

## AGENDA

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**Meeting:** STAFFING POLICY COMMITTEE  
**Place:** Council Chamber - County Hall, Trowbridge BA14 8JN  
**Date:** Wednesday 7 January 2015  
**Time:** 10.30 am

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

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](http://www.wiltshire.gov.uk)

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### Membership:

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

Cllr Jane Scott OBE  
Cllr Stuart Wheeler  
Cllr Bob Jones MBE  
Cllr Graham Wright

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### Substitutes:

Cllr Mark Packard  
Cllr Tony Trotman  
Cllr Peter Evans  
Cllr Bill Moss  
Cllr Fleur de Rhé-Philippe

Cllr Desna Allen  
Cllr Nick Blakemore  
Cllr Stephen Oldrieve  
Cllr Jeff Osborn  
Cllr Ernie Clark

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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 - 4)*

To confirm the minutes of the meeting held on 9 July 2014. (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 (acting on behalf of the Corporate Director) no later than 5pm on **Tuesday 30 December 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 5 - 18)*

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

7 **Revised Overtime Policy** *(Pages 19 - 26)*

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

8 **Equality and Diversity Update** *(Pages 27 - 72)*

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

9 **Urgent Items**

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

**PART II**

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

**None**

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## **STAFFING POLICY COMMITTEE**

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### **DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 9 JULY 2014 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

#### **Present:**

Cllr Allison Bucknell (Chair), Cllr Peter Evans (Substitute), Cllr David Jenkins, Cllr Bob Jones MBE, Cllr Bill Moss (Substitute), Cllr David Pollitt, Cllr John Smale (Vice Chairman), Cllr Stuart Wheeler and Cllr Graham Wright

#### **Also Present:**

Cllr Gordon King and Cllr Jeff Osborn

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#### **33 Apologies for absence**

Apologies for absence were received from Cllr Mike Hewitt who was substituted by Cllr Peter Evans and Cllr Jane Scott OBE who was substituted by Cllr Bill Moss.

#### **34 Minutes of Previous Meeting**

##### **Resolved:**

**To confirm and sign as a correct record the minutes of the previous meeting held on 7 May 2014.**

#### **35 Declarations of Interest**

There were no declarations of interest.

#### **36 Chairman's Announcements**

The Chairman made the following announcement:-

##### **Industrial Action – Thursday 10 July 2014**

The recognised unions (Unison, GMB and Unite) had notified the Council of the outcome of their recent national ballots regarding industrial action in relation to the 2014 pay offer for green book staff.

The pay offer made by the National Employers would increase all employees' pay by 1% while those on the lowest pay (up to spinal point 10, £14,013 per annum) would receive a larger increase of between 1.25% and 4.66%.

The National Employers had said this was a fair deal for employees given the limits of what could be afforded as well as being a fair deal for the taxpayers and residents who used and paid for the services local government provides.

The unions had rejected the pay offer and members voted nationally in favour of strike action. 5.7% of staff employed by Wiltshire Council had voted in favour of strike action.

The Council had been notified that the strike action would take place on **Thursday 10 July 2014**. This would also coincide with a strike by teaching staff in the NUT. The Council's Staff Industrial Action Group would be monitoring the situation to ensure the delivery of services.

### 37 **Public Participation**

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

### 38 **Discretions Policy for Wiltshire Council**

Consideration was given to a report by the Associate Director, People & Business which presented an updated Discretions Policy for Wiltshire Council, following changes to the Local Government Pension Scheme (LGPS) in April 2014.

It was noted that the introduction of new LGPS regulations effective from April 2014 required Wiltshire Council to review its existing pension discretions policy and to publish a new policy effective from April 2014.

The discretions policy stated how the Council would apply its discretionary powers in relation to specific provisions of the pension scheme.

The LGPS regulations provided a set of nine discretions for employers to review and agree. Seven of these discretions were the same as stated in Wiltshire Council's existing discretions policy but with the addition of two new discretions, as follows:-

- Discretion 2 – whether to make either a regular or lump sum additional pension contribution.

It was being recommended that this discretion be only exercised by this Committee in exceptional circumstances after considering the costs that would apply.

- Discretion 6 – to allow the rule of 85 for employees aged between 55 and 59.

It was being recommended that this discretion be only exercised by this Committee in exceptional circumstances after considering the costs that would apply.

After some discussion,

**Resolved:**

**To approve the recommended changes to the Discretions Policy, which is attached as Appendix 1 to these minutes.**

### 39 **Notice of Motion - Recognition of Trade Union Rights**

It was reported that at its Annual Meeting held on 13 May 2014, Council considered the following Notice of Motion received from Cllrs Jeff Osborn and Terry Chivers

*“In the tendering of any future contracts for services provided by this Council, a clear condition should be made that the Council will only enter into a contract with organisations that make a clear and public commitment that they fully recognise trade union rights for their employees and that they will continue to do so”*

Council referred the Motion to Staffing Policy Committee for consideration.

On considering the report prepared by the Associate Director, Law & Governance for the Annual Council meeting and on hearing the views of Cllr Jeff Osborn and Cllr Gordon King,

**Resolved: To note that:**

- 1. there were already statutory processes for considering union recognition during the TUPE process and with contracting parties.**
- 2. there was already statutory protection for employees’ freedom of association to join a union and for union representation for employees within certain employment processes.**
- 3. in terms of any future contracts it would not be possible within the current statutory framework to use as evaluation criteria a public commitment to recognise Trade Unions for collective bargaining purposes.**

40 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 10.30 - 11.05 am)

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

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



## WILTSHIRE COUNCIL

### STAFFING POLICY COMMITTEE

7 January 2014

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## 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 on 3 February 2015 and publication on the website.

### Background

2. Under chapter 8 of the Localism Act 2011 every local authority has had to publish 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 and the updated policy is now required to be published on the website by 1<sup>st</sup> April 2014.

### Main Considerations for the Council

4. The policy has been updated to include:
  - A revised introduction setting the context of the council
  - Information about the overtime policy and standby and callout policy
  - Updated total number of council employees and latest pay ratios
5. The budget figure highlighted within the introduction of the policy will be updated once final figure is confirmed by the finance team.

### Consultation

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

### Environmental Impact of the Proposal

7. None

### Equalities Impact of the Proposal

8. None

**Risk Assessment**

10. None

**Financial Implications**

11. None

**Options considered**

12. None

**Recommendation**

13. That Staffing Policy Committee approve the draft policy to go to full council on 3 February 2015 on the understanding that the budget figure will be reviewed and updated prior to full council approval.

**Barry Pirie**  
**Associate Director – People and Business**

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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 2015 - 16.

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

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

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

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

Remuneration for the purposes of this statement includes three elements:

- basic salary
- 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 specialist roles

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 £13,500 per annum. In October 2015 scp 5 will be removed and scp 6 (£13,614) will be the lowest point of the pay scale.

**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 around £330m (2014/15).

In order to deliver these services around 12,406 people work for the council, 4977 of whom work in the council (non-schools), in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

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

This is set against a background of continuing budget cuts from central government whilst there is an increasing service delivery expectation. In order to help meet this expectation work has been progressing with creating the job

family approach and improving our staffing structures. All associate directors and heads of service attended workshops on organisational design in the autumn of 2014. As restructures now occur, clear guidelines are in place to ensure that decisions are being made at the right level in the organisation, structures are streamlined and efficient and there is consistency of approach.

The job family approach is currently being developed with the expectation that employees will be moved into role profiles that are generic in describing the level of work applicable during 2015. The job family approach will allow greater clarity of career paths for individuals and will provide greater flexibility of staff which is key to effective service delivery when resources are tight.

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. The annual review of market pay will ensure the council is able to compete in the jobs market for senior roles, and retain the right people in these senior roles.

### **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 2015/16. 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 89 employees), which include the following roles:
  - Associate Director
  - Service Director
  - Head of Service
  - Strategic and technical specialists
7. Each job is assessed by a panel of three Hay trained evaluators. The evaluators consider the job against each Hay element and sub-element and apply the description and points that best fit the job being evaluated. The values awarded are subsequently added together to give a total job score.
8. The Hay Group periodically carry out quality control checks to ensure the consistency of job scores in line with the conventions of the scheme.
9. The job score determines the grade the job. There are 6 Hay grades each containing a salary range over 4 spinal column points.
10. See the [Hay job evaluation scheme](#), the [points to grades](#) and [salary bands](#) for further details.
11. The council's policy is to pay the median market rate for the 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. From 2015, pay scales will be reviewed on an annual basis using the Hay pay databank for the public and not for profit sector and realigned should a pay drift be identified.

**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. From 2015 market supplements may also be applicable to a very small number of Hay graded posts where there are proven recruitment and retention difficulties and it is clear that the council is not competitive in the market place. 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 NJC pay award for GLPC graded employees which takes effect from 1<sup>st</sup> April each year.
28. Most NJC employees received a pay award of 2.2% in January 2015 along with a non- consolidated variable payment, paid in December 2014, whilst those on the lower spinal points received a higher percentage increase. It has been agreed that the 2.2% pay award will apply until March 2016 as part of a pay deal for financial years 2014/15 and 2015/16.
29. 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 1<sup>st</sup> 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.
30. From 2015 no Hay graded officers will receive the JNC pay award but instead an annual review of the pay scales will take place to ensure they are aligned with the market median pay.
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 1<sup>st</sup> 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. The council also employs a small number of specialist employees covered by Youth and Community and Soulbury salary scales which are also negotiated nationally.
33. The council currently employees a number of public health and police staff who have TUPE'd from other organisations. These staff are subject to protected terms and conditions from their previous employers until a harmonisation exercise takes place.

#### **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. 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 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 £464), 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 changed in 2014 and the benefits structure has moved from a Final Salary basis to a Career Average Revaluation Earnings (CARE) approach for benefits accruing after this date. Employee contribution bandings have also changed and the new regulations have introduced 9 bandings with rates varying between 5.5 – 12.5% according to the employee's salary.
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 all employees who, on a temporary basis:
- act up – carrying out the full responsibilities and duties of a higher graded post either for some or all of their working hours; or
  - carry out some, but not all, duties or responsibilities of a higher graded post for some or all of their working hours; or
  - take on additional duties within their role.
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.

#### **Overtime allowances**

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

#### **Standby and callout allowances**

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

#### **Local election duties – Acting Returning Officer**

57. 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**

58. The council's policy is to apply the nationally negotiated NJC pay award.
59. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.
60. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.
61. 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.
62. 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.
63. 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 committed 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 1<sup>st</sup> 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 basic pay of the highest and lowest paid employees in the council, excluding pensions and allowances. The figures include all staff in the council (non schools) and are based on annual full time equivalent salaries.

	Annual FTE Salary	Ratio
Highest Paid	£143,679	
Lowest paid	£13,500 (rising to £13,614 on 1.10.2015)	10.6
Mean Salary	£25,092	5.7
Median Salary	£22,937	6.3

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 1:10.6.

**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

Market supplements policy and procedure

Moving home policy and procedure

Redundancy payments policy

Overtime policy

Standby and callout 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	7 January 2015

## WILTSHIRE COUNCIL

### STAFFING POLICY COMMITTEE

7 January 2014

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#### **REVISED OVERTIME POLICY**

##### **Purpose of Report**

1. To present the revised Overtime Policy for agreement by SPC.

##### **Background**

2. The current overtime policy has different arrangements for employees depending on their grade. Employees on grade A-H are able to claim overtime hours at their normal hourly rate, and employees Grade I and above have their overtime calculated at the maximum salary point of Grade H for only 80% of the additional hours worked.
3. There is currently no provision for Hay graded employees to claim overtime payments.
4. The current policy states that overtime will be paid if an employee works more than 37 hours per week, and that any hours worked up to 37 hours are paid at plain time.
5. This policy has been applied inconsistently and it is evident that some part time employees are being paid overtime rates instead of additional hours if they are required to work on a Sunday, equivalent Sunday or a Bank Holiday. Feedback from managers is that a higher rate is required for all staff for these unsocial hours in order for service delivery to be maintained.
6. In addition, county wide events and major incidents have demonstrated that there is sometimes the need to mobilise a flexible workforce – often where staff are either asked to volunteer to support the council beyond the normal remits of their roles (e.g. sports events/Jubilee festival), or as an essential need in an emergency situation. (E.g. Christmas floods in 2013.)
7. Hay graded staff have been involved in organising the response to and attending major county wide incidents such as the floods, without the facility to be paid overtime for that work. Emergencies may require employees to work excessive hours until the emergency is in hand, e.g. through the night, evenings, weekends and bank holidays.

##### **Main Considerations for the Council**

8. The revised policy provides consistency for overtime payments for grades A to O, so that these staff can now all claim overtime at their normal hourly rate.
9. The revised policy also now allows Hay graded staff to claim overtime at the hourly rate equivalent to the top of grade O.

10. All hours worked on a Sunday, equivalent rest day or bank holiday (where these are not part of the normal working pattern for your post) will now be paid at overtime rates regardless of whether employees have exceeded their contracted hours.
11. Clear guidelines illustrating when overtime can be claimed have been included for Hay graded staff.
12. The cap on overtime has been removed.
13. The level of authorisation has been amended from associate director to head of service for grade K or above.
14. The costs for overtime will increase as the cap on overtime has been removed and Hay graded staff will now be eligible to claim overtime. However, there is an expectation that employees on grade K and above will work overtime rarely and this will need to be managed by the Head of Service in accordance with their budget.

#### **Environmental Impact of the Proposal**

15. None.

#### **Equalities Impact of the Proposal**

16. N/A

#### **Risk Assessment**

17. None

#### **Options Considered**

18. None.

#### **Recommendation**

19. To recommend Staffing Policy Committee approve the proposed amendments to the Overtime Policy.

**Barry Pirie**  
**Associate Director – People and Business**

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Report Author: Rebecca Williams, Human Resources Policy & Reward team

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



## Wiltshire Council Human Resources

### Overtime policy

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

#### What is it?

This policy outlines the payments made by Wiltshire Council to employees who work overtime at the request of their manager.

#### When does it apply?

This policy applies to all Wiltshire Council employees with the exception of staff employed in locally managed schools.

This arrangement for overtime replaces the guidance in the pay reform collective agreement.

#### When does it not apply?

If you participate in the flexitime scheme any additional hours worked during the flexitime scheme operating hours should be recorded as a credit in line with the council's [flexitime policy](#) and not claimed as overtime.

Generally employees on Grade K and above will record additional hours worked outside of the flexitime scheme as TOIL, as outlined in the council's [time off in lieu policy](#).

#### What are the main points?

1. All overtime must be agreed in advance with your line manager and may not be claimed retrospectively.
2. All claims must be made using the appropriate [overtime and additional hours payment form](#).
3. Overtime will be paid for complete half hours worked, and you are therefore not able to claim for less than 30 minutes overtime.
4. If you are contracted to work overtime this will be paid at your normal hourly rate, to include relevant additional allowances.(E.g. Unsocial hours allowance)

5. You should refer to the [Working Time Regulations 1998](#) as there are conditions that relate to a variety of health and safety issues including working times, rest periods and breaks.

#### Full time staff

6. Overtime payments will be paid for all authorised overtime worked in excess of 37 hours per week.
7. Overtime rates are:
  - Double time for working on a Sunday or equivalent rest day (for staff whose normal working week includes Sunday), or on a bank holiday;
  - Time and a half at any other time

#### Part time staff

8. If you are part time, hours up to 37 hours per week worked on a Monday to Saturday are treated as additional hours and paid at your normal hourly rate.
9. All hours worked on a Sunday, equivalent rest day or bank holiday (where these are not part of the normal working pattern for your post) will be paid at the double time overtime rate, regardless of whether you have exceeded your contracted hours.
10. Overtime rates are:
  - Double time for working on a Sunday or equivalent rest day (for staff whose normal working week includes Sunday), or on a bank holiday
  - Normal hourly rate up to 37 hrs, then time and a half at any other time

#### Employees on Grades A - J (spinal point 5 – 34)

11. Hours worked at the request of your supervisor or manager, beyond a 37 hour standard week, or on a Sunday, equivalent rest day or a bank holiday will attract overtime rates.

#### Employees on Grades K to O

12. An overtime payment may only be made to recognise additional hours worked in the following circumstances:
  - The circumstances are exceptional

- The requirement to work additional hours is planned in advance, or an expected requirement of your role, and there is a business case clearly demonstrating that it is in the interest of the authority
  - Proper control in determining the extent of additional hours is exercised
13. Where the above criteria are met the relevant head of service must approve the payment.
14. You are not expected to work overtime on a routine basis.
15. Hours outside the flexitime period should normally be recorded as toil.

#### Employees on Hay grades

16. Hay graded staff are contractually required to work the hours needed to perform the duties of their role.
17. The following arrangements apply to you if you are a hay graded officer who is a head of service or lead professional. These arrangements do not apply to corporate or associate directors.
18. Overtime will be paid to you when you are on standby and callout, and in emergency situations as detailed in the [standby and callout policy](#).
19. Where hours are worked dealing with an emergency, overtime will be paid if :
- The circumstances are exceptional
  - There is a major incident or county wide emergency
20. Payment will be made at the hourly rate equivalent to the top of grade O (spinal point 49). This will be time and a half for overtime hours worked Monday to Saturday, and double time on a Sunday or bank holiday.
21. The corporate directors must approve the payment of additional hours in exceptional circumstances when there is an emergency situation.

#### Employee responsibilities

22. To be aware of the [working time regulations](#) and take responsibility for ensuring that you take required breaks and do not exceed working hours.
23. To accurately complete the [overtime claim form](#) and submit it your manager. You should be aware that “over claiming” will potentially be treated as misconduct.

### **Line manager responsibilities**

24. To ensure that all overtime has been agreed in advance.
25. To ensure that any overtime authorised is in the interests of the council and that the benefit outweighs the costs.
26. To review and confirm any overtime claim forms and forward them to the HR & Payroll administration team in line with payroll cut-off dates
27. To obtain appropriate approval (Head of Service) for any overtime payments made to employees grade K and above.
28. To be aware of the [working time regulations](#) and take responsibility for ensuring that staff are taking required breaks and do not exceed working hours.

### **Frequently asked questions**

#### **29. My manager has asked me to work some overtime. Can I say no?**

Your manager would only ask employees to work overtime if it was required. People have different responsibilities and commitments outside of work and you are able to say no if it is not convenient.

#### **30. Can I work overtime for another service area?**

There may be occasions where employees from across the council may be asked to support activities which do not fall under their normal role. E.g. Flood response. In such circumstances you should go through your manager and keep them updated of any additional hours being worked.

#### **31. I had to work overtime on a bank holiday but my payslip is unclear and it doesn't look like I got double time. Why is this?**

All employees are paid for their bank holidays. You are still being paid for those days even though you don't work on them. If you are called in on a bank holiday, you get paid double time, so you will be paid for a second time for overtime hours worked on that day. We would not pay triple time for working on a bank holiday.

#### **32. I had to work through the night on a bank holiday. Is this different?**

Yes. When you work on a bank holiday evening or night you will be paid double time in the true sense, in that you are not paid for bank holidays nights as part of your bank holiday entitlements - only during the day.

**33. My normal working hours include Saturdays, Sundays and bank holidays. I also do overtime – sometimes on a bank holiday or Sunday. Do I get double time if I work overtime on these days?**

Yes, but you will only be paid the overtime rate for the additional overtime hours worked on those days.

**Advice and guidance**

If you require help in accessing or understanding this policy you should contact your line manager or trade union representative if you are a member.

If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you.

See [guidance for managers – giving advice on policies](#).

**Further information**

For further information please speak to your supervisor, manager, service director or contact your HR Case Adviser.

Policy author	HR Policy and Reward Team – RW
Policy implemented	
Policy last updated	20-11-2014

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## WILTSHIRE COUNCIL

### STAFFING POLICY COMMITTEE

7 January 2015

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### 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 2014 Wiltshire Council published its [equality and diversity employment monitoring report 2012/13](#) on the Wiltshire Council website.
3. The council is required to publish the updated equality and diversity employment monitoring report 2013/2014 by the 31 January 2015.
4. Last year the report was 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. This year the report was updated to include information about the development of the corporate equality and diversity steering group, the setting of equality objectives and information about maternity returner rates.
6. As part of the PSED the council is also required to publish data on people affected by its policies and practices (for example, service users) and this information is currently being collected by the Equality and Inclusion Lead.

#### Data Monitoring

7. Currently we collect, monitor and publish data on sex, disability, ethnicity and age in relation to our current workforce, leavers and applicants for employment.
8. Work is ongoing to assess the feasibility of extending the data collected on the protected characteristics on SAP to include: religion and belief, sexual orientation, marriage and civil partnerships or gender reassignment. This should make the data more accurate and robust in terms of meeting the requirements of the PSED and helping to inform the work on the council's people strategy. Improved data would also assist the council in assessing the impact of its policies and practices on different groups within the workforce and enable the council to identify and take positive steps to address gaps. The improvement of this data forms part of the council's equality objectives.
9. This year's staff survey also asked staff for anonymous data on the extended range of protected characteristics. The results were not available at the time of compiling this report but should when they become available, provide a useful statistical comparator.

10. In general the data contained in the report is positive, with an increase in the percentage of BME and under 25's compared to the previous year. However there was a slight decrease in the percentage of disabled staff to 2.65% from 2.77% in 2013. This is likely to be linked to the voluntary redundancy exercise last year when a higher proportion of disabled staff opted to take voluntary redundancy.
11. The council continues to work closely with the staff disability forum to identify and undertake a variety of work to support disabled colleagues in the workplace and to attract disabled applicants. The council is proud to have been awarded the double tick – positive about disabled people for another year and has again added a wide range of activities to the annual submission, details of which are available on the [wire](#). This year's submission included the council's work on supported internships for disabled young people, updates on work with the staff forums, reasonable adjustment survey, the development of the corporate equality and diversity steering group and the equality objectives.
12. There was an increase in the number of dignity at work cases this year to 19 from 4 in 2013. This will also be reviewed against information from the staff survey once it is available.
13. The council continues to focus on continuing the development of the positive action listed in the monitoring report including the continued development of the four staff forums.

### **Publishing equality objectives**

14. Last year the report noted a number of actions for consideration these subsequently became part of the council's published equality objectives and include:
  - Improve 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.
  - Measures to increase the percentages of under 25 year olds in the council workforce.
  - Reduce the percentage of disabled staff who respond to the staff survey that they have experienced bullying and harassment
  - Increase the range of protected characteristics captured about the workforce via SAP.
15. An additional HR equality objective was later added relating to implementing improvements identified as part of the Stonewall workplace equality index results.
16. The report outlines an interim summary of some of the work carried out to date to work towards these objectives. This work is still ongoing and the intention is that this will be reviewed with the rest of the council's equality objectives in the New Year.
17. Full details of the Council's equality objectives and how these link to the Wiltshire Council business plan are set out on the [Wiltshire Council website](#).

### **Environmental Impact of the Proposal**

18. None.

### **Equalities Impact of the Proposal**



19. As set out in the report.

**Risk Assessment**

20. Statutory requirement to comply with the PSED.

**Options Considered**

21. None.

**Recommendation**

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

**Barry Pirie  
Associate Director,  
People and Business**

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

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

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**Wiltshire Council**

**Equality and Diversity Employment Monitoring  
Report**

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## 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 2013/2014.
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. The data highlighted in last year's report was used to form part of the Council's equality objectives. The Council is legally required to set and review equality objectives under specific duties set out under the PSED.
5. The data contained in this report has been based on either headcount data as at 1 April 2014 or where monitoring information is reviewed over a year, the reference period which has been for the year 2013/2014.

## 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.
8. This year we have been exploring ways of increasing the range of data collected about the protected characteristics of staff and how this information can be stored and updated on SAP. This work is still underway. This forms one of the council's equality objectives and is an ongoing piece of work which will be dependent on the capacities of SAP to meet the specific requirements for this type of data storage.
9. The council is also committed to reducing the number of unknown's in the data through its equality objectives and this will also be picked up through the work to increase the range of data collected on the SAP system.

10. Further information about data gaps can be found under the specific monitoring areas below.
11. This report does not include figures relating to staff employed in schools as schools are now responsible for producing their own equality and diversity information. They also have responsibility for agreeing their own workforce policies and procedures.

### **Workforce headcount**

12. The non schools workforce headcount figure on 1.4.2014 was 4913 compared with 5273 on 1.4.2013. This shows a slight decrease in the overall workforce figures which are primarily 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.
13. 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
14. An organisational design toolkit has been designed to provide guidance and support for managers involved in restructuring their teams.

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

15. 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.
16. 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. Last year a data cleanse exercise took place 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
17. 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 have 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. This will also be picked up in the review of expanding the information stored on SAP and system capabilities as mentioned above.
18. This year the council also used the staff survey to collect additional anonymous information on the equality and diversity of staff. This included collecting information on protected characteristics such as sexual orientation, religion and belief, gender identity, different types of impairment in relation to disability and caring responsibilities which have not previously been collected by the council. It is intended that this information will be used to compare and review against the data in this report and fill in some of the data gaps, however, the outcome of the staff survey was still pending at the time this report was put together.

19. The council continues to experience a period of considerable change and employee engagement is a key priority.
20. 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'.
21. 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.
22. 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).
23. Some examples of proactive engagement with the forums have been:
  - The council's promotion of Black History Month 2013 and 2014 (BME staff forum) and LGBT History month (LGBT forum) 2014
  - 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 and 2014 (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.
  - A joint working initiative between all 4 forums (BME, Carers, Disability and LGBT) to build relationships between forum members and tackle joint issues including joint networking lunches starting in October 2014
  - The co-development of a reasonable adjustments survey which has helped identify areas for improvement (staff disability forum)
24. **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.
25. **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.
26. **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. The most recent survey took place in September 2014 and

the results were being compiled at the time this report was put together. In 2012 the employee engagement index (national benchmarking standard used by BIS) rose to 51% and the survey had a 60% response rate.

### **Corporate Equality and Diversity steering group**

27. This year a corporate equality and diversity steering group was set up. The group is made up of representatives from services across the council and is chaired by the councillor equality champion. The aim of the steering group is to support the council with its commitment to integrate equality and diversity throughout its services and to help secure its vision of creating stronger, more resilient communities (Business Plan 2013-2017). This includes amongst other things: steering the delivery of the Council's aspirations and obligations in relation to equality and diversity; facilitating communication, debate and dialogue at a strategic and service level relating to equality and diversity issues and identifying improvements and monitoring progress made.

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

28. 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.
29. 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
30. 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 shared parental leave, dignity at work, standby and callout arrangements, overtime arrangements, monitoring of staff and flexible working etc.

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

31. 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.
32. In relation to workforce employment policies and projects regular panels are set up to consider the impact of new and significantly changed policies and projects in relation to equality and diversity and the three general equality duties. External equality



partners and staff from our staff forums are also invited to attend to ensure a breadth of perspective.

33. Equality analysis information can be viewed on our [web page](#).

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

34. The council belongs to the South West Equalities Network (SWEN) and regularly attends meetings with colleagues from other council's in the South West to share information, benchmarking and best practice.
35. 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.
36. The council are members of the Business Disability Forum and have joined the Stonewall Diversity Champions Programme in 2013 where an application to the 2015 Workplace Equality Index was also made.

### **Workforce data and findings**

37. 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 2014.
38. 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

<b>Numbers</b>	<b>Head count</b>	<b>FTE</b>	<b>PT</b>	<b>%</b>	<b>FT</b>	<b>%</b>
Non-Schools	4913	3655	2169	44.15%	2744	55.85%

## Ethnicity

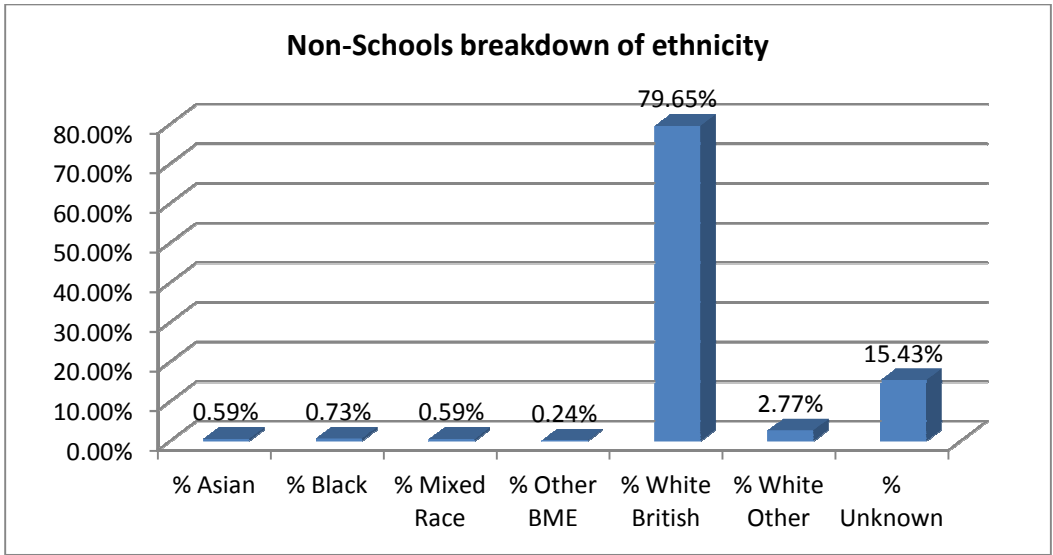
### See below for a breakdown of workforce figures for ethnicity

39. The figures from the Wiltshire census 2011 indicate that 3.56 % of the working population in Wiltshire have a BME background. It 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).
40. Our non-schools workforce data indicates that:
- 2.16% of the non-schools workforce has a BME background compared to 2.01% in 2013. Within the group of staff who have declared that they have a BME background, 59.43% are female compared with 40.47 % who are male. This is representative of the higher number of females employed by the council. The percentage of BME males working for the council has increased from 34.91% to 40.47% this year.
  - A slightly higher percentage of BME staff, 70.75% work full-time compared to 56.48% 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). There is a slight increase in the number of BME staff who have over 2 years service from 67.92% to 72.64% compared to last year.
  - The total 'unknown' figure (those staff not declaring) shows that 15.43% have not disclosed their ethnicity and the council will continue to encourage staff to disclose this

### Ethnicity – Headcount figures

Numbers	Asian	%	Black	%	Mixed Race	%	Other BME	%	BME Combined Total	%
Non-Schools	29	0.59%	36	0.73%	29	0.59%	12	0.24%	106	2.16%

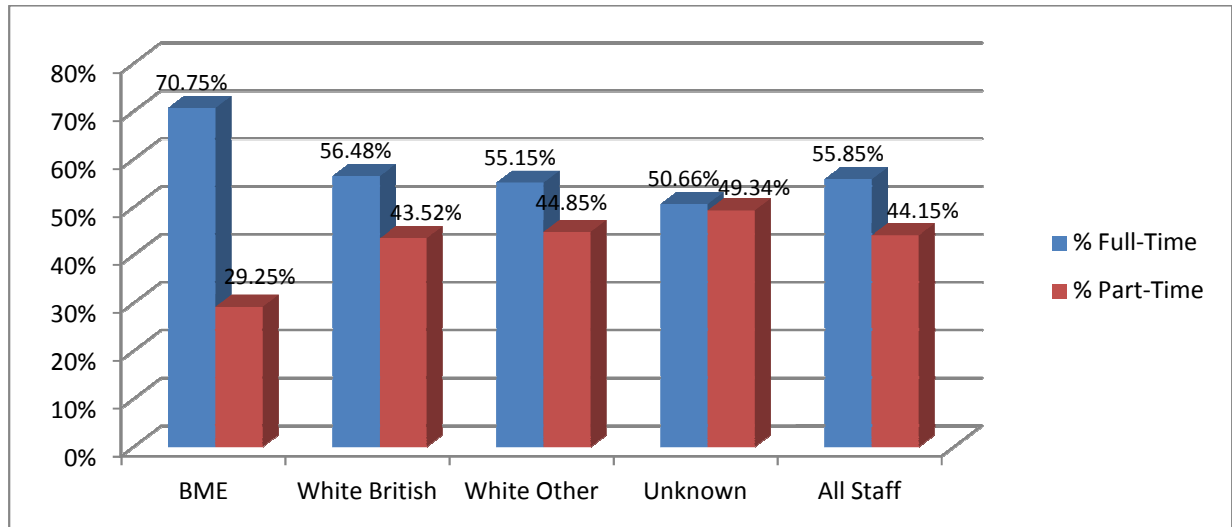
Numbers	White British	%	White Other	%	Total Known	%	Total Unknown	%	Total
Non-Schools	3913	79.65%	136	2.77%	4155	84.57%	758	15.43%	4913



By sex

	Head Count	Female	%	Male	%
BME	106	63	59.43%	43	40.57%
White British	3913	2761	70.56%	1152	29.44%
White Other	136	100	73.53%	36	26.47%
Unknown	758	481	63.46%	277	36.54%
All Staff	4913	3405	69.31%	1508	30.69%

Ethnicity by full-time / part-time



Ethnicity by age

	Head Count	Under25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
BME	106	8	7.55%	35	33.02%	27	25.47%	25	23.58%	8	7.55%	*	*
White British	3913	281	7.18%	791	20.21%	863	22.05%	1075	27.47%	773	19.75%	130	3.32%
White Other	136	4	2.94%	22	16.18%	41	30.15%	36	26.47%	31	22.79%	*	*
Unknown	758	81	10.69%	148	19.53%	143	18.87%	218	28.76%	131	17.28%	37	4.88%
All Staff	4913	374	7.61%	996	20.27%	1074	21.86%	1354	27.56%	943	19.19%	172	3.50%

Ethnicity by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
BME	106	29	27.36%	27	25.47%	26	24.53%	19	17.92%	5	4.72%
White British	3913	694	17.74%	711	18.17%	1031	26.35%	967	24.71%	510	13.03%
White Other	136	14	10.29%	25	18.38%	70	51.47%	21	15.44%	6	4.41%
Unknown	758	56	7.39%	59	7.78%	326	43.01%	216	28.50%	101	13.32%
All Staff	4913	793	16.14%	822	16.73%	1453	29.57%	1223	24.89%	622	12.66%

## Disability

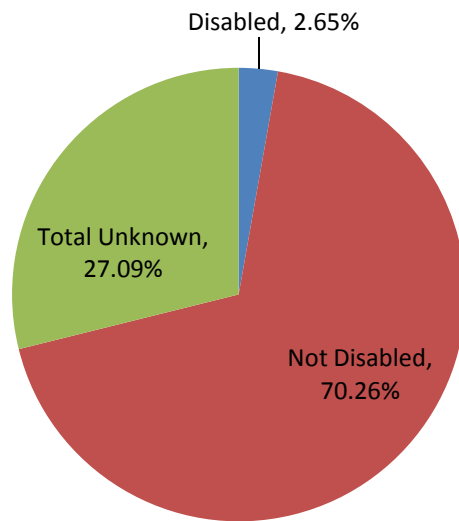
### See below for a breakdown of workforce figures for disability

41. 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'.
42. Our non-schools workforce data indicates:
- 2.65% of the non schools workforce has declared a disability compared to 2.77% in 2013. This is likely to reflect the fact that a slightly higher percentage of disabled staff left the council in 2014 the highest percentage chose to leave through voluntary redundancy. Of those who declared that they had a disability, 69.23% were female and 30.77% were male. This is reflective of the higher percentage of female staff across the council.
  - A slightly higher percentage of disabled staff, 63.85% work full-time compared to 55.85% 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 1.54% which is slightly lower than the percentage of staff who are BME in the workplace which is 2.16%.
  - 27.09% of staff have not disclosed whether they have a disability. This figure has reduced since 2013 and the council will continue to encourage staff to disclose this information.
43. 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	130	2.65%	3452	70.26%	3582	72.91%	1331	27.09%	4913

### Non-Schools disability by headcount



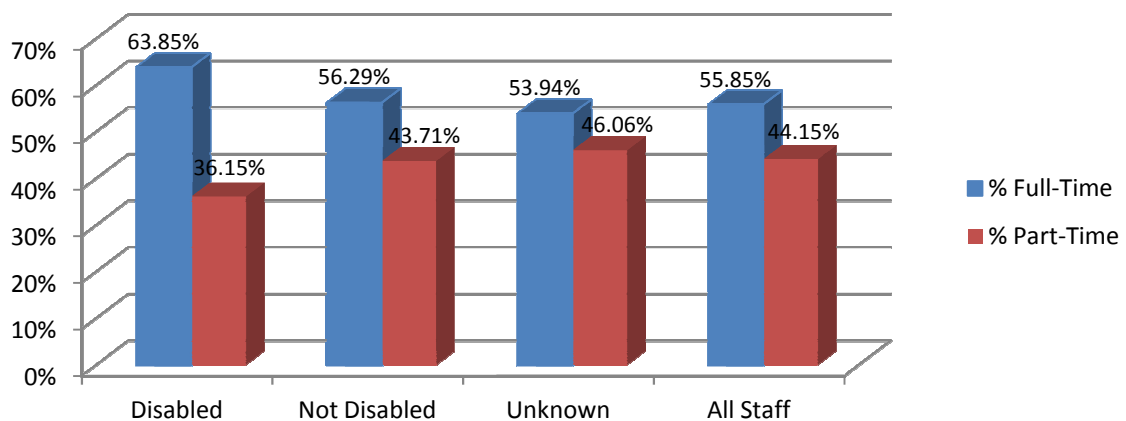
### Disability by sex

	Head Count	Female	%	Male	%
Disabled	130	90	69.23%	40	30.77%
Not Disabled	3452	2504	72.54%	948	27.46%
Unknown	1331	811	60.93%	520	39.07%
All Staff	4913	3405	69.31%	1508	30.69%

### Disability by ethnicity

	Head Count	BME	%	White British	%	White Other	%	Unknown	%
Disabled	130	*	1.54%	113	86.92%	*	2.31%	*	9.23%
Not Disabled	3452	90	2.61%	3186	92.29%	130	3.77%	46	1.33%
Unknown	1331	14	1.05%	614	46.13%	3	0.23%	700	52.59%
All Staff	4913	106	2.16%	3913	79.65%	136	2.77%	758	15.43%

### Disability – full time /part time



Disability by age

	Head Count	Under 25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
Disabled	130	4	3.08%	17	13.08%	35	26.92%	41	31.54%	29	22.31%	4	3.08%
Not Disabled	3452	263	7.62%	709	20.54%	766	22.19%	929	26.91%	673	19.50%	112	3.24%
Unknown	1331	107	8.04%	270	20.29%	273	20.51%	384	28.85%	241	18.11%	56	4.21%
All Staff	4913	374	7.61%	996	20.27%	1074	21.86%	1354	27.56%	943	19.19%	172	3.50%

Disability by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Disabled	130	15	11.54%	14	10.77%	42	32.31%	37	28.46%	22	16.92%
Not Disabled	3452	671	19.44%	733	21.23%	859	24.88%	780	22.60%	409	11.85%
Unknown	1331	107	8.04%	75	5.63%	552	41.47%	406	30.50%	191	14.35%
All Staff	4913	793	16.14%	822	16.73%	1453	29.57%	1223	24.89%	622	12.66%

## Sex (male/female)

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

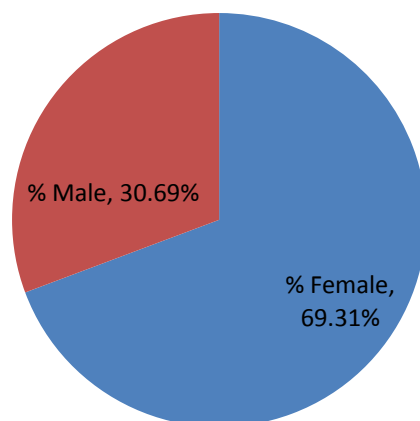
44. Our workforce data for non-schools indicates:

- the percentage of females is 69.31% and males 30.69% and these remains similar to the figures for 2013 which were female 68.41% and male 31.59%.
- 53.25% of women work part-time and 23.61% of men work part-time. A wide range of flexible working options including job sharing, term time only and annualised hours options are available to all staff in the council.
- The percentage of men in the workforce tends to be slightly higher than females in the under 34 age bands. The percentage of female staff is highest in the 45 – 54 age bands.

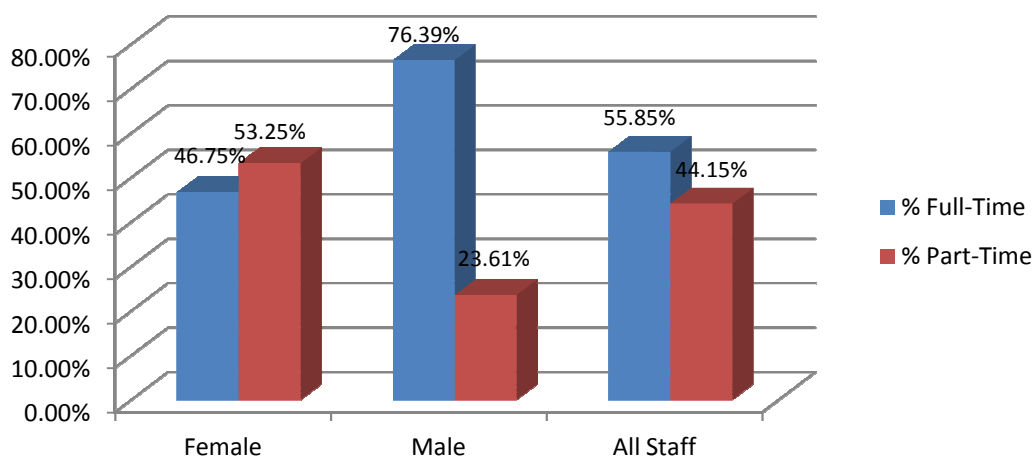
Sex – headcount

Numbers	Female	%	Male	%	Total
Non-Schools	3405	69.31%	1508	30.69%	4913

### Non-Schools Sex % by Headcount



Sex – full-time/part-time





Sex by age

	Head Count	Under25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
Female	3405	203	5.96%	637	18.71%	755	22.17%	1018	29.90%	672	19.74%	120	3.52%
Male	1508	171	11.34%	359	23.81%	319	21.15%	336	22.28%	271	17.97%	52	3.45%
All Staff	4913	374	7.61%	996	20.27%	1074	21.86%	1354	27.56%	943	19.19%	172	3.50%

Sex by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Female	3405	536	15.74%	506	14.86%	1045	30.69%	892	26.20%	426	12.51%
Male	1508	257	17.04%	316	20.95%	408	27.06%	331	21.95%	196	13.00%
All Staff	4913	793	16.14%	822	16.73%	1453	29.57%	1223	24.89%	622	12.66%

## Age

See below for a breakdown of workforce figures for age.

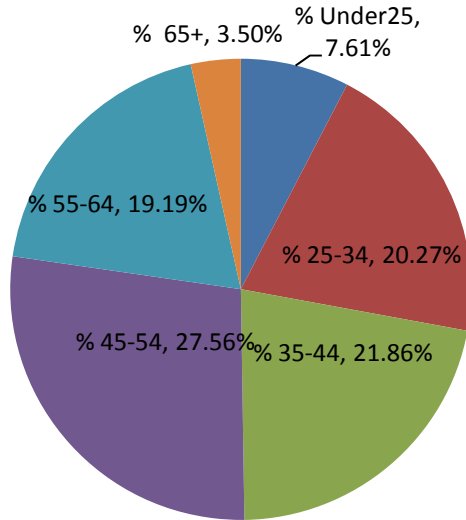
45. Our workforce data for non-schools indicates:

- The largest group within the workforce are in the age range 45 – 55, 28.75%.
- Under 25's make up 7.61% of the workforce (this has increased from 6.24% in 2013) and this compares to 16.19% in the working population of Wiltshire ([Source: ONS Mid Year Estimates 2013](#)). 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 and over 65's. A high proportion of under 25's on part time contracts work in leisure where part-time contracts are more commonly in use.
- The proportion of staff with over 20 year's service is currently 12.66% which has decreased from 14.01% in 2013. This is likely to be linked to the voluntary redundancy programme last year where a large number of the redundancies were staff who had long service and were able to access their pension early.

Age – headcount

Numbers	Under 25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%	Total
Non-Schools	374	7.61%	996	20.27%	1074	21.86%	1354	27.56%	943	19.19%	172	3.50%	4913

**Non-Schools Age % by Headcount**



### Age - full time/ part time

	Head Count	FT	%	PT	%
Under25	374	142	37.97%	232	62.03%
25-34	996	659	66.16%	337	33.84%
35-44	1074	611	56.89%	463	43.11%
45-54	1354	809	59.75%	545	40.25%
55-64	943	500	53.02%	443	46.98%
65+	172	23	13.37%	149	86.63%
All Staff	4913	2744	55.85%	2169	44.15%

### Age – length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Under 25	374	192	51.34%	109	29.14%	73	19.52%	0	0.00%	0	0.00%
25-34	996	217	21.79%	245	24.60%	392	39.36%	142	14.26%	0	0.00%
35-44	1074	146	13.59%	178	16.57%	343	31.94%	336	31.28%	71	6.61%
45-54	1354	151	11.15%	170	12.56%	371	27.40%	388	28.66%	274	20.24%
55-64	943	78	8.27%	107	11.35%	220	23.33%	293	31.07%	245	25.98%
65+	172	9	5.23%	13	7.56%	54	31.40%	64	37.21%	32	18.60%
All Staff	4913	793	16.14%	822	16.73%	1453	29.57%	1223	24.89%	622	12.66%

## Recruitment monitoring

46. 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.
47. This report looks at the overall applications received, the number of shortlisted applicants and successful/appointed applicants. The report also includes what percentage of those who applied from each group were shortlisted and went on to be appointed.
48. Our workforce data for non-schools indicates:

- 5.94% of all applications, 5.26% of shortlisted applicants 3.76% of appointments were from people who declared that they were from a BME background. These figures indicate a slight decrease from last year from 6.8% of applicants and 4.4% of all appointments. However, the percentages of applicants of type appointed as a percentage of those who applied has increased to 9.31% compared to 8.8% in 2013 for BME staff. These figures are higher than the figures from the 2011 census, which indicate that 3.56% of the Wiltshire population have a BME background.
- 5.30% of all applications, 5.13% of those shortlisted and 3.31% of those appointed declared that they had a disability. This was a slight decrease from 5.6% applications and 4.0% appointments in 2013, although the percentage of applicants of type appointed as a percentage of those applied (9.2%) is broadly in line to the previous year (9.6%). 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. Data on short listing indicates that the percentage of disabled candidates shortlisted was 36.82% compared to 37.17% 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.
- 60.52% of applications received by the council were from female applicants and 35.51% were from male applicants. 63.03% of posts filled were filled by female applicants, with 27.55% filled by male applicants. This is broadly reflective of the current workforce split which is 69.31% female and 30.69% male.
- The lowest percentage of applicants appointed of type was the over 65's. The percentages of under 25's appointed as a percentage of those who applied was also slightly lower than other age groups but has increased to 12.55% from 10.8% in 2013. The council currently has a number of measures in place to support the under 25's (please see section on age above).
- The percentages of unknowns have increased slightly and this will be reviewed.

By ethnicity

	BME	%	White British	%	White Irish/ White Other	%	Unknown	%	Total Applicants
Applicants 2013/14	451	5.94%	6554	86.36%	302	3.98%	282	3.72%	7589
Shortlisted 2013/14	152	5.26%	2472	85.63%	91	3.15%	172	5.96%	2887
Appointed 2013/14	42	3.76%	953	85.24%	21	1.88%	102	9.12%	1118

	BME	White British	White Irish/ White Other	All Applicants
Shortlisted as % of applied	33.70%	37.72%	30.13%	38.04%
Appointed as % of shortlisted	27.63%	38.55%	23.08%	38.73%
Appointed as % of applied	9.31%	14.54%	6.95%	14.73%

By disability

	<b>Disabled</b>	<b>%</b>	<b>Not Disabled</b>	<b>%</b>	<b>Unknown</b>	<b>%</b>	<b>Total Applicants</b>
Applicants 2013/14	402	5.30%	6893	90.83%	294	3.87%	7589
Shortlisted 2013/2014	148	5.13%	2562	88.74%	177	6.13%	2887
Appointed 2013/14	37	3.31%	977	87.39%	104	9.30%	1118

	<b>Disabled</b>	<b>Not Disabled</b>	<b>All Applicants</b>
Shortlisted as % of applied	36.82%	37.17%	38.04%
Appointed as % of shortlisted	25.00%	38.18%	38.73%
Appointed as % of applied	9.2%	14.17%	14.73%

By sex

	<b>Female</b>	<b>%</b>	<b>Male</b>	<b>%</b>	<b>Unknown</b>	<b>%</b>	<b>Total Applicants</b>
Applicants 2013/14	4593	60.52%	2695	35.51%	301	3.97%	7589
Shortlisted 2013/2014	1769	61.27%	940	32.56%	178	6.17%	2887
Appointed 2013/14	705	63.03%	308	27.55%	105	9.39%	1118

	<b>Female</b>	<b>Male</b>	<b>All Applicants</b>
Shortlisted as % of applied	38.52%	34.88%	38.04%
Appointed as % of shortlisted	39.85%	32.77%	38.73%
Appointed as % of applied	15.35%	11.43%	14.73%

By age

	<b>Under 25</b>	<b>%</b>	<b>25-34</b>	<b>%</b>	<b>35-44</b>	<b>%</b>	<b>45-54</b>	<b>%</b>	<b>55-64</b>	<b>%</b>	<b>65+</b>	<b>%</b>	<b>Unknown</b>	<b>%</b>	<b>Total Applicants</b>
Applicants 2013/14	1889	24.89%	1930	25.43%	1449	19.09%	1449	19.09%	562	7.41%	27	0.36%	283	3.73%	7589
Shortlisted 2013/14	609	21.09%	739	25.60%	558	19.33%	582	20.16%	223	7.72%	8	0.28%	168	5.82%	2887
Appointed 2012/13	237	21.20%	291	26.03%	208	18.60%	195	17.44%	84	7.51%	1	0.09%	102	9.12%	1118

	<b>Under 25</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>	<b>All Applicants</b>
Shortlisted as % of Applied	32.24%	38.29%	38.51%	40.17%	39.68%	29.63%	38.04%
Appointed as % of Shortlisted	38.92%	39.38%	37.28%	33.51%	37.67%	12.50%	38.73%
Appointed as % of Applied	12.55%	15.08%	14.35%	13.46%	14.95%	3.70%	14.73%

## Internal promotions

49. 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.
50. Our workforce data for non-schools indicates:
- 6.15% of internal applicants appointed declared that they are from BME backgrounds. This was an increase from 4.6% in 2013. The percentages of applicants of type appointed indicate that a slightly lower percentage of BME, white and other white applicants were appointed than expected compared to the numbers who applied. This appears to relate to a high prefer not to say return.
  - The percentage of internal disabled applicants appointed as a percentage of those disabled applicants who applied was 21.43% compared to 27.59% for non disabled internal applicants.
  - The percentage of internal females appointed was 62.82% and the overall workforce is 69.31% female.
  - In terms of age, the highest percentage of type appointed as a percentage of those who applied was in the under 25 age band. The under 25's were the lowest percentage of type appointed last year. The council is currently working on measures to support the employment of under 25's (see information under age).

### Ethnicity

	BME	%	White British	%	White Irish/ White Other	%	Unknown	%	Total Applicants
Applicants 2013/14	66	6.15%	910	84.81%	41	3.82%	56	5.22%	1073
Shortlisted 2013/14	38	5.96%	528	82.76%	24	3.76%	48	7.52%	638
Appointed 2013/14	13	4.17%	260	83.33%	5	1.60%	34	10.90%	312

	BME	White British	White Irish/ White Other	All Applicants
Shortlisted as % of Applied	57.58%	58.02%	58.54%	59.46%
Appointed as % of Shortlisted	34.21%	49.24%	20.38%	48.90%
Appointed as % of Applied	19.70%	28.57%	12.20%	29.08%



By disability

	<b>Disabled</b>	<b>%</b>	<b>Not Disabled</b>	<b>%</b>	<b>Unknown</b>	<b>%</b>	<b>Total Applicants</b>
Applicants 2013/14	42	3.91%	975	90.87%	56	5.22%	1073
Shortlisted 2013/14	26	4.08%	565	88.56%	47	7.37%	638
Appointed 2013/14	9	2.88%	269	86.22%	34	10.90%	312

	<b>Disabled</b>	<b>Not Disabled</b>	<b>All Applicants</b>
Shortlisted as % of Applied	61.90%	57.95%	59.46%
Appointed as % of Shortlisted	34.62%	47.61%	48.90%
Appointed as % of Applied	21.43%	27.59%	29.08%

By sex

	<b>Female</b>	<b>%</b>	<b>Male</b>	<b>%</b>	<b>Unknown</b>	<b>%</b>	<b>Total Applicants</b>
Applicants 2013/14	641	59.74%	378	35.23%	54	5.03%	1073
Shortlisted 2013/14	392	61.44%	200	31.35%	46	7.21%	638
Appointed 2013/14	196	62.82%	82	26.28%	34	10.90%	312

	<b>Female</b>	<b>Male</b>	<b>All Applicants</b>
Shortlisted as % of Applied	61.15%	52.91%	59.46%
Appointed as % of Shortlisted	50.00%	41.00%	48.90%
Appointed as % of Applied	30.58%	21.69%	29.08%

By age

	<b>Under 25</b>	<b>%</b>	<b>25-34</b>	<b>%</b>	<b>35-44</b>	<b>%</b>	<b>45-54</b>	<b>%</b>	<b>55-64</b>	<b>%</b>	<b>65+</b>	<b>%</b>	<b>Unknown</b>	<b>%</b>	<b>Total Applicants</b>
Applicants 2013/14	159	14.82%	303	28.24%	247	23.02%	228	21.25%	81	7.55%	*	*	54	5.03%	1073
Shortlisted 2013/2014	85	13.32%	175	27.43%	142	22.26%	130	20.38%	59	9.25%	0	0.16%	46	638	638
Appointed 2013/14	53	16.99%	79	25.32%	69	22.12%	53	16.99%	24	7.69%	0	0.00%	34	10.90%	312

	<b>Under 25</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>	<b>All Applicants</b>
Shortlisted as % of Applied	53.46%	57.76%	57.49%	57.02%	72.84%	100.00%	59.46%
Appointed as % of Shortlisted	62.35%	45.14%	48.59%	40.77%	40.68%	0.00%	48.90%
Appointed as % of Applied	33.33%	26.07%	27.94%	23.25%	29.63%	0.00%	29.08%

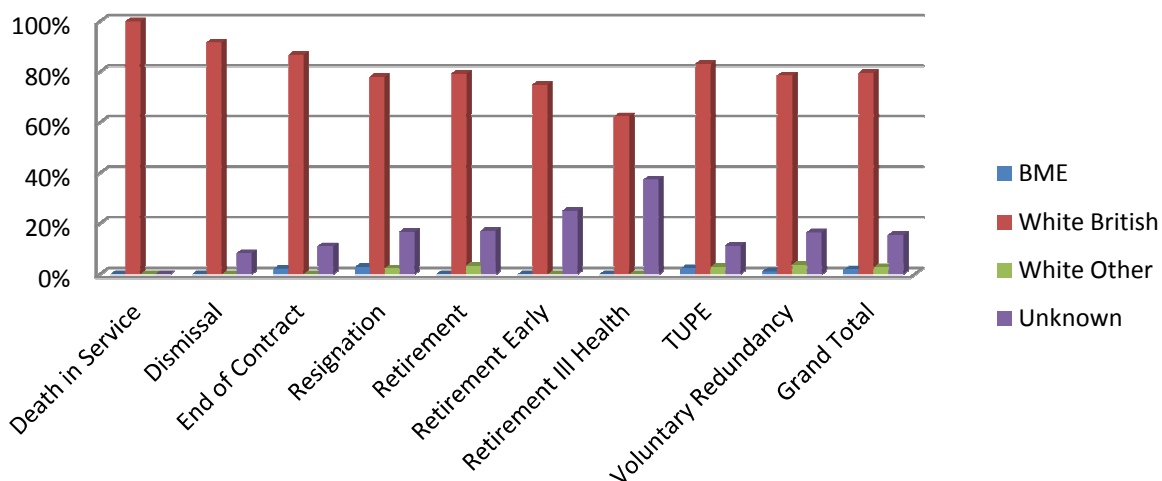
## Leaver monitoring

51. There was 1013 non-school staff who ceased employment in the council in the year to 31 March 2014.
52. Our workforce data for non-schools indicates:
- 1.97% of leavers had declared that they had BME background, 64.86% were female and these percentages are roughly in line with the general workforce percentages for these groups.
  - Overall 3.75% of leavers had declared that they had a disability. This is slightly above the percentage of disabled employees in the workforce. 57.9% 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 voluntary redundancies, TUPE, resignations and retirements 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
Death in Service	*		0.00%	*	*		0.00%		0.00%
Dismissal	12	0	0.00%	11	91.67%		0.00%	*	*
End of Contract	45	*	*	39	86.67%		0.00%	*	*
Resignation	387	11	2.84%	302	78.04%	9	2.33%	65	16.80%
Retirement	29		0.00%	23	79.31%	*	*	*	*
Retirement Early	*		0.00%	*	*		0.00%	*	*
Retirement Ill Health	8	0	0.00%	5	62.50%		0.00%	*	*
TUPE	168	*	*	140	83.33%	5	2.98%	19	11.31%
Voluntary Redundancy	356	*	*	280	78.65%	13	3.65%	59	16.57%
Grand Total	1013	20	1.97%	807	79.66%	28	2.76%	158	15.60%

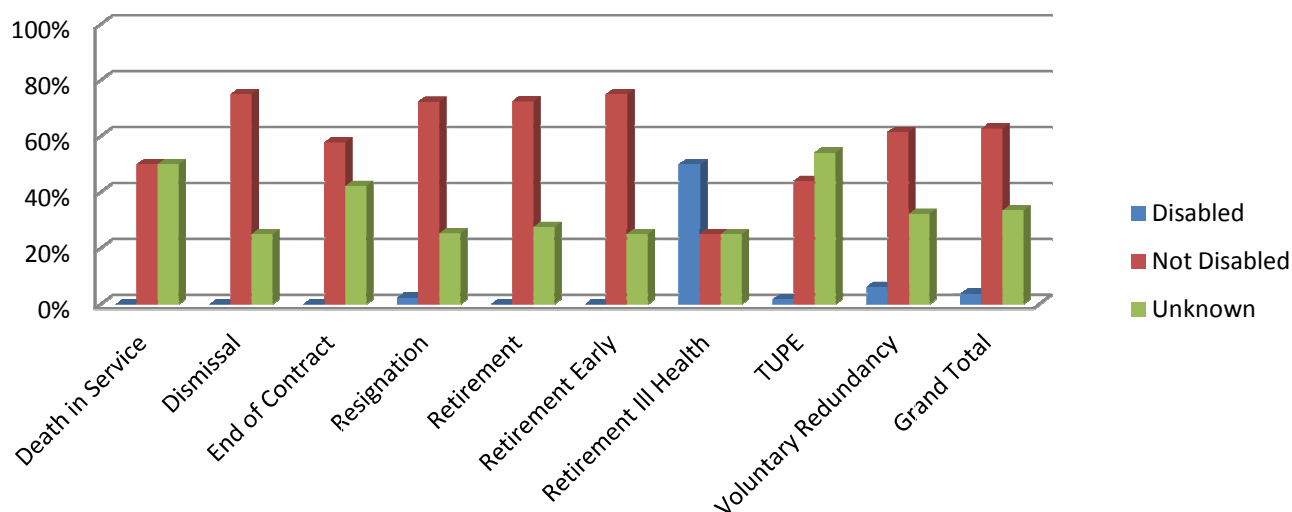
## Leavers by ethnicity (% of all leavers)



### By disability

Reason	All Leavers	Disabled	% of all leavers	Not Disabled	% of all leavers	Unknown	% of all leavers
Death in Service	*		0.00%	*	*	*	*
Dismissal	12		0.00%	9	75.00%	3	25.00%
End of Contract	45		0.00%	26	57.78%	19	42.22%
Resignation	387	9	2.33%	280	72.35%	98	25.32%
Retirement	29		0.00%	21	72.41%	8	27.59%
Retirement Early	4		0.00%	*	*	*	*
Retirement Ill Health	8	*	*	*	*	*	*
TUPE	168	*	*	74	44.05%	*	54.17%
Voluntary Redundancy	356	22	6.18%	219	61.52%	115	32.30%
Grand Total	1013	38	3.75%	636	62.78%	339	33.46%

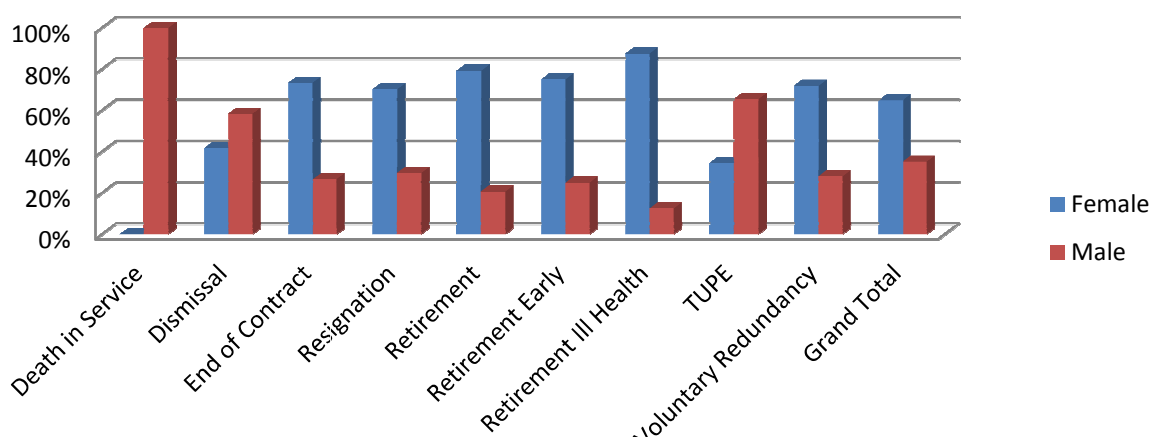
## Leavers by disability (% of all leavers)



By sex

Reason	All Leavers	Female	% of all leavers	Male	% of all leavers
Death in Service	*	*	*	*	100.00%
Dismissal	12	5	41.67%	7	58.33%
End of Contract	45	33	73.33%	12	26.67%
Resignation	387	272	70.28%	115	29.72%
Retirement	29	23	79.31%	6	20.69%
Retirement Early	4	*	*	*	*
Retirement Ill Health	8*	*	87.50*	*	12.50%*
TUPE	168	58	34.52%	110	65.48%
Voluntary Redundancy	356	256	71.91%	100	28.09%
Grand Total	1013	657	64.86%	356	35.14%

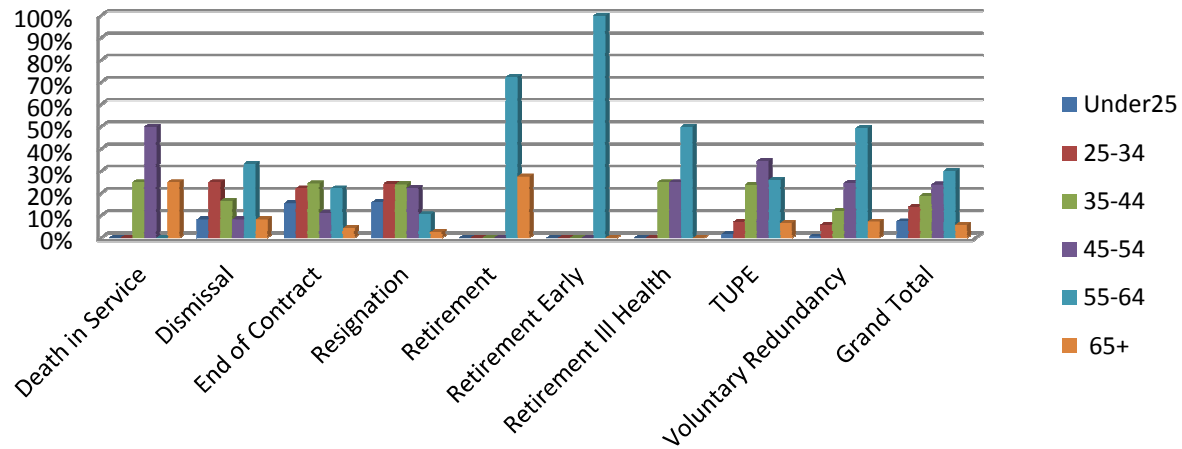
## Leavers by Sex (% of all leavers)



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
Death in Service	*		0.00%		0.00%	*	*	*	*		0.00%	*	*
Dismissal	12	*	*	*	*	*	*	*	*	*	*	*	*
End of Contract	45	7	15.56%	10	22.22%	11	24.44%	5	11.11%	10	22.22%	*	*
Resignation	387	62	16.02%	94	24.29%	93	24.03%	87	22.48%	41	10.59%	10	2.58%
Retirement	29		0.00%		0.00%		0.00%		0.00%	21	72.41%	8	27.59%
Retirement Early	4		0.00%		0.00%		0.00%		0.00%	*	*		0.00%
Retirement Ill Health	*8		0.00%		0.00%	*	*	*	*	*	*		0.00%
TUPE	168	*	*	12	7.14%	40	23.81%	58	34.52%	44	26.19%	11	6.55%
Voluntary Redundancy	356	*	*	21	5.90%	43	12.08%	88	24.72%	176	49.44%	26	7.30%
Grand Total	1013	75	7.40%	140	13.82%	192	18.95%	243	23.99%	304	30.01%	59	5.82%

Leavers by Age ( % of all leavers)

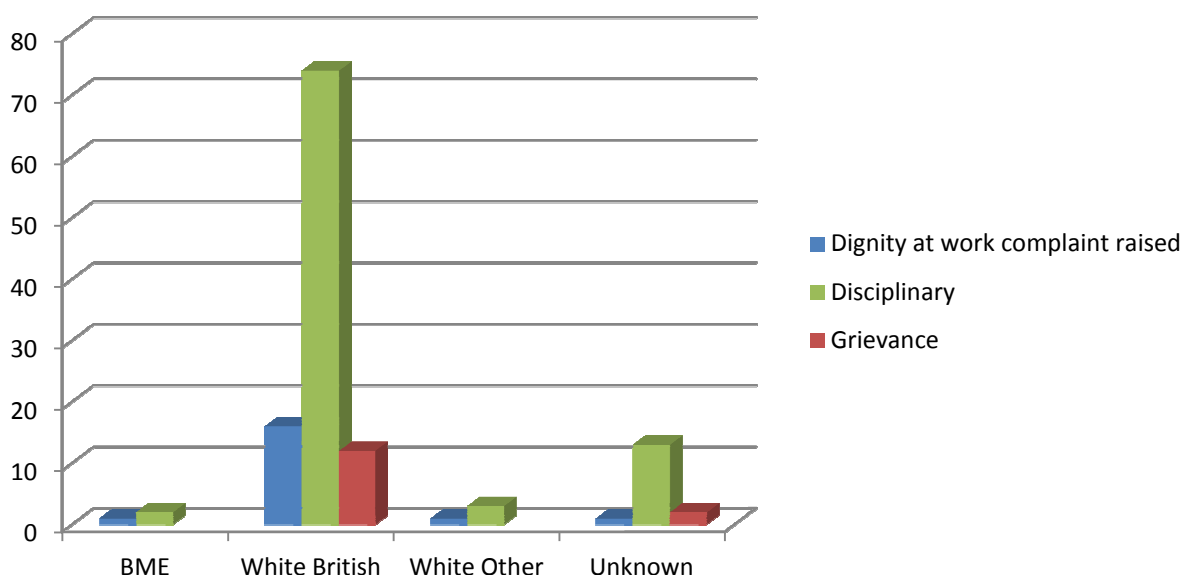


## Discipline, Dignity at Work and grievance procedure

53. A count of all non school staff that have raised grievance procedures, dignity at work procedures or are the subject of disciplinary procedures.
54. Our workforce data for non-schools indicates:
- The highest numbers of cases (92) relate to use of the disciplinary procedure.
  - There was an increase of dignity at work cases to 19 in 2014 compared to 4 in 2013 and 11 in 2012. Work has been carried out to raise awareness of the dignity at work policy through manager briefings in 2014.
  - There was an increase in the use of the dignity at work policy by those declaring a BME background, a disability and male employees compared to last year when this policy was not used by these groups at all.
  - There was also an increase in dignity at work complaints raised by female employees. Data on the use of the dignity at work policy and potential bullying/harassment/discrimination will be explored further against the findings from the staff survey 2014 when these become available.

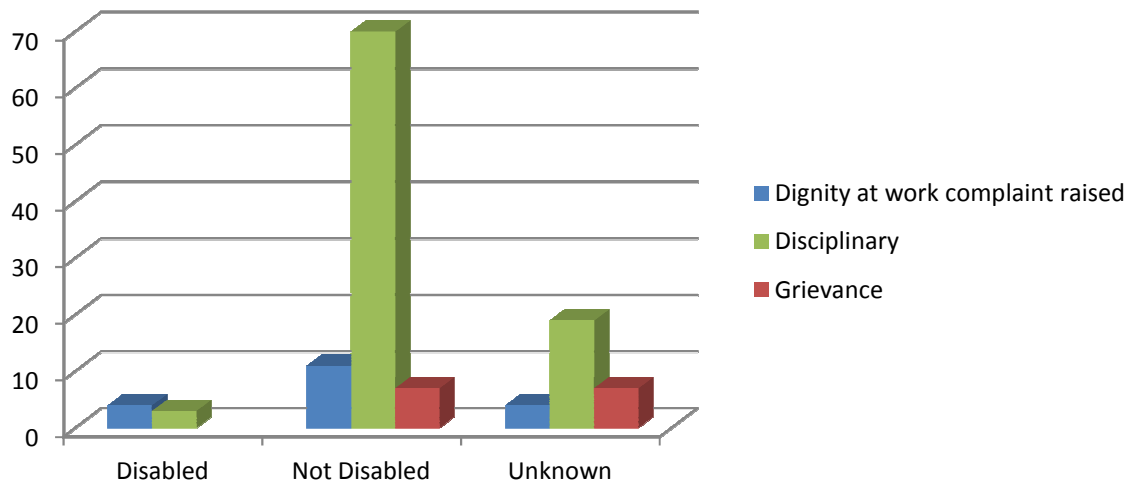
Ethnicity					
Group	BME	White British	White Other	Unknown	Grand Total
Dignity at work complaint raised	*	16	*	*	19
Disciplinary	2	74	3	13	92
Grievance		12		2	14

### Adviser Cases by Ethnicity



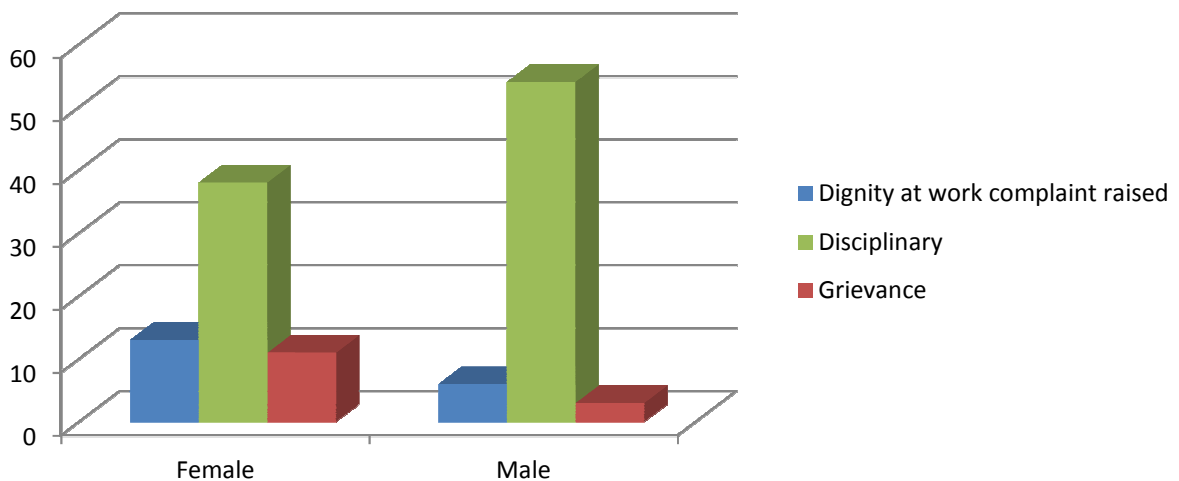
Disability				
Group	Disabled	Not Disabled	Unknown	Grand Total
Dignity at work complaint raised	4	11	4	19
Disciplinary	3	70	19	92
Grievance		7	7	14

## Adviser Cases by Disability



Sex			
Group	Female	Male	Grand Total
Dignity at work complaint raised	13	6	19
Disciplinary	38	54	92
Grievance	11	3	14

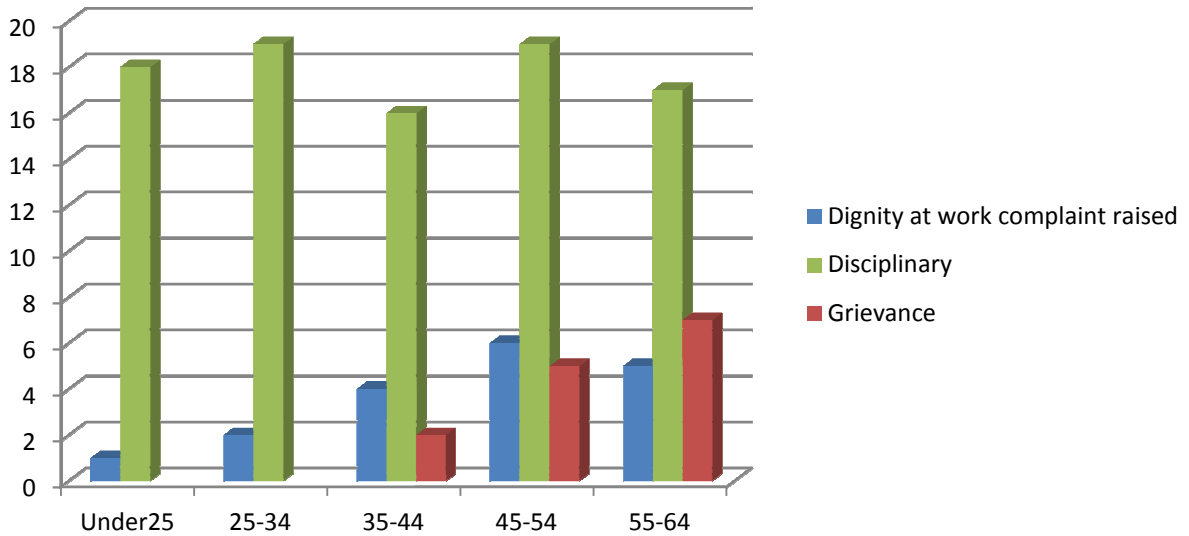
## Adviser Cases by Sex



Age Band						
Group	Under25	25-34	35-44	45-54	55-64	Grand Total
Dignity at work complaint raised	*	2	4	6	5	19
Disciplinary	18	19	16	19	17	92
Grievance			2	5	7	14



## Adviser Cases by Age



### Flexible working requests

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

57. 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	BME	White British	White Other	Unknown	Grand Total
Appeal not upheld		1			1
Flexible working request agreed	1	5		2	8
Flexible working request withdrawn/declined			1		1
Grand Total	1	6	1	2	10

Disability				
Outcome	Disabled	Not Disabled	Unknown	Grand Total
Appeal not upheld		1		1
Flexible working request agreed	1	4	3	8
Flexible working request withdrawn/declined		1		1
Grand Total	1	6	3	10

Sex

Outcome	Female	Male	Grand Total
Appeal not upheld	1		1
Flexible working request agreed	7	1	8
Flexible working request withdrawn/declined	1		1
Grand Total	9	1	10

Age Band					
Outcome	25-34	35-44	45-54	55-64	Grand Total
Appeal not upheld	1				1
Flexible working request agreed	3	5			8
Flexible working request withdrawn/declined		1			1
Grand Total	4	6	0	0	10

### Maternity – returner rates

The council had 80 employees who returned from maternity leave and 14 who did not.

### Performance appraisal

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

### Training monitoring

59. 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.
60. 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.
61. Our workforce data for non-schools indicates:
- Attendance on training by staff declaring a BME background (3.38%) and a disability (3.23%) is representative of these groups within the workforce.
  - Male attendance on training was 21.34% which is below the group representation in the workforce which is 30.69%.
  - 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.

	<b>Attendees</b>	<b>% of total attendees</b>	<b>% of group in workforce at 01/04/2014</b>
BME	200	3.38%	2.16%
White British	5093	86.04%	79.65%
White Other	178	3.01%	2.77%
Unknown	448	7.57%	15.43%
Grand Total	5919	100.00%	100.00%

### **By disability**

	<b>Attendees</b>	<b>% of total attendees</b>	<b>% of group in workforce at 01/04/2013</b>
Disabled	191	3.23%	2.65%
Not Disabled	4759	80.40%	70.26%
Unknown	969	16.37%	27.09%
Grand Total	5919	100.00%	100.00%

### **By sex**

	<b>Attendees</b>	<b>% of total attendees</b>	<b>% of group in workforce at 01/04/2013</b>
Female	4656	78.66%	69.31%
Male	1263	21.34%	30.69%
Grand Total	5919	100.00%	100.00%

### **By age**

	<b>Attendees</b>	<b>% of total attendees</b>	<b>% of group in workforce at 01/04/2013</b>
Under25	259	4.38%	7.61%
25-34	1335	22.55%	20.27%
35-44	1410	23.82%	21.86%
45-54	1765	29.82%	27.56%
55-64	1046	17.67%	19.19%
65+	104	1.76%	3.50%
Grand Total	5919	100.00%	100.00%

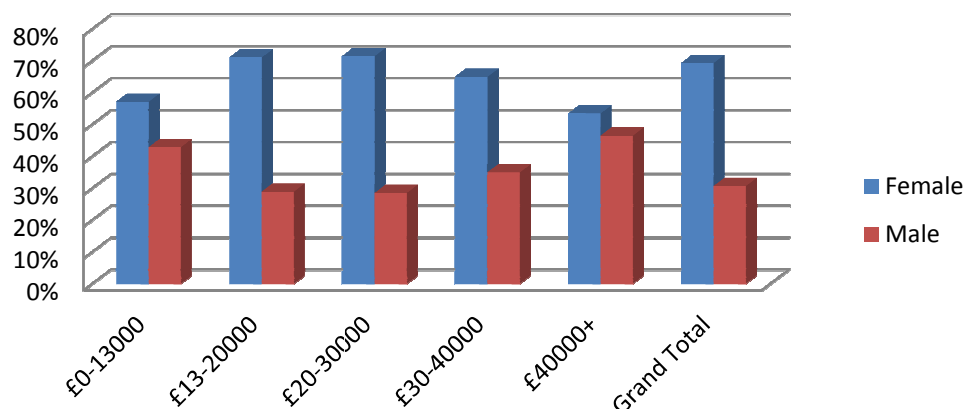
## Remuneration monitoring

62. 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

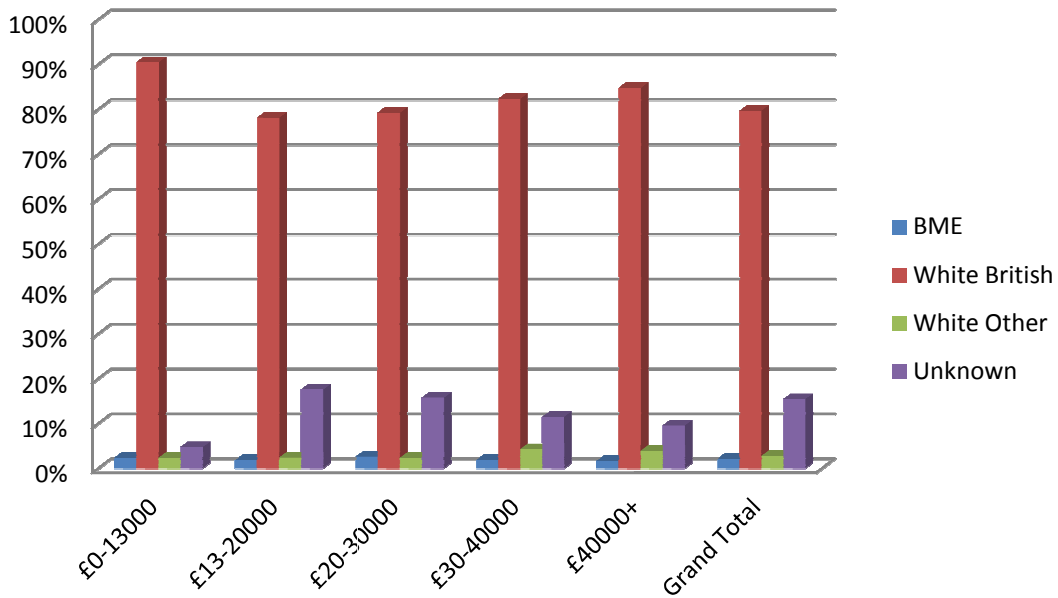
- The figures below reflect the higher number of females employed by the council across all salary bands.
- The percentage of male staff rises in the lowest (£0- 13000) and higher salary bands £30k +. The percentage of females decreases slightly in the highest salary band.
- The figures for BME staff decrease slightly in the highest salary band although it has increased to 1.74% in 2014 compared to 0.34% in 2013.
- In relation to disability remuneration is fairly evenly spread across all the salary bands and increases slightly in the higher 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	42	57.14%	42.86%	2.38%	90.48%	2.38%	4.76%	2.38%	71.43%	26.19%
£13-20000	1984	71.07%	28.93%	1.86%	78.13%	2.42%	17.59%	2.77%	68.04%	29.18%
£20-30000	1865	71.47%	28.53%	2.63%	79.25%	2.36%	15.76%	2.09%	69.01%	28.90%
£30-40000	792	65.03%	34.97%	1.89%	82.32%	4.29%	11.49%	3.54%	76.01%	20.45%
£40000+	230	53.48%	46.52%	1.74%	84.78%	3.91%	9.57%	3.04%	79.57%	17.39%
Total	4913	69.31%	30.69%	2.16%	79.65%	2.77%	15.43%	2.65%	70.26%	27.09%

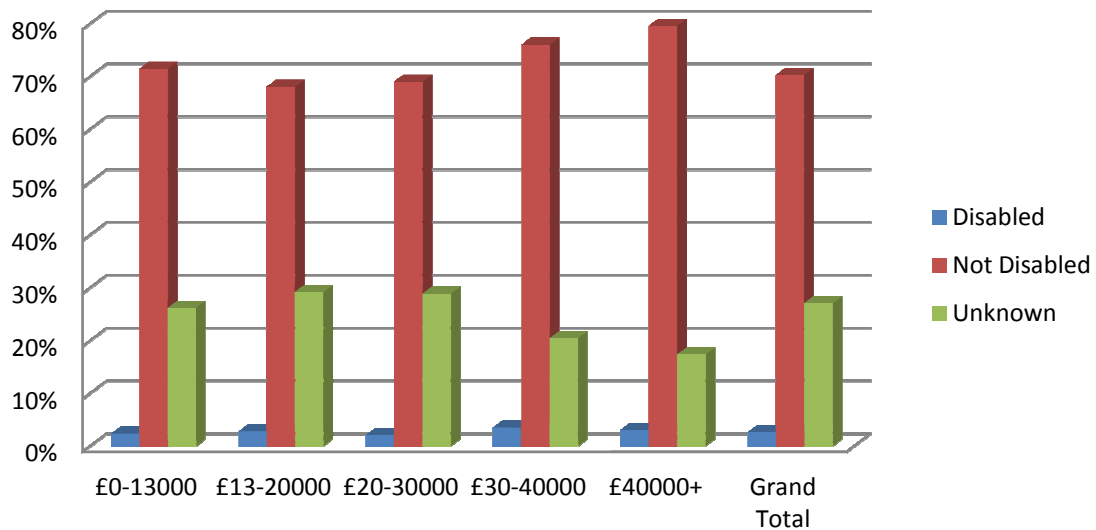
### Remuneration by gender



## Remuneration by ethnicity



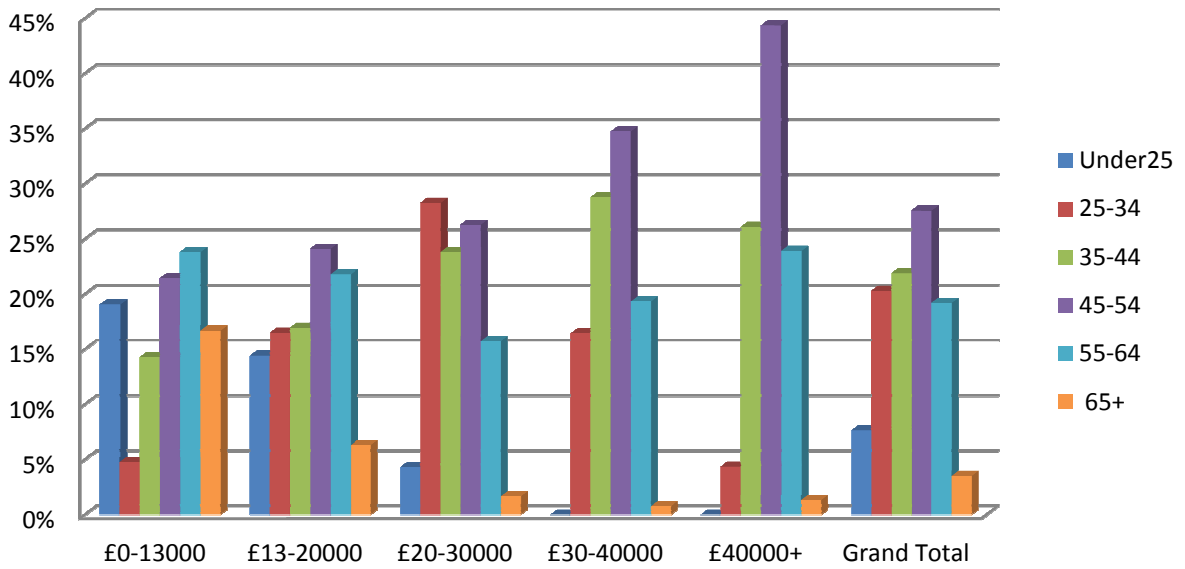
## Remuneration by disability



By Age

Salary Band	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
£0-13000	19.05%	4.76%	14.29%	21.43%	23.81%	16.67%
£13-20000	14.42%	16.48%	16.94%	24.09%	21.77%	6.30%
£20-30000	4.29%	28.26%	23.81%	26.27%	15.71%	1.66%
£30-40000	0.00%	16.41%	28.79%	34.72%	19.32%	0.76%
£40000+	0.00%	4.35%	26.09%	44.35%	23.91%	1.30%
Total	7.61%	20.27%	21.86%	27.56%	19.19%	3.50%

Remuneration by age



## Positive Actions

63. 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 2014
  - Membership of Business Disability Forum and Stonewall.
  - Reasonable adjustment budget of £10,000 per annum for disabled staff and applicants
  - Updated careers website with links to information for disabled applicants
  - Updated annual appraisal scheme 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.
  - Supported internships for disabled young people with learning difficulties/and or disabilities
  - Development of an equality steering group to drive forward equality and diversity work in the council in each service area including members from the staff forums.
  - Development of specific equality objectives for the council
64. Last year a number of further measures were identified for consideration or action from the workforce data analysis and these were taken up by the council as equality objectives, these included:
- Increasing the number of under 25's in the council's workforce.
  - 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.

In addition to the objectives identified above the council also approved service related objectives and an additional HR objective related to implementing improvements recommended by Stonewall in their workplace equality index assessment around sexual orientation in the workplace. Feedback from this year's equality index submission will be used to review this objective.

65. The council's current equality objectives are planned to receive an interim review in the new year. Initial data and summary update points from this report include:

- The percentages of under 25's who work for the council has increased to 7.61% from 6.24% in 2013. A lot of work has been undertaken to improve the offer on apprenticeships and workplace experience and this year the council introduced supported internships for young disabled people.
- The rate of unknown's has come down slightly in most of the categories set out in the report except for recruitment and selection which is collected on a separate system. This system's processes will be reviewed. Work to bring the rates down further is linked to a proposed data cleanse exercise which will take place during the process to collect further information on the protected characteristics, as set out below. This is dependent on the potential to develop SAP.
- Work is being carried out to assess the capabilities of SAP to safely store increased information about the protected characteristics of staff and improve the data available in this report. This year's staff survey also asked staff to provide anonymous data on their protected characteristics to help improve the data available about the impact of policies practices, engagement and satisfaction levels amongst different groups in the council. The results of the staff survey should be available shortly.
- Dignity at work was covered in a series of manager briefings this year and the policy is planned to be reviewed next year. Particular consultation with the staff disability forum will form part of this. Information from the staff survey 2014 will also be used to review this equality objective further.

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

67. Contact details

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**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:

	Non Schools
Christian (64%)	3144
Buddhist (0.3%)	15
Hindu (0.3%)	15
Jewish (0.1%)	5
Muslim (0.4%)	20
Sikh (0.1%)	5
Other religion (0.5%)	25
No religion (26.5%)	1302
Religion not stated (7.7%)	378
<b>Total No of Employees</b>	<b>4913</b>

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. This year's survey was based on statistics from 340,000 respondents.

The IHS data in the survey period January 2013 to December 2013 indicate that:

- 92.7 per cent of adults identified themselves as Heterosexual/Straight,
- 1.2 per cent of the surveyed UK population, identified themselves as Gay or Lesbian,
- 0.5 per cent of the surveyed UK population, identified themselves as Bisexual,
- 0.3 per cent identified themselves as 'Other',
- 3.9 per cent of adults stated 'Don't know' or refused to answer the question,
- 1.5 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:

	<b>Non Schools</b>
Heterosexual/Straight (93.5%)	4594
Gay/lesbian/bisexual/other (1.8%)	88
Unknown/No response (4.7%)	231
Total No of Employees	4913

Source: [Key Findings from the Integrated Household Survey: January 2013 to December 2013 \(Experimental Statistics\) - ONS](#)

## Carers

2011 Census data for Wiltshire shows:

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

	Wiltshire population %	Non Schools
Provides no unpaid care (89.9%)	423,373 89.9%	4417
Provides unpaid care: (10.1%)	47,608 10.1%	496
Provides 1 to 19 hours unpaid care a week (7.02%)	33,064 7.02%	345
Provides 20 to 49 hours unpaid care a week (1.07%)	5,066 1.07%	53
Provides 50 or more hours unpaid care a week (2.01%)	9,478 2.01%	99
Total Numbers	470,981 100%	4913

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