

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 8 January 2014
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

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

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

Pre-meeting training

There will be a training session starting at 10.00am, immediately before the meeting. It will provide an Overview on Job Family Modelling.

Membership:

Cllr Allison Bucknell (Chairman)	Cllr David Pollitt
Cllr Mike Hewitt	Cllr Jane Scott OBE
Cllr Jon Hubbard	Cllr John Smale (Vice-Chairman)
Cllr David Jenkins	Cllr Stuart Wheeler
Cllr Gordon King	

Substitutes:

Cllr Desna Allen	Cllr Mark Packard
Cllr Rosemary Brown	Cllr Fleur de Rhé-Philippe
Cllr Peter Evans	Cllr Ian Thorn
Cllr Bill Moss	Cllr Anthony Trotman

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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 1 - 6)*

To confirm the minutes of the meeting held on 6 November 2013. (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 the agenda no later than 5pm on **Thursday 2 January 2014**. 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 **Pay Policy Statement** *(Pages 7 - 20)*

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

7 **Equality and Diversity Monitoring Report** *(Pages 21 - 62)*

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

8 **Delivering the Business Plan July to September 2013** *(Pages 63 - 68)*

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

9 **Implementation of the Living Wage** *(Pages 69 - 70)*

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

10 **Date of Next Meeting**

To note that the next meeting is due to be held on Wednesday 5 March, 2014 in the Kennet Room, County Hall, Trowbridge, starting at 10.30am.

11 **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

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STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 6 NOVEMBER 2013 AT THE PRATCHETT ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chair), Cllr Mike Hewitt, Cllr David Jenkins, Cllr Gordon King, Cllr David Pollitt, Cllr John Smale (Vice Chairman) and Cllr Stuart Wheeler

Also Present:

Cllr Tony Deane

45 **Apologies for absence**

Apologies for absence were received from Cllr Jon Hubbard and Cllr Jane Scott OBE.

46 **Minutes of Previous Meeting**

Resolved:

To confirm and sign as a correct record the minutes of the Committee meeting held on 4 September 2013.

47 **Declarations of Interest**

There were no declarations of interest made at the meeting.

48 **Chairman's Announcements**

There were no Chairman's announcements.

49 **Public Participation**

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

50 **Annual Health & Safety Performance**

Consideration was given to a report by the Head of Occupational Health and Safety which set out details of the Council's health and safety performance during the period October 2012 to September 2013 and also the planned areas of work for the future reporting period.

It was noted that the report covered the health and safety of the Council's employees and also of the customers and members of the public to whom the Council provided services.

All the information relating to accidents contained within the report was based solely on that which had been properly reported and recorded. There would have been other accidents that had not been recorded or had been misreported. Efforts were continuing to reduce these to the minimum.

It was noted that the Health and Safety Service had experienced a successful year with:

- a reduction in the majority of trend patterns of accidents and, more significantly, incidence rates;
- an absence of any enforcement action from the Health and Safety Executive;
- a positive assessment from the South West Audit Partnership;
- very high customer satisfaction feedback.

Members of the Committee were interested to note that quarterly information reports had been introduced to give Associate Directors and Heads of Service greater detail regarding localised health and safety performance. Health and Safety performance had also been integrated into the corporate appraisal procedure.

The Committee was informed that the key areas of work based on risk assessment included:

- employee well-being
- musculo-skeletal hazards
- lone working
- increasing use of volunteers
- shared workplaces
- commissioned services, including adult care and ground maintenance

The Committee noted that the evidence presented indicated that health and safety was generally well managed at Wiltshire Council and that the Health and Safety team was providing a high-performing service. Performance indicators were positive and the corporate risk register showed that the ongoing direction of travel was towards green RAG rating. However, the issue of violence and aggression towards staff in the course of their duties remained a significant concern and was at the forefront of ongoing work with services and individuals.

After further discussion,

Resolved:

- (1) To approve the report, thanking the Officers for all their work resulting in the positive outcomes as set out in the report.
- (2) To request an update report in due course on progress in securing a reduction of acts of violence and aggression towards staff.

51 **Wiltshire Council - Commitment to the Local Government Pension Scheme (LGPS)**

The Committee received a report by the Associate Director, Finance, Revenues & Benefits and Pensions which updated Members on Wiltshire Council's legal obligations in relation to the Local Government Pension Scheme. The report also highlighted the areas of which Wiltshire Council had discretion and the key considerations that needed to be taken into account when providing services.

The Committee heard further from Cllr Tony Deane, Chairman of the Wiltshire Pension Fund Committee and the Head of Pensions and noted that:-

1. Wiltshire Council had limited discretion in respect of their ability to offer LGPS membership. The Council had a legal obligation to provide LGPS membership to all Wiltshire Council employees, local authority schools and Academies. The only discretion Wiltshire Council had concerning LGPS admittance was to Foundation Schools. If LGPS access was denied to Foundation Schools, Wiltshire Council would be required to provide an alternative pension scheme of a similar value.
2. The organisation needed to be aware of its long term financial commitments arising from its membership, especially in terms of restructuring its services and any potential indirect pension risks arising from commercial arrangements with new providers.

Resolved:

To note the contents of the report.

52 **Wiltshire Rewards Scheme**

The Committee received a report by the Associate Director, People & Business Services in response to a request made by this Committee at its July 2013 meeting for further information about the ability to extend the Wiltshire Rewards Scheme to volunteers and other groups within Wiltshire.

The report covered:

- A roll out to foster carers

- A roll out to school employees
- An extension of the scheme to other groups

Members were pleased to note that, since the scheme was launched to all non-schools council employees on Monday 30 September 2013, about 25% of eligible staff had signed up and that savings made through the scheme were currently around £9,300.

During the ensuing discussion Members expressed the view that whilst they were supportive of extending the scheme to schools, they considered that a careful marketing of the scheme was important in order to ensure this did not give an impression that it was available to everyone. Cllr Stuart Wheeler did confirm that the scheme would not be made available to Members of the Council.

After further discussion,

Resolved:

- (1) **To note that a roll out of the scheme to foster carers would take place by the end of November 2013.**
- (2) **To initially offer free access to Wiltshire Rewards to all Wiltshire schools, including academies, regardless of status on the understanding that if they didn't buy into the Council's payroll service they would have to provide a monthly data base of eligible employees. After one year an annual charge would be made in respect of those academies and non LA schools who wished to continue to use the scheme.**
- (3) **To note the intention to roll out the scheme to volunteers once the current volunteers project had been concluded.**
- (4) **To note that it was not feasible to extend the current Wiltshire Rewards Scheme to other groups but that the setting up of a framework agreement was being investigated to enable an alternative and more suitable scheme to be extended to other groups.**

53 Workforce Information - Update on Levels of Employee Engagement

The Committee considered a report by the Associate Director, People & Business Services which provided an update on current levels of employee engagement based on available information and data.

It was noted that recently some concerns about the current levels of employee engagement had been raised by some members and the branch office of UNISON, against a backdrop of significant change including a recent council

wide voluntary redundancy programme and increases to senior management pay.

At a meeting of the Overview & Scrutiny Management Committee on 8 October 2013, a review of staff engagement and moral levels using an external provider was proposed and discussed. That Committee agreed that instead the data available internally should be used to provide an update on current employee engagement levels to this Committee.

The Committee noted the number of initiatives that had been taking place to maintain employee engagement and also the challenges that the Council had been facing since it became a unitary authority in 2009. Each of these challenges had and would continue to shape initiatives aimed at reducing the impact on staff to ensure employee engagement could be maintained during unsettling periods.

Members were pleased to note that despite the lengthy periods of change that had been taking place, employee engagement had improved with the information suggesting that employees were more engaged with the Council now than when monitoring began in 2011.

After further discussion,

Resolved:

- (1) To note the contents of the report.**
- (2) To note that the analysis of all the available data showed that concerns about staff morale could not be substantiated.**
- (3) To conclude that all of the available data suggested that, despite the changes that had been taking place and the challenges being faced, employees were engaged.**

54 Update on Changes to the Senior Management Structure

On considering a report by the Associate Director, People & Business Services,

Resolved:

To note the contents of the report which provided an update on the implementation of the new senior management structure.

55 Senior Officers Employment Sub-Committee

Resolved:

To receive and note the minutes of the Senior Officers Employment Sub-Committee meeting held on 9 October 2013.

56 **Date of Next Meeting**

Resolved:

To note that the next meeting of this Committee was due to be held on Wednesday 8 January 2014 at County Hall, Trowbridge, starting at 10.30am.

57 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.30 am - 12.15 pm)

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

Press enquiries to Communications, direct line (01225) 713114/713115

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

8 January 2014

PAY POLICY STATEMENT

Purpose of Report

1. This report presents the updated Pay Policy Statement 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 their pay policy statement in February 2012.
4. The council is required to publish an updated policy on the website by 1st April 2014.

Main Considerations for the Council

5. There policy has been updated to include:
 - A revised introduction setting the context of the council
 - Updated figures on budget, number of employees and pay ratios
6. The budget figure highlighted within the introduction of the policy will be updated once we have the confirmed final figure from finance.

Consultation

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

Environmental Impact of the Proposal

8. None

Equalities Impact of the Proposal

9. 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 in February 2014 on the basis that budget figure will be reviewed and updated prior to full council approval.

**Barry Pirie
Associate Director
People & Business Services**

Report Author: Amanda George, HR Policy and Reward Manager

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 2014-2015.

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 statement sets out the authority's policies 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
- pension
- 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 lead professional jobs

The term "lowest paid employees" refers to those employees on the lowest spinal column point (scp) of our grading system. This is scp 5 of grade A, which is currently £12,435 per annum.

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 to be added) (2014/15).

In order to deliver these services around 12,804 people work for the council, 7800 of whom work in schools, in a variety of diverse roles such as corporate director, social worker, teaching assistant and general cleaner.

The council has recently published the Business Plan 2013 – 2017. 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 June 2013 the council implemented a voluntary redundancy programme in order to create efficiencies and reduce numbers of staff. This was unlike previous redundancy exercises where the savings had been achieved by holding targeted service reviews. A total of 254 staff were accepted for voluntary redundancy, delivering approximately £6m savings year on year.

In September 2013 there was a senior management review. The number of Service Directors posts was reduced from 18 to 13, and the name changed to Associate Director to reflect the wider responsibilities of the role. The salary scales for all senior managers were also reviewed (previous review in 2008) and re-aligned to median market pay. The changes to the senior management structure have resulted in a saving of £0.431m per annum.

The coming year will 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 have 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.

Who does it apply to?

This pay policy statement applies to all non- schools employees of Wiltshire Council.

When does it apply?

This pay policy statement was originally published in February 2012 and has been updated for the financial year 2014/15. 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 and Soulbury staff are covered by national salary scales, 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 85 employees), which include the following roles:
 - Corporate Director
 - Associate Director
 - Head of Service
 - Some lead professional jobs
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 the job. There are 8 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 job and aims to ensure that the pay scales for hay posts are sensitive to labour market pressures. Pay scales for Hay graded posts were first implemented in 2002 and are assessed periodically to ensure that they remain competitive. This assessment is conducted using the Hay Group Ltd databank of pay rates for organisations in the public and not for profit sector.
12. A review of the pay at senior manager level (Corporate and Associate Director) was undertaken in 2013, and a pay drift was identified. The pay scales were therefore realigned to ensure the council was paying the median market rate for jobs at this level.

Greater London Provincial Council job evaluation (GLPC) scheme:

13. The GLPC job evaluation scheme is used to evaluate the majority of jobs within the council (currently 4547 permanent employees).
14. Each job is assessed by a panel of three trained GLPC evaluators. The evaluators consider each job against a set of factors and award a level per factor. The values of the levels are added together to give a total job score.

15. The job score determines the grade for the job. There are 15 grades, each grade containing between 2 and 4 increments. 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.

Remuneration on recruitment

18. The same recruitment policies apply to all employees who take up a new appointment with the council, regardless of grade.
19. 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.
20. The council has a [market supplement policy](#) which stipulates that if there are recruitment difficulties and it is shown that the council are paying below the market rate for the job, a market supplement may be paid.
21. Market supplements are only payable to a small number of jobs which are evaluated using the GLPC scheme. No market supplements are paid to Hay graded employees. See the list of [market supplements](#) for current details.
22. Candidates are normally appointed on the minimum spinal column point of the grade for the post.
23. If a candidate is already 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.
24. The recruitment procedure for Corporate and Associate Director posts is 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.

25. 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.
26. 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.

Increases and additions to remuneration

27. The council's policy is to apply the nationally negotiated JNC pay award for Hay graded employees, and NJC pay award for GLPC graded employees which takes effect from 1st April each year.
28. The council also employs a small number of specialist employees covered by Youth and Community and Soulbury salary scales which are also negotiated nationally.
29. The last annual pay awards were agreed for JNC employees in April 2008. NJC employees received an annual pay award of 1% in April 2013.
30. Any nationally negotiated pay awards agreed for April 2014 will be implemented as usual.
31. 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.
32. 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) and there is no provision for the payment of an increment at any other time.
33. As one of a number of cost saving measures a two year increment freeze was agreed jointly between Wiltshire Council and the recognised unions for April 2012 and 2013. Increments are due to be paid again from April 2014.

The use of performance-related pay

34. 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 (subject to point 30. above). If the performance does not meet the required standard an increment may be withheld.
35. For GLPC graded employees, increments are awarded automatically to the maximum of the grade (subject to point 31. above) unless formal proceedings are taking place under the Improving Work Performance Policy.

The use of bonuses

36. 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

37. Employees who leave the council's employment are entitled to payment of their contractual notice, along with any outstanding holiday pay.
38. The council does not make any additional payments to employees whose employment ceases, except in the case of redundancy.
39. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.
40. There is no discretion to make redundancy payments which do not comply with the policy.
41. 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).
42. 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 £450), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).
43. 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.

44. No augmentation to pension will apply for any employee.
45. 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.
46. 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.

The pension scheme

47. All employees are entitled to join the Local Government Pension Scheme (LGPS).
48. The LGPS is changing in 2014 and the benefits structure is moving from a Final Salary basis to a Care Average Revaluation Earnings (CARE) approach for benefits accruing after this date. Employee contribution bandings are also changing and the new regulations are introducing 9 bandings with rates varying between 5.5 – 12.5% according to the employee's salary.
49. 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 60, even though the Scheme's normal pension age is 65. Employees can retire from as early as age 55, provided the employer agrees.

- 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.
50. 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

51. This policy applies only to GLPC graded 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.
52. 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

53. 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.
54. Unsocial hours allowances are only payable for GLPC graded jobs, and are not available for senior managers.

Local election duties – Acting Returning Officer

55. 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

56. The council's policy is to apply the nationally negotiated JNC and NJC pay awards, which take effect from 1st April each year.

57. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.
58. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.
59. 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.
60. 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.
61. 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

66. In accordance with the Code of Recommended Practice for Local Authorities on Data Transparency, the council is committing to publishing the following information relating to senior employees via the council's website:
 - Senior employees salaries which are £58,200 and above
 - Names of the individuals (to be agreed with each individual)
 - A job description for each post
 - Budget responsibility for each post
 - Number of direct reports for each post
 - An organisational chart of the staff structure of the local authority
67. This information has been available via the council's website from 1st April 2012, and is updated on a monthly basis.

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

68. 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.

69. 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
70. The table below shows the relationship between the highest and lowest paid employees in the council. The figures include all staff in non schools and are based on annual full time equivalent salaries.

	Annual FTE Salary	Ratio
Highest Paid	£139,096	
Lowest paid	£12,435	11.2
Mean Salary	£23,991	5.8
Median Salary	£21,734	6.4

71. The council would therefore not expect the remuneration of its highest paid employee to exceed 20 times that of the lowest group of employees. The current ratio is well within the Hutton review guidelines at 1:11.2

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

Localism Act 2011

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
Appointments policy and procedure
Appointments policy and procedure for chief officers
Market supplements policy and procedure
Moving home policy and procedure
Redundancy payments policy
Starting salaries and incremental progression policy and procedure
Acting up and additional duties policy and procedure

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	23 December 2013

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

8 January 2014

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 2013 Wiltshire Council published its [equality and diversity employment monitoring report 2011/12](#) on the Wiltshire Council website.
3. The council is required to publish the updated equality and diversity employment monitoring report 2012/2013 by the 31 January 2014.
4. This year the report has been developed to include further information, data and analysis to demonstrate how the council is meeting the PSED, in line with the Equality and Human Rights Commission guide for public authorities on equality information and the equality duty.
5. 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 is currently being collected by the Equality and Inclusion Lead.

Data Monitoring

6. Currently we collect, monitor and publish data on sex, disability, ethnicity and age in relation to our current workforce, leavers and applicants for employment.
7. It was recognised that, prior to extending data collection to other protected characteristics (religion and belief, sexual orientation, marriage and civil partnerships or gender reassignment), there was a need to ensure that staff felt safe to disclose this sensitive personal data. The focus since November 2011 has therefore been on continuing the development of the positive action listed in the monitoring report including the continued development of the four staff forums.
8. Work is currently underway to assess the feasibility of collecting this data on SAP.
9. In general the data contained in the report is positive, with an increase in the percentage of BME and disabled staff employed by the council on 1 April 2013, compared with the previous year.
10. The report outlines the work the council continues to take in relation to positive action and also outlines work which has been identified for consideration or action based on the data analysis which includes:
 - Measures to increase the recruitment and retention of under 25's as set out in the report.

- Improve the rate of unknown's for all categories – including consideration of further data cleanse exercises or targeting particular areas where information is low ie paper based checks for those who do not have a pc etc.
- Give consideration to increasing the number of protected characteristics monitored
- Dignity at work – further analysis of the staff survey indicated that disabled staff were twice as likely to indicate that they had been bullied. Dignity at work training will be included in the programme of Manager briefings for 2014.

Publishing equality objectives

11. In January 2012 the council, working in partnership with NHS Wiltshire, Wiltshire Police and Wiltshire Fire and Rescue Service, published a [Partnership Action Plan](#), outlining ten key equality objectives.
12. Further work will also be undertaken to use the data set out in the equality and diversity monitoring report and the service provision report to develop and consult on the council's specific equality and diversity objectives.

Environmental Impact of the Proposal

13. None.

Equalities Impact of the Proposal

14. As set out in the report.

Risk Assessment

15. Statutory requirement to comply with the PSED.

Options Considered

16. None.

Recommendation

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

Barry Pirie
Associate Director
People & Business Services

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

Wiltshire Council

**Equality and Diversity Employment Monitoring
Report (Draft)**

Introduction	3
Who is included in the report and data gaps	3
Workforce headcount	4
How we collect equality information	4
Employee engagement and consultation	4
Human Resources and policy review.....	6
Due regard/ Equality analysis panels.....	6
Benchmarking and sharing good practice.....	6
 Workforce data and findings	7
Ethnicity.....	8
Disability.....	12
Sex	15
Age.....	17
Recruitment monitoring	20
Internal promotions.....	22
Leaver monitoring.....	24
Discipline, dignity at work and grievance procedure	28
Flexible working requests	30
Performance appraisal	31
Training monitoring	31
Remuneration monitoring	33
Positive actions	36
 Appendix A	
Religion and belief.....	37
Sexual orientation.....	38
Carers	39

Introduction

1. 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). 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:
 - Eliminating discrimination, harassment and victimisation
 - Advancing equality of opportunity
 - Fostering good relations between people
2. This report forms part of the overall reporting against the Public Sector Equality Duty and sets out our workforce monitoring information for the year 2012/2013.
3. The council has monitored workforce equality and diversity data for a number of years and uses this information to understand diversity in the workforce. The information provides data to enable the council to analyse and assess the impact of policies, practices and decisions on those with protected characteristics in the workforce and to identify where action is required to remedy any negative effect or disadvantage experienced by particular groups and promote equality of opportunity for all.
4. This report sets out data based on the key employment areas which the council currently monitors in relation to workforce data. Where possible it also identifies key issues which have been highlighted when reviewing the workforce data and draws comparisons and additional information from other external sources. It is the intention that the analysis of this data found within the report will contribute to the setting of Wiltshire Council's equality objectives – this is another legal requirement (specific duty) as part of the PSED
5. The data contained in this report has been based on either headcount data as at 1 April 2013 or where monitoring information is reviewed over a year, the reference period which has been for the year 2012/2013.

Who is included in the report and data gaps?

6. The council currently collects and monitors equality data relating to the protected characteristics of race, disability, sex and age. We currently do not monitor information relating to religion and belief, sexual orientation, marriage and civil partnerships or gender reassignment or by caring status. Where we have gaps in workforce information we have used external statistics based on the Wiltshire population to provide data on the likely representation on sexual orientation, carer status and religion and belief (see Appendix A).
7. We are currently taking steps to review the information gaps of the wider protected characteristic groups and the policies and practices currently not monitored. Further information about data gaps can be found under specific monitoring areas below.
8. This report also includes figures of the total number of staff employed in schools for information. The data relating to schools has not been analysed in further detail as schools are responsible for producing their own equality and diversity information and agreeing their own workforce policies and procedures.

Workforce headcount

9. The non schools workforce headcount figure on 1.4.2013 was 5273 compared with 5314 on 1.4.2012. This shows a slight decrease in the overall workforce figures which are linked to budget cuts and restructures. The council's business aims and objectives are set out in its [Business Plan](#) and the council continues to need to make substantial savings on staff costs to maintain service delivery. Since April 2013 the council has taken a number of steps to reduce the number of overall posts and achieve savings.
10. This has included:
 - Inviting staff to apply for voluntary redundancy
 - Restructure and reduction in the number of senior management posts
 - Ensuring that only essential vacancies are filled giving priority to staff in the redeployment pool
 - Continuing to offer flexible working options
11. An organisational design toolkit has been designed to provide guidance and support for managers involved in restructuring their teams.

How we collect equality information

12. 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.
13. The data collected in SAP is based on information provided by staff during recruitment and throughout their employment and staff are also encouraged to check and update their personal information by using the SAP self service facility. This year a data cleanse exercise took place in May and staff were encouraged to update key personal information held in SAP including information on the currently monitored protected characteristics. This did result in a number of changes to equality self-declarations.
14. It is recognised that there are still some staff that do not have access to SAP and the self service facility and data collection for these staff is an area for review. As in previous years, there are also staff that has not provided equality information which has resulted in some high percentages of unknowns in the report and we continue to look for ways to build confidence about declaring and decreasing these numbers.

Employee engagement and consultation

15. The council continues to experience a period of considerable change and employee engagement is a key priority.
16. 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'.
17. Employee engagement also takes place through:

Staff Equality Forums - the council has four 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.

18. The staff forums include:
- Staff disability forum
 - Black and minority ethnic (BME) staff forum
 - Carers 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).
19. Some examples of proactive engagement with the forums have been:
- The council's promotion of Black History Month (BME staff forum)
 - 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 2013 (LGBT staff forum)
 - The involvement of the staff carers forum in Carers Week 2013 (and for 2014) and in the proposed new engagement arrangements for consulting carers across Wiltshire through the Carers Representative Group.
20. **Manager 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.
21. **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.
22. **Staff survey** - to increase staff engagement the council set up an annual staff survey in 2011 to collect information from staff on their views and opinions and take suitable action on staff feedback. In 2012 the employee engagement index (national benchmarking standard used by BIS) rose to 51% which was a 19% increase from 2011. The survey had a 60% response rate in 2012 which was an increase from 55% in 2011. Further analysis of the questions covering staff engagement in the survey indicate that responses varied for some staff with protected characteristics and further work with the staff forums may assist with this.
23. The four key priorities for engagement arising from the staff survey are:
1. Wiltshire Council employees need to receive more consistent and regular information and, in particular, clarity is needed on why changes are being made by our leadership team.
 2. Communication needs to be open and honest in order to give staff confidence in our leaders
 3. The council needs to further develop a culture where respect and recognition is embedded
 4. Wiltshire needs to ensure that it is committed to customer satisfaction and that all our staff are part of this.

Human Resource and policy review – HR direct – updates

24. 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.
25. 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 schemes
26. 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 the intranet – HR direct. An ongoing programme of HR policy review continues to take place including work on apprenticeships, employment of under 24's, domestic abuse, volunteers etc

Due regard/ Equality Analysis panels

27. 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.
28. 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 breath of perspective.
29. Equality analysis information can be viewed on our web page.

Benchmarking and sharing good practice

30. 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.
31. The council also joined the Equality networking group set up with Gloucestershire County Council in November 2012. This network was set up for HR colleagues in the public sector in surrounding areas to build and share knowledge. The terms of reference for the network include – sharing good practice in promoting equality and diversity in the workplace, encouraging collaborative working and facilitating good communications around equality and diversity, working with forums to develop synergies to help widen influence and consolidate equality outcomes. The group meet 3 times a year.
32. The council are members of the Business Disability Forum and have joined the Stonewall Diversity Champions Programme in 2013 where an application to the 2013/14 Workplace Equality Index was also made.

Workforce data and findings

33. 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 April 2013 and show totals both including and excluding schools.
34. Please note that where the figures in this report are low we have recognised that it may be possible to identify individuals and have replaced the data with a * in order to comply with data protection.

Staff in post

Numbers	Head count	FTE	PT	%	FT	%
Non-Schools	5273	3982	2302	43.66%	2971	56.34%
Schools	7904	3939	6174	78.11%	1730	21.89%
Total	13177	7921	8476	64.32%	4701	35.68%

Ethnicity

See below for a breakdown of workforce figures for ethnicity

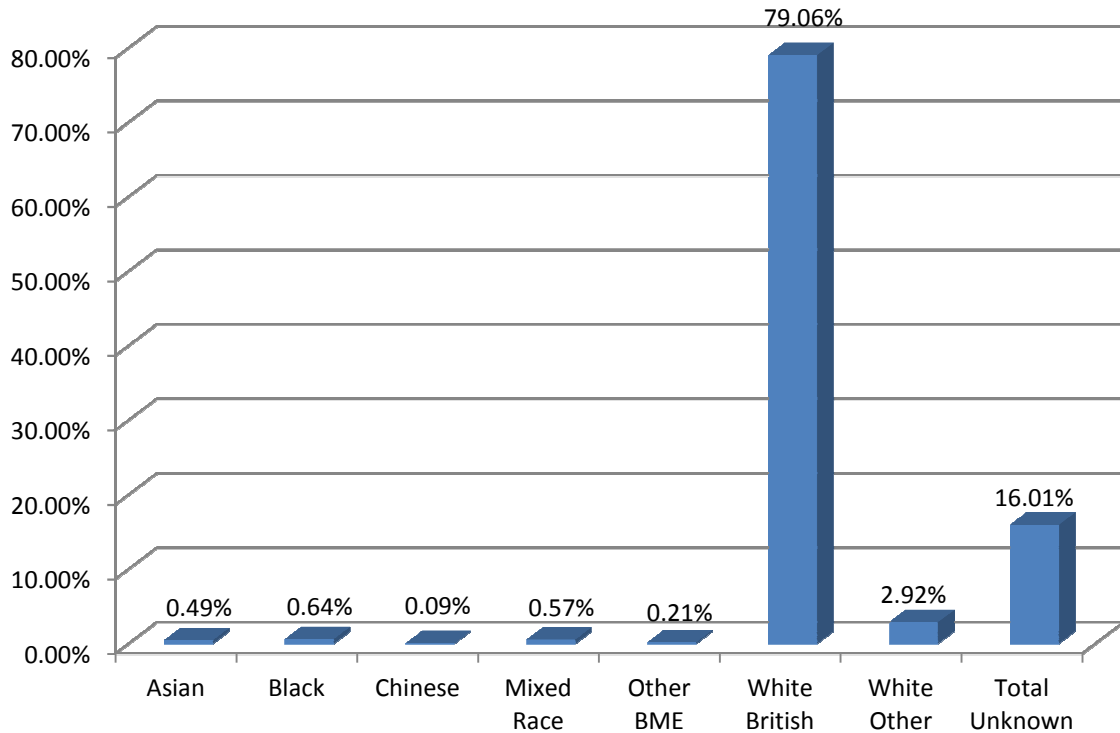
35. The figures from the Wiltshire census 2011 indicate that 3.56 % of the working population in Wiltshire have a BME background. It has to be noted that when comparing Wiltshire Council's percentage of BME staff with the BME working population found in Wiltshire that there is a strong military presence 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).
36. Our non-schools workforce data indicates that:
 - 2.01% of the non-schools workforce has a BME background compared to 1.71% in 2012. Within the group of staff who have declared that they have a BME background, 65.09% are female compared with 34.91 % who are male. This is representative of the higher number of females employed by the council.
 - A slightly higher percentage of BME staff, 64.15% work full-time compared to 56.34% 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 is higher in the younger age ranges and then decreases slightly. This is reflected in data for length of service and may reflect changes in population in Wiltshire (please see comments above).
 - The total 'unknown' figure (those staff not declaring) shows that 16.01% have not disclosed their ethnicity and the council will continue to encourage staff to disclose this information.

Ethnicity – Headcount figures

Numbers	Asian	%	Black	%	Chinese	%	Mixed Race	%	Other BME	%	BME Combined Total	%
Non-Schools	26	0.49%	34	0.64%	5	0.09%	30	0.57%	11	0.21%	106	2.01%
Schools	19	0.24%	18	0.23%	3	0.04%	26	0.33%	4	0.05%	70	0.89%
Total	45	0.34%	52	0.39%	8	0.06%	56	0.42%	15	0.11%	176	1.34%

Numbers	White British	%	White Other	%	Total Known	%	Total Unknown	%	Total
Non-Schools	4169	79.06%	154	2.92%	4429	83.99%	844	16.01%	5273
Schools	5080	64.27%	125	1.58%	5275	66.74%	2629	33.26%	7904
Total	9249	70.19%	279	2.12%	9704	73.64%	3473	26.36%	13177

Non-schools breakdown of ethnicity

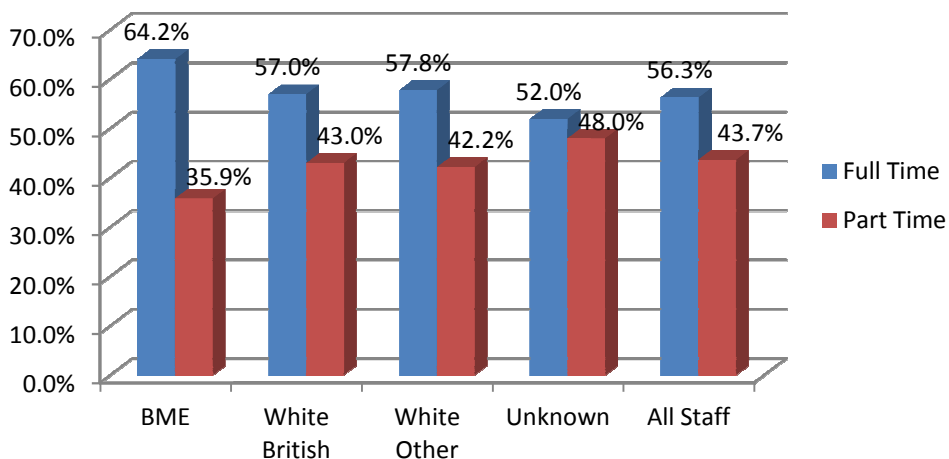


By sex

	Head Count	Female	%	Male	%
BME	106	69	65.09%	37	34.91%
White British	4169	2895	69.44%	1274	30.56%
White Other	154	115	74.68%	39	25.32%
Unknown	844	528	62.56%	316	37.44%
All Staff	5273	3607	68.41%	1666	31.59%

Ethnicity by full-time / part-time

Ethnicity - % full time and part time staff



Ethnicity by age

	Head Count	Under25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
BME	106	10	9.43%	36	33.96%	27	25.47%	22	20.75%	9	8.49%	2	1.89%
White British	4169	243	5.83%	770	18.47%	925	22.19%	1190	28.54%	905	21.71%	136	3.26%
White Other	154	4	2.60%	32	20.78%	32	20.78%	48	31.17%	33	21.43%	5	3.25%
Unknown	844	72	8.53%	171	20.26%	158	18.72%	256	30.33%	142	16.82%	45	5.33%
All Staff	5273	329	6.24%	1009	19.14%	1142	21.66%	1516	28.75%	1089	20.65%	188	3.57%

Ethnicity by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
BME	106	34	32.08%	24	22.64%	27	25.47%	17	16.04%	4	3.77%
White British	4169	669	16.05%	770	18.47%	1107	26.55%	1024	24.56%	599	14.37%
White Other	154	17	11.04%	29	18.83%	79	51.30%	19	12.34%	10	6.49%
Unknown	844	46	5.45%	106	12.56%	341	40.40%	225	26.66%	126	14.93%
All Staff	5273	766	14.53%	929	17.62%	1554	29.47%	1285	24.37%	739	14.01%

Disability

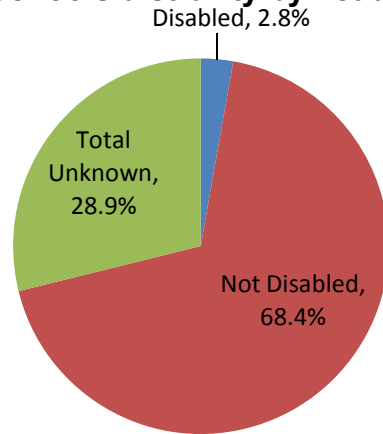
See below for a breakdown of workforce figures for disability

37. 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. A survey of people in Wiltshire claiming either Disability Living Allowance or Attendance Allowance (February 2010) gave a figure of 6.5%. Although these are useful figure for comparison it is noted that they do not provide a consistent figure. Staff and applicants are encouraged to consider whether they declare a disability against the definition of disability in the Equality Act which is again 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'.
38. Our non-schools workforce data indicates:
- 2.77% of the non schools workforce has declared a disability compared to 2.48% in 2012. Within the council non schools workforce and the group which have identified that they have a disability, 68.49% are female and 31.51% are male. This is reflective of the higher percentage of female staff across the council.
 - A slightly higher percentage of disabled staff, 63.01% work full-time compared to 56.34% of the total workforce work full-time.
 - Disabled staff are represented in all the ranges for length of service and ages.
 - The percentage of disabled staff who are BME is 1.37% which is slightly lower than the percentage of staff who are BME in the workplace which is 2.01%.
 - 28.86% of staff have not disclosed whether they have a disability. This figure has reduced since 2012 and the council will continue to encourage staff to disclose this information.
39. The council already takes a range of steps to encourage disabled applicants and support disabled staff at work. The council is proud to have been awarded the double tick symbol and offers a guaranteed interview to all applicants who declare that they have a disability and meet the minimum 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 staff disability forum. The council is a member of the Business Disability Forum.

Disability by headcount

Numbers	Disabled	%	Not Disabled	%	Total Known	%	Total Unknown	%	Total
Non-Schools	146	2.77%	3605	68.37%	3751	71.14%	1522	28.86%	5273
Schools	25	0.32%	4207	53.23%	4232	53.54%	3672	46.46%	7904
Total	171	1.30%	7812	59.29%	7983	60.58%	5194	39.42%	13177

Non-Schools disability by headcount



Disability by sex

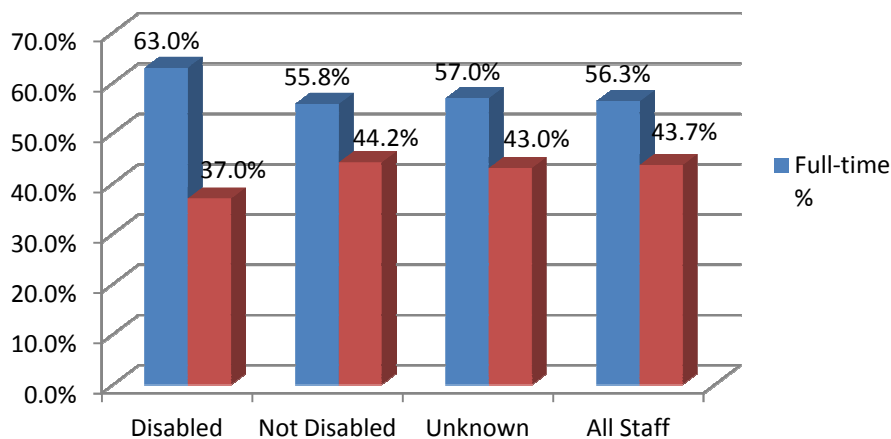
	Head Count	Female	%	Male	%
Disabled	146	100	68.49%	46	31.51%
Not Disabled	3605	2625	72.82%	980	27.18%
Unknown	1522	882	57.95%	640	42.05%
All Staff	5273	3607	68.41%	1666	31.59%

Disability by ethnicity

	Head Count	BME	%	White British	%	White Other	%	Unknown	%
Disabled	146	2	1.37%	127	86.99%	3	2.05%	14	9.59%
Not Disabled	3605	90	2.50%	3318	92.04%	145	4.02%	52	1.44%
Unknown	1522	14	0.92%	724	47.57%	6	0.39%	778	51.12%
All Staff	5273	106	2.01%	4169	79.06%	154	2.92%	844	16.01%

Disability – full time /part time

Disability - full time/part time by %



Disability by age

	Head Count	Under 25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
Disabled	146	3	2.05%	20	13.70%	36	24.66%	43	29.45%	40	27.40%	4	2.74%
Not Disabled	3605	236	6.55%	695	19.28%	784	21.75%	1008	27.96%	765	21.22%	117	3.25%
Unknown	1522	90	5.91%	294	19.32%	322	21.16%	465	30.55%	284	18.66%	67	4.40%
All Staff	5273	329	6.24%	1009	19.14%	1142	21.66%	1516	28.75%	1089	20.65%	188	3.57%

Disability by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Disabled	146	16	10.96%	19	13.01%	51	34.93%	36	24.66%	24	16.44%
Not Disabled	3605	681	18.89%	735	20.39%	897	24.88%	825	22.88%	467	12.95%
Unknown	1522	69	4.53%	175	11.50%	606	39.82%	424	27.86%	248	16.29%
All Staff	5273	766	14.53%	929	17.62%	1554	29.47%	1285	24.37%	739	14.01%

Sex (male/female)

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

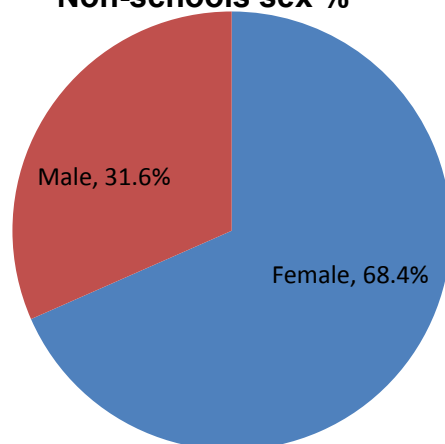
40. Our workforce data for non-schools indicates:

- the percentage of females is 68.41% and males 31.59% and these remains similar to the figures for 2012 which were female 68.86% and male 31.14%.
- 53.76% of women work part-time and 21.79% 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 and over 65 age band. The percentage of female staff is highest in the 45 – 54 age bands.

Sex – headcount

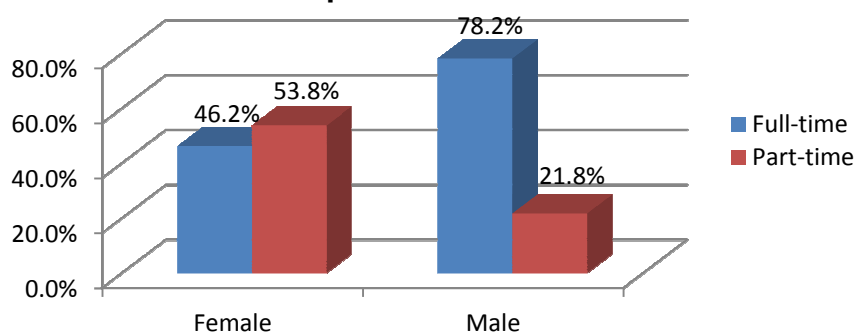
Numbers	Female	%	Male	%	Total
Non-Schools	3607	68.41%	1666	31.59%	5273
Schools	7170	90.71%	734	9.29%	7904
Total	10777	81.79%	2400	18.21%	13177

Non-schools sex %



Sex – full-time/part-time

Sex - full-time and part-time %



Sex by age

	Head Count	Under25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
Female	3607	177	4.91%	649	17.99%	804	22.29%	1110	30.77%	750	20.79%	117	3.24%
Male	1666	152	9.12%	360	21.61%	338	20.29%	406	24.37%	339	20.35%	71	4.26%
All Staff	5273	329	6.24%	1009	19.14%	1142	21.66%	1516	28.75%	1089	20.65%	188	3.57%

Sex by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Female	3607	450	12.48%	620	17.19%	1120	31.05%	935	25.92%	482	13.36%
Male	1666	316	18.97%	309	18.55%	434	26.05%	350	21.01%	257	15.43%
All Staff	5273	766	14.53%	929	17.62%	1554	29.47%	1285	24.37%	739	14.01%

Age

See below for a breakdown of workforce figures for age.

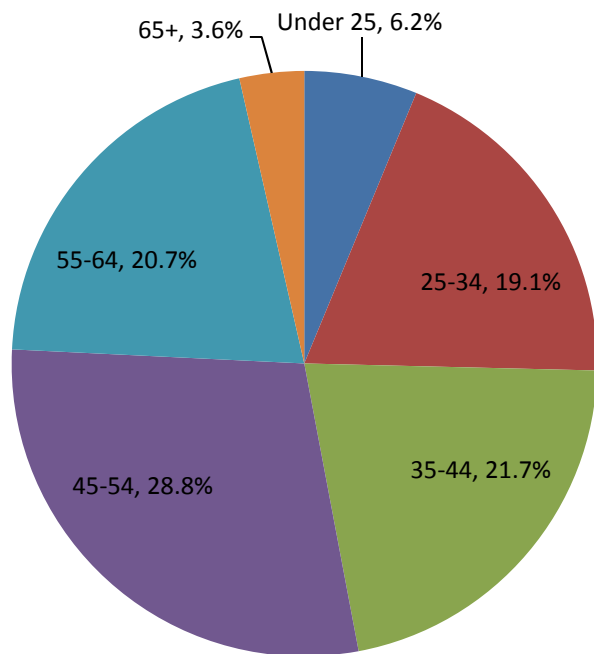
41. Our workforce data for non-schools indicates:

- The largest group within the workforce are in the age range 45 – 55, 28.75%.
- Under 25's make up 6.24% of the workforce and this compares to 16% in the working population of Wiltshire. 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 and creating other lower level entry roles and increasing engagement through clear progression schemes & development.
- The proportion of part-timers is higher than full-timers for the age ranges, under 25's, 35-44 and over 55's. A high proportion of under 25's on part time contracts work in leisure where part-time contracts are more commonly in use. The number of part-time contracts in the other age ranges may be connected to other commitments or life style choices within these groups.

Age – headcount

Numbers	Under 25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%	Total
Non-Schools	329	6.24%	1009	19.14%	1142	21.66%	1516	28.75%	1089	20.65%	188	3.57%	5273
Schools	223	2.82%	1060	13.41%	2515	31.82%	2739	34.65%	1221	15.45%	146	1.85%	7904
Total	552	4.19%	2069	15.70%	3657	27.75%	4255	32.29%	2310	17.53%	334	2.53%	13177

Non-Schools % staff in each age group



Age - full time/ part time

	Head Count	FT	%	PT	%
Under25	329	138	41.95%	191	58.05%
25-34	1009	688	68.19%	321	31.81%
35-44	1142	618	54.12%	524	45.88%
45-54	1516	901	59.43%	615	40.57%
55-64	1089	598	54.91%	491	45.09%
65+	188	28	14.89%	160	85.11%
All Staff	5273	2971	56.34%	2302	43.66%

Age – length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Under 25	329	169	51.37%	104	31.61%	56	17.02%	0	0.00%	0	0.00%
25-34	1009	214	21.21%	280	27.75%	389	38.55%	126	12.49%	0	0.00%
35-44	1142	137	12.00%	205	17.95%	365	31.96%	349	30.56%	86	7.53%
45-54	1516	156	10.29%	196	12.93%	431	28.43%	425	28.03%	308	20.32%
55-64	1089	82	7.53%	122	11.20%	249	22.87%	324	29.75%	312	28.65%
65+	188	8	4.26%	22	11.70%	64	34.04%	61	32.45%	33	17.55%
All Staff	5273	766	14.53%	929	17.62%	1554	29.47%	1285	24.37%	739	14.01%

Recruitment monitoring

42. 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.
43. This year the report does not include the figures of shortlisted applicants as accurate figures were not available due to the switch to talent link. The report does include the number of overall applications received and the successful/appointed applicants. It also sets out the percentage of those who applied from each group and what percentage of these went on to be appointed.
44. Our workforce data for non-schools indicates:
- 6.8% of applications were from people who declared that they were from a BME background and 4.4% of all appointments were BME staff. These figures indicate an increase from last year from 5.2% of applicants and 2.8% of all appointments. The percentages of applicants of type appointed indicate that a slightly lower percentage of BME and white other applicants were appointed than expected compared to the numbers who applied.
 - 5.6% of applications from those who declared that they had a disability and appointed 4.0%. This was an increase from 5.3% applications and 3.6% appointments in 2012. The council has been awarded the Two Tick symbol and offers a guaranteed interview to disabled applicants who meet the minimum criteria for the post they are applying for. Separate data on short listing indicated that the percentage of disabled candidates shortlisted was 29.9% compared to 28.7% for non-disabled staff. The equality declaration form is removed prior to the interview so that the recruiting manager is unable to see equality information.
 - 61.5% of applications received by the council were from female applicants and 34.9% were from male applicants. 62.7% of posts filled were filled by female applicants, with 29.5% filled by male applicants. This is broadly reflective of the current workforce split which is 68.41% female and 31.6% male.
 - The lowest percentage of applicants appointed of type was among the under 25's and over 65's. The council is considering measures to support the under 25's (please see section on age above).

By ethnicity

	White British	%	BME	%	White Irish/ White Other	%	Unknown	%	Total Applicants
Applicants 2012/13	5493	85.1%	442	6.8%	340	5.3%	180	2.8%	6455
Appointed 2012/13	761	86.0%	39	4.4%	22	2.5%	63	7.1%	885

	White British	BME	White Irish/ White Other	All Applicants
% of applicants of type appointed 2012/13	13.9%	8.8%	6.5%	13.7%

By disability

	Not Disabled	%	Disabled	%	Unknown	%	Total Applicants
Applicants 2012/13	5893	91.3%	364	5.6%	198	3.1%	6455
Appointed 2012/13	784	88.6%	35	4.0%	66	7.5%	885

	Not Disabled	Disabled	All Applicants
% of applicants of type appointed 2012/13	13.3%	9.6%	13.7%

By sex

	Female	%	Male	%	Unknown	%	Total Applicants
Applicants 2012/13	3972	61.5%	2251	34.9%	232	3.6%	6455
Appointed 2012/13	555	62.7%	261	29.5%	69	7.8%	885

	Female	Male	All Applicants
% of applicants of type appointed 2012/13	14.0%	11.6%	13.7%

By age

	Under 25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%	Unknown	%	Total Applicants
Applicants 2012/13	1593	24.7%	1827	28.3%	1221	18.9%	1185	18.4%	410	6.4%	20	0.3%	199	3.1%	6455
Appointed 2012/13	172	19.4%	246	27.8%	174	19.7%	166	18.8%	61	6.9%	2	0.2%	64	7.2%	885

	Under 25	25-34	35-44	45-54	55-64	65+	All Applicants
% of applicants of type appointed 2012/13	10.8%	13.5%	14.3%	14.0%	14.9%	10.0%	13.7%

Internal promotions

45. The council monitor 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.
46. Our workforce data for non-schools indicates:
- 4.6% of internal applicants appointed declared that they are from BME backgrounds. This was an increase from 2% in 2012. The percentages of applicants of type appointed indicate that a slightly lower percentage of BME and white other applicants were appointed than expected compared to the numbers who applied.
 - The percentage of internal disabled applicants appointed as a percentage of those disabled applicants who applied was 25.9% compared to 26.6% for non disabled internal applicants.
 - The percentage of internal females appointed was 66.9% and the overall workforce is 68.4% female.
 - The highest percentage of type appointed was in the 65+ age band. The lowest percentage of type appointed is the under 25's. The council is currently considering measures to support the employment of under 25's (see information under age).

Ethnicity

	White British	%	BME	%	White Irish/ White Other	%	Unknown	%	Total Applicants
Applicants 2012/13	848	86.3%	55	5.6%	39	4.0%	41	4.2%	983
Appointed 2012/13	227	86.3%	12	4.6%	7	2.7%	17	6.5%	263

	White British	BME	White Irish/ White Other	All Applicants
% of applicants of type appointed 2012/13	26.8%	21.8%	17.9%	26.8%

By disability

	Not Disabled	%	Disabled	%	Unknown	%	Total Applicants
Applicants 2012/13	887	90.2%	54	5.5%	42	4.3%	983
Appointed 2012/13	232	88.2%	14	5.3%	17	6.5%	263

	Not Disabled	Disabled	All Applicants
% of applicants of type appointed 2012/13	26.2%	25.9%	26.8%

By sex

	Female	%	Male	%	Unknown	%	Total Applicants
Applicants 2012/13	614	62.5%	322	32.8%	47	4.8%	983
Appointed 2012/13	176	66.9%	69	26.2%	18	6.8%	263

	Female	Male	All Applicants
% of applicants of type appointed 2012/13	28.7%	21.4%	26.8%

By age

	Under 25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%	Unknown	%	Total Applicants
Applicants 2012/13	165	16.8%	286	29.1%	186	18.9%	233	23.7%	65	6.6%	3	0.3%	45	4.6%	983
Appointed 2012/13	29	11.0%	86	32.7%	50	19.0%	61	23.2%	18	6.8%	1	0.4%	18	6.8%	263

	Under 25	25-34	35-44	45-54	55-64	65+	All Applicants
% of applicants of type appointed 2012/13	17.6%	30.1%	26.9%	26.2%	27.7%	33.3%	26.8%

Leaver monitoring

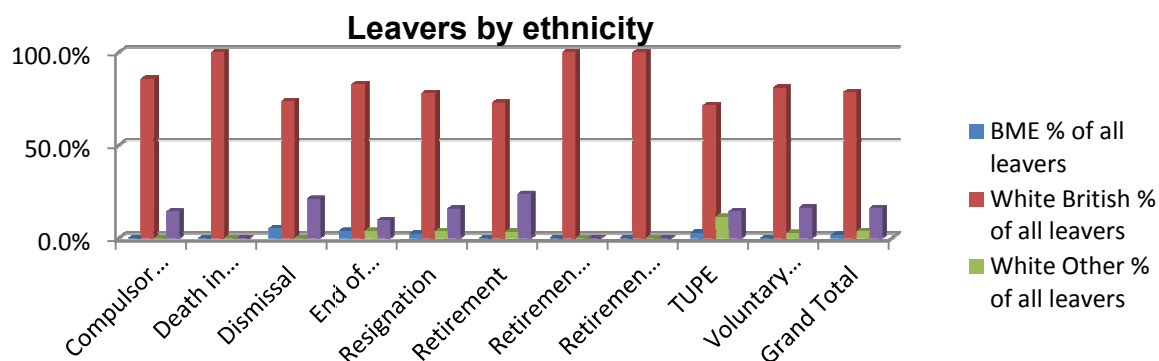
47. There was 775 non-school staff who ceased employment in the council in the year to 31 March 2013.

48. Our workforce data for non-schools indicates:

- 1.81% of leavers had declared that they had BME background, 3.10 % had declared a disability, 70.84% were female and these percentages are roughly in line with the general workforce percentages for these groups.
- Overall 3.10% of leavers had declared that they had a disability. 41.6% of all disabled leavers left due to voluntary redundancy.
- There was a slightly higher percentage of leavers in the age range 55- 64 years which was affected by the number of retirements, ill-health retirements, compulsory and voluntary redundancies in this group.
- There were a large number of voluntary redundancies this year as the council put in place a voluntary redundancy programme as one of the measures to achieve savings in the council.

By ethnicity

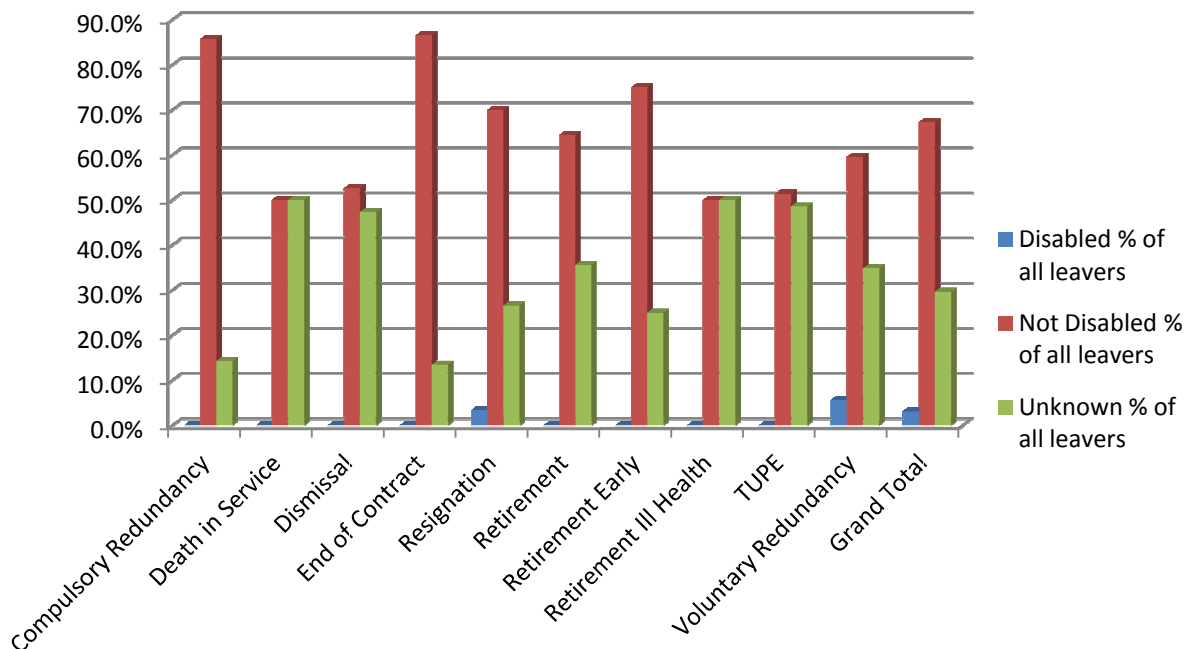
Reason	All Leavers	BME	% of all leavers	White British	% of all leavers	White Other	% of all leavers	Unknown	% of all leavers
Compulsory Redundancy	14		0.00%	12	85.71%		0.00%	*	14.29%
Death in Service	*		0.00%	*	100.00%		0.00%		0.00%
Dismissal	19	*	5.26%	14	73.68%		0.00%	4	21.05%
End of Contract	52	*	3.85%	43	82.69%	*	3.85%	5	9.62%
Resignation	410	10	2.44%	320	78.05%	15	3.66%	65	15.85%
Retirement	59		0.00%	43	72.88%	*	3.39%	14	23.73%
Retirement Early	4		0.00%	4	100.00%		0.00%		0.00%
Retirement Ill Health	*		0.00%	*	*		0.00%		0.00%
TUPE	35	*	2.86%	25	71.43%	4	11.43%	5	14.29%
Voluntary Redundancy	178		0.00%	144	80.90%	5	2.81%	29	16.29%
Grand Total	775	14	1.81%	609	78.58%	28	3.61%	124	16.00%



By disability

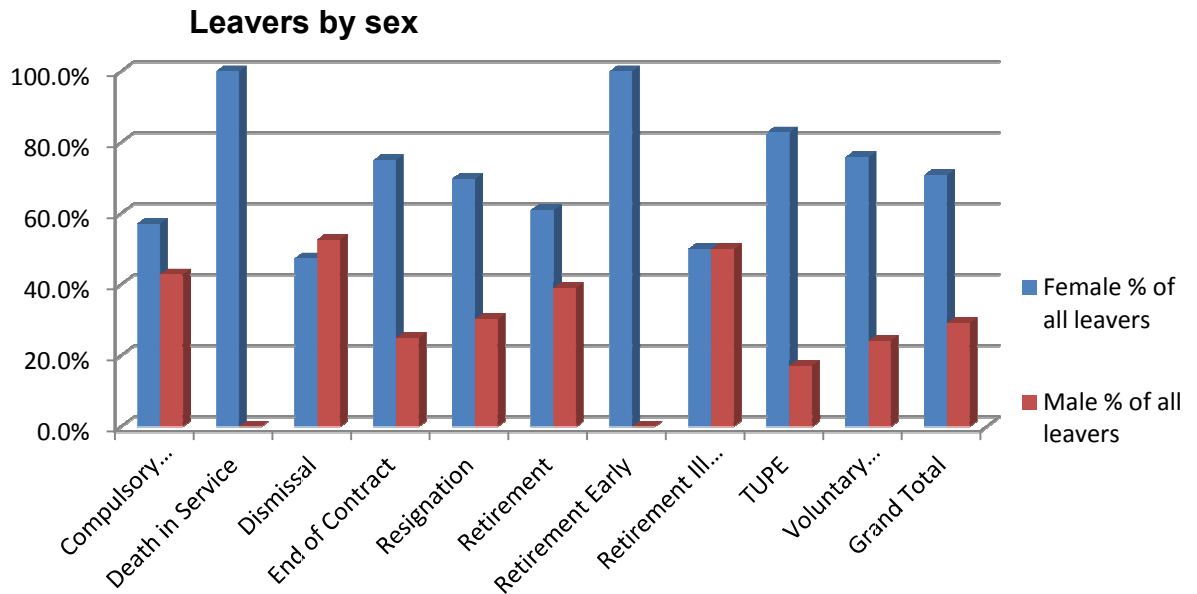
Reason	All Leavers	Disabled	% of all leavers	Not Disabled	% of all leavers	Unknown	% of all leavers
Compulsory Redundancy	14		0.00%	12	85.71%	2	14.29%
Death in Service	*		0.00%	*	*	*	*
Dismissal	19		0.00%	10	52.63%	9	47.37%
End of Contract	52		0.00%	45	86.54%	7	13.46%
Resignation	410	14	3.41%	287	70.00%	109	26.59%
Retirement	59		0.00%	38	64.41%	21	35.59%
Retirement Early	4		0.00%	3	75.00%	*	25.00%
Retirement Ill Health	*		0.00%	*	*	*	*
TUPE	35		0.00%	18	51.43%	17	48.57%
Voluntary Redundancy	178	10	5.62%	106	59.55%	62	34.83%
Grand Total	775	24	3.10%	521	67.23%	230	29.68%

Leavers by disability



By sex

Reason	All Leavers	Female	% of all leavers	Male	% of all leavers
Compulsory Redundancy	14	8	57.14%	6	42.86%
Death in Service	*	*	*		0.00%
Dismissal	19	9	47.37%	10	52.63%
End of Contract	52	39	75.00%	13	25.00%
Resignation	410	286	69.76%	124	30.24%
Retirement	59	36	61.02%	23	38.98%
Retirement Early	4	4	100.00%		0.00%
Retirement Ill Health	*	*	*	*	*
TUPE	35	29	82.86%	6	17.14%
Voluntary Redundancy	178	135	75.84%	43	24.16%
Grand Total	775	549	70.84%	226	29.16%

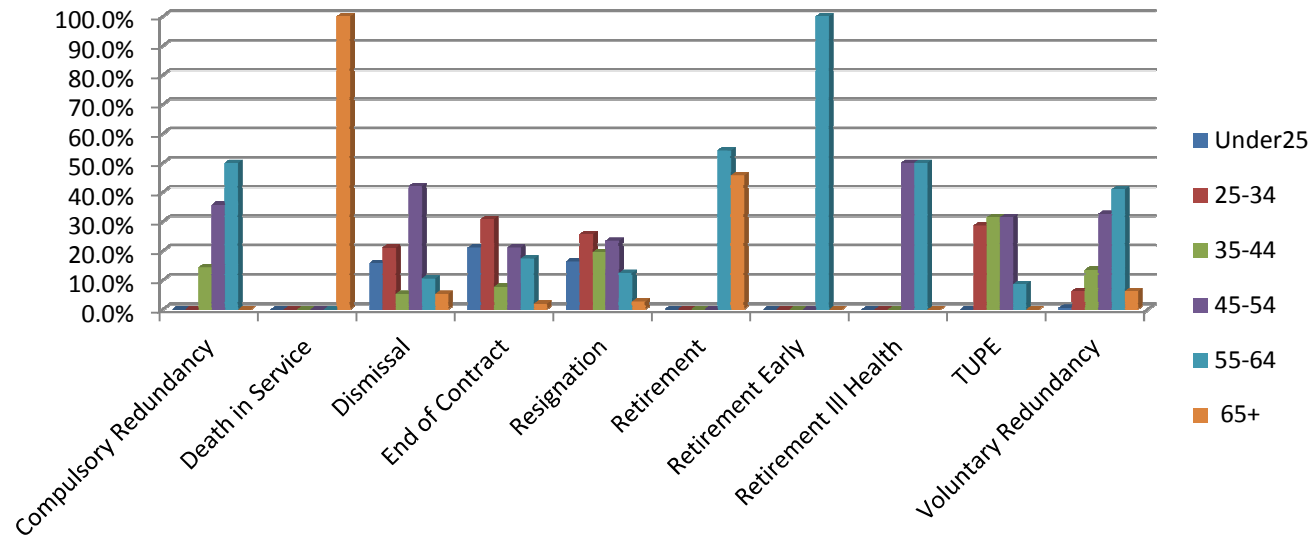


By age

Reason	All Leavers	Under 25	% 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%	*	*	5	35.71%	7	50.00%		0.00%
Death in Service	*		0.00%		0.00%		0.00%		0.00%		0.00%	*	*
Dismissal	19	3	15.79%	4	21.05%	*	5.26%	8	42.11%	*	*	*	*
End of Contract	52	11	21.15%	16	30.77%	4	7.69%	11	21.15%	9	17.31%	*	1.92%
Resignation	410	67	16.34%	105	25.61%	80	19.51%	96	23.41%	51	12.44%	11	2.68%
Retirement	59		0.00%		0.00%		0.00%		0.00%	32	54.24%	27	45.76%
Retirement Early	4		0.00%		0.00%		0.00%		0.00%	4	100.00%		0.00%
Retirement Ill Health	*		0.00%		0.00%		0.00%	*	*	*	*		0.00%
TUPE	35		0.00%	10	28.57%	11	31.43%	11	31.43%	3	8.57%		0.00%
Voluntary Redundancy	178	*	*	11	6.18%	24	13.48%	58	32.58%	73	41.01%	11	6.18%
Grand Total	775	82	10.58%	146	18.84%	122	15.74%	190	24.52%	182	23.48%	53	6.84%

Page 49

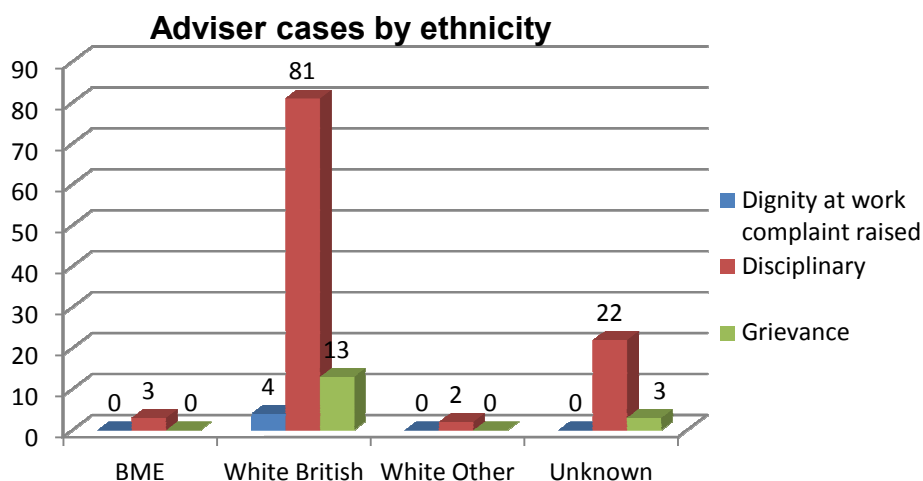
Leavers by age



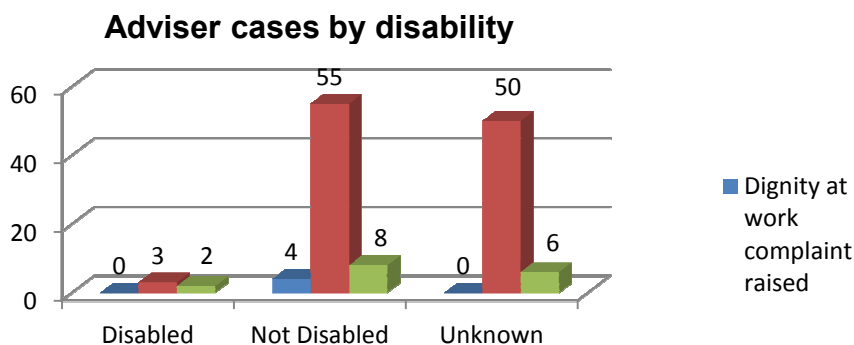
Discipline, Dignity at Work and grievance procedure

49. A count of all non school staff that have raised grievance procedures, dignity at work procedures or are the subject of disciplinary procedures.
50. Our workforce data for non-schools indicates:
- The highest numbers of cases (108) relate to use of the disciplinary procedure.
 - There were no dignity at work complaints by staff who had declared a BME background or a disability. However, it was noted from the staff survey that staff who had declared a disability were twice as likely to indicate that they had experienced bullying in the workplace. A number of manager briefings covering the dignity at work policy have been planned for 2014.

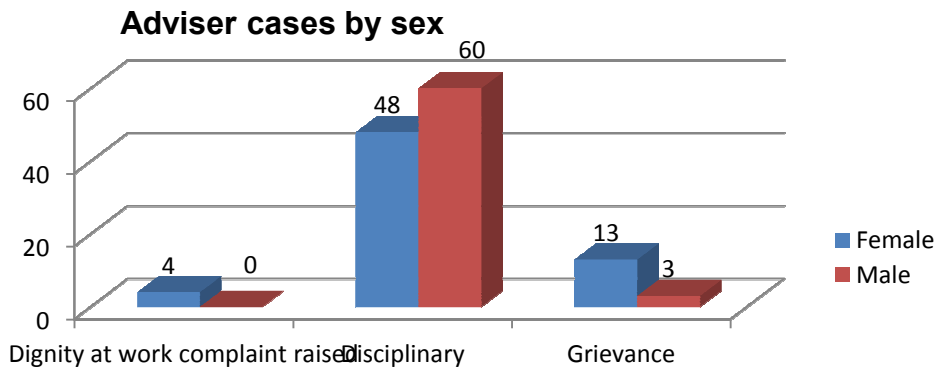
Ethnicity					
Group	BME	White British	White Other	Unknown	Grand Total
Dignity at work complaint raised		4			4
Disciplinary	3	81	2	22	108
Grievance		13		3	16



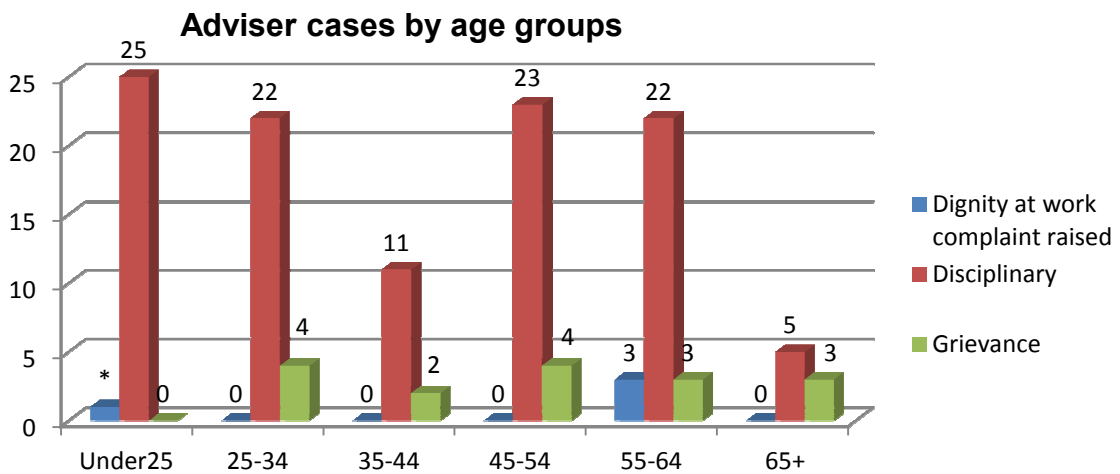
Disability				
Group	Disabled	Not Disabled	Unknown	Grand Total
Dignity at work complaint raised		4		4
Disciplinary	3	55	50	108
Grievance	2	8	6	16



Sex			
Group	Female	Male	Grand Total
Dignity at work complaint raised	4		4
Disciplinary	48	60	108
Grievance	13	3	16



Age Band							Grand Total
Group	Under25	25-34	35-44	45-54	55-64	65+	Grand Total
Dignity at work complaint raised	*				3		4
Disciplinary	25	22	11	23	22	5	108
Grievance		4	2	4	3	3	16



Flexible working requests

51. The figures represent formal requests for flexible working. Managers also receive informal requests which are not monitored or included in these figures.

52. Our workforce data for non-schools indicates:

- There were a higher percentage of formal requests amongst female staff and in the age group 25- 44.
- The majority of all requests are agreed.

Ethnicity			
Outcome	White British	Unknown	Grand Total
Flexible working request agreed	6	2	8
Flexible working request declined	2		2
Grand Total	8	2	10

Disability				
Outcome	Disabled	Not Disabled	Unknown	Grand Total
Flexible working request agreed		4	4	8
Flexible working request declined	1	1		2
Grand Total	1	5	4	10

Sex			
Outcome	Female	Male	Grand Total
Flexible working request agreed	6	2	8
Flexible working request declined	2		2
Grand Total	8	2	10

Age Band						
Outcome	Under 25	25-34	35-44	45-54	55-64	Grand Total
Flexible working request agreed	1	4	3			8
Flexible working request declined		1	1			2
Grand Total	1	5	4	0	0	10

Performance appraisal

53. The council has a single countywide appraisal system. The system of appraisal is not used to determine benefit or disadvantage (including pay) but primarily for developmental purposes. The appraisal process enables staff to discuss issues relating to barriers to access and progress at work with their manager.

Training monitoring

54. Support and supervision of staff and the appraisal arrangements tend to identify the majority of development needs. Staff request internal and some external training through the SAP system and the majority of applications are approved. Training not formally recorded includes conferences and professional updates undertaken externally.
55. The system in place is not able to identify training requested. The information below represents the number of **attendees not individuals who have attended training** regardless of the number of training events they have attended. The percentage of each group in Wiltshire Council's non-schools workforce is given for comparison as the training data is for these employees.
56. Our workforce data for non-schools indicates:
- Attendance on training by staff declaring a BME background (2.87%) and a disability (3.24%) is representative of these groups within the workforce.
 - Male attendance on training was 22.7% which is below the group representation in the workforce which is 31.59%.
 - Attendance on training was slightly less than the percentage expected for the group amongst the under 25's and over 55 +. The data for the under 25's is likely to reflect the fact that a high percentage of these staff work in the leisure service and training related to specialised leisure activities such as lifeguards and coaches are not currently recorded through the SAP system.

By ethnicity

	Attendees	% of total attendees	% of group in workforce at 01/04/2013
BME	148	2.87%	2.01%
White British	4414	85.68%	79.06%
White Other	158	3.07%	2.92%
Unknown	432	8.39%	16.01%
Grand Total	5152	100.00%	83.99%

By disability

	Attendees	% of total attendees	% of group in workforce at 01/04/2013
Disabled	167	3.24%	2.77%
Not Disabled	4180	81.13%	68.37%
Unknown	805	15.63%	28.86%
Grand Total	5152	100.00%	100.00%

By sex

	Attendees	% of total attendees	% of group in workforce at 01/04/2013
Female	3979	77.23%	68.41%
Male	1173	22.77%	31.59%
Grand Total	5152	100.00%	100.00%

By age

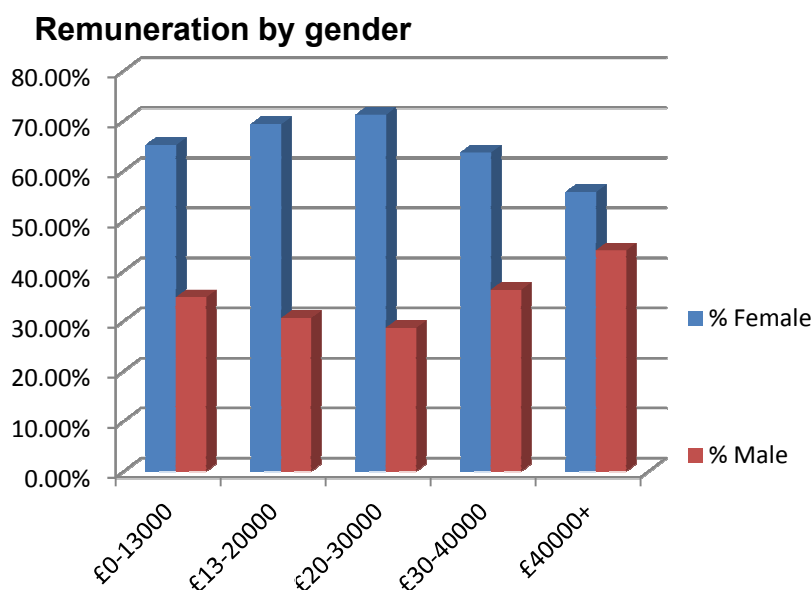
	Attendees	% of total attendees	% of group in workforce at 01/04/2013
Under25	197	3.82%	6.24%
25-34	1164	22.59%	19.14%
35-44	1145	22.22%	21.66%
45-54	1665	32.32%	28.75%
55-64	909	17.64%	20.65%
65+	72	1.40%	3.57%
Grand Total	5152	100.00%	100.00%

Remuneration monitoring

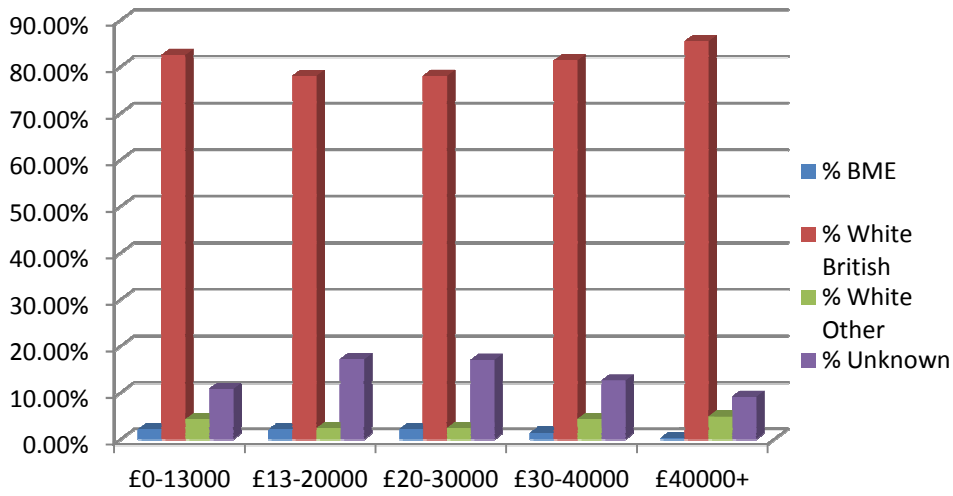
57. The council operates a robust and transparent system of job evaluation which was developed as part of a pay reform process. The scheme ensures that all jobs are assessed objectively and paid fairly in relation to other jobs within the council. The majority of posts in the council have been evaluated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

- The figures below reflect the higher number of females employed by the council across all salary bands.
- The percentage of male staff rises in the higher salary bands £30k +
- The figures for BME staff are spread reasonably evenly in the first three salary bands but then do decrease slightly in the highest salary band.
- In relation to disability remuneration is fairly evenly spread across all the salary bands.

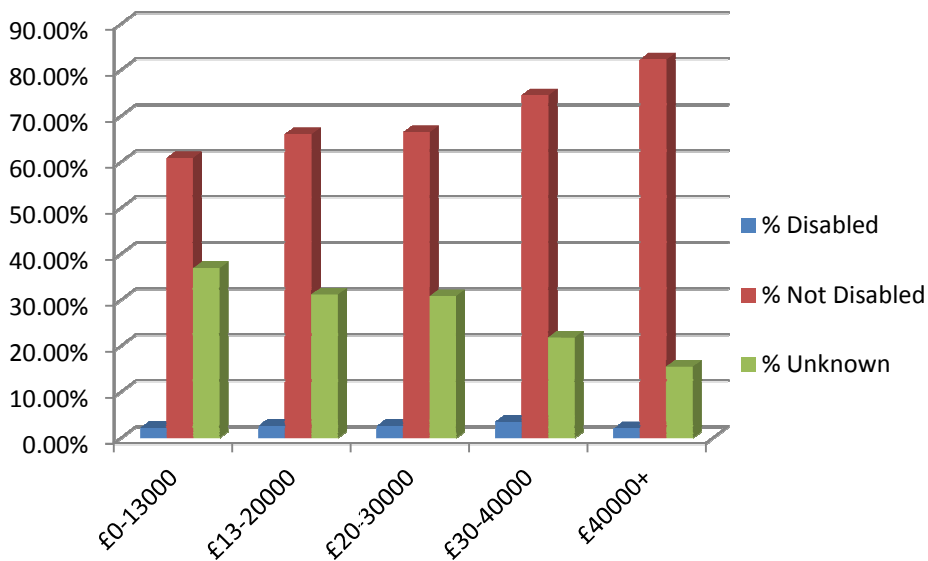
Salary Band	Number of staff in band	Gender		Ethnicity				Disability		
		% Female	% Male	% BME	% White British	% White Other	% Unknown	% Disabled	% Not Disabled	% Unknown
£0-13000	46	65.22%	34.78%	2.17%	82.61%	4.35%	10.87%	2.17%	60.87%	36.96%
£13-20000	2274	69.35%	30.65%	2.20%	78.10%	2.46%	17.24%	2.68%	66.09%	31.22%
£20-30000	1857	71.30%	28.70%	2.26%	78.14%	2.48%	17.12%	2.64%	66.51%	30.86%
£30-40000	813	63.71%	36.29%	1.48%	81.43%	4.43%	12.67%	3.57%	74.54%	21.89%
£40000+	283	55.83%	44.17%	0.35%	85.51%	4.95%	9.19%	2.12%	82.33%	15.55%
Total	5273	68.41%	31.59%	2.01%	79.06%	2.92%	16.01%	2.77%	68.37%	28.86%



Remuneration by ethnicity



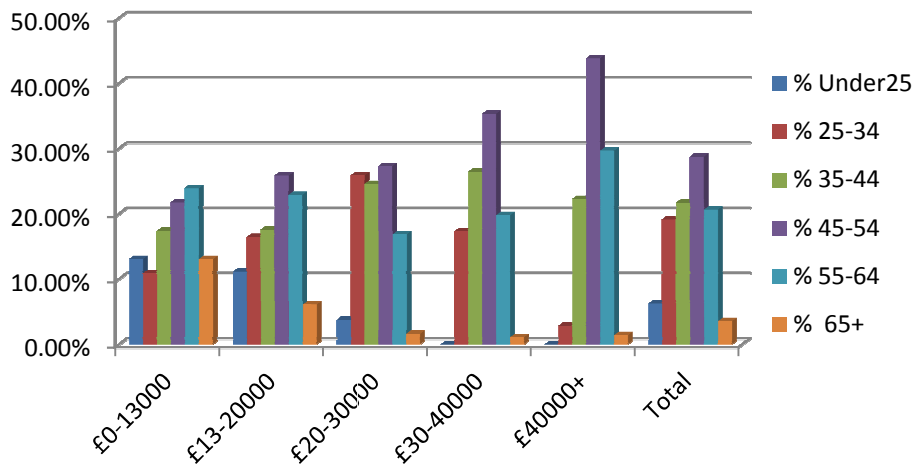
Remuneration by disability



By Age

Salary Band	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
£0-13000	13.04%	10.87%	17.39%	21.74%	23.91%	13.04%
£13-20000	11.13%	16.45%	17.59%	25.86%	22.87%	6.11%
£20-30000	3.77%	25.90%	24.56%	27.30%	16.86%	1.62%
£30-40000	0.00%	17.34%	26.45%	35.30%	19.80%	1.11%
£40000+	0.00%	2.83%	22.26%	43.82%	29.68%	1.41%
Total	6.24%	19.14%	21.66%	28.75%	20.65%	3.57%

Remuneration by age



Positive Actions

58. The council currently take the following positive actions:
- Support for the four staff forums and inviting members to attend the equality analysis panels for new HR policies and processes.
 - Positive about disabled people (Double tick symbol award) – re-awarded 2013
 - Membership of Business Disability Forum and Stonewall.
 - Reasonable adjustment budget of £20,000 per annum for disabled staff and applicants
 - Updated careers website with links to information for disabled applicants
 - Updated annual appraisal scheme which includes facilitated discussions about health and barriers to work and reasonable adjustments.
 - Regular equality and diversity updates to Staffing Policy Committee and Corporate Directors
 - Supporting Equality events and the disability confident campaign
 - Clear policies and procedures on equality and diversity issues for managers and staff.
59. Further measures which have been identified for consideration or action based on the council's workforce data analysis include:
- Increasing the recruitment and retention of under 25's as set out in this report.
 - Improving the rate of unknown's for all categories – including consideration of further data cleanse exercises or targeting particular areas where information is low i.e. paper based checks for those who do not have a pc etc.
 - Giving consideration to increasing the number of protected characteristics monitored
 - Dignity at work – including dignity at work training in the programme of Manager briefings for 2014.
60. Further work will also be undertaken to use the data set out in this report to develop and consult on the council's equality and diversity objectives.
61. 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

Under the Equality Act 2010, specific duties, we are expected to publish the following information:

- Anonymous indication of the representation of sexual orientation and religion and belief within the workforce.
- An indication of any issues for trans staff, based on engagement with trans staff or voluntary groups.

We have also included research and local Census (2011) data/information about Carers.

Our research has produced the following findings:

Religion and Belief

2011 Census data shows:

Area name	All categories	Christian %	Buddhist %	Hindu %	Jewish %	Muslim %	Sikh %	Other religion %	No religion %	Religion not stated %
England And Wales	56,075,912	59.3	0.4	1.5	0.5	4.8	0.8	0.4	25.1	7.2
England	53,012,456	59.4	0.5	1.5	0.5	5.0	0.8	0.4	24.7	7.2
South West	5,288,935	60.4	0.4	0.3	0.1	1.0	0.1	0.6	29.3	7.9
Wiltshire	470,981	64.0	0.3	0.3	0.1	0.4	0.1	0.5	26.5	7.7

Likely representation of Religion and Belief within Wiltshire Council based on the %'s of the Wiltshire statistics above is:

	Schools & Non Schools	Schools	Non Schools
Christian (64%)	8433	5059	3375
No religion (26.5%)	3492	2095	1397
Religion not stated (7.7%)	1015	609	406
Other	237	141	95
Total No of Employees	13177	7904	5273

Sexual Orientation

The question on sexual identity was developed and tested on a number of surveys in 2008 and was added to the IHS in 2009. The data have been collected to provide accurate statistics to underpin the equality monitoring responsibilities of public sector organisations and to assess the disadvantage or relative discrimination experienced by the lesbian, gay and bisexual population.

The sexual identity question was asked to respondents aged 16 years and over and was not asked by proxy. Proxy interviews are defined as those when answers are supplied by a third party, who is a member of the respondent's household. A valid response was provided by 95 per cent of eligible responders.

The IHS data in the survey period January 2012 to December 2012 indicate that:

- 93.5 per cent of adults identified themselves as Heterosexual/Straight,
- 1.1 per cent of the surveyed UK population, approximately 545,000 adults, identified themselves as Gay or Lesbian,
- 0.4 per cent of the surveyed UK population, approximately 220,000 adults, identified themselves as Bisexual,
- 0.3 per cent identified themselves as 'Other',
- 3.6 per cent of adults stated 'Don't know' or refused to answer the question,
- 1.1 per cent of respondents provided 'No response' to the question.

The 'Other' option on the question was to address the fact that not all people will consider they fall in the first three categories.

Likely representation of LGBT staff with regards to employment with Wiltshire Council based on the results above are:

	Schools & Non Schools	Schools	Non Schools
Heterosexual/Straight (93.5%)	12321	7390	4930
Gay/lesbian/bisexual/other (1.8%)	237	142	95
Unknown/No response (4.7%)	619	372	248
Total No of Employees	13177	7904	5273

Source: [Key Findings from the Integrated Household Survey: January 2012 to December 2012 \(Experimental Statistics\) - ONS](#)

Carers

2011 Census data for Wiltshire shows:

Likely representation of Carers within Wiltshire Council based on the Wiltshire population %'s is:

	Wiltshire population %	Schools & Non Schools	Schools	Non Schools
Provides no unpaid care (89.9%)	423,373 89.9%	11846	7106	4740
Provides unpaid care: (10.1%)	47,608 10.1%	1331	798	533
Provides 1 to 19 hours unpaid care a week (7.02%)	33,064 7.02%	925	555	370
Provides 20 to 49 hours unpaid care a week (1.07%)	5,066 1.07%	141	84	57
Provides 50 or more hours unpaid care a week (2.01%)	9,478 2.01%	265	159	106
Total Numbers	470,981 100%	13177	7904	5273

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QUARTERLY WORKFORCE REPORTING

Report for Wiltshire Council relating to the quarter ending September 2013.

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- Wiltshire Council figures exclude Fire, Police and 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 (8.6%) we could estimate that 453 employees will leave Wiltshire Council during 2013-14 resulting in costs of **£1,327,290**.
- **% <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 2012
 - Quarter 2: January – March 2013
 - Quarter 3: April – June 2013
 - Quarter 4: July – September 2013**
 - Last year: July – September 2012**
- 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 Paul Rouemaine, HR Information Manager, on 01225 756159 or email paul.rouemaine@wiltshire.gov.uk

QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. Schools)
Quarter ended: 30th September 2013

HR Information Team Observations:

-
- Headcount** 1 The headcount has reduced by 116 this quarter to 5043 (-2.2%). Full time equivalents (FTEs) have reduced by 123.4 to 3779.8 (-3.2%). The reduction in headcount is largely due to 58 employees being TUPE transferred out in Adult Care & Housing Operations (-56 headcount, -42 FTE) and a large reduction in Schools & Learning due to a structure review (-50 headcount, -38 FTE). Neighbourhood Services increased their headcount by 54 although their FTE reduced by 3 (there were 31 starters on variable hours contracts). The headcount in Transformation increased by 31 up to 104; 3 were new starters and the remaining changed position into roles in Transformation from other areas; 10 moved into new roles as Systems Thinking Officers, 9 were Project Officers and the remaining 12 were for various job roles.
-
- Sickness rates continue to reduce** 2 Sickness rates have reduced slightly again this quarter to 2.0 days per FTE (-0.2 FTE days). The sickness rate for the rolling year (1st October 2012 - 30th September 2013) is 8.9 FTE days per FTE; this is 1.0 days below the benchmark figure.
- 'Stress/depression/mental health/fatigue' has again accounted for the greatest proportion of absence days lost at 22.8% (+1.5% compared to last quarter) this quarter with absences lasting for 13.8 days on average. 'Other muscular/skeletal' accounted for the second highest amount of absence days during the quarter at 17.0% (+0.8% compared to last quarter). Again, 'stomach' was the most commonly occurring sickness reason with 22.7% of all cases being due to this reason (357 separate cases, 57 fewer cases than for the previous quarter and 21 fewer cases than the same quarter last year). The second most commonly occurring sickness reason was 'cold/flu and other infections' with 258 cases this quarter (-126 cases).
- Waste Management Services and Adult Care & Housing Operations again had the highest rates of sickness at 5.0 (+0.6 days per FTE) and 3.4 (-0.2 days per FTE) days per FTE respectively. 36.1% of all absences in Waste Management Services were due to 'stomach' (-3.1%).
- Commissioning & Performance and Finance had the lowest rates of sickness this quarter at 0.8 and 0.9 days per FTE respectively.
- The percentage of absence days lasting more than 20 days has increased by 1.8% to 47.9%.
-
- Redundancies increase** 3 155 (126 FTEs) redundancies took place this quarter, most of which happened as a result of the council wide voluntary redundancy programme. 46 redundancies took place in Schools & Learning, 17 in Neighbourhood Services and 13 in Finance. The remaining 79 redundancies were spread among 15 service directorate areas. Out of all reasons for leaving, voluntary redundancy was the most common this quarter. 88 of the redundancies took place in the month of August, 53 in September and the remaining 14 in July.
-
- Increase in voluntary turnover** 4 Apart from the 155 redundancies and 75 other non-voluntary leavers, there were 118 voluntary leavers. This is 10 more than the previous quarter and exactly the same number of voluntary leavers as the same quarter last year. The voluntary turnover rate has increased slightly to 2.3% this quarter (+0.2%) and the rolling year turnover at 8.3% is 1.3% above the benchmark figure.

QUARTERLY WORKFORCE REPORTING

Adult Care & Housing Strategy had the highest level of voluntary turnover this quarter at 4.5%; they also had the highest level of voluntary turnover for those with a length of service of less than one year at 20.7%. This is due to 7 voluntary leavers, for different resignation reasons, 3 of which had less than one year's service. Neighbourhood Services (20) and Children & Families Social Care (19) again had the highest number of voluntary leavers during the quarter (13 fewer than for last quarter for Neighbourhood Services and 2 more for Children & Families Social Care). This resulted in turnover rates of 2.5% and 3.1% respectively and both were above the benchmark figure for the rolling year. 90.0% of the voluntary leavers in Neighbourhood Services were in Leisure, 38.9% of which were on variable hour's contracts.

Disciplinarys and grievances increase	5	<p>19 (+4) disciplinary cases were allocated to an adviser during the quarter; 8 of which were in Waste Management Services and 4 took place in Adult Care & Housing Operations. 6 of the disciplinarys in Waste Management Services were due to breach of health and safety policies & 2 were due to breach of the behaviours framework. In Adult Care & Housing Operations the disciplinarys were due to various reasons.</p> <p>4 (+2) grievance cases were allocated to an adviser during the quarter; 2 were in Adult Care & Housing Operations, 1 in Adult Care & Housing Strategy and 1 was in Neighbourhood Services.</p>
Decrease in non-casual wage bill	6	<p>The non-casual wage bill has reduced this quarter by £0.14m to £26.62m. During the quarter, Neighbourhood Services saw the greatest reduction of £0.27m and Adult Care & Housing Operations saw the second largest reduction of £0.16m. The non-casual wage bill during September was £0.22m less than the pay in July so a further reduction during the next quarter is expected.</p>
Some increases in non-casual wage bill	7	<p>Adult Care & Housing Strategy had the largest increase in non-casual wage bill of £0.14m. Transformation has also seen an increase in their non-casual wage bill of £0.09m, 70.1% of the increase in cost was due to Business Analysts. In Adult Care & Housing Strategy, Housing Options Advisers accounted for the largest increase, 10.2% of the increase.</p>
Casuals wage bill remains constant	8	<p>Overall, the wage bill for casual employees has remained fairly constant with a reduction of £15,467 to £0.58m. The greatest reduction took place in Schools & Learning with a reduction of £49,820, with a noticeable drop from August to September. Areas such as Law & Governance and Neighbourhood Services saw an increase in the cost of casuals of £18,514 and £14,080 respectively.</p>
Increase in agency spend	9	<p>The spend on agency staff has increased this quarter by £240,905. This is largely due to an increase in Adult Care & Housing Operations who saw an increase of £481,274 (64.7% of the spend during this quarter was on seconded therapists and admin support etc on the STARR scheme). Without the cost of agency staff in Adult Care & Housing Operations, there would have been a reduction of £124,829 during the quarter. The largest reduction this quarter was seen in Children & Families Social Care (-£129,942).</p>
Saving from employee hour changes	10	<p>Another saving of £196,215 was achieved this quarter through employees changing their hours; a reduction of 9.2 FTE. The largest reduction took place in Strategic Services with a reduction of 5.4 FTE resulting in savings of £83,012. Economy & Regeneration / Development Services saw the second largest saving of 1.6 FTE, £39,597.</p>

QUARTERLY WORKFORCE REPORTING

- Reduction in sick pay** 11 In line with the reduction in sickness days lost of -0.2 FTE days, there was a reduction in sick pay this quarter of £51,151. The largest reduction since last quarter was in Adult Care & Housing Operations (-£41,650).
-
- E & D stats** 12 A new measure being looked at this quarter is equality & diversity information. The percentage of under 25s in the workforce has increased by 1.0% to 7.3% in comparison to the previous quarter.
-

QUARTERLY WORKFORCE REPORTING

Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	5243	5265	5159	5043
FTE	3926	3889	3903	3780
Agency worker use (equivalent number of FTE's used during quarter)	200	175	148	152
Ratio of managers to employees	1:8	1:8	1:8	1:8.7
FTE of managers	597	584	582	560
Number of redundancies made during quarter	15	35	35	155
Ratio of starters to leavers (FTE)	1:1.3	1:4.0	1:4.0	1:2.2

Sickness Absence						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	2.4 days	2.3 days	2.2 days	2.0 days	2.0 days	G
% of total absences over 20 days	46.0%	34.3%	46.1%	44.4%	40.3%	G

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

New Disciplinary and Grievance Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	27	30	15	19	R
Grievance cases	7	1	2	4	G
Absence cases	157	160	156	143	n/a

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	2.0%	1.9%	1.9%	2.3%	2.2%	R
% <1 year turnover rate	4.5%	4.0%	4.0%	5.1%	3.7%	n/a
Average leavers' length of service	7.8 years	9.6 years	9.6 years	10.4 years	9.4 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 contracted employees	£26.82m	£26.66m	£26.76m	£26.62m	£26.78m
Total paid in salary to casual employees	£0.79m	£0.60m	£0.60m	£0.58m	£0.79m
Total salary pay	£27.61m	£27.27m	£27.36m	£27.20m	£27.59m
Total paid to agency workers	£2.27m	£2.23m	£2.32m	£2.56m	£2.34m
Median employee basic salary	£18,453	£19,621	£19,621	£18,638	£18,355

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	£0.84m	£0.74m	£0.70m	£0.65m
FTE change due to employee hour changes	-3.8	-3.6	-4.2	-9.2
Cost/saving of employee hour changes	-£52,371	-£79,099	-£115,663	-£196,215

Why this is important: Sick pay amounted to £2,778,852 across Wiltshire Council during the 2011-12 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	6.6%	6.4%	6.3%	7.3%	6.4%
% 55 and over	23.7%	24.5%	23.9%	23.1%	23.3%
% Female	68.0%	68.3%	69.6%	69.3%	67.9%
% Part-time	44.3%	45.5%	44.2%	44.1%	44.1%
% Temporary contracts	8.8%	8.8%	8.2%	8.1%	8.0%
% Black or Minority Ethnic	1.9%	1.8%	1.9%	2.1%	1.7%
% Disabled	2.3%	2.3%	2.4%	2.6%	2.5%

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

8 January 2014

Implementation of the Living Wage

Purpose of the report

1. To recommend that Staffing Policy Committee agree that consideration is given to introducing the Living Wage when the job family approach is implemented across the council.

Background

2. At the Council meeting on 12 November 2013 Councillor Jeff Osborn presented a motion that the Living Wage should be adopted by the council. Council agreed to refer the matter to Staffing Policy Committee without debate.
3. The Living Wage is an hourly rate set independently by the Centre for Research in Social Policy at Loughborough University.
4. The Living wage was recently increased on Monday 4th November from £7.45 to £7.65 per hour, an increase of 2.7%. In 2012, the Living Wage increased by 3.4%.

Main considerations

5. Cabinet agreed to investigate the implementation of a job family modelling approach earlier this year to replace the current job evaluation system.
6. So far, the job family modelling approach has been used successfully as a pilot when implementing the corporate review and the senior management review.
7. The approach is currently being scoped for the rest of the organisation and as part of this project the current pay and grading structure will also be reviewed.
8. The council could therefore consider applying the principles of the Living Wage to the new pay and grading structure when this project is implemented.

Environmental Impact of the Proposal

9. None.

Equalities Impact of the Proposal

10. None

Risk Assessment

11. None

Options Considered

12. None.

Recommendation

13. It is recommended that:

- Staffing Policy Committee are responsible for making key decisions about the implementation of job families.
- As part of this project, Staffing Policy Committee will review the pay and grading structure, and will consider if it is appropriate to implement the Living Wage, taking into account the cost pressures.
- The mover of the motion to implement the Living Wage at Council on 12 November 2013 (Councillor Jeff Osborn) and the seconder (Councillor Terry Chivers) will be invited to the appropriate Staffing Policy Committee meeting when this will be discussed.

Barry Pirie
Associate Director People and Business Services

Report author: Amanda George, HR Policy and Reward Manager

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