vape (including vaping breaks) are in line with the smoking policy and procedure.

After some discussion,

Resolved:

To approve the revised smoking policy and procedure and the new vaping policy and procedure.

79 **Date of Next Meeting**

Resolved:

To note that the next meeting of this Committee is scheduled to be held on Wednesday 4 January 2017 at County Hall, Trowbridge, starting at 10.30am.

80 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 10.30 - 11.05 am)

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

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

4 January 2017

Equality and Diversity update

Purpose of Report

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

Background

2. In January 2016 Wiltshire Council published its [equality and diversity employment monitoring report 2014/15](#) on the Wiltshire Council website.
3. The council is required to publish the updated equality and diversity employment monitoring report 2015/2016 by the 31 January 2017.
4. The headcount figures in this report have been based on workforce data on the 1 October 2016, or where monitoring information is reviewed over a year, the reference period used is the year 2015/2016 (for recruitment, leavers etc).
5. This report also contains headcount information from an equalities monitoring exercise which was carried out last year and was repeated this year (detailed below). However, as some of the data collected is new and the unstated rates are still high, it is not yet reflected in all sections of the report. This will continue to be reviewed and where figures are low care has also been taken to ensure that individual employees cannot be identified. In terms of recruitment, the new data (requested as part of our revised equality and diversity monitoring recruitment form), has not yet been collected for the full year covered by the report.
6. As part of the PSED the council is also required to publish data on people affected by its policies and practices (for example, service users) and this information will continue to be collected by the corporate support team.

Data Monitoring

7. Historically the council has collected, monitored and published data on sex, disability, ethnicity and age in relation to our current workforce, leavers and applicants for employment.
8. Last year, work took place to extend the data collected on the protected characteristics on SAP and this year the exercise was repeated to try and reduce our data gaps. The new data collected includes: religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment and caring responsibilities. Members of staff were asked to complete an equalities monitoring questionnaire to provide this additional information and update the information currently held. Collecting this additional information has made our data more accurate and robust in terms of meeting the requirements of the PSED and will help to inform the work on the council's people strategy. Improved data will also assist the council in assessing the impact of its policies and practices on different groups within the workforce and

enable the council to identify and take positive steps to address gaps. The improvement of this data forms part of the council's equality objectives.

9. The staff survey in 2014 also asked staff for anonymous data on the extended range of protected characteristics. The staff survey 2016 has recently taken place and includes similar questions about the protected characteristics. Results from the staff survey 2016 were not available at the time of this report. However, the results of the staff survey 2014 are set out in Appendix A of the report and provide a useful additional source of statistical information on the council's workforce.
10. The report includes an executive summary at the start which sets out the main data findings for ease. In general the data contained in the report shows some fluctuations which reflect the new additional data collected from the equalities monitoring questionnaire, including an increase in the percentage of disabled staff and a slight increase in the figures for BME staff for a second year. There was a slight decrease in the percentages of under 25's compared to the previous year, and there was also a slight decrease in the percentage of under 25's in the working population of Wiltshire. The under 25's represented 19.24% of all appointments and as outlined in the report a number of initiatives have been put in place in relation to the under 25's. Two other areas highlighted last year were BME recruitment and the percentage of females in the top salary band. These figures have increased slightly this year but this still remain an area which will be kept under review.
11. The report also contains gender pay gap information for the second year. This shows a slight increase in our overall gender pay gap to 14.65%. This is likely to be due to the impact of schools converting to academies. The overall gender pay gap still remains below the national average of 18.1%. The government have recently confirmed that public sector organisations will be included in the new statutory requirements to publish gender pay gap information. The regulations relating to this are still pending. This will involve using a revised formula and we understand that organisations will be expected to publish their data in April 2018 based on information collected in April 2017.
12. The council continues to focus on developing the positive action listed in the monitoring report including the continued development of the three staff forums.

Publishing equality objectives

13. As part of our PSED, the council is also required to publish equality objectives. The council has identified a number of service and workforce (HR) related equality objectives. The HR equality objectives were initially identified from the workforce data analysis in 2013 and from the outcomes of the staff survey. An additional equality objective was later added relating to implementing improvements identified as part of the Stonewall workplace equality index results.
14. Last year further public consultations were held on the equality objectives, which provided feedback on areas for development. The HR equality objectives remain broadly similar and are currently as follows:
 - Improve workforce profile statistics by improving existing rates of reporting (disability and ethnicity) and increasing the range of protected characteristics captured about the workforce via SAP, particularly for Sexual Orientation, Gender Reassignment, Carers, and Religion and Belief (*subject to level of financial resources needed to make the changes within SAP).
 - Increase the number of under 25 year olds within the Council's workforce.

- Reduce the percentage of staff who report that they have experienced bullying and harassment, with a focus on disabled staff and other groups of staff with protected characteristics who may be affected by this.
 - Embedding an inclusive workplace focussing this year on lesbian, gay, bisexual and trans* (LGBT) employees.
15. This report provides some updated information on the workforce HR equality objectives. Updates are also regularly provided to the council's corporate equality and diversity steering group.
16. Full details of the Council's equality objectives and how these link to the Wiltshire Council business plan are set out on the [Wiltshire Council website](#).

Environmental Impact of the Proposal

17. None.

Equalities Impact of the Proposal

18. As set out in the report.

Risk Assessment

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

Options Considered

20. None.

Recommendation

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

Barry Pirie
Associate Director People and Business

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

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

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Wiltshire Council

Equality and Diversity Employment Monitoring
Report

Draft

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Executive Summary

As a public body, Wiltshire Council is required to publish workforce data to demonstrate our compliance with the Public Sector Equality Duty (PSED) (Equality Act 2010). This report forms part of this duty and is based on workforce figures for 1 October 2016

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

Data overview:

The total council non-schools workforce is currently 4660. This has reduced from 4845 in October 2015.

The percentage of staff who identified themselves as BME has increased to 2.51%. This was an increase from 2.31% in 2015.

The percentage of staff who identified themselves as having a disability rose to 6.24% compared to 4.97% in 2015. This year the council migrated to the governments new 'Disability Confident' employer scheme which replaces the 'two ticks' scheme and continues to take positive steps to attract, recruit and support disabled people.

70.00% of staff are female and 30.00% are male. These figures remain similar to previous years. 50.61% of women work part-time and 23.03% of men work part-time.

The largest group within the workforce are in the age range 45 – 55, which is 28.99%. Under 25's make up 6.7% of the workforce which represents a slight decrease from 2015. ONS data also indicates a slight decrease in the percentage of under 25's in the working population of Wiltshire. Under 25's make up 19.24% of all recruitment and the council continues to take steps to attract applicants from this age group to improve representation.

An equalities questionnaire was sent out to staff this year to ask for their equality data to improve the accuracy of our data. This has improved the unstated rates for all categories. The unstated rates for ethnicity and disability in particular have improved again this year. Ethnicity decreased to 9.08% from 11.15% in 2015. Disability decreased to 18.71% from 21.59%. The council will continue to work to improve these rates.

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

- Religion and belief
- Sexual Orientation
- Carers
- Gender Identity
- Marital status

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

There were 3 dignity at work cases, 77 disciplinaries, 17 grievances this was a reduction for all these case types this year. There were 14 formal flexible working requests in the monitoring period the majority of which were approved. 80 employees went on maternity leave between 1st October 2015 to 1st October 2016 and there were 9 non-returners.

There were 20150 attendances at learning and development sessions compared to 5545 last year. This large increase was due to the introduction of 8 pieces of e-learning for staff to complete including equality and diversity, fire and bomb, mental health awareness training etc. There was a broad spectrum of attendance across the protected characteristics monitored, although the figures were slightly lower for males and the over 55's.

The council appointed 712 external applicants to post in the council and there were 306 internal promotions. There was an increase in the number of internal appointments this year and this was due to restructuring as a result of spending reviews and the need protect staff against redundancies. There was a slight decrease in the number of BME applicants to 6.79%, however there was a slight increase in the percentage of BME appointments to 3.23% compared to 2.43% in 2015. There continues to be a high level of unstated data for recruitment and steps are being taken to improve this. Figures for BME recruitment will be kept under review.

In terms of remuneration, the percentage of male staff has slightly reduced in the higher salary bands of £30,000 per annum and above and females increased. However, the percentage of females in this band remains below the expected rate in proportion to the percentage of females in the workforce.

The overall gender pay gap within the council is 14.65% this is lower than the national average of 18.1%.

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

Introduction

1. This report forms part of the overall reporting requirements of the Public Sector Equality Duty (PSED). The PSED places a specific duty on the council to publish information about its employees (where the organisation exceeds 150 staff) and service users broken down by relevant protected characteristic to show how the council is having due regard to:
 - Eliminating discrimination, harassment and victimisation
 - Advancing equality of opportunity
 - Fostering good relations between people
2. The Act explains that having due regard for advancing equality involves:
 - Removing or minimising disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
3. In line with the requirements of this duty the report is published on the council website on the 31 January each year.
4. The council has monitored workforce equality and diversity data for a number of years and uses this information to understand diversity in the workforce. The information provides data to enable the council to analyse and assess the impact of policies, practices and decisions on those with protected characteristics in the workforce and to identify where action is required to remedy any negative effect or disadvantage experienced by particular groups and promote equality of opportunity for all.
5. This report sets out data based on the key employment areas which the council currently monitors in relation to workforce data. Where possible it also identifies key issues which have been highlighted when reviewing the workforce data and draws comparisons and additional information from other external sources. This information

has also been used to form part of the council's equality objectives. The council is legally required to set and review equality objectives under specific duties set out under the PSED.

6. The data contained in this report has been based on either headcount data as at 1 October 2016 or where monitoring information is reviewed over a year, the reference period which has been for the year 2015/2016

Who is included in the report and data gaps?

7. This report covers a head count of all non schools staff employed by the council as at 1 October 2016. It does not include casual staff.
8. The council currently collects and monitors equality data relating to the protected characteristics of race, disability, sex and age. Last year we increased the range of equality data collected and staff have been asked for information relating to all the protected characteristics including religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment in addition to the characteristics previously monitored. Staff have also been asked for information on unpaid caring responsibilities. The work to increase the quality and range of information collected formed one of the Council's equality objectives.
9. We have taken steps again this year to seek further equality data from our staff via an equalities questionnaire to reduce the data gaps. This has resulted in a reduction in the data gaps, however it is noted that the percentages of unstated rates for the new data we started to collect last year are still high. This has meant that where the figures are low for particular groups with protected characteristics the data has not been included in this report to protect individual confidentiality. In addition to this the newer data has not been cross referenced against other factors such as age and length of service and this will be reviewed once the unstated rates have improved and the data becomes more robust. The council will continue to seek to readdress this gap in data and reduce the number of unstated returns in the report by building confidence amongst staff in sharing this information. We also include equality data from the 2014 staff survey ([Appendix A](#)) for further information and comparison. A staff survey has also been completed for 2016 but the information was not available in time for this report.
10. Further information about data gaps can be found under the specific monitoring areas below.
11. This report does not include figures relating to staff employed in schools as schools are now responsible for producing their own equality and diversity information. They also have responsibility for agreeing their own workforce policies and procedures.

Workforce headcount

12. The non-schools workforce headcount figure on 01.10.2016 was 4660 compared with 4845 on 1.10.2015.

How we collect equality information

13. The monitoring information set out in this report has mainly been collected from the council's management information system (SAP) and from monitoring information collected by staff in HR.
14. The data collected in SAP is based on information provided by staff during recruitment and throughout their employment. An equalities monitoring questionnaire was sent out

last year and this year to provide staff with the opportunity to update their equality and diversity information and to help the council reduce any data gaps. The equalities monitoring questionnaire was supported with clear information about why we were collecting the information and how it would be used. Staff were encouraged to complete as much of the questionnaire as possible but could opt to state 'unstated' if they did not feel comfortable filling in certain sections. If 'unstated' was selected staff were encouraged to explain why they had selected this option to enable us to learn from the comments and take action to reduce any barriers where possible.

15. The council also collects additional anonymous equality and diversity data through the staff survey. This report contains some of this information in the appendix A.

Employee engagement and consultation

16. The council continues to experience a period of considerable change and employee engagement is a key priority.
17. Employee engagement takes place in a variety of ways including individual and team meetings, briefings, whole council staff forums, the council internal website 'the wire' and the weekly newsletter 'the electric wire'.

18. Employee engagement also takes place through:

Staff Equality Forums - the council has three staff forums which staff can choose to join. The forums offer mutual support, raise awareness and give advice on specific equality issues and act as a consultative voice to the council.

19. The staff forums are:

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

20. Some examples of proactive engagement with the forums have been:

- The council's promotion of Black History Month 2015 (BME staff forum) and LGBT History month (LGBT forum) for the third time in 2016. The (now annual) raising of the LGBT flag at county hall to mark this.
- Working group to look at improving the evacuation and fire procedures for disabled staff (staff disability forum).
- The council's involvement in and promotion of its (fostering and adoption) services for Swindon and Wiltshire Pride 2014 to 2016 (LGBT staff forum).
- The involvement of the staff carer's forum in Carers Week 2014 and in the proposed new engagement arrangements for consulting carers across Wiltshire through the Carers Representative Group.
- The co-development of a reasonable adjustments survey which has helped identify areas for improvement (Carers and disability staff forum).
- Development of a staff role model booklet (to highlight each of the forums and to make them more accessible through personalisation).
- Empowerment of staff forums by provision of tools for self-ownership (including development of forum action plans for change).

- Setting up virtual staff forums to make them more inclusive
21. **Manager HR Stakeholder panel** – this panel is made up of managers from across service areas and the Wiltshire geographical area. Manager consultation and feedback is sought on all significant changes to HR policies and HR projects via this panel, including on equality and diversity issues.
 22. **Trade unions** - on-going engagement with the trade unions occurs on a regular basis via informal meetings and discussions and more formal meetings including the Joint Consultative Committee (JCC). Trade unions are regularly consulted on new and updated policies and projects, engaged in equality analysis panels and take an active part as members of job evaluation panels.
 23. **Staff survey** - to increase staff engagement the council set up a bi-annual staff survey in 2011 to collect information from staff on their views and opinions and take suitable action on staff feedback. The most recent survey took place in November 2016 and we are currently waiting for the results of this survey. The last survey in September 2014 had a 60% response rate. It indicated the employee engagement index for the council has risen to 56% (the employee engagement index is a national benchmarking standard used by BIS).

Corporate Equality and Diversity steering group

24. The Equality and Diversity steering group was set up to support Wiltshire Council with its commitment to integrate Equality and Diversity throughout its services and to help secure its vision of creating stronger, more resilient communities. The Steering Group provides guidance and advice on matters relating to equality and diversity to all areas within the Council. This is achieved by:
 - Providing a steer on the delivery of the Council's aspirations and obligations in relation to equality and diversity. (This includes the development and progress reporting on [Wiltshire Council's Equality Objectives](#))
 - Facilitating communication , debate and dialogue at a strategic and service level relating to equality and diversity issues
 - Identifying improvements needed to achieve the Council's aspirations and obligations in relation to equality and diversity and to monitor progress made
 - Using the expertise within the group to find practical solutions to any barriers that may present themselves in delivering the Council's aspirations and obligations around equality and diversity
 - Identifying and communicating examples of good practice and support continuous improvement
 - Sharing and exchanging information, expertise, advice and guidance across the Council from which all can learn and develop
 - Promoting the need for fairness, justice and equality of access to services for all

The group consists of representation from all areas across the Council.

Human Resource and policy review – HR direct – updates

25. The council has a range of policies which have been put in place to address equality concerns. These are available to all staff on the council's intranet - HR direct. HR policies and procedures are regularly updated and many include toolkits for managers offering further guidance and support with meeting templates and standard letters.
26. Policies include:
- Equality and diversity policy and procedure
 - Disability support in the workplace policy and procedure
 - Religion and belief in the workplace policy and procedure
 - Dignity at work policy and procedure
 - Grievance policy and procedure
 - Disciplinary
 - Code of Conduct
 - Behaviours Framework policy and procedure
 - Appraisals
 - Flexible working policies
 - Career break scheme
27. All these policies have been updated in line with the Equality Act 2010 and have been widely consulted on (including trade unions, manager stakeholder panel) and assessed by an equality analysis panel. Staff are encouraged to give feedback on policies to HR via HR direct. An ongoing programme of HR policy review continues to take place including work on family friendly policies, dignity at work, grievance standby and callout arrangements, overtime arrangements, purchase of annual leave and revision of the employee well being risk assessment questionnaire. This year we have also produced transgender guidance – transitioning at work and Carers support guidance and checklist to assist managers and staff.

Due regard/ Equality Analysis panels

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

Benchmarking and sharing good practice

32. The council belongs to the South West Equalities Network (SWEN) and regularly attends meetings with colleagues from other council's in the South West to share information, benchmarking and best practice.

33. The council are members of the employers network for equality and inclusion (ENEI). ENEI provide advice and support on equality issues related to all the protected characteristics.
34. The council also belongs to the Wiltshire Lead Officer Group for Equalities, which includes equality and diversity leads from the public sector organisations in Wiltshire and Swindon.

Workforce data and findings

35. See below a breakdown of staff by headcount, FTE and full/part time ratio. These figures are taken from the SAP payroll system as at 1 October 2016.
36. This year we have streamlined the report by representing data primarily in percentages, however, it is recognised that when reporting on small groups this can make the percentages appear disproportionately high compared to actual figures.
37. It is noted that where the figures in this report are low we have recognised that it may be possible to identify individuals and have either replaced the data with a * or have not include the data in order to comply with data protection requirements.

Staff in post

Numbers	Head count	FTE	PT	%	FT	%
Non-Schools	4660	3564	1973	42.34%	2687	57.66%

Ethnicity

See below for a breakdown of workforce figures for ethnicity

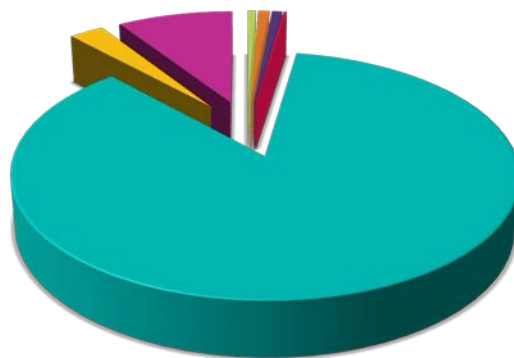
38. The figures from the Wiltshire census 2011 indicate that 3.56 % of the working population in Wiltshire have a BME background. It has to be noted that when comparing Wiltshire Council's percentage of BME staff with the BME working population found in Wiltshire that there is a strong military presence in Wiltshire with a high percentage of BME serving personnel. This reflects in the overall working age BME percentages for Wiltshire (derived from the Census 2011).
39. Our non-schools workforce data indicates that:
- 2.51% of the non-schools workforce has a BME background compared to 2.31% in 2015. We have included data from the Wiltshire census 2011 for further information.
 - Within the group of staff who have declared that they have a BME background, 62.50% are female compared with 37.50% who are male. This is representative of the higher number of females employed by the council.
 - A slightly higher percentage of BME staff, 71.79% work full-time compared to 57.66% of the total workforce work full-time.

- BME staff are represented in all the ranges for length of service and age. The percentage of BME staff with over 2 years' service is 76.92% compared to 84.25% for all other staff.
- The total 'unstated' figure (those staff not declaring) shows that 9.08% have not disclosed their ethnicity; this has decreased from last year's figure of 11.15%. The council will continue to encourage staff to disclose this.

Ethnicity – Headcount figures

Non-schools	Number	% of total	Census data
Asian	29	0.62%	1.3%
Black	41	0.88%	0.6%
Mixed Race	37	0.79%	1.2%
Other BME	10	0.21%	0.3%
BME Combined Total	117	2.51%	
White British	3995	85.73%	93.4%
White Other	125	2.68%	3.3%
Unstated	423	9.08%	
Total	4660	100.00%	

Ethnicity % by headcount

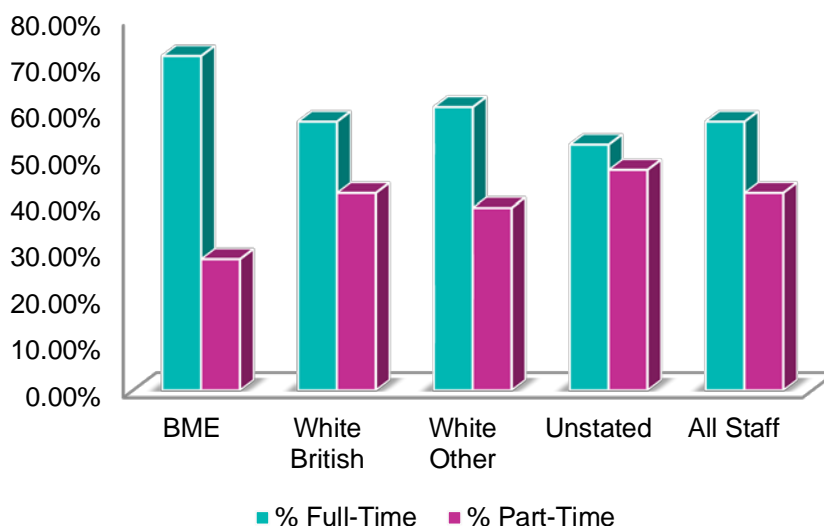


■ Asian
 ■ Black
 ■ Mixed Race
 ■ Other BME
■ White British
 ■ White Other
 ■ Unstated

Ethnicity by sex

Non-schools	Head Count	Female	% Female	Male	% Male
BME	117	71	60.68%	46	39.32%
White British	3995	2834	70.94%	1161	29.06%
White Other	125	91	72.80%	34	27.20%
Unstated	423	266	62.88%	157	37.12%
All Staff	4660	3262	70.00%	1398	30.00%

Ethnicity by full-time/ part-time



Ethnicity by age

Non-schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
BME	117	4.27%	23.93%	34.19%	23.93%	12.82%	0.85%
White British	3995	6.68%	18.67%	20.78%	28.81%	21.50%	3.55%
White Other	125	1.60%	14.40%	32.80%	28.80%	18.40%	4.00%
Unstated	423	8.98%	16.55%	17.49%	32.15%	19.39%	5.44%
All Staff	4660	6.70%	18.50%	21.14%	28.99%	21.01%	3.67%

Ethnicity by length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
BME	117	23.08%	28.21%	23.08%	18.80%	6.84%
White British	3995	15.69%	20.78%	21.20%	28.71%	13.62%
White Other	125	22.40%	16.80%	26.40%	29.60%	4.80%
Unstated	423	12.29%	8.98%	29.31%	37.12%	12.29%
All Staff	4660	15.75%	19.79%	22.12%	29.25%	13.09%

Disability

See below for a breakdown of workforce figures for disability

40. The figures from the Wiltshire census 2011 indicate that 10.63% of the working population, living in households or communal establishments, indicated their day to day activities were limited a little or a lot. Recent government figures (2015) and NOMIS (office for national statistics) data suggest 10.9% of the working population in Wiltshire are disabled. Staff and applicants are encouraged to consider whether they declare a disability against the definition of disability in the Equality Act which may be different to these other surveys. The Equality Act defines disability as 'a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities'.

41. Our non-schools workforce data indicates:

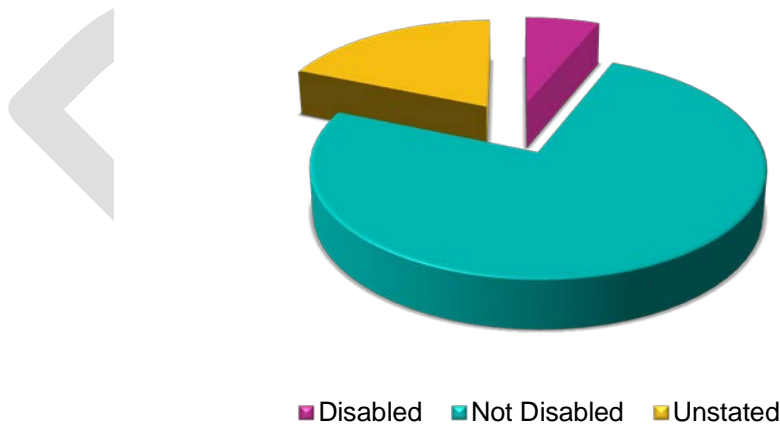
- 6.24% of the non-schools workforce has declared a disability compared to 4.97% in 2015. Of those who declared that they had a disability, 71.48% were female and 28.52% were male. This is reflective of the higher percentage of female staff across the council.
- A slightly higher percentage of disabled staff, 63.23% work full-time compared to 57.66% of the total workforce work full-time.
- Disabled staff are represented in all the ranges for length of service and ages.
- 18.71% of staff have not disclosed whether they have a disability, this has reduced from 21.59% since our last survey. Although we have seen an improvement in disclosure rates the council will continue to encourage staff to disclose this information.
- A broad range of impairments have been declared by staff with a disability. In terms of the categories provided, declarations in relation to mental health have increased slightly this year 10.64% compared to 8.78% last year. The council has recently increased the level of information and support on mental health and online mandatory e-learning on mental health for staff was launched this year. Mental health information and details of support are included on the intranet for managers and staff. Specific advice and support is available through occupational health and the council also provide a wellbeing help line which provides access to counselling services.
- It is noted that of our staff who have declared a disability some have indicated they have more than one condition.

42. The council already takes a range of steps to attract, recruit and support disabled applicants and staff at work. The government has recently launched the 'Disability Confident' scheme which replaces the 'two ticks' employer scheme and as a 'two ticks' employer the council has migrated to the new scheme. Under the new 'Disability Confident' scheme the council continues to offer a guaranteed interview to all applicants who declare that they have a disability and meet the essential criteria for the post as set out in the person specification. The council is committed to enabling disabled staff to remain in their posts and has an occupational health team who work closely with managers and Access to Work to identify and consider reasonable adjustments where these are required. A reasonable adjustment budget is available to support adjustments. Support is available to staff through the carers and disability staff forum. The council is a member of the employers employers network for equality and inclusion (ENEI) which provide advice on disability issues.

Disability by headcount

Non-schools	Number	% of total
Disabled	291	6.24%
Not Disabled	3497	75.04%
Unstated	872	18.71%
Total	4660	100.00%

Disability % by headcount



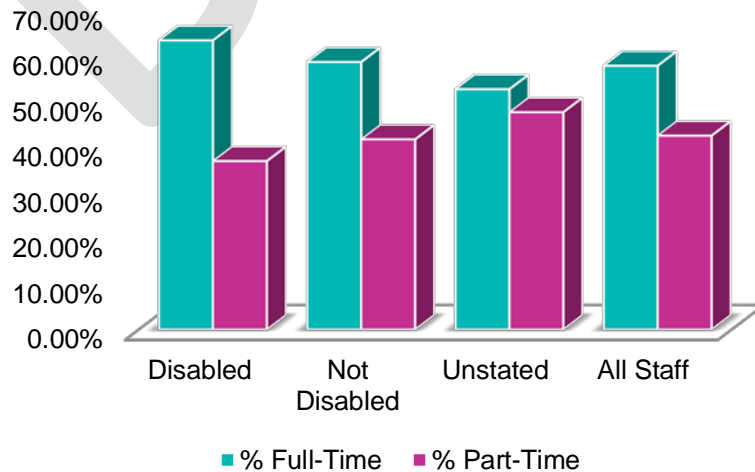
Disability by impairment

Describe your impairment	Impairment by percentage
Learning disability / difficulty	6.08%
Long standing illness or health condition (e.g. cancer, HIV, diabetes)	21.28%
Mental health condition	10.64%
Other condition	15.50%
Physical or mobility impairment	19.15%
Sensory Impairment	6.69%
Unstated	20.67%
Grand Total	100.00%

Disability by sex

Non-schools	Head Count	Female	% Female	Male	% Male
Disabled	291	208	71.48%	83	28.52%
Not Disabled	3497	2507	71.69%	990	28.31%
Unstated	872	547	62.73%	325	37.27%
All Staff	4660	3262	70.00%	1398	30.00%

Disability by full-time / part-time



Disability by age

Non-schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Disabled	291	2.41%	13.06%	20.96%	34.71%	26.12%	2.75%
Not Disabled	3497	6.23%	18.67%	22.02%	28.42%	21.13%	3.52%
Unstated	872	9.98%	19.61%	17.66%	29.36%	18.81%	4.59%
All Staff	4660	6.70%	18.50%	21.14%	28.99%	21.01%	3.67%

Disability by length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Disabled	291	12.03%	18.56%	24.05%	31.96%	13.40%
Not Disabled	3497	14.27%	22.16%	21.96%	28.20%	13.41%
Unstated	872	22.94%	10.67%	22.13%	32.57%	11.70%
All Staff	4660	15.75%	19.79%	22.12%	29.25%	13.09%

Sex (male/female)

See below for a breakdown of workforce figures for male and female staff.

43. Our workforce data for non-schools indicates:

- The percentage of females is 70.00% and males 30.00% and these remain similar to the figures for 2015 which were female 70.07% and male 29.93%.
- 50.61% of women work part-time and 23.03% of men work part-time. A wide range of flexible working options including job sharing, term time only and annualised hours options are available to all staff in the council.
- The percentage of men in the workforce tends to be slightly higher than females in the under 34 age bands. The percentage of female staff is highest in the 45 – 54 age bands.

Sex – headcount

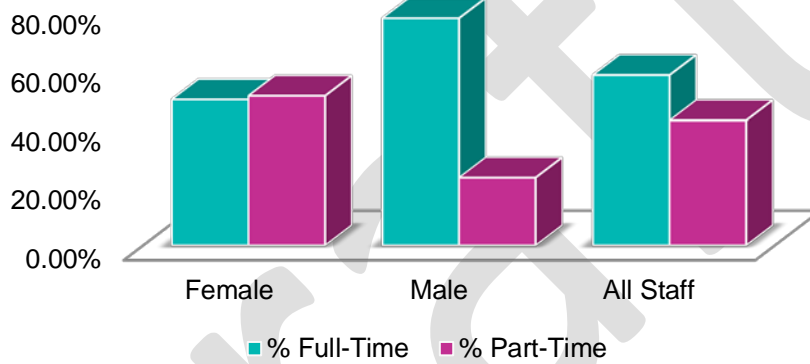
Non-schools	Number	% of total
Female	3262	70.00%
Male	1398	30.00%
Total	4660	100.00%

Sex % by headcount



■ Female ■ Male

Sex by full-time/part-time



Sex by age

Non-schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Female	3262	5.18%	17.41%	21.00%	31.27%	21.52%	3.62%
Male	1398	10.23%	21.03%	21.46%	23.68%	19.81%	3.79%
All Staff	4660	6.70%	18.50%	21.14%	28.99%	21.01%	3.67%

Sex by length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Female	3262	15.33%	18.67%	22.16%	30.69%	13.15%
Male	1398	16.74%	22.39%	22.03%	25.89%	12.95%
All Staff	4660	15.75%	19.79%	22.12%	29.25%	13.09%

Age

See below for a breakdown of workforce figures for age.

44. Our workforce data for non-schools indicates:

- The largest group within the workforce are in the age range 45 – 55, 28.99%.
- Under 25's make up 6.70% of the workforce (a slight decrease from 7.00% in 2015 and this compares to 15.7% (compared to 16.39% in 2015) in the working population of Wiltshire ([Source: ONS Mid Year Estimates 2015](#)) . Measures to look at under representation within this group are currently being explored and initiatives developed including working on our employee brand to help attract this age group, offering more apprenticeships, traineeships, work experience and supported internships for young people with a disability, creating other lower level entry roles and increasing engagement through clear progression schemes & development. The government new apprenticeship scheme including the introduction of the apprenticeship levy will also have an impact to increase the level of apprenticeships provision in the council. Work has also taken place this year to improve social engagement through use of social media particularly in relation to recruitment. We recognise that young people in particular are increasing engaged through social media. We also now offer more ways of applying for roles to include uploading a CV and covering letter or completing a single page application process.
- The proportion of part-timers is higher than full-timers for the age ranges, under 25's and over 65's. A high proportion of under 25's on part time contracts work in leisure where part-time contracts are more commonly in use.

Age headcount

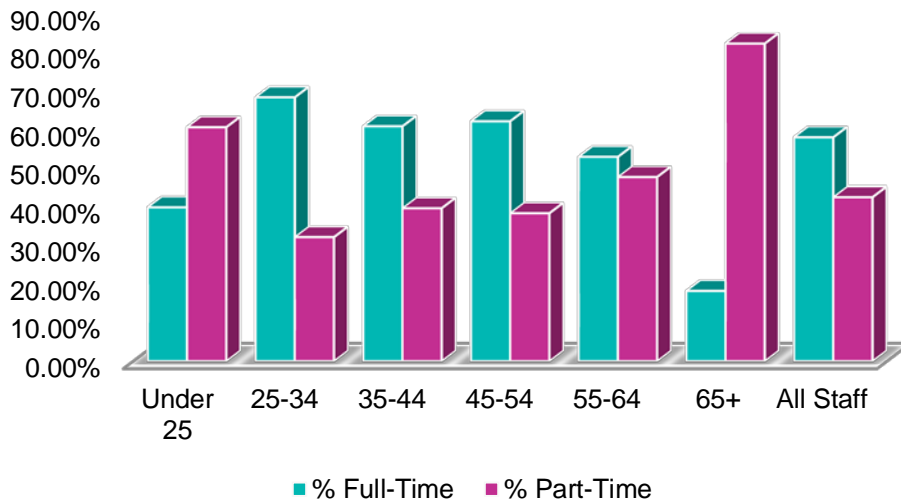
Non-schools	Number	% of total
Under25	312	6.70%
25-34	862	18.50%
35-44	985	21.14%
45-54	1351	28.99%
55-64	979	21.01%
65+	171	3.67%
Total	4660	100.00%

Age % by headcount



■ Under25 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+

Age by full-time/part-time



Age – length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Under25	312	52.56%	35.26%	12.18%	0.00%	0.00%
25-34	862	21.93%	31.09%	32.71%	14.27%	0.00%
35-44	985	13.40%	18.07%	24.67%	38.88%	4.97%
45-54	1351	11.77%	15.40%	19.25%	34.79%	18.80%
55-64	979	8.07%	14.40%	17.67%	32.58%	27.27%
65+	171	6.43%	9.94%	20.47%	39.77%	23.39%
All Staff	4660	15.75%	19.79%	22.12%	29.25%	13.09%

Religion and Belief

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

45. Our workforce data for non-schools indicates:

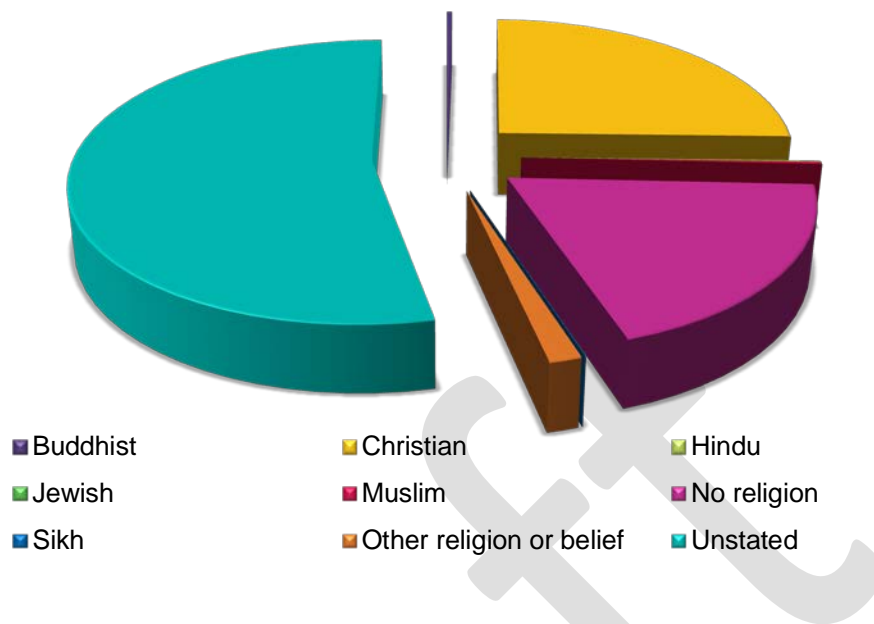
- This is the second year the council has included the protected characteristic of religion and belief in the information collected from staff for this monitoring report.
- 53.48% (compared to 63.55% in 2015) of employees chose not to state their religion or belief. This might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- We have included the Wiltshire census 2011 data for further information. Our data indicates that we have lower percentages in comparison to census data. This difference varies across beliefs except in relation to Buddhist being 0.32% compared to 0.3% nationally. This disparity may be related to our high unstated figure. A higher percentage of staff have indicated that they have other religion or belief 1.48% compared to the census 0.5%.
- Low figures in a number of categories has meant we are not able to include all data due to confidentiality reasons.

Religion and Belief – headcount

Non-schools	Number	% of total	Census data %
Buddhist	15	0.32%	0.3%
Christian	1168	25.06%	64%
Hindu	*	*	0.3%
Jewish	*	*	0.1%
Muslim	10	0.21%	0.4%
Sikh	*	*	0.1%
No religion	900	19.31%	26.5%
Other religion or belief	69	1.48%	0.5%
Unstated	2492	53.48%	7.7%
Total	4660	100.00%	100.00%

Source: Wiltshire census 2011

Religion and belief % by headcount



Sexual Orientation

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

46. Our workforce data for non-schools indicates:

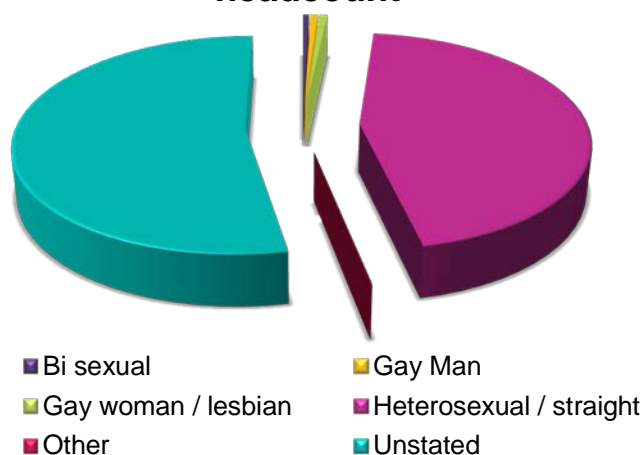
- This is the second year the council has included the protected characteristic of sexual orientation in the information collected from staff for this monitoring report.
- 53.15% (compared to 63.55% in 2015) of employees chose not to state their sexual orientation. This might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- We have included national data for further information. Our information indicates that a number of our percentages are below the national data. Heterosexual (attracted to the opposite sex) sexual orientation in our workforce is 45.06% in comparison to 92.8% nationally. This disparity is most likely to be related to our high unstated figure.
- It is noted that our workforce figures for gay man/ woman (lesbian) is reasonably in line with national data being 1.1% compared to 1.25% of our workforce.

Sexual Orientation – headcount

Non-schools	Number	% of total	National %
Bi sexual	23	0.49%	0.5%
Gay Man	27	0.58%	1.1%
Gay woman / lesbian	31	0.67%	
Heterosexual	2100	45.06%	92.8%
Other	*	*	0.3%
Unstated	2477	53.15%	5.3%
Total	4660	100.00%	

Source: [Key Findings from the Integrated Household Survey: January 2014 to December 2014 \(Experiential statistics\) - ONS](#)

Sexual orientation % by headcount



Caring Responsibilities

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

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

43. Our workforce data for non-schools indicates:

- This is the second year the council has included the characteristic of caring in the information collected from staff for this monitoring report.
- 12.12% (compared to 9.68% in 2015) of the workforce indicated that they had unpaid caring responsibilities and this compares with 10.1% of the Wiltshire

population in the 2011 census. Additionally 25.43% of employees indicated unpaid caring responsibilities in the 2014 staff survey which was anonymous.

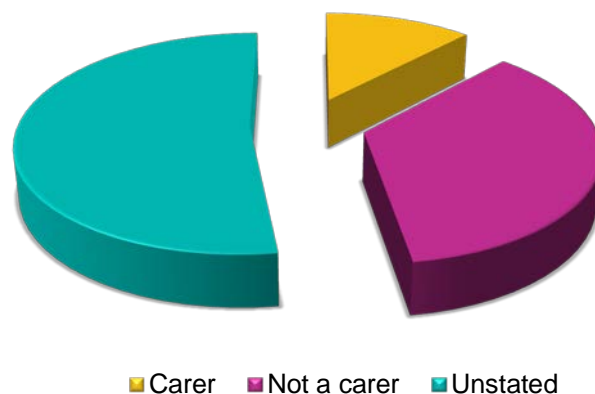
- 35.62 % indicated that they had no unpaid caring responsibilities compared to 89.9% of the Wiltshire population in the 2011 census.
- The unstated figure has reduced to 52.25% from 62.99% in 2015 for employees chose who choose not to state their caring responsibilities. This might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- The council has produced new guidance for managers and staff who are carers along with a checklist of support which is available to staff and to assist with conversations between managers and staff about caring responsibilities. This includes procedures for leave for carers, flexible working, career breaks etc. The council is also planning to sign the Carer Support Wiltshire carers charter as part of the initiative. Links with Carer Support Wiltshire should provide additional sources of information and support to carers employed by the council and access to e-learning for managers.

Caring Responsibilities – headcount

Non-schools	Number	% of total	Census data 2011
Carer	565	12.12%	10.1%
Not a carer	1660	35.62%	89.9%
Unstated	2435	52.25%	
Total	4660	100.00%	

Source: Wiltshire Census 2011

Caring responsibilities % by headcount



Carers – Hours per week

Non-schools	Number	% of total
1-19 hours	429	75.93%
20-49 hours	47	8.32%
50 or more hours	46	8.14%
Hours Unstated	43	7.61%
Total	565	100.00%

Gender Identity

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

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

- This is the second year information has been specifically collected for the purposes of this report in relation to gender identity. Due to the low numbers we are unable to include specific figures for this protected characteristic to ensure that we protect employee confidentiality.
- GIRES - the gender identity research and education society estimate that 1% of the UK population has experienced some degree of gender non-conformity. Most of them are as yet invisible. Anonymous figures from our staff survey in 2014 indicate that in terms of the staff who responded to the survey, the percentage of staff whose gender identity is not the same as at birth is 0.75%.
- The council has an LGBT forum and will continue to engage with staff through this forum to understand the needs of our transgender staff. This year the council has produced some new guidance called 'Transgender guidance – transitioning at work'. The aim of the guidance is to provide information and support to transgender staff, their managers and other staff within the council. This guidance was initiated through consultation with the forum.

Marital Status

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

- This is the second year the council has included the protected characteristic of marital status in the information collected from staff for this monitoring report.
- The unstated figure has reduced to 53.05% from 63.41% in 2015 for employees chose who choose not to state their marital status. This might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- Our data indicates percentages below the percentages for the Wiltshire census data but this is likely to link to our high unstated figure.

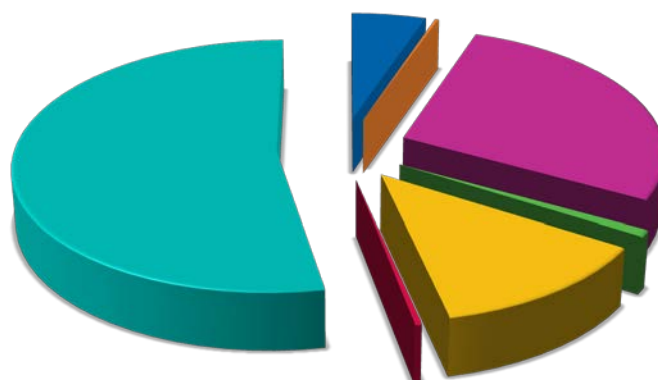
- Low figures in a number of categories have meant we are not able to include all data due to confidentiality reasons and therefore we have included Wiltshire census data for further information.

Marital Status – headcount

Non-schools	Number	% of total	Census data 2011
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	241	5.17%	7.7%
In a registered same-sex civil partnership	11	0.24%	0.1%
Married	1290	27.68%	43.2%
Other	*	*	
Separated (but still legally married or still legally in a same-sex civil partnership)	40	0.86%	1.9%
Single (never married or never registered a same-sex civil partnership)	589	12.64%	22.1%
Widowed or surviving partner from a same-sex civil partnership	17	0.36%	5.6%
Unstated	2472	53.05%	
Total	4660	100.00%	

Source: Wiltshire census 2011

Marital status % by headcount



- Divorced or formerly in a same-sex civil partnership which is now legally dissolved
- In a registered same-sex civil partnership
- Married
- Separated (but still legally married or still legally in a same-sex civil partnership)
- Single (never married or never registered a same-sex civil partnership)

Recruitment monitoring

48. The council monitor the protected characteristics of all applicants who apply for roles through our Talentlink e-recruitment system. 99% of our applicants apply online. The council is currently reviewing how we can include data for the small number of applicants who use paper based application forms. This information excludes schools information as they do not use the e-recruitment system and monitor their own recruitment statistics.

49. This report looks at the overall applications received, the number of shortlisted applicants and successful/appointed applicants. The report also includes what percentage of those who applied from each group were shortlisted and went on to be appointed.
50. The equality declaration form which applicants are asked to complete when they apply for a role with the council is requested for monitoring purposes only and is not passed to the recruiting manager, so they are unable to see equality information.
51. Our workforce data for non-schools in the period 1st October 2015 – 30 September 2016 indicates:
- This year the council received 4684 applications from external applicants of which 1718 were shortlisted and 712 appointed.
 - 6.79% of all applications, 5.01% of shortlisted applicants and 3.23% of appointments were from people who declared that they were from a BME background. These figures indicate a slight fluctuation on last year's report from 7.04% of all applications; however, the percentage of all appointments has increased from 2.42% last year. Additionally, the percentages of applicants of type appointed as a percentage of those who applied has slightly increased to 7.23% compared 6.29% in last year's report for BME staff. This will be kept under review further.
 - 5.12% of all applications, 5.88% of those shortlisted and 3.09% of those appointed declared that they had a disability. This was a slight decrease from 5.68% applications and from 3.30% of appointments in last year's report; along with the percentage of applicants of type appointed as a percentage of those applied (9.17%) decreasing slightly from last year's report (10.64%). The council has chosen to migrate to the new Disability Confident employer scheme introduced this year by the government to replace the 'two tick's employer scheme. Under the new scheme the council continues with the commitment to offer a guaranteed interview to disabled applicants who meet the minimum criteria for the post they are applying for and make reasonable adjustments to help applicants attend interviews where required (see information under Disability). Data on short listing indicates that the percentage of disabled candidates shortlisted was 42.08% compared to 37.72% for non-disabled staff.
 - 57.02% of applications received by the council were from female applicants and 27.67% were from male applicants. 57.58% of posts filled were filled by female applicants, with 25.28% filled by male applicants. This is broadly reflective of the current workforce split which is 70.00% female and 30.00% male.
 - The highest percentage of applicants appointed of type was the over 65's. The highest number of applications received were marginally from the under 25's. The percentages of under 25's appointed as a percentage of those who applied was 13.20% compared to 18.33% in last year's report. The under 25's represented 19.24% of all appointments. The council currently has a number of measures in place to support the under 25's (please see section on age above).
 - It is noted that the unstated figure for recruitment has increased this year. This is related to steps which have been taken to increase the methods applicants can use to apply for a role with the council including the use of CV's. This initially resulted in a low return of equality questionnaires and as a result steps have now been taken to build questionnaires more fully into the application process regardless of whether a candidate chooses to upload a CV or continue with a standard application form.

Recruitment by ethnicity

Ethnic Origin	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	6.79%	5.01%	3.23%	27.04%	26.74%	7.23%
White British	72.76%	78.75%	76.40%	39.70%	40.21%	15.96%
White Irish/Other	4.78%	3.32%	3.23%	25.45%	40.35%	10.27%
Unstated	15.67%	12.92%	17.13%	30.25%	54.95%	16.62%
Grand Total	100.00%	100.00%	100.00%	36.68%	41.44%	15.20%

Recruitment by disability

Disability	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	5.12%	5.88%	3.09%	42.08%	21.78%	9.17%
Not Disabled	77.13%	79.34%	77.39%	37.72%	40.43%	15.25%
Unstated	17.74%	14.78%	19.52%	30.57%	54.72%	16.73%
Grand Total	100.00%	100.00%	100.00%	36.68%	41.44%	15.20%

Recruitment by sex

Sex	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	57.02%	59.66%	57.58%	38.38%	40.00%	15.35%
Male	27.67%	27.82%	25.28%	36.88%	37.66%	13.89%
Unstated	15.13%	12.51%	17.13%	29.99%	56.74%	17.02%
Grand Total	100.00%	100.00%	100.00%	36.68%	41.44%	15.20%

Recruitment by age

Age Band	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	22.16%	18.22%	19.24%	30.15%	43.77%	13.20%
25 – 34	22.01%	21.59%	20.51%	35.98%	39.35%	14.16%
35 – 44	15.67%	17.64%	16.43%	41.28%	38.61%	15.94%
45 – 54	16.72%	20.02%	17.28%	43.93%	35.76%	15.71%
55 – 64	7.58%	9.31%	8.85%	45.07%	39.38%	17.75%
65 and over	0.49%	0.58%	0.70%	43.48%	50.00%	21.74%
Unstated	15.37%	12.63%	16.99%	30.14%	55.76%	16.81%
Grand Total	100.00%	100.00%	100.00%	36.68%	41.44%	15.20%

Internal promotions

52. The council monitors applications by staff for internal transfers and promotions. All roles (apart from front line positions) are advertised internally prior to any external advert. The information presented is for jobs advertised internally within Wiltshire Council (non-schools) and does not include any internal applicants for jobs advertised externally to the wider public. The information includes all positions regardless of whether that job represents a promotion or a sideways move within the council for the successful applicant.

53. Our workforce data for non-schools in the period 1st October 2015 – 30th September 2016 indicates:

- This year the council received 953 applications from internal applicants of which 599 were shortlisted and 306 appointed. This compares to 192 internal appointments in 2015 this is due to restructuring as a result of spending reviews and the need to protect staff by undertaking internal appointments to reduce redundancies
- 3.59% of internal applicants appointed declared that they are from BME backgrounds. This was a slight fluctuation from 3.65% in last year's report. The percentages of applicants of type appointed indicate that a slightly lower percentage of BME, white Irish and other white applicants were appointed than expected compared to the numbers who applied. This may relate to the 'unstated' return rate.
- The percentage of internal disabled applicants appointed as a percentage of those disabled applicants who applied has increased to 24.00% compared to 21.21% in 2015. This compared to 32.35% for non-disabled internal applicants.
- The percentage of internal females appointed was 69.28% and the overall workforce is 70.00% female.
- In terms of age, the highest percentage of type appointed as a percentage of those who applied was in the over 65's age band (although actual numbers in this group were low) and the 55-64 age band. The under 25's percentage of type appointed has increased slightly to 27.21 % from 26.36 % in last year's report. The council has ongoing measures in place to support the employment of under 25's (see information under age).

Promotion by Ethnicity

Ethnic Origin	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	5.14%	4.67%	3.59%	57.14%	39.29%	22.45%
White British	86.36%	88.15%	87.58%	64.16%	50.76%	32.56%
White Irish/Other	3.36%	2.34%	2.29%	43.75%	50.00%	21.88%
Unstated	5.14%	4.84%	6.54%	59.18%	68.97%	40.82%
Grand Total	100.00%	100.00%	100.00%	62.85%	51.09%	32.11%

Promotion by Disability

Disability	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	5.25%	5.34%	3.92%	64.00%	37.50%	24.00%
Not Disabled	85.62%	86.64%	86.27%	63.60%	50.87%	32.35%
Unstated	9.13%	8.01%	9.80%	55.17%	62.50%	34.48%
Grand Total	100.00%	100.00%	100.00%	62.85%	51.09%	32.11%

Promotion by sex

Sex	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	65.48%	67.95%	69.28%	65.22%	52.09%	33.97%
Male	30.12%	27.88%	24.51%	58.19%	44.91%	26.13%
Unstated	4.41%	4.17%	6.21%	59.52%	76.00%	45.24%
Grand Total	100.00%	100.00%	100.00%	62.85%	51.09%	32.11%

Promotion by age

Age Band	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	14.27%	12.69%	12.09%	55.88%	48.68%	27.21%
25 – 34	26.55%	27.71%	26.14%	65.61%	48.19%	31.62%
35 – 44	20.04%	20.37%	22.22%	63.87%	55.74%	35.60%
45 – 54	25.60%	24.37%	21.90%	59.84%	45.89%	27.46%
55 – 64	7.76%	9.35%	10.78%	75.68%	58.93%	44.59%
65 and over	0.42%	0.50%	0.65%	75.00%	66.67%	50.00%
Unstated	5.35 %	5.01%	6.21%	58.82%	63.33%	37.25%
Grand Total	100.00%	100.00%	100.00%	62.85%	51.09%	32.11%

Leaver monitoring

54. There were 674 non-school staff who ceased employment in the council between 1ST October 2015 and 30th September 2016.

55. Our workforce data for non-schools indicates:

- Overall the main reason for people leaving the council was resignation followed by voluntary redundancy. In total there were 674 leavers over the period. This was a decrease from the previous year (752) although the main reasons for leaving were the same.
- 2.52% of leavers had declared that they had a BME background, 68.10% were female and 31.90% male and these percentages are roughly in line with the general workforce percentages for these groups.
- 5.34% of leavers had declared that they had a disability, this is slightly below the percentage of disabled employees in the workforce (6.24%).
- The highest age range for voluntary redundancy is 45-54 at 37.62% and generally the percentage of voluntary redundancy is higher in the age groups 35 and over.

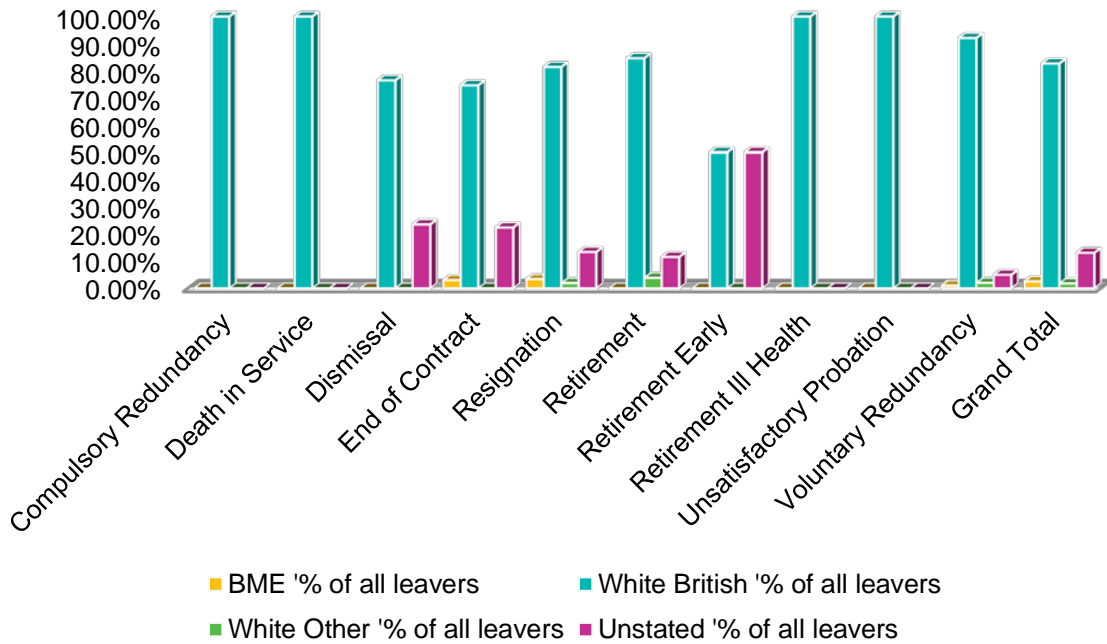
Leavers by Reason

Reason	All Leavers	% of All Leavers
Compulsory Redundancy	*	*
Death in Service	*	*
Dismissal	17	2.52%
End of Contract	67	9.94%
Resignation	419	62.17%
Retirement	52	7.72%
Retirement Early	*	*
Retirement Ill Health	*	*
Unsatisfactory Probation	*	*
Voluntary Redundancy	101	14.99%
Grand Total	674	100.00%

Leavers by Ethnicity

Reason	BME '% of all leavers	White British '% of all leavers	White Other '% of all leavers	Unstated '% of all leavers
Compulsory Redundancy	0.00%	0.00%	100.00%	0.00%
Death in Service	0.00%	0.00%	100.00%	0.00%
Dismissal	0.00%	23.53%	76.47%	0.00%
End of Contract	2.99%	22.39%	74.63%	0.00%
Resignation	3.34%	13.37%	81.38%	1.91%
Retirement	0.00%	11.54%	84.62%	3.85%
Retirement Early	0.00%	50.00%	50.00%	0.00%
Retirement Ill Health	0.00%	0.00%	100.00%	0.00%
Unsatisfactory Probation	0.00%	0.00%	100.00%	0.00%
Voluntary Redundancy	0.99%	4.95%	92.08%	1.98%
Grand Total	2.52%	13.06%	82.64%	1.78%

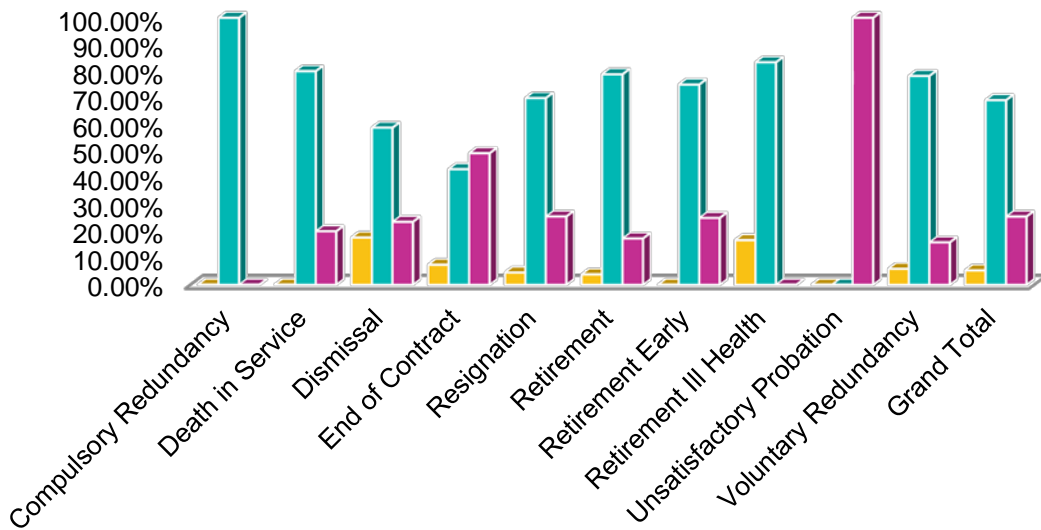
Leavers by ethnicity % of all leavers



Leaver by disability

Reason	Disabled '% of all leavers	Not Disabled '% of all leavers	Unstated '% of all leavers
Compulsory Redundancy	0.00%	100.00%	0.00%
Death in Service	0.00%	80.00%	20.00%
Dismissal	17.65%	58.82%	23.53%
End of Contract	7.46%	43.28%	49.25%
Resignation	4.53%	69.93%	25.54%
Retirement	3.85%	78.85%	17.31%
Retirement Early	0.00%	75.00%	25.00%
Retirement Ill Health	16.67%	83.33%	0.00%
Unsatisfactory Probation	0.00%	0.00%	100.00%
Voluntary Redundancy	5.94%	78.22%	15.84%
Grand Total	5.34%	69.14%	25.52%

Leavers by disability % of all leavers



■ Disabled % of all leavers ■ Not Disabled % of all leavers ■ Unstated % of all leavers

Leavers by sex

Reason	Female % of all leavers	Male % of all leavers
Compulsory Redundancy	100.00%	0.00%
Death in Service	60.00%	40.00%
Dismissal	52.94%	47.06%
End of Contract	76.12%	23.88%
Resignation	66.83%	33.17%
Retirement	59.62%	40.38%
Retirement Early	100.00%	0.00%
Retirement Ill Health	66.67%	33.33%
Unsatisfactory Probation	0.00%	100.00%
Voluntary Redundancy	74.26%	25.74%
Grand Total	68.10%	31.90%

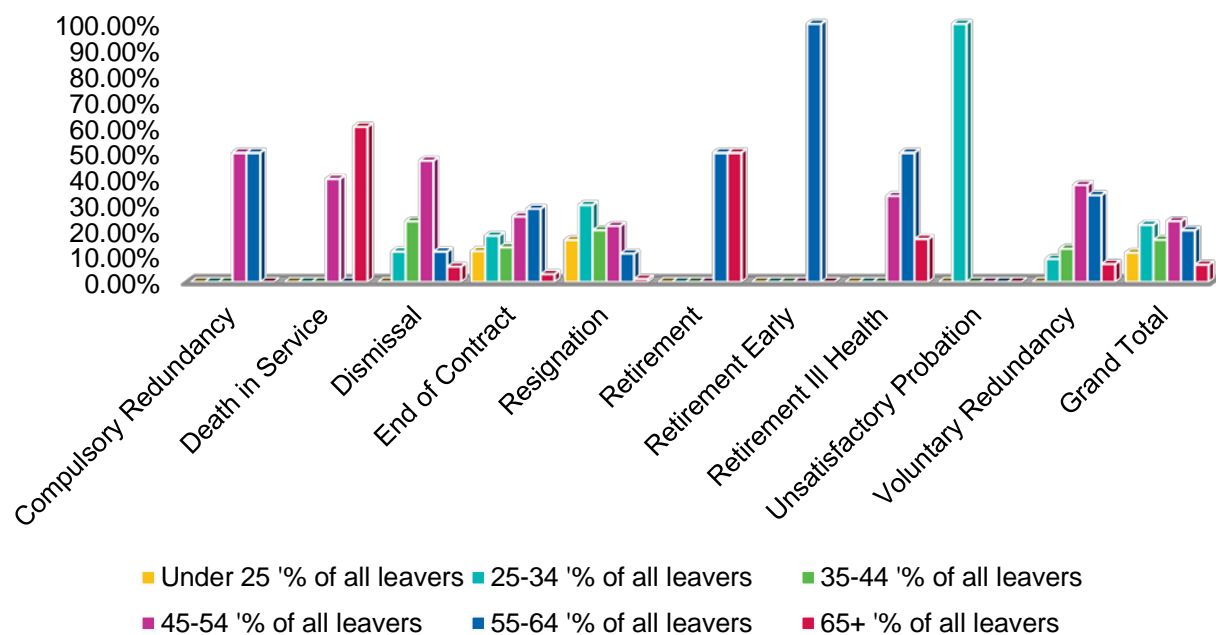
Leavers by sex % of all leavers



Leaver by age

Reason	Under25 % of all leavers	25-34 % of all leavers	35-44 % of all leavers	45-54 % of all leavers	55-64 % of all leavers	65+ % of all leavers
Compulsory Redundancy	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%
Death in Service	0.00%	0.00%	0.00%	40.00%	0.00%	60.00%
Dismissal	0.00%	11.76%	23.53%	47.06%	11.76%	5.88%
End of Contract	11.94%	17.91%	13.43%	25.37%	28.36%	2.99%
Resignation	16.23%	29.83%	20.05%	21.72%	10.98%	1.19%
Retirement	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%
Retirement Early	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
Retirement Ill Health	0.00%	0.00%	0.00%	33.33%	50.00%	16.67%
Unsatisfactory Probation	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Voluntary Redundancy	0.00%	8.91%	12.87%	37.62%	33.66%	6.93%
Grand Total	11.28%	22.11%	16.32%	23.59%	20.03%	6.68%

Leavers by age % of all leavers



Discipline, Dignity at Work and grievance procedure

56. A count of all non-school staff that have raised grievance procedures, dignity at work procedures or are the subject of disciplinary procedures in the period 1st October 2015 to 30th September 2016.

57. Our workforce data for non-schools indicates:

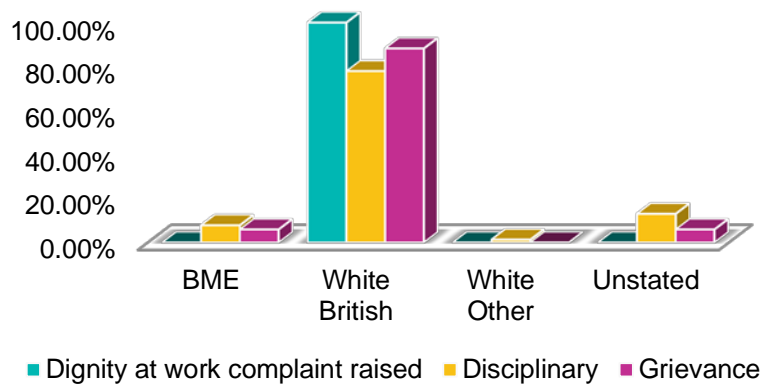
- The highest number of cases (77) relates to use of the disciplinary procedure. This is a decrease in comparison to total of 110 disciplinary cases for the whole year in the previous report.
- There were 3 Dignity at Work cases compared to 4 for the whole year in the previous report 2014/15. In previous years the figures have fluctuated between 4 and 19. There continues to be a higher number of dignity at work complaints raised by female employees.
- The figures for disability indicate that 6.49% of disabled staff were involved in a disciplinary and 23.53% of grievances were raised by a disabled member of staff. It was noted that the disciplinary figure indicated a rise in cases compared to the previous year (15.79%).
- The figures for BME staff indicate that 7.79% were involved in a disciplinary compared to 0.91% in last year's report.
- The figures for male staff indicates an increase across all the procedures and is above the workforce figure of 30% for male employees.

- The percentage increases in cases outlined above have been analysed further and it was found that there were a broad range of reasons and across a wide range of services. We will keep the figures under review.

Adviser cases by Ethnicity

Group	Total	BME % of total	White British % of total	White Other % of total	Unstated % of total
Dignity at work complaint raised	3	00.00%	100%	0.00%	0.00%
Disciplinary	77	7.79%	77.92%	1.30%	12.99%
Grievance	17	5.88%	88.24%	0.00%	5.88%
Total	97	7.22%	80.41 %	1.03%	11.34%

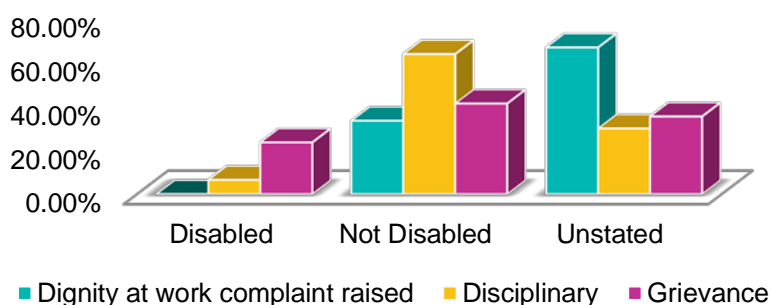
Adviser cases by ethnicity



Adviser cases by Disability

Group	Total	Disabled % of total	Not Disabled % of total	Unstated % of total
Dignity at work complaint raised	3	0.00%	33.33%	66.67%
Disciplinary	77	6.49%	63.64%	29.87%
Grievance	17	23.53%	41.18%	35.29%
Total	97	9.28%	58.76%	31.96%

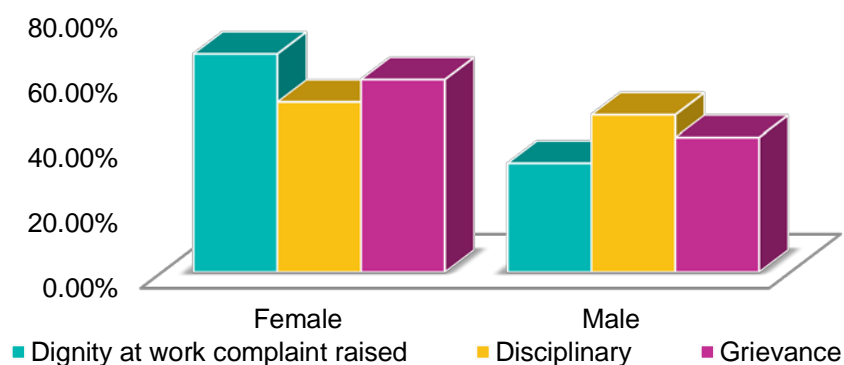
Adviser cases by Disability



Adviser cases by sex

Group	Total	Female % of total	Male % of total
Dignity at work complaint raised	3	66.67%	33.33%
Disciplinary	77	51.95%	48.05%
Grievance	17	58.82%	41.18%
Total	97	53.61%	46.39%

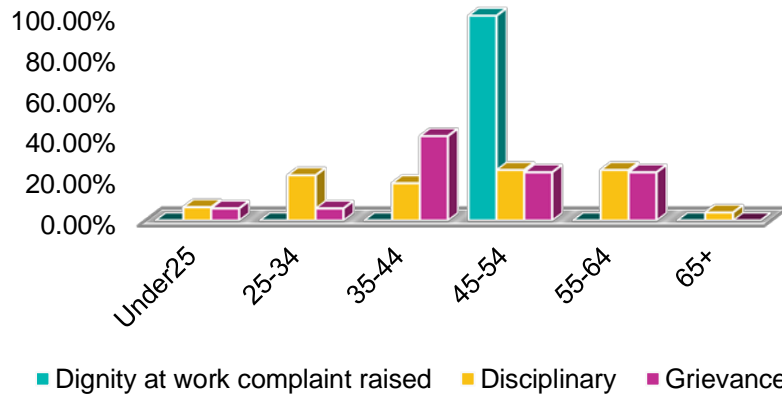
Adviser cases by sex



Adviser cases by age

Group	Total	Under25 % of total	25-34 % of total	35-44 % of total	45-54 % of total	55-64 % of total	65+ % of total
Dignity at work complaint raised	3	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
Disciplinary	77	6.49%	22.08%	18.18%	24.68%	24.68%	3.90%
Grievance	17	5.88%	5.88%	41.18%	23.53%	23.53%	0.00%
Total	97	6.19%	18.56%	21.65%	26.80%	23.71%	3.09%

Adviser cases by age



Flexible working requests

58. The figures represent formal requests for flexible working for the period 1st October 2015 to 30th September 2016. Managers also receive informal requests which are not monitored or included in these figures.

59. Due to the low figures when reporting on flexible working requests the data has not been included due to data protection and the identification of staff members. Although data has not been made available a number of key findings have been indicated below.

60. Our workforce data for non-schools indicates:

- The majority of all requests are agreed.
- There were a higher percentage of formal requests amongst female staff and this year this included a broad range of age groups.

Maternity – returner rates

61. The council had 80 employees who went on maternity leave during the period 1st October 2015 to 30th September 2016, of these employees, 71 returned to work after maternity leave and 9 people did not. The figures for the non returners are low so a further breakdown has not been included, however the data did not indicate any equality issues.

Performance appraisal

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

Training monitoring

63. Support and supervision of staff and the appraisal arrangements tend to identify the majority of staff development needs. Last year a new learning management system was introduced called grow, and this is utilised to record learning and development along with 121s and the annual appraisal. Staff are able to request attendance at training courses through the grow system and this year a range of e-learning including mandatory e-learning has also been rolled out to staff via grow. There is still some training not formally recorded through grow and this includes conferences and

professional updates undertaken externally and some service specific qualifications and training such as in the leisure service. Leisure service mandatory training courses are currently being added into grow.

64. The system is not able to identify training requested. The information below represents the number of training events or modules of e-learning that have been completed, not the number of people doing the training. This recognises that individuals may have completed more than one training event or module in the year.
65. For comparison purposes the overall workforce percentages for each protected characteristic have been included. This is included to indicate whether a comparative spread of employees with monitored protected characteristics have taken part in or attended training. Please see comments in the following paragraph below.
66. Our workforce data for non-schools for the period 1st October 2015 to 30th September 2016 indicates:
- The total of training events or modules of e-learning increased to 20150 from 5545. This was due to the increased use of the new grow system to record training and the introduction of a range of e-learning training for staff. There are 8 pieces of e-learning which staff need to complete including fire and bomb procedures, mental health awareness, equality and diversity and safeguarding. Other smaller pieces of learning are also being included on grow.
 - Attendance at training sessions by staff declaring a BME background (4.33%) and a disability (6.45%) is representative of these groups within the workforce.
 - Male attendance at training sessions was 26.32% which is below the group representation in the workforce which is 30.00%.
 - Attendance at training sessions was slightly less than the percentage expected for the group 55 and over.

Training by ethnicity

	Attendees	% of total attendees	% of group in workforce at 01/10/2015
BME	895	4.44%	2.51%
White British	17250	85.61%	85.73%
White Other	814	4.04%	2.68%
Unstated	1191	5.91%	9.08%
Grand Total	20150	100.00%	100.00%

Training by disability

	Attendees	% of total attendees	% of group in workforce at 01/10/2016
Disabled	1332	6.61%	6.24%
Not Disabled	14834	73.62%	75.04%
Unstated	3984	19.77%	18.71%
Grand Total	20150	100.00%	100.00%

Training by sex

	Attendees	% of total attendees	% of group in workforce at 01/10/2015
Female	14846	73.68%	70.00%
Male	5304	26.32%	30.00%
Grand Total	20150	100.00%	100.00%

Training by age

	Attendees	% of total attendees	% of group in workforce at 01/10/2015
Under25	1894	9.40%	6.70%
25-34	4482	22.24%	18.50%
35-44	4762	23.63%	21.14%
45-54	5761	28.59%	28.99%
55-64	3087	15.32%	21.01%
65+	164	0.81%	3.67%
Grand Total	20150	100.00%	100.00%

Remuneration monitoring

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

This is the second year we have included information about the gender pay gap. We have based our data on the median figures based on gross hourly rates, excluding overtime in line with the Office of National Statistics (ONS, 2016). The government has proposed new gender pay gap reporting requirements for the public sector next year.

68. Our workforce data for non-schools indicates:

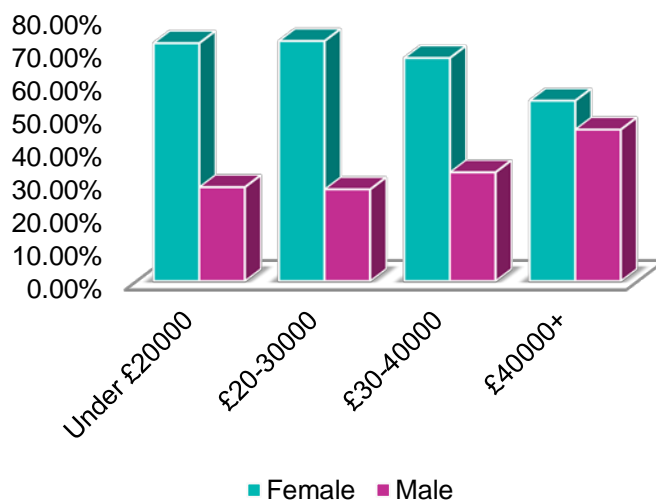
- The figures below reflect the higher number of females employed by the council across all salary bands.
- The percentage of male staff has slightly decreased in the higher salary bands of £30,000 per annum and above and the percentage of females has slightly increased in this band. The percentage of females is still which means the percentages are lower than the figure for the proportion of females in the workforce.

- Gender pay gap data indicates that there is a zero gender pay gap for part-time staff and a negative gender pay gap for full time staff (-3.16%). The overall pay gap within the council is 14.65%, this has increased from 11.86% last year. This is due to the decrease of staff in in grades B-E and this may be linked to the move from some schools to become academies. The overall decrease in schools has meant that median pay has increased. The overall gender pay gap for the council is below the national average of 18.1% and last years national average for local government of 19.89%.
- A negative gender pay gap percentage indicates that woman working in full time positions (37hrs+) are paid comparatively more than their male counterparts.
- The figures for BME staff decrease slightly in the highest salary band. The percentage of BME staff in the £30-£40,000 have reduced this year to 1.24% (a similar percentage to 2014) from 3.48% in 2015.
- In relation to disability, remuneration is fairly evenly spread across all the salary bands and decreases slightly in the highest salary bands.

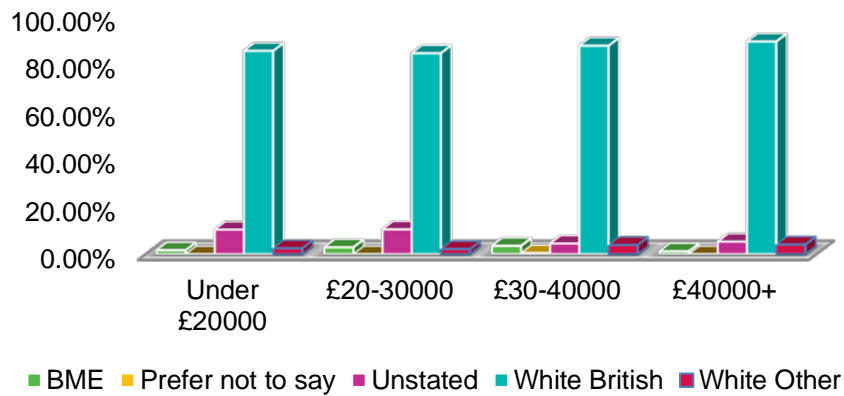
Remuneration by Sex, Ethnicity and Disability

Salary Band	Number of staff in band	Sex		Ethnicity				Disability		
		Female	Male	BME	White British	White Other	Unstated	Disabled	Not Disabled	Unstated
Under £20000	1550	71.71%	28.28%	1.66%	85.51%	2.50%	10.33%	6.24%	71.01%	22.75%
£20-30000	2090	72.35%	27.65%	2.90%	84.53%	2.13%	10.44%	5.99%	73.47%	20.54%
£30-40000	892	67.23%	32.77%	3.51%	87.67%	3.87%	4.95%	7.62%	81.98%	10.40%
£40000+	313	55.35%	45.65%	1.24%	89.44%	4.04%	5.28%	4.35%	85.40%	10.25%
All Staff	4845	70.00%	30.00%	2.51%	85.73%	2.68%	9.89%	6.24%	75.04%	18.71%

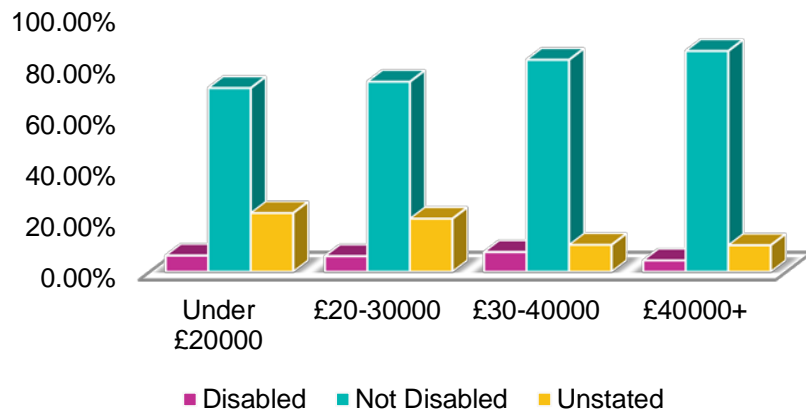
Remuneration by sex



Remuneration by ethnicity



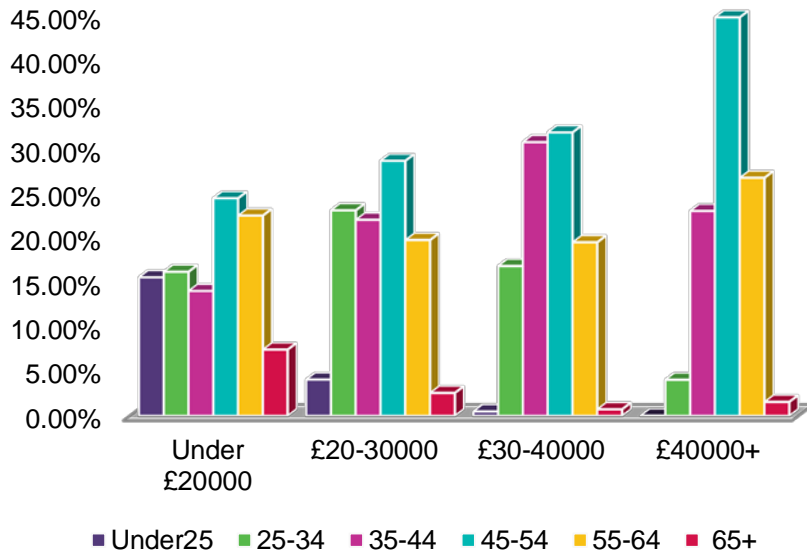
Remuneration by disability



Remuneration by Age

Salary Band	Number of staff in band	Age					
		Under25	25-34	35-44	45-54	55-64	65+
Under £20000	1442	15.53 %	16.16%	14.01%	24.41%	22.47%	7.42%
£20-30000	2069	4.06%	23.05%	21.99%	28.61%	19.72%	2.56%
£30-40000	827	0.48%	16.81%	30.71%	31.80%	19.47%	0.73%
£40000+	322	0.00%	4.04%	22.98%	44.72%	26.71%	1.55%
All Staff	4660	6.70%	18.50%	21.14%	28.99%	21.01%	3.64%

Remuneration by age



Gender pay gap

Organisation	Overall	Full time	Part time
ONS	18.1%	9.4%	-6.0%
Local Government	19.89%	1.00%	1.54%
Wiltshire Council*	14.65%	-3.16%	0.00%

Source: Office of National Statistics, 2016 and Local Government Association, 2015

*Please note; the Wiltshire Council figure above includes all employees on Wiltshire Council terms and conditions. This includes employees on a casual contract, schools support staff and centrally employed teachers. It is noted that this is a wider group than the rest of the data utilised in this report which does not include school support staff or casuals but does include centrally employed teachers. The LGA figure excludes casuals and the council overall figure would match this if casuals had also been excluded.

Positive Actions

69. The council currently takes the following positive actions:

- Support for the three staff forums and inviting members to attend the equality analysis panels for new HR policies and processes.
- The council has become involved in the new government 'Disability Confident' employer scheme which replaces the 'two tick's' employer scheme. This includes a number of commitments relating to attracting, recruiting and supporting disabled people.
- Membership of the employers network for equality and inclusion (ENEI).
- Reasonable adjustment budget of £10,000 per annum for disabled staff and applicants.

- Updated careers website with links to information for disabled applicants.
- Updated annual appraisal scheme and one to ones which include facilitated discussions about wellbeing and barriers to work and reasonable adjustments.
- Introduction of e-learning for all staff on equality and diversity this year.
- Regular equality and diversity updates to Staffing Policy Committee and Corporate Directors.
- Supporting equality events and raising awareness about specific disabilities eg autism training.
- Clear policies and procedures on equality and diversity issues for managers and staff.
- Supported internships for disabled young people with learning difficulties/and or disabilities
- Development of an equality steering group to drive forward equality and diversity work in the council in each service area including members from the staff forums.
- Development of specific equality objectives for the council

70. As part of the public sector equality duty the council is also required to identify equality objectives. These include service equality objectives and objectives relating to the council's workforce (HR equality objectives). These objectives are reviewed regularly and were the subject of a public consultation last year. As a result of this consultation the objectives were reconfirmed and some additional service objectives were included. Further details of the council's equality objectives can be found on the [council website](#).

71. The council's HR equality objectives have primarily been identified from workforce data analysis and are set out below and include:

- **OBJECTIVE 3:**
Improve workforce profile statistics by improving existing rates of reporting (disability and ethnicity) and increasing the range of protected characteristics captured about the workforce via SAP, particularly for Sexual Orientation, Gender Reassignment Carers, and Religion and Belief (*subject to level of financial resources needed to make the changes within SAP)
- **OBJECTIVE 4:**
Increase the number of under 25 year olds within the Council's workforce
- **OBJECTIVE 5:**
Reduce the percentage of staff who report that they have experienced bullying and harassment, with a focus on disabled staff and other groups of staff with protected characteristics who may be affected by this.
- **OBJECTIVE 6:**
Embedding an inclusive workplace focussing this year on lesbian, gay, bisexual and trans* (LGBT) employees.

72. Initial data and summary update points relating to this include:

- As part of our equality objective to improve our workforce profile statistics the council sent all staff an equality monitoring questionnaire in 2015 and 2016. The aim of the questionnaire was to improve our workforce data by improving our existing rates of reporting (disability and ethnicity) and increasing the range of protected characteristics captured. Over the last three years the unstated rate for

ethnicity and disability has reduced. The ethnicity unstated rate decreased to 9.08% this year from 11.15% (2015) and 15.43% (2014). The disability unstated rate decreased to 18.71% this year from 21.59% (2015) and 27.09% (2014). This report now includes headcount information on all the protected characteristics, although it is noted that the unstated figures for this new information is high. Improvements in data have been achieved through the equalities monitoring questionnaire this year and the council will continue to work towards increasing confidence in this area and encouraging staff to contribute to the monitoring data.

- The percentages of under 25's who work for the council is 6.7% of the workforce. This represents a slight decrease from 2015. Although the figures show a slight fluctuation a lot of work has been undertaken to improve the offer on apprenticeships and workplace experience. This is the third year that the council has offered supported internships for young disabled people. The government has also introduced a new apprenticeship scheme and levy which may also lead to an increase in the council's apprenticeship offer. The recruitment figures indicate that applications from this age group are marginally higher than from any other age group and 19.24% of all successful applicants come from this age group.
- The staff survey in 2012 raised concern that the percentage of staff with a disability who considered that they had experienced bullying and harassment was much higher than average for the workforce. As a result this was added to the council's equality objectives. The staff survey in 2014 contained a revised question on bullying and harassment to provide greater clarification. 'In the last year, I have personally experienced bullying or harassment whilst at work'. The result of the staff survey 2014 were that 100 staff declared that they had a disability and of this group 22% stated that they felt that they had experienced bullying and harassment in the last year. This compared to 16.8% in 2012.
- In the 2014 staff survey 9% of all staff considered that they had experienced bullying. This compares to national data which indicates that 11% of managers reported grievances being raised concerning bullying and harassment (WERS – Workplace Employment Relations Survey 2011). The staff survey in 2014 was expanded to ask for data on additional protected characteristics so it became possible to consider bullying and harassment in respect of other groups. It was found that the percentages for bullying and harassment had increased for those with a disability and that there were some high percentages for some other groups of staff with protected characteristics. Our equality objective has been broadened to recognise this.
- ACAS indicate that the public sector and certain groups with protected characteristics consistently have higher levels of bullying and harassment. The council recognise the impact of bullying and harassment on individuals and will continue to work to reduce the percentages reported. It is recognised that work in this area may take time to reflect in a staff survey and longer timescales are likely to be required to measure any changes. Consultation with the staff forums will form part of any proposed changes.
- The 2016 staff survey which has recently taken place also includes the same question used in the 2014 survey on bullying and harassment (unfortunately the results of this survey will not be available in time for this report). This year's survey also sought clarification about the source of bullying and harassment and whether it was related to another members of staff or external contact.

- Work on this objective this year has included work on improvements to the dignity at work and grievance policy to make the policies more streamline and easier to access. The statement of commitment in the dignity at work policy was also strengthened and includes a supporting statement from the chair of the staffing policy committee. Changes were also made to the supporting guidance for staff and managers. The changes were widely consulted on including consultation with our staff forums. Training on the dignity at work and grievance policy and procedure was covered in a series of manager briefings 2012 and 2014 and further work to provide on line resources is planned. The council has a clear behaviours policy for all staff and the dignity at work policy is clear that bullying and harassment will not be tolerated.
- Work to embed an inclusive workplace for LGBT staff initially related to implementing improvements recommendations by Stonewall in their workplace equality index assessment around sexual orientation in the workplace. Work on role models and improving HR policies formed part of this. This year transgender guidance – transitioning in the workplace has been produced as a result of consultation with the LGBT staff forum to improve the information and support to transgender staff, their managers and other staff.

73. It is intended that further work will continue to be undertaken to develop, consult on and meet the council's equality and diversity objectives.

74. Contact details

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

By Email: policyandreward@wiltshire.gov.uk

By Telephone: 01225 716161

Appendix A

Staff survey 2014 – Anonymous workforce equality and diversity information

As part of the staff survey staff were asked for the following equality and diversity information. The response rate for the staff survey was 60% (2782 employees).

Sex

	Total	%
Female	1681	60.42%
Male	765	27.50%
Rather not say	292	10.50%
Blank	44	1.58%
Grand Total	2782	100.00%

Gender identity

Question - Is your gender identity the same as the sex you were assigned at birth?

	Total	%
No	21	0.75%
Yes	2442	87.78%
Rather not say	241	8.66%
Blank	78	2.80%
Grand Total	2782	100.00%

Sexual Orientation

	Total	%
Bisexual	22	0.79%
Gay man	28	1.01%
Heterosexual	2312	83.11%
Lesbian/Gay woman	21	0.75%
Prefer not to say	326	11.72%
Blank	73	2.62%
Grand Total	2782	100.00%

Age

	Total	%
16-19	19	0.68%
20-24	101	3.63%
25-29	212	7.62%
30-34	262	9.42%
35-39	232	8.34%
40-44	339	12.19%
45-49	358	12.87%
50-54	336	12.08%
55-59	300	10.78%
60-64	130	4.67%
65+	41	1.47%
Prefer not to say	403	14.49%
Blank	49	1.76%
Grand Total	2782	100.00%

Disability

	Type	Total	%
Not Disabled Total		2412	86.70%
Disabled Total		100	3.59%
Prefer not to say Total		221	7.94%
Blank Total		49	1.76%
Grand Total		2782	100.00%

Caring responsibilities

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

	Total	%
No	1809	66.19%
Yes	695	25.43%
Prefer not to say	229	8.38%
Grand Total	2733	100.00%

Ethnicity

Ethnicity	Ethnicity Type	Total	%
Asian or Asian British Total		12	0.43%
Black or Black British Total		7	0.25%
Mixed background Total		26	0.93%
Other ethnic group Total		6	0.22%
White Total		2356	84.69%
Blank Total		131	4.71%
Prefer not to say Total		244	8.77%
Grand Total		2782	100.00%

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English fluency requirement in customer facing roles

Purpose of the report

1. The purpose of this item is to present new guidance for managers and employees in relation to all roles which are customer facing where there is a need to be able to communicate fluently in spoken English.

Background

1. With effect from 21 November 2016 the government has introduced a requirement within the public sector, for all staff in customer-facing roles, to be able to communicate fluently, in English. This is called the “fluency requirement”.
2. The requirement applies to permanent staff as well as temporary workers, apprentices, agency temps, contractors, self-employed contractors. The fluency requirement does not extend to workers employed directly by another private or voluntary sector provider of a public service. The fluency requirement also applies to maintained schools and academies.

Main considerations

2. All employees in customer-facing roles are required to be able to communicate fluently with members of the public, in English. Customers include anyone who is using, interacting or receiving a service provided by the council.
3. Managers are required to identify which roles within their team are customer-facing which would require the employee to meet the English fluency requirement by considering:
 - The business need for interaction with the public;
 - The frequency and form of this interaction;
 - Service quality and the responsiveness expected from the public;
 - The proportion of the role requiring fluent English;
 - The nature of the role.
4. The fluency requirement applies in respect of existing staff as well as to new recruits.
5. Managers are required to consider what standards of English fluency are required for each customer-facing role. The guidance provides advice on how to assess the level of fluency required and ways to assess employee’s fluency ability.

6. The fluency requirement does not relate to accents, regional or international, dialect, speech impediments or the tone of conversations.
7. All current employees where the manager has identified roles within their teams are customer facing and fluent English applies will be informed that this new requirement is part of their role.
8. Where an employee does not meet the fluency requirement a manager is required to consider appropriate training or retraining to support them achieve the required level within a reasonable timeframe.
9. Ultimately, if improvement is not achieved and alternative adjustments to the role and not reduce the fluency requirement, or re-deployment is not possible, dismissal may be considered as a last option.

Proposed implementation for existing staff

10. As current employees need to be informed if their role requires them to be fluent in spoken English we will be applying the following process:
 - a. Email all managers informing them of the new fluent English requirement and supporting guidance
 - b. Ask them to identify which posts within their team require fluent English and to email each postholder about the fluent English requirement. A suggested statement for the manager to use will be supplied by HR
 - c. To update all staff via the weekly Wire of the new fluent English requirement and tell them that their manager will be in contact to inform them if their post requires them to be fluent in English
 - d. To ask all managers of employees who do not have access to emails to inform them via their usual methods if their role requires them to be fluent in English
 - e. To add a statement to the council contract about customer facing roles being required to meet the fluent English requirement.

Recruitment to roles where fluency is required

11. Managers are required to ensure that the role description specifies that the successful candidate must possess an adequate level of English to perform the role and should give an indication of the level/standard of proficiency or qualification required.
12. Managers must ensure that when recruiting for new customer-facing roles candidates are able to communicate fluently in English. Managers may ascertain this through a variety of ways, for example, a first stage telephone interview; or by assessing their level of fluency through a mock telephone scenario; or requiring a specific qualification as outlined in the section above

Environmental Impact of the proposal

11. None

Equalities impact of the proposal

12. The guidance has been equality impact assessed. The guidance is for both managers and employees to provide a practical approach to applying the fluent English requirement at the council. Care must be taken that people from certain nationalities or ethnic backgrounds along with disabled people are treated the same way as people with an English background in the recruitment process and whilst at work.

Risk Assessment

13. None

Financial Implications of the proposal

14. None

Recommendations

15. Staffing Policy Committee is invited to agree the new fluent English guidance

Barry Pirie
Associate Director, People and Business

Report Author: Janice Hiscock, HR Policy Officer

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

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Guidance for managers

English - speaking staff in customer-facing roles

Background

1. The government, under part 7 of the Immigration Act 2016, has introduced this statutory Code. The Code is a requirement within the public sector, for all staff in customer-facing roles, to be able to communicate fluently, in English. This is called the “**fluency requirement**”.
2. This guidance document provides information on the following:
 - The new English fluency requirement;
 - The action managers will need to take to comply with the new requirements, including identifying roles affected and setting standards;
 - How a manager should measure this in the recruitment process;
 - What ongoing support, training and help can be provided to existing employees;
 - The process and actions for a manager following a complaint about English fluency;
 - Equality and diversity considerations.
3. This guidance document should be read in conjunction with the recruitment policy.
4. The requirement applies to permanent staff as well as temporary workers, apprentices, agency temps, contractors, self-employed contractors. The fluency requirement does not extend to workers employed directly by another private or voluntary sector provider of a public service. The fluency requirement also applies to maintained schools and academies.

The new requirement

5. All employees in customer-facing roles are required to be able to communicate fluently with members of the public, in English. Customers include anyone who is using, interacting or receiving a service provided by the council such as a service user or client.
6. Employees are not required to speak only in English to customers. If an employee speaks another language fluently and the customer speaks a second language and it would make better sense to communicate in that language, that is also acceptable.

Customer-facing roles

7. A customer-facing role is one in which an employee is required to have regular contact with customers of the council and this is an intrinsic part of their role. This can include face-to-face contact and telephone conversations.

8. Managers are required to identify which roles within their team are customer-facing which would require the employee to meet the English fluency requirement by considering:

- The business need for interaction with the public;
- The frequency and form of this interaction;
- Service quality and the responsiveness expected from the public;
- The proportion of the role requiring fluent English;
- The nature of the role.

Examples of those in customer-facing roles are potentially:

- An employee working in the customer services team who regularly speaks to the council's customers by phone or face-to-face;
- An employee working in the communications team who fields questions from the public;
- A solicitor whose role involves speaking with the public;
- An employee working in the complaints team who liaises regularly with the public;
- A social worker working directly with the public;
- A passenger assistant providing assistance to members of the public;
- An employee in the revenues and benefits team providing advice and guidance to the public;
- A member of staff in the recruitment team liaising regularly with members of the public;
- An employee providing advice to the public about child adoptions;
- A centrally-employed teacher who is working with the members of the public and pupils;
- A receptionist at the hubs;

(This list is not exhaustive.)

Roles requiring occasional interaction with the public are not included within the duty. This would include:

- Some support/advisory/managerial roles which are primarily involved in providing internal services or communications within the council or roles where interaction with members of the public is primarily email based so that employees in these roles are not required to have regular spoken interactions with the public.

9. Managers are required to ensure that the requirement for the role to have contact with the public and English fluency is included in the employee's role description.

Standards

10. Managers must ensure that members of staff in customer-facing roles are able to speak fluent English, whatever their nationality or origins. The fluency requirement applies in respect of existing staff as well as to new recruits.

11. Managers are required to consider what standards of English fluency are required for each customer-facing role. They will need to consider the nature and extent of the spoken communication which is necessary for the performance of the role and they will need to ensure that any level of fluency requirement matches the demands of the role in a proportionate way.
12. The manager is able to take the following factors into account when considering what standard of fluency is required for a particular post:
 - The topic of spoken interaction;
 - The frequency of spoken interaction;
 - Whether communication is likely to include technical or specialist vocabulary;
 - The typical duration of spoken interaction;
 - Whether communication is repeated in or supplemented by, written material provided to the customer/member of the public;
 - The significance of the spoken interaction to service delivery.
13. There may already be standards in place which require a fluent level of English in order to carry out the role, e.g. teachers. The new regulations should not change this and should not result in a higher standard of English fluency being required.

Definition of fluency

14. Fluency relates to a person's language proficiency and their ability to speak with confidence and accuracy, using accurate sentence structures and vocabulary. The employee should be able to choose the right kind of vocabulary for the situation at hand without much hesitation. Employees should be able to listen to the customer and understand their needs. They should be able to tailor their approach to each conversation appropriate to the customer, responding clearly with fine shades of meaning, even for complex situations.
15. The fluency requirement does not relate to accents, regional or international, dialect, speech impediments or the tone of conversations (tone of conversation may however be relevant to other types of complaints e.g. rudeness)
16. Once the manager has decided on the level of language proficiency for a post they should decide on how this will be expressed in the role description for the post. They may choose to require language qualifications or use descriptors for the level of language proficiency required e.g. 'the ability to converse at ease with customers and provide advice in accurate spoken English is essential for the post'.

Use of fluency descriptors, language qualifications and/or tests

17. Where a particular standard of spoken language ability has been legitimately set as an essential requirement for the role, applicants may need to be assessed on their English speaking ability, either by a test and/or as part of the interview process.
18. Managers should be prepared to look at a variety of ways of assessing ability. This may include:

- A specific qualification;
- Competently answering interview questions in English;
- Passing an English-speaking test.

19. The Common European Framework of Reference for Languages (CEFR) provides a useful descriptor of fluency levels. The table below provides a reference point by describing four levels of spoken interaction and fluency. Managers can use this table as a reference but can also use any other criteria as they feel appropriate when deciding on the level of language proficiency for a role. Please contact your HR adviser for further support. It is important that roles which are similar are treated in consistent way.

Common European Framework of Reference (CEFR) Certificate	Level	Descriptor
C2	Proficient	Can express him/herself spontaneously and very fluently. Can take part effortlessly in any conversation or discussion and has good familiarity with idiomatic expressions and colloquialisms. Can produce clear, smoothly-flowing, well-structured descriptions or arguments in a style appropriate to the context and with a logical structure which helps the recipient to notice and remember significant points.
C1	Advanced	Can express him/herself fluently and spontaneously, almost effortlessly without much obvious searching for expressions. Can formulate ideas and opinions with precision and relate his/her contribution skilfully to those of other speakers. Can give clear, detailed descriptions of complex subjects. High degree of accuracy; errors are rare.
B2	Upper intermediate	Can interact with a degree of fluency and spontaneity and take an active part in discussion in familiar contexts, accounting for and sustaining his/her views. Can give clear, detailed prescriptions on a wide range of subjects related to his/her field of interest. Can explain a viewpoint on a topical issue giving the advantages and disadvantages of various options.
B1	Intermediate	Can connect phrases in a simple way in order to describe experiences and events. Can briefly give reasons and explanations for opinions and plans. Can enter unprepared into conversation on topics that are familiar, of personal interest or pertinent to everyday life (e.g. family, hobbies, work, travel and current events).

20. Managers may choose to require that a specific qualification is required and to a certain level, in order to perform the role where this is proportionate to the role. [The UK National Academic Recognition Information Centre](#) (UK NARIC) provides

information and advice about how qualifications and skills from overseas compare to UK national qualification frameworks. Further advice on qualifications is available from Learning in Wiltshire. Where qualifications are a specified requirement for the role they should not be below CEFR Level B1. General English qualifications such as GCSE English are not acceptable evidence of a qualification in spoken English, as spoken English does not form part of that assessment process.

21. When the fluency duty is met by the provision of a sign-language interpreter, the interpreter should be registered with the National Registers of Communication Professionals working with Deaf and Deafblind People (NRCPD). For further details please refer to the [fluency code of practice](#) .

Recruitment to roles where fluency is required

22. Managers are required to ensure that the role description specifies that the successful candidate must possess an adequate level of English to perform the role and should give an indication of the level/standard of proficiency or qualification required.
23. Managers must ensure that when recruiting for new customer-facing roles candidates are able to communicate fluently in English. Managers may ascertain this through a variety of ways, for example, a first stage telephone interview; or by assessing their level of fluency through a mock telephone scenario; or requiring a specific qualification as outlined in the section above
24. All applicants must be asked the same questions and be treated equally during the process. This means if there is a requirement to carry out a test to measure the candidate's level of English then this must be applied to all candidates.
25. The manager must ensure that all those involved in the recruitment process understand the level of English fluency required for the role and have an objective means of assessing candidates against the criteria set out in the role description.

Support for current employees

26. Managers should satisfy themselves that existing members of staff and applicants have the appropriate level of fluency for the role they are undertaking. Where an existing member of staff is clearly fluent to the necessary standard for the role no further action is required.
27. Where it is identified that an existing employee does not have a sufficient level of spoken English fluency to meet the requirements for their role, the manager will need to take the appropriate action to support the employee. This may become apparent through a complaint or as a result of performance management e.g. regular 121s.
28. Managers are required to consider appropriate training or retraining to support the employee to meet the fluency requirement. Employees should be given the opportunity to meet the required standards within a reasonable time frame. Support may be provided as part of the [improving work performance policy](#) as appropriate.

29. As part of this process managers should consider individual requirements and the nature of the training should, where possible, be agreed with the individual. Training and support may include:
- Listening to language podcasts;
 - Mobile language applications or other online resources;
 - Provision of an internal mentor or coach;
 - Supporting interaction and practice of language through conversation, 121s, study and social exchange with others;
 - Self-study and tutoring;
 - Courses and vocabulary training – there are many free courses and on-line or traditional language classes.
30. Where an employee is unable to meet the necessary standard of English fluency, the manager should consider:
- Reassessing the employee's duties enabling a reduction in spoken communications;
 - Redeployment to another non-customer facing role;
31. Where an employee has been provided with a reasonable opportunity to meet the required standard of fluency for the role but has not been able to achieve the required standards, dismissal may be considered in exceptional circumstances and as a last resort, for example, if:
- An employee has unreasonably refused to undertake training aimed to bring them up to the necessary standard for their role; or
 - An employee has not been able to attain the standard of fluent English required for the role within a reasonable amount of time, after reasonable training opportunities have been provided; or
 - No other suitable post without customer-facing duties is available for that individual.
32. Managers should not take action in relation to dismissal without referral and discussion with an HR case adviser. Dismissal should only be considered after all reasonable alternatives have been explored and following a fair process under the [improving work performance](#) disciplinary policies and any related appeal processes.

Complaints

33. If a member of the public feels that a customer-facing employee has insufficient proficiency in English to perform their role, they may make a complaint. A complaint should be made to the complaints team by completion of the online complaints form. Refer to [complaints](#).
34. A complaint about the strength of an employee's accent, dialect, manner or tone of communication, origin or nationality, is not considered a legitimate reason for complaint under the English fluency requirements.
35. If an employee is the subject of a complaint they should be notified of the complaint and the action being taken in relation to it. They should be given the

opportunity to give their own account of the facts leading to the complaint as soon as practicable. The manager responding to the complaint should ensure that employees who are the subject of a complaint are kept fully informed at each stage of the complaints' process, that complaints are dealt with efficiently and brought to a timely conclusion.

- 36. The complaint will be assessed on its merits and against the necessary standard of English required for the post as set out in the role description.
- 37. If recommendations are to uphold the complaint the manager should take action to support the employee to meet the fluency duty as detailed in the section on support for current employees above.

Equality and Diversity issues and concerns

- 38. Managers must not discriminate against employees, agency workers, contractors or self employed contractors working for the Council, or members of the public in applying this guidance. The process and methods used to determine whether a person has command of spoken English for the effective performance of their role should be fair and transparent.
- 39. In applying the English fluency requirements particular care should be taken not to discriminate against anyone on the grounds of race or disability either directly or indirectly. In the event that a complaint is received about someone's English fluency this should not relate to a customer-facing employee's race, nationality, ethnic origin or disability.
- 40. Managers should ensure that people from certain nationalities or ethnic backgrounds are treated the same way as people with an English background in the recruitment process and whilst at work.
- 41. For employees who have a disability and who may be placed at a disadvantage by a policy criterion or practice the manager will consider reasonable adjustments. Where an employee's first language is a signed language, the fluency duty may be met by the provision of a sign language interpreter who speaks English to the necessary standard of fluency for that role.
- 42. Further information can be found in:
 - Equality and Diversity Policy
 - Via an HR case adviser.
 - Via the Government website – [Code of practice on English language requirement – public sector workers](#)

English speaking requirements – action checklist for managers

Current employees

Action required by managers	Date completed
Identify all customer facing posts which meet the spoken English fluency requirement	
Set the standard of spoken English fluency required for the performance of each role	

Identify members of staff currently in these roles – where staff are clearly fluent there should be no need for further action. Where concerns are identified managers should contact their HR case adviser for further advice.	
Ensure that all customer-facing staff in the team are aware of the spoken fluency requirement.	
HR will send all staff with work computers and a Wiltshire Council email address notification of the fluency requirement but employees may require clarification from their manager that they are directly affected by the fluency requirement. Managers of staff without computers will be required to send out a standard notification to affected staff.	
Ensure any performance issues relating to English fluency are appropriately managed and discussed with HR in advance.	
Ensure that any complaints from members of the public are investigated in accordance with the complaints procedure and support is provided to staff	

Recruitment

Action required by manager	
Ensure that adverts, job details and role descriptions are clear about the standard of spoken English which is required for the performance of the role.	
Make sure that the interview selection process is designed to sufficiently evaluate the required standard of spoken English specified for the post.	
Ensure that everyone on the interview panel is aware of this requirement and has an objective means of assessing this against the standards specified.	
Ensure that the means of assessment is consistently applied to all candidates (except where reasonable adjustments have been made for disabled applicant) and that a fair and transparent process is followed to adhere to the requirements of the Equality Act 2010.	

Trade Union Recognition and Facility Time Agreement review

Purpose of report

1. To outline the proposed changes to the revised and updated Trade Union Recognition and Facilities agreement (attached at appendix 1) in respect of all council staff and support staff in maintained schools.

Background

2. The Recognition and Facilities agreement that is in place between Wiltshire Council and the three recognised Trade Unions (UNISON, Unite and GMB) in respect of council staff and support staff in maintained schools was last formally revised in 2011.
3. Corporately Union membership currently stands at 743 staff based on those who pay by payroll deduction, although we do know that some employees pay the Unions directly by direct debit. This is approximately 16% of the non-schools workforce (excluding casuals), with Union membership split between Unite (14 employees), UNISON (723 employees) and GMB (6 employees).
4. Union membership numbers for support staff in maintained schools are less reliable as we know a number of staff pay by direct debit and some schools use other payroll providers. However 420 staff pay by payroll deduction with membership split between GMB (158 employees) and UNISON (262 employees) representing around 9% of support staff.
5. The recognition agreement outlines the facilities, time and funding allocated to the unions. The current agreement (attached at appendix 1) specifies facility time of 80 days per month (equivalent of 4fte per annum) and up to a total of £38,000 funding for UNISON. Unite and GMB do not have any specified facility time or funding.
6. This funding is currently fully used to pay the salary costs of the UNISON branch secretary post which has been evaluated using the council's job evaluation scheme. The UNISON branch secretary uses 20 days per month of the facility time, the remainder being used by UNISON representatives across services. These 60 days of facility time are not backfilled and therefore do not incur additional cost.

Reasons for formal review

7. The Trade Union Act 2016 has introduced some changes which need to be included as part of this formal recognition agreement meaning that the time is appropriate to conduct a formal review.
8. This formal review is supported by UNISON as they are currently going through a period of branch re-organisation, including the retirement of their longstanding Branch Secretary (Sue Anderson) in April 2017, and they have indicated that they would like

to ensure any changes to facility time are discussed and agreed ahead of this to ensure stability and continuity for a new branch secretary as they take up the post.

Main considerations and changes

Scope

9. The agreement has been updated to reflect that it applies to support staff in maintained schools and is available for adoption by academies. This mirrors the wording in the School and Academy Teacher Trade Union Recognition and Facilities agreement.

Combined JCC and Health & Safety committee meetings

10. The new agreement will combine the previously separate meetings of the Joint Consultative Committee and the Health and Safety Committee into a single meeting with a single constitution and terms of reference.
11. These meetings are currently held bi-monthly, on alternative months to Staffing Policy Committee meetings.
12. Health and Safety matters have been added to the list of items for consultation in the revised agreement.

Schools Safety Forum

13. This wording (which mirrors the wording in the School and Academy Teacher Trade Union Recognition and Facilities agreement) has been included as the recognised Council Unions will be invited to attend to represent support staff of maintained schools at this forum going forward.

Administrative facilities

14. The proposed agreement reduces the office space provided by the council from secure offices at each main hub down to team space for UNISON based at an appropriate location (currently the office is based at White Horse business park in Trowbridge). This recognises the council's reduced premises and desk space and the move towards a more flexible working environment.
15. The new agreement recognises that UNISON pays for postage, photocopying and printing, but uses the council facilities for these.

Trade Union deductions

16. In response to the Trade Union Act (2016), which outlines that payroll deductions for Trade Union subscriptions are only administered where the cost is not funded by the public, a new section within the agreement outlines that a reasonable charge will be made for administering payroll deductions.
17. As the council is still awaiting guidance relating to this part of the Trade Union Act no charges have yet been negotiated and it is envisaged that will be discussed separately and agreed through JCC.

Facility time

18. The current agreement (attached at appendix 1) specifies facility time of 80 days per month (equivalent of 4fte per annum).
19. The Trade Union Act is intended to ensure greater transparency and accountability relating to the use of public money for facility time.
20. Whilst it is unclear exactly how this is intended to be enacted the council have already taken steps to bring facility time levels down and in the proposed agreement the monthly facility time has been reduced by 25% - from 80 days to 60 days per month (equivalent to 3 fte per annum). This recognises the reducing size of the workforce and the pressure on council budgets. The 60 days facility time will still not be backfilled and will therefore not be an additional cost on staffing budgets.
21. In addition an appropriate method of recording time spent is being discussed through JCC to agree procedures which meet the requirements of the Trade Union Act and are acceptable to both the council and the unions.

Review period

22. The proposed agreement includes a requirement for informal review of the facilities agreement every 12 months and for formal review at least once every five years.

Financial considerations

23. The revised agreement confirms that the council will maintain the existing arrangement to meet the salary costs of the UNISON Branch Secretary role to enable the service to fully backfill the post of the person seconded to the post with no adverse financial impact.
24. The revised agreement also includes a requirement for the role description for the UNISON branch secretary post to be reviewed at a minimum every three years or whenever a new branch secretary is appointed within that three year period. Any substantial changes to the role description may lead to a re-evaluation of the grade of the role.

Recommendation

25. That Staffing Policy Committee agree the proposed changes to the Trade Union Recognition and Facilities Agreement.

Barry Pirie
Associate Director People and Business

Report author: Amanda George, HR Strategic Development Manager

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Wiltshire Council

Trade Union Recognition and Facilities Agreement

Parties

1. This agreement is made between Wiltshire Council (the Council) and the following Trade Unions:

UNISON
GMB
Unite

Scope

2. The agreement applies to all employees of the Council other than those employees covered by separate agreements. It also applies to support staff of Wiltshire schools and academies, other than those academies who have not adopted the facility agreement.

Purpose

3. The purpose of the agreement is to
 - afford recognition to the above Trade Unions as the sole bargaining agent for all relevant employees
 - outline the general principles
 - define the union representatives roles
 - define the duties and responsibilities of representatives
 - define which items are negotiable and which are for consultation
 - detail the negotiating and consultative constitution and procedures
 - outline the administrative and operational facilities and procedures
 - co-operate in achieving positive industrial relations based on a partnership approach
 - engage in effective communications with employees
 - work towards high quality public services

Principles

5. All parties affirm that they share a common aim in ensuring the efficiency and effectiveness of the Council for the benefit of the public it serves.
6. All parties recognise their mutual interdependence in securing the future success of the Council and the best interests of its employees
7. All parties recognise that their pursuit of these common objectives under this Agreement shall be by informal and formal communication, consultation and negotiation.
8. All parties agree that at each stage of the procedure as set out in this Agreement every attempt will be made to resolve issues raised.

9. The Council recognises that it is to the mutual benefit of the Council and its employees for those employees to be fully consulted and represented by a properly constituted Trade Union and will inform its employees that it encourages membership of a Trade Union in the Statement of Particulars issued to all new employees.
10. To this end the Council affirms its intention as a good employer to maintain a constructive relationship with the recognised Trade Unions.
11. The Unions undertake to represent fairly the interests of all employees covered by this agreement.
12. The Council shall not take any unilateral action and the Unions shall not take industrial action in relation to any matters covered by this agreement until the procedures for resolving issues as defined in the Agreement have been exhausted. Neither side should prejudice the national machinery.
13. The Council acknowledges the need to make information available on issues affecting the staff or business of the Council.
14. It is recognised that it is management's responsibility to plan, organise and manage the activities of the Council.
15. It is recognised that it is the Union's responsibility to represent the interests of its members and work to improve their conditions of employment.
16. There is a commitment to protect the right of employees to join Trade Unions and encourage Trade Union membership.
17. There is a joint commitment to adhere to and develop policies on equal opportunities.

Representation

18. Representatives will carry out the duties prescribed by the Trade Unions' rules and represent members in accordance with the terms of this agreement.
19. The number of representatives in units/areas within which they will act will be agreed between the Council and Trade Unions. The principle will be to ensure that there is adequate and fair representation.
20. In order to stand for election as a representative, an employee must have the required Trade Union membership.
21. Representatives will be elected in accordance with relevant Trade Union rules.
22. The Trade Unions will notify the Council in writing of the names of representatives as soon as possible after an election.

Negotiable Terms

23. The following is a list of negotiable terms subject to this agreement. Some, where indicated, are primarily subject to national negotiation but which may have some local elements or variations -

- Terms and conditions of employment (national)
- Pay awards (national)
- Role descriptions
- Job grading and job evaluation
- Hours of work (national)
- Holiday and sickness arrangements (national)
- Pensions (national)
- Overall salary structure
- Health, safety and welfare
- Equal opportunities and workforce diversity
- Redundancy and redeployment
- Disciplinary, grievance and procedures
- Any other item which both sides agree to refer

Consultative Items

24. The Council will consult the recognised Trade Unions on significant changes in working practices or the organisation of work. The Council will not proceed without first obtaining and considering the views of those Trade Unions with a view to reaching agreement.
25. The following is a list of items which may be subject to consultation with the Trade Unions (but does not exclude any other changes not listed but which affect employees of the Council) –
- New technology or equipment (where it significantly affects working practices and jobs)
 - Staff amenities
 - Restructures
 - Privatisation
 - Business transfers
 - Collective redundancies
 - Reorganisation of staff and relocation of offices
 - Training and development
 - Health and Safety matters

Negotiation and Consultation Procedure

26. All parties agree that it is in their mutual interests to observe a consultative/negotiating procedure by which all issues arising between them can be considered and resolved at the lowest level as early and as speedily as possible.

Line Management

27. In the first instance any collective matters of concern will be raised by the appropriate Trade Union with the appropriate line manager with the intention of resolving them at this level.
28. If it is not possible to resolve the matter at this level then it will be referred to a regular meeting of Human Resources and the Trade Unions.

Meetings between Trade Unions and Human Resources

29. Meetings between the recognised Trade Unions and Human Resources will take place on a monthly basis. Matters of mutual interest, concern, operational issues and information sharing will be raised at these meetings, or at other times if needed, with the intention of resolving them at this level.

Joint Consultative Committee

30. See appendix 1 for the constitution and terms of reference of the Wiltshire Council JCC.

Schools Safety Forum

31. A forum for management and Trade Unions representatives in schools and academies will be held on a regular basis to discuss all schools / academies related health and safety issues.

Administrative Facilities for the Trade Unions and their Accredited Representatives

32. Meetings between representatives of the Council and Trade Unions will be held during normal working hours (except in exceptional circumstances and by joint agreement) and on the Council's premises.
33. The Council will provide free meeting room facilities for the Trade Unions to hold Branch Executive meetings.
34. Reasonable facilities will be provided by the Council at no cost, at the Trade Unions' request to enable Trade Union members to meet on Council premises.
35. The Council will provide a office space for the exclusive use of UNISON based at an appropriate location with a telephone line, intranet and internet access, printing facilities, desks, chairs and storage cabinet. Additional reasonable storage will be provided for archive records. The Council will provide hardware and software support for council provided equipment.
36. Reasonable photocopying and printing facilities will be made available by the Council. Printing charges will be invoiced on a quarterly basis.
37. The Council will make available reasonable use of the internal and external mail distribution facilities for Trade Union communications.
38. The Council will make available reasonable access to the Council's e-mail system and intranet.
39. The Council will make reasonable noticeboard space available for the use of the Trade Unions with dedicated boards at each large workplace.
40. The Council will provide a facility under which employee subscriptions to Trade Unions may be deducted from salary at the request of the employee and provide a monthly list of such deductions to the Trade Union. In line with the Trade Union Act 2016 the council reserves the right to make reasonable charges for administering payroll deductions, to be agreed through the normal consultative process.

41. The Council will provide to the unions, on a monthly basis, a list of all new employees, except those that withdraw their permission to do so, and a list of those who are leaving the Council. The Council will also allow the Trade Unions access to induction sessions for new staff to inform and encourage employees of Trade Union membership.

Dedicated Facilities Time and budget

42. The Council will make available a total of 60 days dedicated secondment time per month, the allocation of which to be agreed between the recognised Unions.
43. The specific allocation of this time to individual branch officers (for both council and school support staff) will be agreed and implemented on the 1 April each year.
44. The Council has set aside a budget equivalent to the evaluated pay grade of the UNISON branch secretary role (currently grade N) to meet the full salary costs of this seconded post. This is to enable the service to backfill the role with no adverse financial impact.
45. It is a requirement of this arrangement that the role description for the post of UNISON branch secretary is jointly reviewed at a minimum every three years. Any substantial changes to the duties will require the post to be re-evaluated in line with the Council's job evaluation process.
46. Note that any full time secondment will be governed by Wiltshire Council's secondment policy.

Trade Union Duties

47. In addition to his/her work as an employee an accredited Trade Union representative has the following Trade Union duties for which reasonable paid time off will be granted when those duties fall within his/her working hours (this is not an exhaustive list).
 - To prepare and make representations to management on behalf of a member or group of members, including representation as part of the disciplinary, improving work performance or grievance procedures.
 - To attend meetings of the JCC, and any sub-committees and to represent the Trade Union in the joint negotiating or consultative machinery at local, regional or national level.
 - Attendance at Branch Executive meetings as an elected representative.
 - Attendance at meetings of stewards (e.g. UNISON area steward's group meetings) where Wiltshire Council matters are discussed.
 - To attend management initiated meetings where the manager concerned has requested the attendance of the union representative.
 - To attend appropriate Trade Union training (see below).
 - To prepare and appear on behalf of his/her members before an outside body, such as an employment tribunal, or other organisation which is dealing with a matter relating to current or past employment within the Council.

- To inform employees of the role and function of the Trade Unions and encourage membership of those organisations.
 - To carry out the following duties with prior arrangement and agreement of appropriate management
 - to attend staff induction sessions
 - to meet employees
 - to hold surgeries
 - To attend national conferences annually as an elected delegate, the size of the delegation to be in accordance with union rules, and by agreement to include an observer.
 - To attend regional or national service group meetings.
 - To attend as a delegate of their Trade Union at meetings of a committee or sub-committee of the TUC.
 - To undertake arrangements for and conduct workplace meetings and ballots of the membership as required by law.
48. Timing and time off arrangements for meetings with members will be agreed in discussion with line management in advance and where matters deal with work related issues the assumption will be that reasonable time off will be granted. If meetings are held outside normal working hours time off in lieu will be granted.
49. In line with the Trade Union Act 2016 an appropriate method of recording time spent will be agreed through JCC which meets the requirements of the Act and is acceptable to both the council and the unions.
50. Overtime payments will not be made for any time spent on union duties over and above normal working hours.
51. Management will always endeavour to ensure that any meetings they arrange that involve Trade Union representatives will occur during normal working hours.

Training

52. The Council and Trade Unions agree on the need for representatives to understand clearly their duties and rights, and agree jointly to encourage their representatives to undergo union accredited training so that they may achieve the skills required to carry out their responsibilities in the best interests of their members and the Council.
53. The Council will ensure that representatives experience no loss in pay as a result of such agreed training. The Council will not pay overtime for time spent on Trade Union training over and above normal working hours.
54. The timing of training must be agreed with the representative's line manager and will not be unreasonably refused.
55. In addition HR are able to provide specific training to Trade Union stewards on the HR Policies.
56. Appendix 2 summarises the Trade Union lay roles.

Interpretation, Variation and Termination

57. Any disputes as to the interpretation of this Agreement shall be referred to the Joint Consultative Committee (JCC). If the JCC cannot resolve the matter or if there are financial or policy implications, it will be referred to Council's Cabinet. In the event of a failure to agree, the Council and Trade Unions shall take such further steps as may be necessary to resolve their differences, which may include referring the matter to Provincial Council, National Joint Council and/or ACAS.
58. Either side may submit proposals to amend this Agreement. Such proposals will be in writing and will be the subject of joint negotiations through the JCC in line with paragraph 58 above.
59. All parties agree to an informal review of the Agreement every 12 months, with no requirement for a formal review unless substantial changes are proposed.
60. A formal review of the Agreement must be completed at least once every five years.

Signed –

For the Council –

For UNISON –

For GMB –

For Unite –

Wiltshire Council Joint Consultative Committee (JCC)

Terms of Reference

Objectives:

Without prejudice to the right of management to manage and of staff to make representations either directly or through recognised Trade Unions, the general objectives of the WCJCC is:

To afford a regular channel for consultation and negotiation as appropriate between Wiltshire Council and the recognised Trade Unions on matters relating to industrial relations, working arrangements and terms and conditions of service that are not reserved for negotiation at national or other agreed levels.

In addition the Committee will provide the means for management to consult staff representatives about the management of health and safety as it affects the Council's business and its employees.

Functions and Scope

1. To establish and maintain regular methods of negotiation and consultation between the Council and its employees so as to maintain and improve employee/industrial relations.
2. To provide for the participation of staff in decisions that affect their working lives by establishing a regular channel where Council policies may be discussed, differences resolved and representation made.
3. To consider any employee/industrial relations matter referred to it by the Council and any Trade Union recognised under this agreement.
4. The JCC and its designated sub-committees (which may be set up at any time to discuss specific issues with the agreement of the JCC) will act as a consultative and negotiating body, to deal with all terms and conditions of employment and all other matters referred to throughout these procedures.
5. The Council will take full account of the information requirements for collective bargaining purposes as set out in ACAS Code of Practice "Disclosure of Information to Trade Unions for Collective Bargaining Purposes".
6. The matters for discussion at the JCC shall be all those covered by paragraph 25 of the Trade Union recognition agreement.

Constitution

7. The management side shall consist of seven members.
8. The Trade Union side shall consist of seven members of which four seats shall be for UNISON, two for GMB and one for Unite. These members shall be employees of the Council.

Co-option

9. Both sides may co-opt additional members as required, for specific items on the agenda by notice to the Joint Secretaries.

Secretaries

10. There shall be Joint Secretaries to the JCC, one from the management side and one from the Trade Union side.

Attendance and Appointment.

11. The Trade Unions, through their own procedures, will nominate their representative(s) to the JCC. In the event of a JCC member being unable to attend any meeting, the appropriate Trade Union may delegate a person to attend in his or her place, and such substitute shall be entitled to take a full part in the proceedings.
12. On the occurrence of a mid term vacancy, a new member shall be appointed by the Trade Union in whose representation the vacancy occurs, as the case may be, and shall sit until the end of the period for which his or her predecessor was appointed.
13. Regional or National Officers of the Trade Unions recognised by the Council and the Wiltshire UNISON Branch Organiser may attend and participate in meetings of the JCC as ex-officio members and will be written into the Proceedings. Regional or National Officers must register their intention to attend with the Trade Union side Secretary (who will convey this intention to the management side Secretary) by the day before the meeting at the latest. Attendances may be refused should this intention not be registered.

The Chair

14. The Chair shall be held in alternate years by the management side Chairperson and the Trade Union side Chairperson.

Meetings

15. Meetings will be held at least quarterly.
16. At least ten days' notice in writing shall be given of meetings and agenda items. For this purpose, notice shall be given to the Joint Secretaries as soon as possible of any matter intended to be raised at this meeting.
17. The Council shall provide accommodation for meetings and also the cost of the secretarial and administrative support will be borne by the Council.
18. A special meeting of the JCC may be called by the agreement of both Chairpersons. The business to be discussed at the special meeting shall be limited to matters stated on the notice summoning the meeting. Notice of meetings will be as long as possible, but it is recognised that on occasions it will be necessary to call meetings at short notice, and both chairpersons will agree to a reduced timescale for circulation of agenda and associated documents if necessary..

Quorum

19. A quorum shall consist of at least four members on both sides of the JCC

Failure to agree

20. In the event of a failure to agree, the management and Trade Union sides shall take further steps as may be necessary to resolve their differences. This may include, with the agreement of management and Trade Union sides, reference to Forum, Provincial Council, National Joint Council and/or ACAS for the purposes of arbitration.

Draft

Trade Union Lay Roles Recognised by the Council

Steward – elected Trade Union representative whose role includes organising, recruiting, representing and communication with union members.

Convenor – senior steward elected from amongst a group of stewards covering a service area or geographical area.

Health and Safety Representative – elected Trade Union representative whose role includes representing union members and employees on all matters which concern employee health, safety and welfare at work.

Lifelong Learning Representative – elected Trade Union representative whose function involves encouraging employees to access lifelong learning and training opportunities, enabling such access and liaising with management in all training matters.

Workplace Contact – informal role undertaken by Trade Union members in areas without a steward who may distribute union literature in the workplace and put up notices.

UNISON Branch Officers

(for a description of the duties contact the UNISON Branch Secretary)

- Chairperson
- Secretary
- Treasurer
- Education Co-ordinator
- Life-long Learning Co-ordinator
- Health and Safety Officer
- Equalities Officer (s) – e.g. Women's, Black and Ethnic Minorities, Lesbian Gay and Transgender, Disabled, Young Members
- Communications Officer
- Membership Officer
- International Officer
- Welfare Officer
- Service Conditions Officer
- Assistant/Vice Chairperson
- Assistant Secretary

The Council will be notified about the appointment of persons to any positions not listed above and will be informed about their duties.

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
04 January 2017

Pay Policy Statement

Purpose of Report

1. This report presents an updated pay policy statement for the financial year 2017/2018 for approval by Staffing Policy Committee prior to agreement by Council and publication on the website.

Background

2. Under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year 2012/13 and each subsequent financial year.
3. Wiltshire Council originally published its pay policy statement in February 2012 and the updated policy is now required to be published on the website by 1st April 2017.

Main Considerations for the Council

4. The policy has been updated to include:
 - A revised introduction stating the forthcoming legislation that will impact on the council's pay arrangements. This includes gender pay gap reporting, the public sector exit payment cap and recovery of public sector exit payments.
 - Information regarding the union negotiations in early 2016.
 - Information regarding salary protection as a result of service redesign.
 - The addition of the sleeping in allowance payable for employees required to sleep in on the premises. This increases in line with the NJC pay award and had been omitted from previous pay policy statements.
 - An updated total number of council employees and the latest pay ratios.
5. The budget figure highlighted within the introduction of the policy will be updated once a final figure is confirmed by the finance team.

Consultation

6. The policy will require full council approval prior to publication.

Environmental Impact of the Proposal

7. None

Equalities Impact of the Proposal

8. None

Risk Assessment

10. None

Financial Implications

11. None

Options considered

12. None

Recommendation

13. That Staffing Policy Committee approve the draft policy to go to full council on 21 February 2017 on the understanding that the budget figure will be reviewed and updated prior to full council approval.

Barry Pirie
Associate Director – People & Business

Report Author: Laura Fisher, Human Resources Policy & Reward team

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

Wiltshire Council Human Resources

Pay Policy Statement

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

What is it?

The pay policy statement sets out the council's approach to pay and reward for senior managers and the lowest paid employees for the financial year 2017-2018.

Its purpose is to provide a clear and transparent policy, which demonstrates accountability and value for money. The policy also meets the council's obligations under the Localism Act 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency.

The pay policy is applicable to council staff and does not include schools support staff or teachers.

The pay policy statement sets out the authority's policies for council staff for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest-paid employees
- the relationship between the remuneration of chief officers and employees who are not chief officers.

Remuneration for the purposes of this statement includes three elements:

- basic salary
- any other allowances arising from employment

The term "chief officer" in this instance applies to more posts than the usual council definition, and includes the following senior manager roles:

Corporate Director
Associate Director
Head of Service
Some specialist roles

The term “lowest paid employees” refers to those employees on the lowest pay point of our grading system. This is the lowest apprentice rate of £8,065 per annum for Level 2 & Level 3 apprentices under 18 years.

Go straight to the section:

- [Introduction](#)
- [Who does it apply to?](#)
- [When does it apply?](#)
- [What are the main points?](#)
- [The level and elements of remuneration for employees](#)
- [Remuneration on recruitment](#)
- [Increases and additions to remuneration](#)
- [The use of performance-related pay](#)
- [The use of bonuses](#)
- [The approach to the payment of employees on their ceasing to be employed by the authority](#)
- [The pension scheme](#)
- [Any other allowances arising from employment](#)
- [Governance arrangements](#)
- [The publication of and access to information relating to remuneration of chief officers](#)
- [The relationship between the remuneration of chief officers and employees who are not chief officers.](#)

Introduction

Wiltshire Council is a large and complex organisation providing a wide range of services to the community, with an annual budget of £XXX (tba) (2017/18).

In order to deliver these services around 11,240 people work for the council, 4,671 of whom work in the council (non-schools), in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

The council published the Business Plan 2013 – 2017 in September 2013. At the heart of the business plan is the vision to create stronger and more resilient communities, and the four year plan sets out the key actions that will be taken to deliver this. The key priorities are to continue to protect the vulnerable in our communities, boost the local economy and encourage communities to come together and provide support so they can do more for themselves.

This is set against a background of continuing budget cuts from central government whilst there is an increasing service delivery expectation. In order to help meet this expectation, the job family approach has now been implemented across large areas of the council with the expectation that all remaining employees will be moved into role profiles which describe different

levels of work during 2017. The job family approach will allow greater clarity of career paths for individuals and will provide greater flexibility of staff which is key to effective service delivery when resources are limited.

The coming year will continue to be challenging with the council having to find innovative ways to deliver services within strict cost parameters. It is now more important than ever to ensure the council has the right people in the right place at the right time to deliver services, and the focus will be on developing our future leaders in order to drive efficiencies and excellence. An annual review of market pay for senior roles will ensure the council is able to compete in the jobs market to recruit and retain the right people in these senior roles.

In early 2016, negotiations took place between Wiltshire Council and the recognised trade unions in order to deliver annual savings of £2.5m over a 4 year period. The trade unions recommended to their members that a temporary change to terms and conditions negotiations would be preferable to any permanent changes. The ballot resulted in an increment freeze for a two year period covering 2016/17 and 2017/18 in order to avoid permanent changes to any terms and conditions as well as further redundancies. The council were able to offer staff an additional two days annual leave per year as part of these negotiations.

The forthcoming legislation and government initiatives planned for 2017/2018 will have an impact on pay arrangements. The new National Living Wage (NLW) will increase to £7.50 per hour from 1st April 2017 and increasing to over £9.00 by April 2020. The 1% cap on public sector pay awards is set to continue until April 2020.

The government has also announced that Gender Pay Gap legislation for organisations to provide gender pay gap information will be extended to include the public sector. Regulations on when and where the data should be published will be set out in due course. In addition, the government has proposed a cap on public sector total exit payments at £95,000. As well as redundancy pay this payment will include any compensation payment as a result of a voluntary exit, any payment in lieu of notice, and the costs associated with early access to an unreduced pension. The exit payment cap will have implications for the Wiltshire Council's redundancy pay policy and the current voluntary redundancy procedure. A consultation is currently being undertaken, and indications are that the implications will be complex and will likely involve changes to the LGPS.

The recovery of exit payment provisions provide that employees in the public sector with annual earnings of £80,000 or more must repay exit payments where they return to work in the public sector within 12 months of leaving. It is anticipated that there will be tapered recovery over 12 months following exit, starting from the first day after exit. This will also include in-recovery employer funded pension top-up payments made under the LGPS. The recovery

regulations are expected to be in force during 2017, subject to their passing by both Houses of Parliament under the affirmative process.

Who does it apply to?

This pay policy statement applies to all non- schools employees of Wiltshire Council with the exception of Centrally Employed Teachers who fall under the Teacher's Pay Policy.

When does it apply?

This pay policy statement was originally published in February 2012 and has been updated for the financial year 2017/2018. It will be reviewed and updated on an annual basis.

What are the main points?

1. This pay policy statement sets out the pay policies which apply to both the lowest paid and highest paid employees within the council.
2. In many cases the pay policies are the same for all employees. Where there are differences, these have been clearly outlined below.

The level and elements of remuneration for employees

3. In line with good employment practice the majority of jobs within the council have been evaluated using a job evaluation scheme. This is to ensure that jobs are graded fairly and equitably, and that the council complies with the Equal Pay Act.
4. A small number of jobs i.e. Youth and Community workers, centrally employed teachers and Soulbury staff are subject to national salary scales which determine the pay for each job, and therefore the evaluation schemes do not apply.
5. The council uses two job evaluation schemes in order to rank jobs.

Hay job evaluation scheme:

6. The Hay job evaluation scheme is used to evaluate senior manager jobs within the council (currently 112 employees), which include the following roles:
 - Corporate Director
 - Associate Director
 - Head of Service
 - Strategic and technical specialists

7. Each job is assessed by a panel of three Hay trained evaluators. The evaluators consider the job against each Hay element and sub-element and apply the description and points that best fit the job being evaluated. The values awarded are subsequently added together to give a total job score.
8. The Hay Group periodically carry out quality control checks to ensure the consistency of job scores in line with the conventions of the scheme.
9. The job score determines the grade for the job. There are 6 Hay grades each containing a salary range over 4 spinal column points.
10. See the [Hay job evaluation scheme](#), the [points to grades](#) and [salary bands](#) for further details.
11. The council's policy is to pay the median market rate for the jobs evaluated using the Hay job evaluation scheme, and aims to ensure that the pay scales for Hay graded posts are sensitive to labour market pressures. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for Hay grades are determined using the Hay pay databank for the public and not for profit sector and are reviewed on an annual basis and realigned should a pay drift be identified.

Greater London Provincial Council job evaluation (GLPC) scheme:

12. The GLPC job evaluation scheme is used to evaluate the majority of jobs within the council (currently 4,374 employees).
13. Each job is assessed by a panel of three trained GLPC evaluators. The evaluators consider each job against a suite of agreed role profiles that set out the level of work required of the grade within the relevant job family.
14. There are 8 job families each containing a set of role profiles stating the requirements at each grade.
15. There are 15 grades, each grade containing between 3 and 4 increments except for the lowest grade which has just one salary point. The GLPC pay grades were first implemented and agreed with the unions as part of the Pay Reform agreement in 2007.
16. See the [GLPC evaluation scheme](#), [the points to grades](#) and [salary bands](#) for further details.
17. The council aims to ensure that the GLPC scheme is appropriately applied and that there is continuity and consistency in the results. The evaluation process and a sample of the scores are checked externally by job evaluation specialists in the South West Councils organisation.

18. For jobs evaluated using the GLPC job evaluation scheme the national pay spine determined by the National Joint Council (NJC) for Local Government Services applies and changes to the national pay spine are subject to annual pay negotiations.

Remuneration on recruitment

19. The same recruitment policies apply to all employees who take up a new appointment with the council, regardless of grade.

20. The council advertises all posts through the careers website, and may also employ a recruitment agency to provide a shortlist of candidates for senior manager jobs.

21. Candidates are normally appointed on the minimum spinal column point of the grade for the post.

22. If a candidate is currently being paid above the minimum point of the post they are applying for, the appointment may in some circumstances be on the next increment above their current salary, subject to the maximum of the grade.

23. The recruitment procedure for Corporate and Associate Director posts are undertaken by the Officer Appointments Committee. This committee represents Council for all Corporate and Associate Director appointments. Once an appointment is proposed by the committee, cabinet is required to ratify the decision and salary level within the band before the appointment is confirmed.

24. In line with the requirements of the Localism Act 2011, all chief and senior officer jobs, including those paid over £100,000 per year, are assessed by applying the Hay job evaluation scheme. The job is then allocated the appropriate existing Hay grade and pay band, and a salary offer will only be made within that pay band.

25. Where it is necessary for any newly appointed employee to relocate more than 15 miles in order to take up an appointment the council may make a contribution towards relocation expenses.

Market supplements

26. The council has a [market supplement policy](#) which stipulates that if there are recruitment difficulties for a particular post and it is shown that the council are paying below the market rate for the job, a market supplement may be paid.

27. Market supplements are only payable to a small number of jobs which are evaluated using the GLPC or HAY schemes. See the list of [market supplements](#) for current details.
28. Where skills shortages exist in specific areas, or where despite paying at the median market rate for the role the pay rate for the role is still not sufficient to recruit and retain the skills required, a rate higher than the market median may be paid. This requires the authorisation of the corporate directors.
29. The level of market supplement applied to GLPC posts is determined by analysing market data from an external source e.g. Croner Solutions.
30. The data used for assessing market supplements for Hay graded posts is the Hay pay databank for the public and not for profit sector. The Hay databank provides the market median, upper quartile and upper decile pay range for each Hay pay grade.

Salary protection

31. As a result of service redesign, employees may be redeployed to a role which is one grade lower than their current role. In this case, the employee will be in receipt of salary protection for a period of 12 months. Incremental progression and any negotiated pay award will not be applicable during the period of salary protection. Redeployment (and salary protection) is subject to the following criteria:
- transferable skills,
 - knowledge of work / experience
 - agreement to undertake relevant training, which may include formal qualification
 - match behaviours framework and skills profile
 - working hours
 - location

Increases and additions to remuneration

32. The council's policy is to apply the nationally negotiated NJC pay award for GLPC graded employees which takes effect from 1st April each year and which applies to the national pay spine.
33. Most NJC employees received a pay award of 1% in April 2016 whilst those on the lower spinal points (below SCP 18) received a higher percentage increase. It has been agreed that a further 1% will apply from April 2017 until March 2018 as part of a pay deal for financial years 2016/17 and 2017/18.

34. For GLPC graded employees, increments are awarded automatically up to the maximum of the grade unless formal proceedings are taking place under the Improving Work Performance Policy. Increments are paid on the 1st April each year, or six months after the start date (if the starting date is between October and April). There is no provision for the payment of an increment at any other time.
35. The council's policy for Hay graded employees is to review salaries on an annual basis using the Hay pay databank and realign these should a pay drift be identified. As a result the JNC pay award is not applied to Hay graded employees.
36. For Hay graded employees incremental progression through the grade is based on satisfactory performance measured over a 12 month period. Increments are paid on 1st April each year subject to satisfactory performance, and a minimum of 6 months in post at that time. There is no provision for the payment of an increment at any other time.
37. However, as one of a number of cost saving measures, a two year increment freeze has been agreed jointly between Wiltshire Council and the recognised unions. This means that no annual increments were paid in April 2016 and will not be paid in April 2017 for both GLPC and Hay graded employees.
38. The council also employs a small number of specialist employees covered by either Youth and Community, Teachers or Soulbury salary scales which are also negotiated nationally.

The use of performance-related pay

39. It is the council's policy that Hay graded employees are subject to a performance appraisal each year. If the performance is measured as satisfactory, an increment may be awarded. If the performance does not meet the required standard an increment may be withheld. However as a result of the agreed two year increment freeze, increments will not be paid until April 2018.
40. For GLPC graded employees, increments are awarded automatically to the maximum of the grade unless formal proceedings are taking place under the Improving Work Performance Policy. However as a result of the agreed two year increment freeze, increments will not be paid until April 2018.

The use of bonuses

41. The council does not offer a bonus or honorarium scheme to any employee.

The approach to the payment of employees on their ceasing to be employed by the authority

42. Employees who leave the council's employment are entitled to payment of their contractual notice, along with any outstanding holiday pay.
43. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.
44. There is no discretion to make redundancy payments which do not comply with the policy.
45. If employees choose to volunteer and are accepted for redundancy they are entitled to a payment calculated as follows:
- Statutory weeks x normal weekly pay x 2.5, capped at 40 weeks, with a minimum payment of £3000 (pro rata for part time staff).
46. If employees choose not to volunteer for redundancy, and cannot be redeployed, they will leave on compulsory grounds. The payment is calculated as follows:
- Statutory weeks x weekly salary (capped at £479), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).
47. If employees are aged 55 or over, and have been a member of the pension scheme for at least 3 months, they are able to receive their pension and lump sum early if their employment is terminated on grounds of redundancy.
48. No augmentation to pension will apply for any employee.
49. If employees are dismissed on redundancy grounds, and receive a voluntary (enhanced) redundancy payment, they may be considered for re-employment to posts within Wiltshire Council after the minimum statutory period of four weeks has elapsed subject to the following conditions:
- The post did not exist or was not foreseeable at the time of the dismissal.
 - The vacancy has been advertised in accordance with Wiltshire Council policy and procedures.
 - The appointment was made on the basis of the best person for the job with regard to the usual selection procedures.
 - The appointment has corporate director approval.

50. These conditions apply for 12 months from the date of the dismissal, after which the employee may be considered for re-employment to any post within Wiltshire Council.

51. In accordance with the Localism Act 2011, full council will be given the opportunity to vote on severance packages over £100,000 before they are approved.

The pension scheme

52. All employees are entitled to join the Local Government Pension Scheme (LGPS).

53. The LGPS changed in 2014 and the benefits structure has moved from a Final Salary basis to a Career Average Revaluation Earnings (CARE) approach for benefits accruing after this date. Employee contribution bandings have also changed and the new regulations have introduced 9 bandings with rates varying between 5.5 – 12.5% according to the employee's salary.

54. The benefits of the scheme for all members include:

- A tiered ill health retirement package if employees have to leave work at any age due to permanent ill health. This could give employees benefits, paid straight away, and which could be increased if they are unlikely to be capable of gainful employment within 3 years of leaving.
- Early payment of benefits if employees are made redundant or retired on business efficiency grounds at age 55 or over.
- The right to voluntarily retire from age 55 (on an actuarially reduced pension), even though the Scheme's normal pension age is 65.
- Flexible retirement from age 55 if employees reduce their hours, or move to a less senior position. Provided the employer agrees, employees can draw all of their benefits – helping them ease into their retirement.

55. Further information about the pension scheme can be found on the [pensions website](#).

Any other allowances arising from employment

Payment for acting up or additional duties

56. This policy applies only to all employees who, on a temporary basis:

- act up – carrying out the full responsibilities and duties of a higher graded post either for some or all of their working hours; or

- carry out some, but not all, duties or responsibilities of a higher graded post for some or all of their working hours; or
- take on additional duties within their role.

57. The policy allows for employees to receive the salary difference between the lower and higher graded job, calculated on a percentage basis if the additional duties are taken on for only part of the working week.

Unsocial hours allowances

58. The council provides an additional allowance, expressed as a percentage of the basic rate, for regularly working late evenings/early mornings/nights/Sundays. These payments are graduated according to the degree of unsocial hours working and range from 10% to 33% in addition to normal hourly rate.

59. Unsocial hours allowances are only payable for GLPC graded jobs, and are not available for senior managers.

Overtime allowances

60. The council has an overtime policy where all employees are entitled to receive additional payment for hours worked in excess of 37 hours. GLPC graded employees are able to claim overtime hours at their normal hourly rate x1.5 for hours worked on a Monday to Saturday, and x 2 for working a Sunday. Hay graded staff are able to claim overtime hours but only in exceptional circumstances and payment is based on the highest spinal point (point 49) of the GLPC pay scale.

Standby and callout allowances

61. The council has a standby and callout policy where all employees receive an allowance should they be on standby out of normal office hours. If employees are called out whilst on standby additional hours or overtime will be paid in accordance with the overtime policy.

Sleeping in allowance

62. The council pays a sleep in allowance to employees required to sleep in on the premises. This includes up to 30 minutes call out per night, after which the additional hours provisions will apply. The sleep in allowance payable is currently £34.68 and increases in line with the NJC pay award.

Local election duties – Acting Returning Officer

63. The role of Acting Returning Officer is currently being carried out by a nominated corporate director. Fees are paid in line with the guidance stipulated from the Elections and Democracy Division for the relevant elections.

Governance arrangements

64. The council's policy is to apply the nationally negotiated NJC pay award to the pay scales for jobs evaluated using the GLPC job evaluation scheme.

65. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.

66. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.

67. For these local conditions of employment, the council consults and negotiates with the relevant trade unions in order to reach agreement. These conditions and allowances are then referred to Staffing Policy Committee for agreement.

68. The role of Staffing Policy Committee is to determine, monitor and review staffing policies and practices to secure the best use and development of the council's staff. This includes the power to deal with all matters relating to staff terms and conditions.

69. The full remit of the council's Staffing Policy Committee is contained within the constitution.

The publication of and access to information relating to remuneration of chief officers

70. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to senior employees via the council's website:

- Senior employees salaries which are £50,000 and above. This is updated on a monthly basis
- A list of their responsibilities
- An organisational chart of the staff structure for the top three tiers of the local authority to include each individual's job title, contact details, grade, salary in a £5,000 bracket, grade maximum and whether each individual is a permanent or temporary employee. This is updated on an annual basis or more frequently if a significant restructure takes place

The publication of and access to information relating to trade union facility time

71. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to trade union facility time as a percentage of the Council's total wage bill via the council's website:

- Basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary)
- Basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full-time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary divided by the total paybill).

The relationship between the basic pay remuneration of chief officers and employees who are not chief officers.

72. In terms of overall remuneration packages the council's policy is to set different levels of basic pay to reflect the different sizes of jobs, but not to differentiate on other allowances, benefits and payments it makes.

73. The Hutton Review of Fair Pay in the Public Sector recommends a maximum ratio of the highest remunerated post compared with the lowest remunerated post of 1:20

74. The table below shows the relationship between the basic pay of the highest and lowest paid employees in the council, excluding pensions and allowances. The figures include all staff in the council (non schools) and are based on annual full time equivalent salaries.

	Annual FTE Salary (November 2015)	Ratio (November 2015)	Annual FTE Salary (November 2016)	Ratio (November 2016)
Highest Paid	£148,271		£149,767	
Lowest paid	£13,614	10.9	£10,708	14.0
Mean Salary	£25,236	5.9	£25,822	5.8
Median Salary	£23,698	6.3	£23,935	6.3

75. The council would therefore not expect the basic pay remuneration of its highest paid employee to exceed 20 times that of the lowest group of employees.

76. The current ratio is well within the Hutton review guidelines at 1:14. This has increased from the previous year due to the introduction of an apprenticeship scheme and apprenticeship pay rates in April 2016.

Definitions

NJC – National Joint Council

JNC – Joint Negotiating Committee

GLPC – Greater London Provincial Council

SOULBURY staff - Educational improvement professionals. These staff are drawn from different sources, including senior members of the teaching profession. Their role is to advise local authorities and educational institutions on a wide range of professional, organisational, management, curriculum and related children's services issues, with the overall aim of enhancing the quality of education and related services.

Equal Opportunities

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

Legislation

Local Government Transparency Code 2015 *Equality Act 2010*

This policy has been reviewed by the legal team to ensure compliance with the above legislation and our statutory duties.

Further information

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

Hay job evaluation policy and procedure

GLPC job evaluation policy and procedure

Market supplements policy and procedure

Moving home policy and procedure

Redundancy payments policy

Overtime policy

Unsocial hours guidance

Standby and callout policy

Starting salaries and incremental progression policy and procedure

Acting up and additional duties policy and procedure

The Local Government Transparency Code 2015

Trade Union Recognition Agreement

The policies not published with this report are available from the HR department at Wiltshire Council on request.

Policy author	HR Policy and Reward Team – AG
Policy implemented	28 February 2012
Policy last updated	12 December 2016 (LF)

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QUARTERLY WORKFORCE REPORTING

Report for Wiltshire Council relating to the quarter ending September 2016.




Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- Wiltshire Council figures exclude Schools:
 - **Headcount** = Number of positions that are filled, not individual people.
 - **FTE** = "Full Time Equivalents" which take into account actual working hours to show accurate staffing levels.
- The **voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire's best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2,930. Based on this year's turnover rate (9.9%) we could estimate that 472 employees will leave Wiltshire Council during 2016-17 resulting in costs of **£1,382,960**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- The measures relating to **last year** refer to figures from the same quarter one year ago.

The quarters refer to the following periods:

Quarter 1: October – December 2015
 Quarter 2: January – March 2016
 Quarter 3: April – June 2016
Quarter 4: July – September 2016
Last year: July - September 2015

- Last year is shown on measures that can show seasonal variances e.g. we expect sickness figures to be lowest during January to March and then highest April to June which means an increase in line with the same period last year should not be seen as a concern.
- The benchmark used is that received from DLA Piper (37 local authorities). Although we don't detail the exact benchmark difference we use a traffic light system to show how we compare:

10%+ Positive Variation  Green
 Less than 10% variation  Amber
 10%+ Negative Variation  Red

- The **sickness measure** given is the number of FTE days lost per FTE during each quarter; this figure is **not annualised**. Adding up the four quarters gives a full rolling years days lost per FTE.

If you have any queries on these reports or requests for further information, please contact:

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QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. Schools)
Quarter ended: 30th September 2016

HR Insight Team Observations:

Headcount reduction 1 The headcount across Wiltshire Council decreased since last quarter by 66 employees (-1.3%), with the figure now standing at 4683. The headcount has consistently decreased over the past year; as would be expected in the current financial climate, reducing by 182 (3.7%) since the July – September 2015 quarter. The greatest reduction in headcount, this quarter, was seen in the Highways and Transport, Passenger transport (-21), followed by Legal and Governance (-9). Corporate Function, Procurement & Programme Office saw an increase in headcount of 11 (+6.2%). This is primarily due to Information Governance moving to the service from Legal and Governance; this also explains the decrease seen in Legal and Governance.

The full time equivalent (FTE) figure has also decreased this quarter, by 35 (-0.9%). The highest reduction in FTE this quarter was in Communities and Communications (-13) followed by Highways and Transport and Legal and Governance on (-8).

No change in overall sickness absence 2 Sickness rates have remained at the same level as the previous quarter, 2.1 days per FTE. This is 0.3 days lost per FTE below the benchmark for a local authority. Legal and Governance had the largest decrease over the quarter to 0.4 FTE (a decrease of -1.8 days lost per FTE).

There has also been a further increase of 0.8 days from last quarter within Waste and Environment, to 4.8 days per FTE, this has been a continuing trend over the last year.

This quarter, 54.5% (+2.1%) of all absence days lost were due to long term absences (greater than 20 days), this is just below the benchmark for a local authority (-1.3%). The HR advisory team are aware of these absences. Finance has had a large increase this quarter with 55.9% an increase from 23% last quarter. Legal and Governance saw the largest decrease (-71.3%) in long term sickness absence this quarter with no one on long term absence.

30% of all absence days lost were due to 'stress/depression/mental health/fatigue'. This is the top reason for absence for 8 of the 14 directorates. With 'Other muscular/skeletal' being the second most common reason for absence, with 17.6% of absences. This was the top absence reason for 3 directorates.

Increase in voluntary turnover 3 The voluntary turnover rate has increased to 2.7% this quarter (+0.1%). This is 1% above the benchmark voluntary turnover rate for local government.

Highways and Transport have the highest voluntary turnover rate this quarter at 13.3%. The majority of this increase was within Passenger Transport; Public Health was the next highest with 4.7%. This was mainly from Leisure. The largest number of leavers for Passenger Transport was 'normal retirement' (6 people) and for Public Health 'Resignation to Alternative employment not LA' (15 people).

The lowest voluntary turnover was Legal and Governance (0.6%) with 3 people 'resigning for alternative employment'.

39.7% (50) of all voluntary leavers during the quarter resigned for alternative employment not with a local authority. This is up from last quarter (34.18%, 43 leavers). The second most common reason this quarter was due to people resigning for family commitment/personal, with some 20 employees accounting for

QUARTERLY WORKFORCE REPORTING

15.9% of all leavers (up from 14.3%, 18 people last quarter).

Disciplinary and grievance 4 The number of new disciplinary cases opened this quarter has increased to 17 (+6). The largest number of disciplinaries this quarter came from Public Health; with 5 new disciplinary cases opened (an increase of 4 from last quarter). All 5 of these new disciplinary cases were in Leisure. Waste and Environment witnessed the largest decrease, with no new disciplinary cases from 3 last quarter.

The number of new grievance cases opened in the quarter has increased to 2. This is only an increase of 1 from last quarter. Adult Social Services and Operational Children Services each have 1 new grievance case this quarter.

Decrease in non-casual wage bill 5 The non-casual wage bill has decreased to £25.7m for the quarter (-£359,216). This is in line with the fall in headcount. The largest reduction was seen within People and Business with a reduction of £120,203; this is mostly as a result of restructures and resulting changes in staffing levels. The next largest reduction was in Operational Children Services £4.76m (-£85,163). Although their overall headcount only dropped by 4 people this was largely down to the decrease being in the higher salary bands. The largest increase in non-casual wage bill this quarter was in Corporate Functions, Procurement & Programme Office increasing to £1.32m (+£124,975). Due to the filling of posts as a result of the ongoing procurement restructure and moving of Information Governance in to the directorate. Public Health had the second largest increase in wage bill this quarter increasing to £2.37m (+£56,805) again in line with increase in headcount.

Increase in casual wage bill 6 The casual wage bill has increased this quarter to £431,227 (+£17,476). The majority of this increase was in Adult Social Services Relief Bank £171,333 (+£13,508) and Public Health, Health Improvement and Physical Activity who witnessed an increase of £139,992 (+£51,996). The same quarter last year saw a similar seasonal increase.

Increase in agency Use 7 Reporting on agency staff is being reviewed to ensure a consistent approach between the figures provided by finance, procurement and HR. This review is ongoing; however the figures published by HR for workforce monitoring purposes can be seen below. The use of agency staff has increased this quarter with Wiltshire Council using the equivalent of 122 full time employees through Comensura agency this quarter (+9.3 FTE). This slight increase was primarily due to a large increase in the use of agency in Waste and Environment who used the equivalent of 75 full time employees this quarter (+14 FTE). Waste and Environment continue to be the service using the highest number of agency staff. As mentioned above, the increase in agency staff this quarter may partly be to cover for people off sick – as most agency cover was for short term demand/sickness absence cover. Whilst additionally, in order to protect jobs in Waste, the council has agreed with Hills that all vacancies wherever possible will be covered by agency staff. People and Business saw the largest decrease in agency use this quarter using 10.8 FTE in agency staff this quarter (-2.1 FTE), all of this decrease was in IT.

Although the agency use this quarter has increased (as explained above), the cost of agency workers has actually decreased again this quarter. £1,408,192 (-£18,814). This is due to the fact that the reason for the increase in use of agency staff was in Waste and Environment, which tends to be the lower paid agency staff (an increase of 14.5 FTE only resulted in a cost increase of £78,633). Whilst reductions in agency use of 1.5 FTE in Operational Children's Services and 2.1 FTE in People and Business resulted in a reduction of £39,616 and £32,371 respectively, due to the higher paid nature of the agency staff in these services.

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Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	4828	4772	4749	4683
FTE	3675	3662	3648	3615
Agency worker use (equivalent number of FTE's used during quarter)	140	111	113	122
Ratio of managers to employees	1:9	1:9	1:9	1:9
FTE of managers	509	504	487	477
Number of redundancies made during quarter	12	19	28	43
Ratio of starters to leavers (FTE)	1:1.4	1:1.6	1:1.1	1:1

Sickness Absence						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	2.4 days	2.5 days	2.1 days	2.1 days	1.9 days	G
% of total absences over 20 days	48.4%	46.1%	52.4%	54.5%	43.4%	A

Health and Safety RIDDOR related injuries					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
No. of workplace incidents/injuries reported	2	6	5	3	G

New Disciplinary, Grievance and Absence Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	26	16	11	17	G
Grievance cases	5	6	1	2	G
Absence cases	120	119	68	107	n/a

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	2.1%	2.3%	2.6%	2.7%	2.4%	R
% <1 year turnover rate	4.0%	4.5%	5.9%	3.4%	5.1%	n/a
% Under 25's voluntary turnover	4.5%	3.1%	6.4%	6.3%	6.9%	n/a
Average leavers' length of service	6.3 years	7.7 years	7.3 years	7.7 years	8.2 years	n/a

QUARTERLY WORKFORCE REPORTING

Employee costs					
Measure Relating to Quarter	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
Total paid in salaries to employees (non casual)	£26.16m	£25.86m	£26.05m	£25.6m	£26.46m
Total paid in salary to casual employees	£0.51m	£0.39m	£0.41m	£0.43m	£0.44m
Total salary pay	£26.68m	£26.26m	£26.46m	£26.11m	£26.90m
Total paid to agency workers	£1.93m	£1.55m	£1.43m	£1.40m	£2.30m
Median employee basic salary	£20,253	£20,253	£20,456	£20,456	£20,253

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

Additional financial information				
Measure <i>(If the figure is negative a saving has been achieved)</i>	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cost of sick pay	£0.76m	£0.82m	£0.72m	£0.69m
FTE change due to employee hour changes	-6.0	-7.8	-5.8	-15.0
Cost/saving of employee hour changes	-£124,842	-£233,872	-£126,813	-£343,335.24

Why this is important: Sick pay amounted to £2,920,635 across Wiltshire Council during the 2015-16 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

Employee Diversity					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
% < 25	6.7%	6.5%	6.7%	6.8%	7.0%
% 55 and over	24.3%	24.4%	24.7%	24.7%	24.0%
% Female	70.2%	70.2%	70.1%	70.1%	70.1%
% Part-time	42.5%	42.9%	42.6%	42.5%	42.8%
% Temporary contracts	7.9%	7.3%	6.4%	5.9%	8.6%
% Black or Minority Ethnic	2.0%	2.1%	2.1%	2.2%	2.0%
% Disabled	2.8%	3.1%	3.2%	3.2%	2.8%

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