

# AGENDA

---

**Meeting:** STAFFING POLICY COMMITTEE  
**Place:** Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Wednesday 6 May 2015  
**Time:** 10.30 am

---

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

---

## 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

---

## 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

---

## **RECORDING AND BROADCASTING NOTIFICATION**

Wiltshire Council may record this meeting for live and/or subsequent broadcast on the Council's website at <http://www.wiltshire.public-i.tv>. At the start of the meeting, the Chairman will confirm if all or part of the meeting is being recorded. The images and sound recordings may also be used for training purposes within the Council.

By entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and/or training purposes.

The meeting may also be recorded by the press or members of the public.

Any person or organisation choosing to film, record or broadcast any meeting of the Council, its Cabinet or committees is responsible for any claims or other liability resulting from them so doing and by choosing to film, record or broadcast proceedings they accept that they are required to indemnify the Council, its members and officers in relation to any such claims or liabilities.

Details of the Council's Guidance on the Recording and Webcasting of Meetings is available on the Council's website along with this agenda and available on request.

If you have any queries please contact Democratic Services using the contact details above.

<

## **PART I**

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** *(Pages 5 - 8)*

To confirm the minutes of the meeting held on 4 March 2015. (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 **Wednesday 29 April 2015**. 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 **Social Worker Recruitment**

A report by the Associate Director, People & Business will be circulated.

7 **Delivering the Business Plan - December 2014** *(Pages 9 - 14)*

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

8 **New Careers Website**

A demonstration of the new Careers Website will be provided at the meeting.

9 **Date of Next Meeting**

To note that the next scheduled meeting will be held on Wednesday 8 July 2015, starting at 10.30am.

10 **Urgent Items**

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

**PART II**

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

**None**

## **STAFFING POLICY COMMITTEE**

---

### **DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 4 MARCH 2015 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

#### **Present:**

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

---

#### **12 Apologies for absence**

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

#### **13 Minutes of Previous Meeting**

##### **Resolved:**

**To confirm and sign the minutes of the previous meeting held on 7 January 2015 as a correct record.**

#### **14 Declarations of Interest**

There were no declarations of interest.

#### **15 Chairman's Announcements**

There were no Chairman's announcements.

#### **16 Public Participation**

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

17 **Shared Parental Leave Policy & Procedure**

Consideration was given to a report by the Associate Director, People & Business concerning a shared parental leave policy and procedure, which set out the arrangements for staff and managers for making and processing requests for shared parental leave in line with statutory regulations. It was noted that the shared parental leave policy was linked to the maternity and adoption policies and procedures.

It was noted that the Shared Parental Leave Regulations came into effect on 1 December 2014 and enabled eligible parents to choose to share the maternity/adoption leave and pay in a more flexible way and pay of a mother/primary adopter as shared parental leave if desired. This shared leave could be taken in the year after the birth of a child or its placement for adoption for the purpose of carrying out the main caring responsibilities for that child. It would apply to parents of children who were expected to be born or placed for adoption on or after 5 April 2015.

It was explained that the proposed parental leave policy had been drafted to reflect the statutory regulations; however, the current maternity and adoption schemes would remain available to eligible staff. Shared parental leave would need to be taken in weekly blocks and requests would be considered by the appropriate manager who would be responsible for maintaining the service during the member of staff's absence. It was not anticipated that there would be a significant take up for this facility.

After some discussion,

**Resolved:**

- (1) To approve the proposed shared parental leave policy and procedure.**
- (2) To request that the numbers of staff taking up this facility be added to the quarterly workforce reports.**

18 **Staff Survey Results and Launch of Learning and Performance Management System (LMPS).**

The Committee received a report by the Associate Director, People & Business, which provided an update on the overall corporate results of the 2014 staff survey. It outlined the priorities arising from the survey and how the new learning and performance system, due to be launched at the end of April 2015, would support delivery of these priority actions.

It was noted that the staff survey was a key way in which was measured staff engagement. This was important to assist the Council's ability to deliver the people strategy and business plan outcomes.

The overall response rate across Wiltshire Council was 60% which was the same as in 2012 and was considered to be a good response for an organisation of this size. The survey results showed continued improvements in the way staff viewed the Council as an employer. There had been a rise of 4.9% in staff engagement and a reduction in those whose responses showed themselves to be fully disengaged. The survey responses continued to reflect strong embedding of the behaviours framework, with 95% of staff stating that they understood the behaviours that were expected of them.

Whilst the results indicated good employee engagement, the need for continual improvement was recognised. Based on survey feedback it had been decided to create a key corporate priority “Every employee to have an annual appraisal and clear development plan.” Furthermore, a further corporate priority had been agreed, namely that “Everyone should be involved in making improvements through service level planning.” There was a requirement that all services carry out action planning involving staff in making positive changes based on the survey responses within their own areas.

The Committee went on to consider the launch of the learning and performance management system (LMPS), hopefully at the end of April. It was noted that managers had been recording appraisals on SAP but unfortunately this system had not been designed for this purpose. It was explained that the new LMPS was a much simpler and more intuitive system which would support managers to carry out appraisals with their staff, creating objectives and reviewing development plans.

The LMPS could be used to cascade objectives to groups of staff which would be linked to the business plan. Initially the key cascaded objectives to all managers would support the following priorities arising from the staff survey:-

- Carry out action planning based on staff survey responses
- Carry out appraisal, objective setting and development planning with every employee

Members of the Committee welcomed the introduction of the LMPS and in particular, its link to the Council’s business plan and also the use of e learning.

**Resolved:**

- (1) To note the results of the 2014 staff survey and the key priorities arising.**
- (2) To note the benefits that the introduction of the LMPS would bring, particularly in supporting the key corporate priority arising from the staff survey and to request that:**
  - (i) the cost of introducing this system be circulated to Members of the Committee, and**

- (ii) a demonstration of the new system be made at the July meeting of this Committee.

19 **Date of Next Meeting**

**Resolved:**

**To note that the next meeting of this Committee was due to be held on Wednesday 6 May 2015 at County Hall, Trowbridge, starting at 10.30am.**

20 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 10.30 - 11.40 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




## QUARTERLY WORKFORCE REPORTING

Report for Wiltshire Council relating to the quarter ending December 2014.

### Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- Wiltshire Council figures exclude Schools:
  - **Headcount** = Number of positions that are filled, not individual people.
  - **FTE** = "Full Time Equivalents" which take into account actual working hours to show accurate staffing levels.
- The **voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire's best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2,930. Based on this year's turnover rate (8.3%) we could estimate that 410 employees will leave Wiltshire Council during 2014-15 resulting in costs of **£1,201,300**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- The measures relating to **last year** refer to figures from the same quarter one year ago.
- The quarters refer to the following periods:
  - Quarter 1: Jan – March 2014
  - Quarter 2: April – June 2014
  - Quarter 3: July – September 2014
  - Quarter 4: October – December 2014**
  - Last year: October – December 2013**
- Last year is shown on measures that can show seasonal variances e.g. we expect sickness figures to be lowest during January to March and then highest April to June which means an increase in line with the same period last year should not be seen as a concern.
- The benchmark used is that received from DLA Piper (37 local authorities). Although we don't detail the exact benchmark difference we use a traffic light system to show how we compare:

10%+ Positive Variation  Green

Less than 10% variation  Amber

10%+ Negative Variation  Red

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

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

Michael Taylor  
01225 718091  
michael.taylor@wiltshire.gov.uk

# QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. Schools)  
Quarter ended: 31<sup>st</sup> December 2014

## HR Information Team Observations:

---

**Headcount** 1 The headcount has increased slightly since last quarter with an increase of 7 (+0.1%) with the headcount now at 5000. The largest increases in headcount were in Communities and Communications, People and Business and Corp Function, Procurement & Programme Office (increases of 22, 21 and 21 respectively). The increase in Communities and Communications was primarily in the City Hall Civic Facilities service area (an increase of 10); with Technical Assistant and City Hall Steward roles having the highest increases (both had an increase of 3 employees). The increase in People and Business is largely as a result of the Asset Management & Corp Building Programme amalgamating with Facilities Management. Whilst the increase in Corp Function, Procurement & Programme Office is virtually all due to Systems Thinking moving within the service. Operational Children's Services have again seen the largest decrease in headcount (-41); this can be explained by the fact that the service has seen 41 redundancies during quarter 3. The FTE has increased significantly compared to the change in headcount (an increase of 66 FTE). This is primarily due to disproportionate increase in FTE in services such as Operational Children's Services and Commissioning, Performance and School Effectiveness. Although Operational Children's Services had the largest decrease in headcount; they saw an increase in FTE. This is predominantly due to large number of redundancies in the Early Intervention, Youth & Prevention service (41) only resulting in a decrease of 6 FTE; due to the majority of them being assistant youth development workers. Whilst 13 starters in Operational Children's Services itself provided 8 FTE. Whilst Commissioning, Performance and School Effectiveness did not have a change in headcount; however increased their FTE by 14. This is predominantly due to peripatetic music teachers on variable hours contracts increasing their hours.

The largest decrease in FTE was seen in Waste and Environment (-4.7); this is in line with their decrease in headcount (-5).

---

**Increase in sickness** 2 Sickness rates have increased by 0.3 FTE days this quarter to 2.4 days per FTE. This is 0.1 days per FTE below the benchmark local authority median. This is in line with a regular seasonal trend of an increase in sickness absence between the July – September and the October – December quarter seen over the previous two financial years.

The highest levels of sickness absence this quarter occurred in Adult Social Care Operations and Waste and Environment at 4.3 and 3.9 days per FTE respectively. Waste and Environment saw the joint largest decrease in sickness; along with Corp Function, Procurement & Programme Office, a decrease of 0.6 days per FTE, however still continue to have the second highest sickness absence for a service. These two services continue to be above the benchmark figure for local government; all other service areas were under the benchmark figure apart from Finance which joins them this quarter.

This quarter, 44.8% (-7.4%) of all absence days lost were due to long term absences (greater than 20 days). This is 11% below the local government benchmark figure. Finance had the highest proportion of long term sickness (65.9%); this is followed by Legal and Governance (56.5%). These are the only two services above the benchmark for local government; all other services are below.

## QUARTERLY WORKFORCE REPORTING

26.3% (+4.8%) of all absence days lost were due to 'stress/depression/mental health/fatigue'; 21.8% (+6.5%) was recorded as work related, whilst 41.4% (+6%) was recorded as not work related. Not work related stress has become the most common reason for a stress related absence. The second largest proportion of absence days were lost due to 'Cold/flu and other infec' accounting for 13% of all absence days lost during the quarter; an increase of 7.4% from the July – September quarter. This increase in 'cold/flu and other infec' is a seasonal increase; over the past two financial years similar significant increases were seen in this reason between the July – September and the October – December quarter.

<b>Increase in voluntary turnover</b>	<p>3 The voluntary turnover rate has decreased to 2.2% this quarter (-1.2%). This is 0.5% above the benchmark voluntary turnover rate for local government.</p> <p>29.5% (33) of all voluntary leavers during the quarter resigned for alternative employment not with a local authority (a decrease of 28 resignations), the second most common reason for leaving the council voluntarily (28.6%, 32 leavers) resigned and did not give a reason (an increase of 3 resignations from last quarter). Adult Care Commissioning &amp; Housing had the highest voluntary turnover rate at 4.2% (10 leavers). This is followed by Legal &amp; Governance at 3.7% (4 voluntary leavers). Of the 10 voluntary leavers in Adult Care Commissioning &amp; Housing; the majority (80%) were split almost equally between resignations due to alternative employment not with a local authority, to another authority and no reason given. 5 of the 10 were in Strategic Housing; with 4 of these being Housing Options Advisors. Although Adult Care Commissioning &amp; Housing had the highest voluntary turnover rate; they also had a starter to leaver ratio of 1:0.5 – meaning for every 1 leaver there were 2 starters in the service. However none of the Housing Options Advisor roles had been filled.</p> <p>The ratio of starters to leavers (FTE) has decreased this quarter to 1:0.7 (a decrease from 1:1). This means that this quarter there were more starters than leavers; which goes some way to explain why the headcount and FTE have both increased this quarter.</p>
<b>Disciplinary and grievance increase</b>	<p>4 The number of new disciplinary cases opened this quarter has decreased to 27 (-7). Adult Social Care Operations had the highest number of new disciplinary cases this quarter with 10 (an increase of 10 cases from last quarter). Of the 10 new cases; 9 were in the Head Of Service Adult Care Operations service area. 5 were Community Resource Workers (1 a team leader); 3 were relief support workers and the other 2 were social worker roles. There were no stand out reasons for why these disciplinary cases have arisen; they were split fairly evenly between safeguarding, a breach of relatives and relationships policy and other.</p> <p>11 (+6) grievance cases took place during the quarter. Highways and Transport, Adult Social Care Operations and Public Health all had the joint highest number of new cases all with 3 this quarter (all with an increase of 3 from last quarter). Of the 3 in Adult Social Care Operations; 2 of which were Community Resource Workers. Of the 3 in Public Health; 2 were in the Leisure service (a cleaner and a sports coach), whilst the other was a senior commissioning and performance officer in the specialist team in Team 5.</p>
<b>Increase in non-casual wage bill</b>	<p>5 The non-casual wage bill has increased this quarter by £419,877 in comparison to the previous quarter. However this is primarily due to the pay award; costing the council around £433,400 in December 2014. Operational Children's Services and People and Business received the highest amounts</p>

## QUARTERLY WORKFORCE REPORTING

due to the December pay award; this is in line with the size of the services and them having respectively the highest wage bills. Operational Children's Services continue to have the largest non-casual wage bill at £4.33m (+£0.03m).

<b>Casuals wage bill decrease</b>	6	<p>The casual wage bill has decreased by £102,819 this quarter to £410,158. Adult Social Care Operations (£0.15m) continue to have the largest casual wage bill, this is followed by Public Health (£0.09m). The average across all associate directorate areas is around £0.03m.</p>
<b>Increase in agency spend</b>	7	<p>The spend on agency staff this quarter has increased significantly by £532,737. This is in line with an increase in agency use (+16 FTE).</p> <p>The largest increase in agency spend was seen in Operational Children's Services and People and Business (increases of £318,056 and £166,252 respectively). The increase in Operational Children's Services was in line with an increase in agency hours worked over the quarter (the equivalent of an extra 14 full time employees); this was predominantly down to a significant increase in level 3 social workers within Operational Children's Services (an increase of 11 FTE equating to a cost increase of £236,185). Whilst level 3 social workers within Children's Safeguarding and Assessment services alone produced a cost increase of £190,800 (+8 FTE). The increase in People and Business is predominantly due to the Asset Management &amp; Corporate Building Programme service moving within the People and Business remit under the newly formed Strategic Asset and FM service (a cost increase of £88,895). Moreover; various roles in Information Services were used more frequently this quarter. The use of technical specialists within Information Services has increased significantly this quarter; creating a cost increase of £49,256 (+0.8 FTE); with the majority of this increase coming from technical specialist - engineers (+£41,960).</p> <p>The largest decrease in agency spend was seen within Waste and Environment with a decrease of £22,310.</p>
<b>Increase in agency use</b>	8	<p>The agency worker use has increase this quarter to the equivalent of 163 full time employees (+16 FTE). Waste and Environment continue to have the highest agency worker use; at 67 FTE, however they also saw the highest decrease from last quarter (-3 FTE). Operational Children's Services had the second highest agency worker use; with 38 FTE used over the quarter. Operational Children's Services also saw the highest increase in agency worker use from last quarter; with an additional 14 FTE used this quarter compared to last quarter.</p>
<b>Increase in sick pay</b>	9	<p><del>The cost of sick pay has increased this quarter by £121,577 to £689,609.</del>  This is in line with the increase in sickness absence, however seems slightly disproportionate to the 0.3 increase in days lost per FTE. This is due to the fact that large decreases in sickness absence this quarter were seen in services with a low average annual salary; such as highways and transport. Whilst other large decreases were seen in services who had much lower paid staff sick compared to the average salary in the service; such as Legal and Governance and Waste and Environment (average salary of the employees off sick were £6,335 and £2,534 less than the average salary in the whole service respectively). Whilst similar increases in sickness absence in Economy and Planning (+0.5 days per FTE) caused an increase of £18,988; around a £4,500 difference from the £14,370 decrease (-0.5 days per FTE) in Highways and Transport. The largest increases in sick pay were seen in Adult Social Care Operations (an increase of £42,089, and an increase of 0.8 days per FTE) and in Finance (an increase of £29,151, and an increase of 0.9 days per FTE).</p>

# QUARTERLY WORKFORCE REPORTING

Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	4945	4985	4993	5000
FTE	3684	3744	3722	3788
Agency worker use (equivalent number of FTE's used during quarter)	116	146	148	163
Ratio of managers to employees	1:9	1:9	1:9	1:9
FTE of managers	536	534	521	516
Number of redundancies made during quarter	28	20	75	43
Ratio of starters to leavers (FTE)	1:2.1	1:0.6	1:1	1:0.7

Sickness Absence						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	1.9 days	2.0 days	2.1 days	2.4 days	2.1 days	A
% of total absences over 20 days	42.6%	56.5%	52.2%	44.8%	42.4%	G

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

New Disciplinary and Grievance Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	27	28	34	27	G
Grievance cases	7	4	5	11	G
Absence cases	110	105	109	128	n/a

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	2.2%	2.3%	3.4%	2.2%	1.9%	R
% <1 year turnover rate	3.6%	3.6%	4.4%	3.6%	5.0%	n/a
% Under 25's voluntary turnover	4.3%	5.3%	5.7%	3.7%	3.0%	n/a
Average leavers' length of service	9.0 years	7.3 years	7.5 years	7.6 years	13.2 years	n/a

# QUARTERLY WORKFORCE REPORTING

Employee costs					
Measure Relating to Quarter	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
Total paid in salaries to employees (non casual)	£24.72m	£25.39m	£25.66m	£26.08m	£24.75m
Total paid in salary to casual employees	£0.52m	£0.50m	£0.51m	£0.41m	£0.49m
Total salary pay	£25.23m	£25.90m	£26.18m	£26.49m	£25.24m
Total paid to agency workers	£2.22m	£2.13m	£2.25m	£2.78m	£2.18m
Median employee basic salary	£18,638	£19,317	£19,317	£19,317	£18,638

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

Additional financial information				
Measure <i>(If the figure is negative a saving has been achieved)</i>	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cost of sick pay	£0.65m	£0.58m	£0.57m	£0.69m
FTE change due to employee hour changes	-5.5	0.4	-30.8	-2.8
Cost/saving of employee hour changes	-£153,340	-£8,230	-£621,891	£9,532

Why this is important: Sick pay amounted to £2,662,599 across Wiltshire Council during the 2013-14 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

Employee Diversity					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
% < 25	7.6%	7.4%	7.4%	7.6%	7.5%
% 55 and over	22.7%	22.8%	23.0%	23.2%	22.4%
% Female	69.3%	69.2%	69.6%	69.5%	69.4%
% Part-time	44.5%	44.1%	44.2%	43.5%	44.5%
% Temporary contracts	9.3%	9.0%	9.0%	9.0%	8.1%
% Black or Minority Ethnic	2.1%	2.1%	2.0%	1.9%	2.1%
% Disabled	2.5%	2.6%	2.5%	2.6%	2.5%