

# AGENDA

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**Meeting:** Staffing Policy Committee  
**Place:** The Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Wednesday 7 March 2018  
**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)

**There will be a training session starting at 9.30am in the Kennet Room on People's Strategy to which all members and substitute members of the Committee are invited.**

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## Membership:

Cllr Allison Bucknell (Chairman)	Cllr Andy Phillips
Cllr Tony Jackson (Vice-Chairman)	Cllr Ricky Rogers
Cllr Richard Clewer	Cllr Baroness Scott of Bybrook OBE
Cllr Mike Hewitt	Cllr Hayley Spencer
Cllr David Jenkins	

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## Substitutes:

Cllr Fleur de Rhé-Philippe	Cllr Gordon King
Cllr Peter Evans	Cllr Ian Thorn
Cllr David Halik	Cllr Ian McLennan
Cllr Jon Hubbard	Cllr Tony Trotman
Cllr Bob Jones MBE	

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## **Public Participation**

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Part 4 of the council's constitution](#).

The full constitution can be found at [this link](#).

For assistance on these and other matters please contact the officer named above for details

## 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 10 January 2018.      (Copy attached)

3      **Declarations of Interest**

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

4      **Chairman's Announcements**

5      **Public Participation**

The Council welcomes contributions from members of the public.

#### Statements

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

#### Questions

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Wednesday 28 February 2018** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Friday 2 March 2018**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Equality & Diversity Monitoring Report** *(Pages 9 - 62)*

A report by the Director, HR & Organisational Development is attached.

7 **Gender and Pay Gap Reporting** *(Pages 63 - 74)*

A report by the Director, HR & Organisational Development is attached.

8 **Updated Discretions Policy for Wiltshire Council** *(Pages 75 - 80)*

A report by the Director, HR & Organisational Development is attached.

9 **Trade Union Deduction of Contributions at Source (DOCAS)** *(Pages 81 - 86)*

A report by the Director, HR & Organisational Development is attached.

10 **Quarterly Workforce Report: October to December 2017** *(Pages 87 - 94)*

A report by the Director, HR & Organisational Development is attached.

11 **Date of Next Meeting**

To note that the next scheduled meeting of the Committee is due to be held on Wednesday 10 May 2018 at County Hall, Trowbridge, starting at 10.30am.

12 **Urgent Items**

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

**PART II**

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

**None**

## STAFFING POLICY COMMITTEE

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### MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 10 JANUARY 2018 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

#### Present:

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Mike Hewitt, Cllr David Jenkins, Cllr Ricky Rogers, Cllr Peter Evans (Substitute) and Cllr Tony Trotman (Substitute)

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#### 1 Apologies for absence

Apologies were received from Councillors Richard Clewer, Andy Phillips, Baroness Scott of Bybrook OBE and Hayley Spencer.

Councillor Phillips was substituted by Councillor Peter Evans.

Baroness Scott was substituted by Councillor Tony Trotman.

#### 2 Minutes of Previous Meeting

The minutes of the meeting held on 1 November 2017 were presented and it was,

#### Resolved:

**To approve and sign as a true and correct record.**

#### 3 Declarations of Interest

There were no declarations.

#### 4 Chairman's Announcements

It was announced that since the last meeting Jo Pitt had been appointed as Director of Human Resources and Organisational Development (HR & OD). On behalf of the Committee the Chairman congratulated Jo Pitt on her appointment.

#### 5 Public Participation

There were no public in attendance.

6 **Senior Officers Employment Sub-Committee**

The minutes of the Senior Officers Employment Sub-Committee from 17 October 2017 and 1 November 2017 were received.

**Resolved:**

**To note the minutes.**

7 **Pay Policy Statement**

A report from Jo Pitt, Director of HR and OD, was received, presented by Amanda George, HR Strategic Delivery Manager.

Under Chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for every financial year. The policy had been updated to include a revised introduction on forthcoming legislation that would impact on the council's pay arrangements such as implications arising from the apprenticeship levy and increase to the national living wage. Other updates included information on recommencement of annual increment increases for all staff from April 2018, updates on number of council employees, pay ratios, and other clarifications as detailed in the report.

The Committee discussed the updated policy, requesting detail on the reporting of the gender pay gap, noting that as a local authority the council had a high number of female, part time staff, which would affect the average pay between men and women. However, equal pay policies were in place to ensure those in the same roles received the same pay.

Other issues discussed included improvements in recruitment, and the improved ratio between the highest and lowest paid employees

Upon the moving of Councillor Allison Bucknell, seconded by Councillor Tony Jackson, at the conclusion of discussion, it was,

**Resolved:**

**To approve the draft policy to be presented at Full Council on 20 February 2018 on the understanding that the budget figure will be reviewed and updated prior to Full Council approval.**

8 **Time Off for Fostering Policy**

A report from Jo Pitt, Director of HR and OD, was received, presented by Amanda George, HR Strategic Delivery Manager.

It was detailed that the 'Time off for fostering policy' was part of the recruitment campaign to increase the number of foster carers, and to enable the council to be officially designated by the Fostering Network as a 'fostering friendly

authority'. This would enable the council to lead the way in encouraging other organisations to adopt similar policies.

The proposed policy allows additional paid time off in a 12-month period for prospective and approved foster carers, including up to 3 days in total to attend assessment and initial training prior to approval; up to 1 day to attend the approving fostering panel; and up to five days in total to attend a child's in care review, annual foster carer review and other associated meetings required when fostering children.

The Committee discussed the proposed policy, recognising it as an important measure to improve recruitment of foster carers, noting that at present only 45% of Looked After Children within the council's area were being fostered, against a target of 75%. It was noted that it was possible the policy could be challenged on equalities grounds as this particular group of staff were receiving more favourable treatment, but accepted the intention was to offer positive support in support of a vital service, and that 29 other local authorities had already adopted similar policies.

Upon the moving of Councillor Allison Bucknell, seconded by Councillor Tony Jackson, at the conclusion of discussion, it was,

**Resolved:**

**To approve the 'Time off for fostering' policy and procedure to support current employees who are foster carers or wish to become foster carers, and so become a fostering friendly authority.**

9 **Quarterly Workforce Report: July - September 2017**

A report was presented by Stuart Honeyball, HR Systems and Insight Manager, and Michael Taylor, Workforce Insight Analyst, detailing the Quarterly Workforce Report for July-September 2017.

Details were received on the figures for long term absences, which had improved slightly on the previous quarter, and HR was continuing to work with Heads of Service to improve how they handled such situations. It was confirmed 'long term absence' was defined as greater than 20 days. It was also reported that the number of under 25-year-olds working with the council had decreased, however it was noted that this was the result of the transfer of staff to casual contracts, people ageing out of the age bracket, and that the council was still recruiting more under 25s than it was losing.

Other details reported including a review of the leaving process to improve the existing exit questionnaire, the inclusion of an apprenticeship co-ordinator within HR, and the long-term issue of social worker recruitment and retention, which had improved since the use of a market supplement.

The Committee also discussed potential ways of rotating staff in stressful roles to reduce pressures and prevent sickness absences, as well as the future

presentation of data to the Committee on a regular basis, with requests for additional narrative and service focused detail as required.

At the conclusion of discussion, it was,

**Resolved:**

**To note the Quarterly Workforce Report.**

10 **Date of Next Meeting**

The date of the next meeting was confirmed as 7 March 2018. A training and briefing session on the People Strategy would take place prior to the meeting.

11 **Urgent Items**

There were no urgent items

(Duration of meeting: 10.30 am - 11.35 am)

The Officer who has produced these minutes is Kieran Elliott of Democratic Services, direct line 01225 718504, e-mail [kieran.elliott@wiltshire.gov.uk](mailto:kieran.elliott@wiltshire.gov.uk)

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



## **Equality and Diversity monitoring report**

### **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 2017 Wiltshire Council published its [equality and diversity employment monitoring report 2015/16](#) on the Wiltshire Council website.
3. This year the council is required to publish the updated equality and diversity employment monitoring report 2016/2017 by the 30 March 2018. This is a change from previous years where the requirement was to publish the report at the end of January each year. The requirement was changed this year to bring the publishing date into line with the new requirement for gender pay gap reporting which was introduced by the government last year. This report previously contained some gender pay gap information in line with the requirements of the PSED, but this information is now contained in a separate gender pay gap report which is also being presented to this committee.
4. The headcount figures in this report have been based on workforce data on the 1 October 2017, or where monitoring information is reviewed over a year, the reference period used is the year 2016/2017 (for recruitment, leavers etc).
5. This report also contains headcount information collected from an equalities monitoring exercise which was carried out in 2015 and 2016 (detailed below). However, as some of the data collected is relatively new and some of the unstated rates are still relatively high, it is not yet reflected in all sections of the report. This will continue to be reviewed and where figures are low care has also been taken to ensure that individual employees cannot be identified.
6. As part of the PSED the council is also required to publish data on people affected by its policies and practices (for example, service users) and this information will continue to be collected by the corporate support team.

### **Data Monitoring**

7. Historically the council has collected, monitored and published data on sex, disability, ethnicity and age in relation to our current workforce, leavers and applicants for employment.
8. In 2015, work took place to extend the data collected on the protected characteristics on SAP and this exercise was repeated in 2016 to try and reduce our data gaps. The new data collected includes: religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment and caring responsibilities. Members of staff were asked to complete an equalities monitoring questionnaire to provide this additional information and update the information currently held. Collecting this

additional information has made our data more accurate and robust in terms of meeting the requirements of the PSED and will help to inform the work on the council's people strategy. Improved data will also assist the council in assessing the impact of its policies and practices on different groups within the workforce and enable the council to identify and take positive steps to address gaps. The improvement of this data forms part of the council's equality objectives.

9. The staff survey in 2016 also asked staff for anonymous data on the extended range of protected characteristics. Information from the staff survey 2016 is set out in Appendix A of the report and provides a useful additional source of statistical information on the council's workforce.
10. The report includes an executive summary at the start which sets out the main data findings for ease. In general, the data contained in the report shows some fluctuations including a slight increase in the figures for BME staff but a slight decrease in under 25's and staff with a disability. The under 25's represent 19.03% of all appointments and were the highest group in terms of promotions and as outlined in the report a number of initiatives have been put in place in relation to the under 25's. The fluctuation in the disability figures and a slight increase in some of the unstated figures would suggest that it would be helpful to carry out a further equalities monitoring exercise to ensure that we continue to improve our data gaps. Two areas which we continue to monitor are BME recruitment and the percentage of females in the top salary band. Both these figures increased slightly this year but still remain an area which will be kept under review. Further information about remuneration for females in the top salary band is set out in the gender pay gap report which is presented as a separate report for this committee.
11. Data on recruitment monitoring improved this year and the unstated figure significantly decreased in many areas. This is possibly related to the use of CV's and the introduction of the one page application which makes applying quicker and potentially increases the likelihood of applicants completing the monitoring form.
12. The council continues to focus on developing the positive action listed in the monitoring report including the continued development of the three staff forums.

### **Publishing equality objectives**

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

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

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

17. None.

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

18. As set out in the report.

### **Risk Assessment**

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

### **Options Considered**

20. None.

### **Recommendation**

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

**Joanne Pitt**  
**Director – HR and Organisational Development**

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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**

draft

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## Executive Summary

As a public body, Wiltshire Council is required to publish workforce data to demonstrate our compliance with the Public Sector Equality Duty (PSED) (Equality Act 2010). This report forms part of this duty and is based on workforce figures for 1 October 2017

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

### Data overview:

The total council non-schools workforce is currently 4597. This has reduced from 4660 in October 2016.

The percentage of staff who identified themselves as BME has increased to 2.63%. This was an increase from 2.51% in 2016.

The percentage of staff who identified themselves as having a disability fell slightly to 5.96% compared to 6.24% in 2016. The council will continue to take steps to improve the collection of monitoring data and the confidence of staff to provide it. This year the council successfully applied to become part of the government's new 'Disability Confident' employer scheme which replaces the 'two ticks' scheme and continues to take positive steps to attract, recruit and support disabled people.

70.79% of staff are female and 29.21% are male. These figures remain similar to previous years. 52.27% of women work part-time and 24.13% of men work part-time.

The largest group within the workforce are in the age range 45 – 55, which is 29.35%. Under 25's make up 5.96% of the workforce which represents a slight decrease from 2016. In terms of recruitment, the under 25's make up 19.03% of all appointees to the council and was the highest percentage by age group for internal promotions for appointments. The council continues to take steps to attract applicants from this age group to improve representation.

An equalities questionnaire was sent out to staff in 2016 to ask for their equality data to improve the accuracy of our data and steps have also been taken to increase the amount of data collected from applicants/new starters for jobs with the council. This has improved the unstated rates for recruitment in this report. However, there was a slight rise in the workforce unstated rates for disability and ethnicity and this has reinforced the need to continue to actively seek equality monitoring data from staff.

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

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

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

There was 1 dignity at work case, 31 disciplinaries and 4 grievances in this year's report. This year we have only included those cases that have been closed and where formal action has been taken to gain a more accurate picture of cases. There were 8 formal flexible working requests in the monitoring period which were all approved. 99 employees went on maternity leave between 1<sup>st</sup> October 2016 to 1<sup>st</sup> October 2017 and there were 6 non-returners.

There were 12,629 attendances at learning and development sessions compared to 20,150 in last year's report. The large increase last year's report was due to the introduction of 8 pieces of mandatory e-learning for staff to complete including equality and diversity, fire and bomb, mental health awareness training etc. There was a broad spectrum of attendance across the protected characteristics monitored, although the figures were slightly lower for males and the over 45's.

The council recruited and appointed a total of 993 applicants to posts in the council and of these there were 435 internal promotions. There was an increase in the number of appointments this year both internal and external and this was due to restructuring as a result of spending reviews and internally, the need protect staff against redundancies. There was a slight increase in the number of BME applicants to 7.90%, and a slight increase in the percentage of BME appointments to 3.73%.

In terms of remuneration, the percentage of male staff has slightly reduced in the higher salary bands of £40,000 per annum and above and females slightly increased. However, the percentage of females in this band remains below the expected rate in proportion to the percentage of females in the workforce.

This year the government has made it mandatory for all large private, voluntary and public sector employers with more than 250 employees to publish gender pay gap information. The overall gender pay gap for the council for 2017 is 5.36%, calculated by using median workforce figures and 7.81%, calculated using mean workforce figures. This is below the national gender pay gap rates which are 18.4 median and 17.4 mean and below the public sector median which is 13.1% (ONS 2017). A separate report on the council's gender pay gap can be found on the council website. ([link](#))

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

## Introduction

1. This report forms part of the overall reporting requirements of the Public Sector Equality Duty (PSED). The PSED places a specific duty on the council to publish information about its employees (where the organisation exceeds 150 staff) and service users broken down by relevant protected characteristic to show how the council is having due regard to:
  - Eliminating discrimination, harassment and victimisation
  - Advancing equality of opportunity
  - Fostering good relations between people
2. In line with the requirements of this duty the report is usually published on the council website on the 31 January each year. This year the publishing date has been changed to 30 March to streamline the requirement with the new gender pay gap obligations introduced by the government.
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. This information has also been used to identify and inform the council's equality objectives along with



information from the staff survey. 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 October 2017 or where monitoring information is reviewed over a year, the reference period which has been for the year 2016/2017

### **Who is included in the report and data gaps?**

6. This report covers a head count of all non-schools staff employed by the council as at 1 October 2017. It does not include casual staff.
7. The council has collected and monitored equality data relating to the protected characteristics of race, disability, sex and age for some time. In 2015, we increased the range of equality data collected and staff and applicants to the council have been asked for information relating to all the protected characteristics including religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment in addition to the characteristics previously monitored. Staff and applicants have also been asked for information on unpaid caring responsibilities. The work to increase the quality and range of information collected formed one of the council's equality objectives.
8. We also took steps again in 2016 year to seek further equality data from our staff via an equalities questionnaire to reduce the data gaps. This has resulted in a reduction in the data gaps, however it is noted that the percentages of unstated rates for the new data we started to collect in 2015 are still high. This has meant that where the figures are low for particular groups with protected characteristics the data has not been included in this report to protect individual confidentiality. In addition to this the newer data has not been cross referenced against other factors such as age and length of service and this will be reviewed once the unstated rates have improved and the data becomes more robust. The council will continue to seek to readdress this gap in data and reduce the number of unstated returns in the report by building confidence amongst staff in sharing this information. We also include equality data from the 2016 staff survey ([Appendix A](#)) for further information and comparison. The council currently undertakes a staff survey every other year.
9. Further information about data gaps can be found under the specific monitoring areas below.
10. 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**

11. The non-schools workforce headcount figure on 01.10.2017 was 4597 compared with 4660 on 1.10.2016.

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

12. The monitoring information set out in this report has mainly been collected from the council's management information system (SAP), our recruitment system, Talentlink, and from monitoring information collected by staff in HR.
13. The data collected in SAP is based on information provided by staff during recruitment and throughout their employment. An equalities monitoring questionnaire was sent out last year to provide staff with the opportunity to update their equality and diversity

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

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

## **Employee engagement and consultation**

15. The council continues to experience a period of considerable change and employee engagement is a key priority.
16. Employee engagement takes place in a variety of ways including individual and team meetings, briefings, whole council staff forums, the council internal website 'the wire' and the weekly newsletter 'the electric wire'.
17. Last year the council launched a new staff engagement group called '#EPIC'. Staff were invited to join the engagement group from services across the council to be involved in devising and delivering ways of improving employee engagement and amplifying the workplace culture, to help the council to deliver better services. The group has been a big success and a second cohort of staff have now joined the group this year. This group provides staff with a new voice to make their ideas heard and be involved in their implementation by launching an initiative called EPIC Ideas. The group have also implemented and promoted EPIC Impressions which is a new scheme to encourage colleagues to say thank you and well done to one another.
18. Employee engagement also takes place through:

**Staff Equality Network** - the council has three staff networks which staff can choose to join. The networks offer mutual support, raise awareness and give advice on specific equality issues and act as a consultative voice to the council. The three networks were formally relaunched in October 2017 under the umbrella of "Staff Voices", with the aim of making staff engagement on equality and diversity more open and inclusive.

19. The staff networks are:
  - Carers and disability staff network
  - Black and minority ethnic (BME) staff network
  - LGBT (lesbian, gay, bisexual and trans) network (this is open to anyone working in the public sector, including the local authority area of Swindon).
20. Some examples of proactive engagement with the networks have been:
  - Staff Voices event in October 2017 – open to all staff and including personal stories from some of the network members, the event raised awareness of the importance of inclusion to a wide range of staff, including senior managers.
  - The council's promotion LGBT History month (LGBT network) for the fifth time in 2018. The (now annual) raising of the LGBT flag at county hall to mark this.
  - Working group to look at improving the evacuation and fire procedures for disabled staff (staff disability network)

- The council's involvement in and promotion of its (fostering and adoption) services for Swindon and Wiltshire Pride 2014 to 2016 (LGBT network).
  - The involvement of the staff carer's network in Carers week 2014 and in the proposed new engagement arrangements for consulting carers across Wiltshire through the Carers Representative Group.
  - Contribution to the development of the council's Transitioning at Work policy (LGBT network)
  - The co-development of a reasonable adjustments survey which has helped identify areas for improvement (Carers and disability staff network).
  - Input into task and finish group reviewing options for managing staff car parking (Carers and disability network)
  - Development of a staff role model booklet (to highlight each of the networks and to make them more accessible through personalisation).
  - Empowerment of staff networks by provision of tools for self-ownership (including development of network action plans for change).
  - Setting up virtual staff networks to make them more inclusive
21. **Manager HR Stakeholder panel** – this panel is made up of managers from across service areas and the Wiltshire geographical area. Manager consultation and feedback is sought on all significant changes to HR policies and HR projects via this panel, including on equality and diversity issues. Access to this group is now available online via our internal system 'grow'.
22. **Trade unions** - on-going engagement with the trade unions occurs on a regular basis via informal meetings and discussions and more formal meetings including the Joint Consultative Committee (JCC). Trade unions are regularly consulted on new and updated policies and projects, engaged in equality analysis panels and take an active part as members of job evaluation panels.
23. **Staff survey** - to increase staff engagement the council set up a bi-annual staff survey in 2011 to collect information from staff on their views and opinions and take suitable action on staff feedback. The most recent survey took place in November 2016 and the staff response rate for this was 65.7% (this was up 5.7% from the last survey in 2014). It indicated the employee engagement index for the council has risen to 58% (the employee engagement index is a national benchmarking standard used by BIS).

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

24. The Equality and Diversity steering group was set up to support Wiltshire Council with its commitment to integrate Equality and Diversity throughout its services and to help secure its vision of creating stronger, more resilient communities. The Steering Group provides guidance and advice on matters relating to equality and diversity to all areas within the council. This is achieved by:
- Providing a steer on the delivery of the council's aspirations and obligations in relation to equality and diversity. (This includes the development and progress reporting on [Wiltshire Council's Equality Objectives](#))
  - Facilitating communication, debate and dialogue at a strategic and service level relating to equality and diversity issues

- Identifying improvements needed to achieve the council's aspirations and obligations in relation to equality and diversity and to monitor progress made
- Using the expertise within the group to find practical solutions to any barriers that may present themselves in delivering the council's aspirations and obligations around equality and diversity
- Identifying and communicating examples of good practice and support continuous improvement
- Sharing and exchanging information, expertise, advice and guidance across the council from which all can learn and develop
- Promoting the need for fairness, justice and equality of access to services for all

The group consists of representation from all areas across the council. The group is chaired by the Chairman of the Council (member representative) and has a champion from the senior management team at director level.

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

25. The council has a range of policies which have been put in place to address equality concerns. These are available to all staff on the council's intranet - HR direct. HR policies and procedures are regularly updated and many include toolkits for managers offering further guidance and support with meeting templates and standard letters.
26. Policies include:
- Equality and diversity policy and procedure
  - Disability support in the workplace policy and procedure
  - Religion and belief in the workplace policy and procedure
  - Transgender guidance – transitioning at work
  - Carers support guidance and checklist
  - Dignity at work policy and procedure
  - Grievance policy and procedure
  - Disciplinary
  - Code of Conduct
  - Behaviours Framework policy and procedure
  - Appraisals
  - Flexible working policies
  - Career break scheme
27. All these policies have been developed in line with the Equality Act 2010 and have been widely consulted on (including trade unions, manager stakeholder panel) and assessed by an equality analysis panel. Staff are encouraged to give feedback on policies to HR via HR direct. An ongoing programme of HR policy review continues to take place including work on family friendly policies, dignity at work, grievance, behaviours framework, standby and callout arrangements, leaving questionnaire, learning and development policy and employment of overseas workers. New policies include time off for fostering policy and guidance on fluent english.

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

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

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

32. The council belongs to the South West Equalities Network (SWEN) and regularly attends meetings with colleagues from other council's in the South West to share information, benchmarking and best practice.
33. The council are members of the employers network for equality and inclusion (ENEI). ENEI provide advice and support on equality issues related to all the protected characteristics.
34. The council also belongs to the Wiltshire Lead Officer Group for Equalities, which includes equality and diversity leads from the public sector organisations in Wiltshire and Swindon.

### **Workforce data and findings**

35. See below a breakdown of staff by headcount, FTE and full/part time ratio. These figures are taken from the SAP payroll system as at 1 October 2017.
36. The data contained in this report is represented primarily in percentages, however, it is recognised that when reporting on small groups this can make the percentages appear disproportionately high compared to actual figures.
37. It is noted that where the figures in this report are low we have recognised that it may be possible to identify individuals and have either replaced the data with a \* or have not include the data in order to comply with data protection requirements.

#### **Staff in post**

<b>Numbers</b>	<b>Head count</b>	<b>FTE</b>	<b>PT</b>	<b>%</b>	<b>FT</b>	<b>%</b>
Non-Schools	4597	3455	2025	43.45%	2572	55.19%

### **Ethnicity**

See below for a breakdown of workforce figures for ethnicity

38. The figures from the Wiltshire census 2011 indicate that 3.56% of the working population in Wiltshire have a BME background. It should be noted that when comparing Wiltshire Council's percentage of BME staff with the BME working population found in Wiltshire that there is a strong military presence in Wiltshire with a high percentage of BME serving personnel. This reflects in the overall working age BME percentages for Wiltshire (derived from the Census 2011).

39. Our non-schools workforce data indicates that:

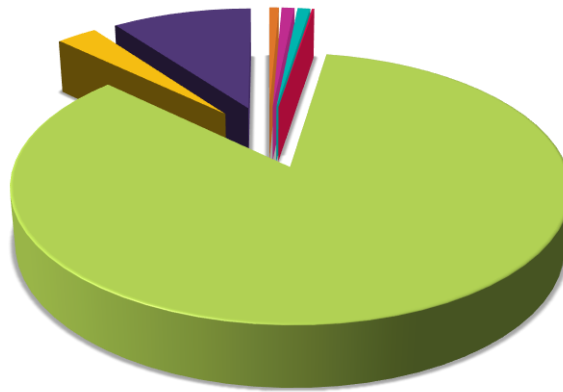
- 2.63% of the non-schools workforce has a BME background compared to 2.51% in 2016. We have included data from the Wiltshire census 2011 for further information.
- Within the group of staff who have declared that they have a BME background, 61.98% are female compared with 38.02% who are male. This is representative of the higher number of females employed by the council.
- A slightly higher percentage of BME staff, 66.94% work full-time compared to 55.95% of the total workforce work full-time.
- BME staff are represented in all the ranges for length of service and age. The percentage of BME staff with over 2 years' service is 76.03% compared to 84.05% for all other staff.
- The total 'unstated' figure (those staff not declaring) shows that 9.96% have not disclosed their ethnicity; this has slightly increased from last year's figure of 9.08% (11.15% in 2015/16). The council will continue to encourage staff to disclose this and to take steps to collect equality data from staff.

40. The council supports a BME staff networking network - see staff engagement and consultations section above.

#### Ethnicity – Headcount figures

Non-schools	Number	% of total	Census data
Asian	31	0.67%	1.3%
Black	42	0.91%	0.6%
Mixed Race	41	0.89%	1.2%
Other BME	7	0.15%	0.3%
<b>BME Combined Total</b>	121	2.63%	
White British	3886	84.53%	93.4%
White Other	132	2.87%	3.3%
Unstated	458	9.96%	
Total	4597	100.00%	

### Ethnicity % by Headcount

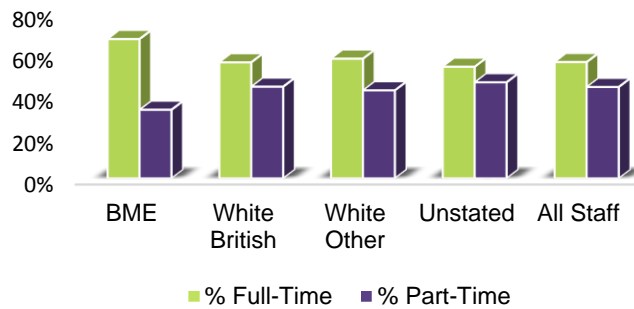


■ Asian 
 ■ Black 
 ■ Mixed Race 
 ■ Other BME 
 ■ White British 
 ■ White Other 
 ■ Unstated

### Ethnicity by sex

Non-schools	Head Count	Female	% Female	Male	% Male
BME	121	75	61.98%	46	38.02%
White British	3886	2783	71.62%	1103	28.38%
White Other	132	99	75.00%	33	25.00%
Unstated	458	297	64.85%	161	35.15%
All Staff	4597	3254	70.79%	1343	29.21%

### Ethnicity by full-time/part-time



### Ethnicity by age

Non-schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
BME	121	5.79%	21.49%	31.40%	27.27%	13.22%	0.83%
White British	3886	6.00%	17.94%	21.33%	29.54%	21.46%	3.73%
White Other	132	2.27%	11.36%	34.09%	30.30%	18.18%	3.79%
Unstated	458	6.77%	17.47%	21.40%	27.95%	22.71%	3.71%
All Staff	4597	5.96%	17.79%	21.97%	29.35%	21.27%	3.65%

### Ethnicity by length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
BME	121	23.97%	23.14%	27.27%	19.83%	5.79%
White British	3886	15.57%	19.97%	21.10%	29.23%	14.13%
White Other	132	18.18%	20.45%	23.48%	31.82%	6.06%
Unstated	458	16.38%	16.16%	18.56%	38.43%	10.48%
All Staff	4597	15.95%	19.69%	21.08%	29.98%	13.31%

## 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. Staff and applicants are encouraged to consider whether they declare a disability against the definition of disability in the Equality Act which may be different to these other surveys. The Equality Act defines disability as 'a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities'.

42. Our non-schools workforce data indicates:

- 5.96% of the non-schools workforce has declared a disability compared to 6.24% in last year's report. Of those who declared that they had a disability, 72.63% were female and 27.37% were male. This is reflective of the higher percentage of female staff across the council.
- A slightly higher percentage of disabled staff, 59.85% work full-time compared to 55.95% of the total workforce work full-time.
- Disabled staff are represented in all the ranges for length of service and ages.
- 19.64% of staff have not disclosed whether they have a disability, this has increased slightly from 18.71% in last year's report 21.59% in 2014/5). The council will continue to take steps to encourage staff to disclose this information.

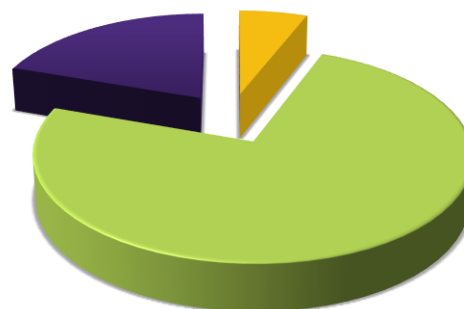


- A broad range of impairments have been declared by staff with a disability. In terms of the categories provided, declarations in relation to sensory impairments increased the most to 8.89% compared to 6.69% in last year's report. Mental health reduced slightly, 9.21% compared to 10.64% in last year's report. The council has recently increased the level of information and support on mental health and online mandatory e-learning on mental health for staff was launched last year. Mental health information and details of support are included on the intranet for managers and staff. Specific advice and support is available through occupational health and the council also provide a wellbeing help line which provides access to counselling services. A mental health policy is currently being considered and in 2017 there was a mental health awareness week.
  - It is noted that of our staff who have declared a disability some have indicated they have more than one condition.
43. The council already takes a range of steps to attract, recruit and support disabled applicants and staff at work. The government has recently launched the 'Disability Confident' scheme which replaces the 'two ticks' employer scheme and the council has successfully become part of the new scheme. Under the new 'Disability Confident' scheme the council continues to offer a guaranteed interview to all applicants who declare that they have a disability and meet the essential criteria for the post as set out in the person specification. The council is committed to enabling disabled staff to remain in their posts and has an occupational health team who work closely with managers and Access to Work to identify and consider reasonable adjustments where these are required. A reasonable adjustment budget is available to support adjustments. Support is available to staff through the carers and disability staff network. The council is a member of the employers employers network for equality and inclusion (ENEI) which provide advice on disability and other equality issues.

#### Disability by headcount

Non-schools	Number	% of total
Disabled	274	5.96%
Not Disabled	3420	74.40%
Unstated	903	19.64%
Total	4597	100.00%

#### Disability % by Headcount



■ Disabled
 ■ Not Disabled
 ■ Unstated

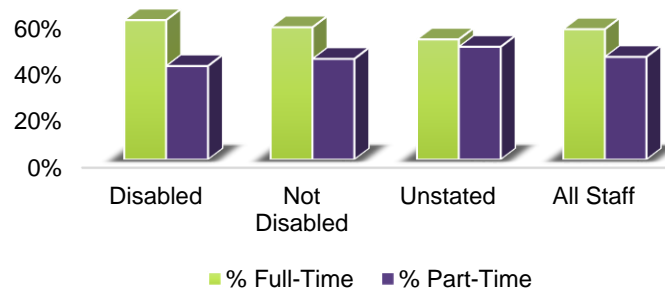
### Disability by impairment

Describe your impairment	Impairment by percentage
Learning disability / difficulty	6.35 %
Long standing illness or health condition (e.g. cancer, HIV, diabetes)	22.86%
Mental health condition	9.21%
Other condition	15.56%
Physical or mobility impairment	17.78%
Sensory Impairment	8.89%
Unstated	19.37%
Grand Total	100.00%

### Disability by sex

Non-schools	Head Count	Female	% Female	Male	% Male
Disabled	274	199	72.63%	75	27.37%
Not Disabled	3420	2474	72.34%	946	27.66%
Unstated	903	581	64.34%	322	35.66%
All Staff	4597	3254	70.79%	1343	29.21%

### Disability by full-time / part-time



### Disability by age

Non-schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Disabled	274	2.55%	13.14%	22.99%	31.75%	27.37%	2.19%
Not Disabled	3420	5.76%	17.78%	22.43%	29.42%	20.85%	3.77%
Unstated	903	7.75%	19.27%	19.93%	28.35%	21.04%	3.65%
All Staff	4597	5.96%	17.79%	21.97%	29.35%	21.27%	3.65%

### Disability by length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Disabled	274	12.41%	18.98%	19.71%	34.67%	14.23%
Not Disabled	3420	14.44%	20.03%	22.95%	28.95%	13.63%
Unstated	903	22.70%	18.60%	14.40%	32.45%	11.85%
All Staff	4597	15.95%	19.69%	21.08%	29.98%	13.31%

### Sex (male/female)

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

44. Our workforce data for non-schools indicates:

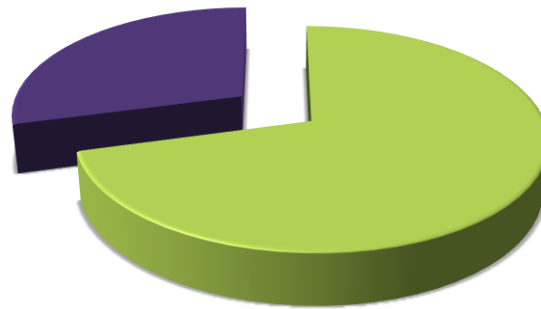
- The percentage of females is 70.79% and males 29.21% and these remain similar to the figures in last year's report which were female 70.00% and male 30.00%.
- 52.27% of women work part-time and 24.13% of men work part-time. A wide range of flexible working options including job sharing, term time only 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.

45. A men's health awareness week was organised in 2017 and a womens health awareness week is being organised for early 2018.

### Sex – headcount

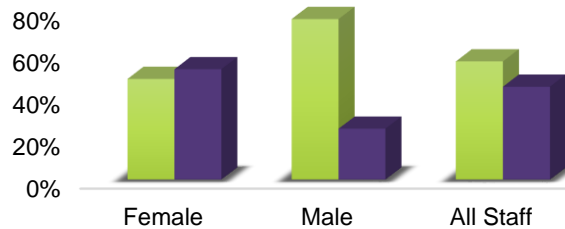
Non-schools	Number	% of total
Female	3254	70.79%
Male	1343	29.21%
Total	4597	100.00%

### Sex % by Headcount



■ Female ■ Male

### Sex by full-time / part-time



■ % Full-Time ■ % Part-Time

### Sex by age

Non-schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Female	3254	4.70%	16.84%	22.25%	31.28%	21.45%	3.47%
Male	1343	9.01%	20.10%	21.30%	24.65%	20.85%	4.10%
All Staff	4597	5.96%	17.79%	21.97%	29.35%	21.27%	3.65%

### Sex by length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Female	3254	15.77%	19.70%	20.37%	31.01%	13.15%
Male	1343	16.38%	19.66%	22.78%	27.48%	13.70%
All Staff	4597	15.95%	19.69%	21.08%	29.98%	13.31%

## Age

See below for a breakdown of workforce figures for age.

46. Our workforce data for non-schools indicates:

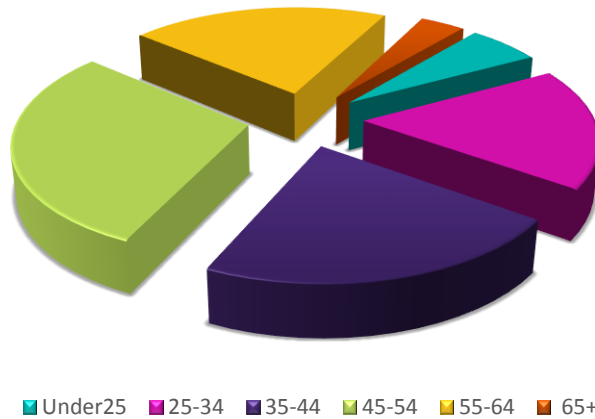
- The largest group within the workforce are in the age range 45 – 55, 29.35%.
- Under 25's make up 5.96% of the workforce (a decrease from 6.70% in 2016) and this compares to 9.24% in the working population of Wiltshire ([Source: ONS Mid Year Estimates 2016](#)) .
- The proportion of part-timers is higher than full-timers for the age ranges, under 25's and over 65's. A high proportion of under 25's are on part time contracts work in leisure where part-time contracts are more commonly in use.

47. Measures to look at under representation in the under 25's continue to be explored and initiatives developed including working on our employee brand to help attract this age group, offering more apprenticeships, work experience and supported internships for young people with a disability, creating other lower level entry roles and increasing engagement through clear progression schemes & development. The government new apprenticeship scheme including the introduction of the apprenticeship levy has also had an impact on increasing the level of apprenticeships provision in the council. Work has also taken place to improve engagement through use of social media particularly in relation to recruitment as we recognise that young people in particular are increasing engaged through social media. We also now offer more ways of applying for roles to include uploading a CV and covering letter or completing a single page application process.

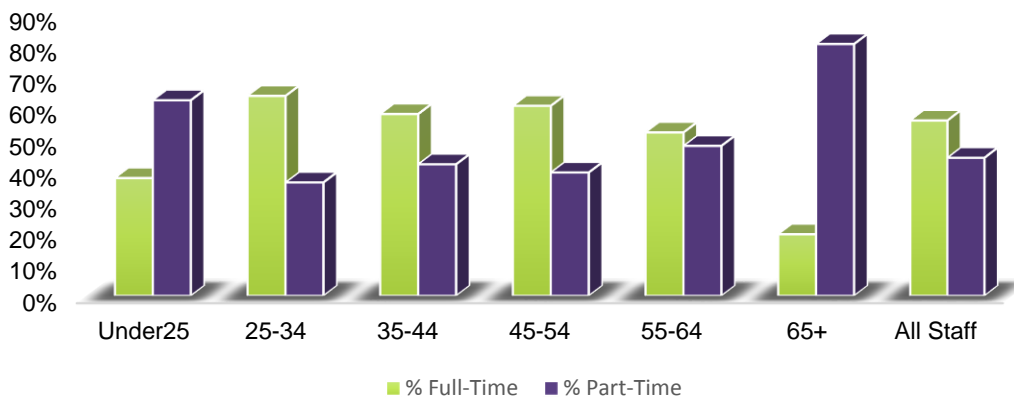
### Age headcount

Non-schools	Number	% of total
Under25	274	5.96%
25-34	818	17.79%
35-44	1010	21.97%
45-54	1349	29.35%
55-64	978	21.27%
65+	168	3.65%
Total	4597	100.00%

### Age % by Headcount



### Age by full-time / part-time



### Age – length of service

Non-schools	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Under25	274	57.30%	35.77%	6.93%	0.00%	0.00%
25-34	818	21.88%	31.66%	31.78%	14.67%	0.00%
35-44	1010	15.84%	17.72%	23.17%	38.51%	4.75%
45-54	1349	10.16%	16.90%	18.09%	36.03%	18.83%
55-64	978	9.30%	11.86%	18.61%	32.41%	27.81%
65+	168	5.36%	14.88%	17.86%	39.29%	22.62%
All Staff	4597	15.95%	19.69%	21.08%	29.98%	13.31%

### Religion and Belief

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

48. Our workforce data for non-schools indicates:

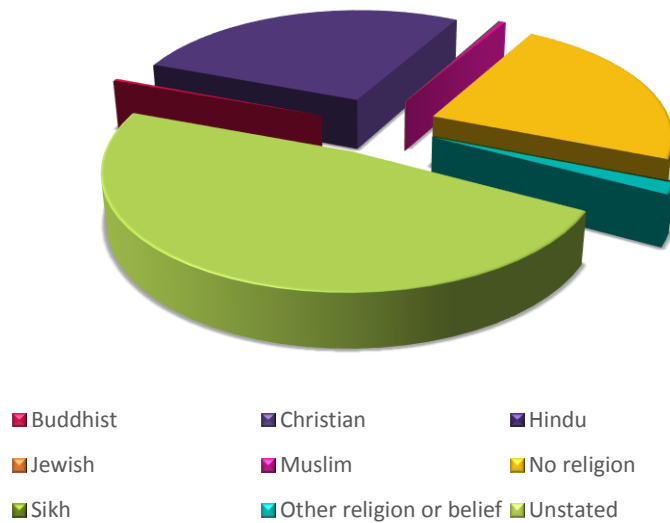
- This is the third year the council has included the protected characteristic of religion and belief in the information collected from staff for this monitoring report.
- 52.16% (compared to 46.52% in 2016) of employees have stated their religion or belief. The figures are relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- We have included the Wiltshire census 2011 data for further information. Our data indicates that we have lower percentages in comparison to census data. This difference varies across beliefs except in relation to Buddhist which is the same as the census and other religions or beliefs which is a higher rate than the census. This disparity may be related to our high unstated figure.
- Low figures in a number of categories has meant we are not able to include all data due to confidentiality reasons.
- Anonymous data from the staff survey set out in Appendix A also provides further information.

#### Religion and Belief – headcount

Non-schools	Number	% of total	Census data %
Buddhist	14	0.30%	0.3%
Christian	1243	27.04%	64%
Hindu	*	*	0.3%
Jewish	*	*	0.1%
Muslim	16	0.35%	0.4%
Sikh	*	*	0.1%
No religion	1045	22.73%	26.5%
Other religion or belief	72	1.57%	0.5%
Unstated	2199	47.84%	7.7%
Total	4597	100.00%	100.00%

Source: Wiltshire census 2011

## Religious Beliefs % by Headcount



### Sexual Orientation

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

#### 49. Our workforce data for non-schools indicates:

- This is the third year the council has included the protected characteristic of sexual orientation in the information collected from staff for this monitoring report.
- 52.56% (compared to 46.85% in 2016) of employees have stated their sexual orientation. The figures are relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- We have included national data for further information. Our information indicates that a number of our percentages are below the national data. Heterosexual (attracted to the opposite sex) sexual orientation in our workforce is 50.77% in comparison to 93.4% nationally. This disparity is most likely to be related to our high unstated figure.
- It is noted that our workforce figures for gay man/ woman (lesbian) is in line with national data. Anonymous data from the staff survey set out in Appendix A indicate higher percentages for each category.

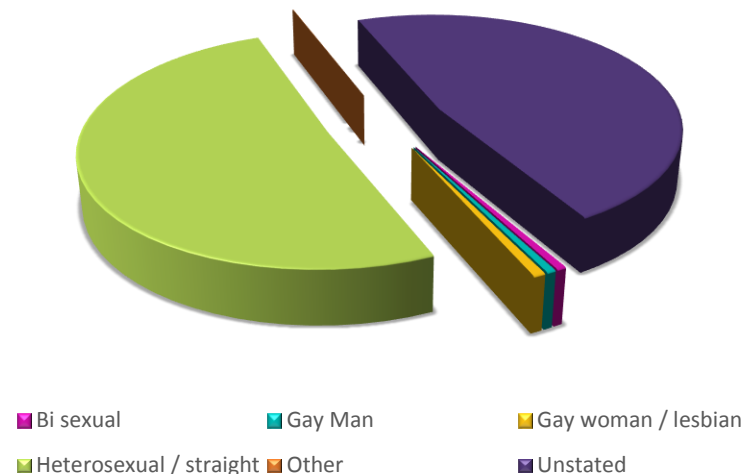


### Sexual Orientation – headcount

Non-schools	Number	% of total	National %
Bi sexual	25	0.54%	0.8%
Gay Man	24	0.52%	1.2 %
Gay woman / lesbian	32	0.70%	
Heterosexual	2334	50.77%	93.4%
Other	*	*	0.5%
Unstated	2181	47.44%	4.1%
Total	4597	100.00%	

Source: [ONS statistical bulletin – Sexual identity, UK:2016](#)

### Sexual Orientation % by Headcount



### Caring Responsibilities

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

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

#### 43. Our workforce data for non-schools indicates:

- This is the third year the council has included the characteristic of caring in the information collected from staff for this monitoring report.
- 11.33% (compared to 12.12% in 2016) of the workforce indicated that they had unpaid caring responsibilities and this compares with 10.1% of the Wiltshire

population in the 2011 census. Additionally, 28.71% of employees indicated unpaid caring responsibilities in the 2016 staff survey which was anonymous.

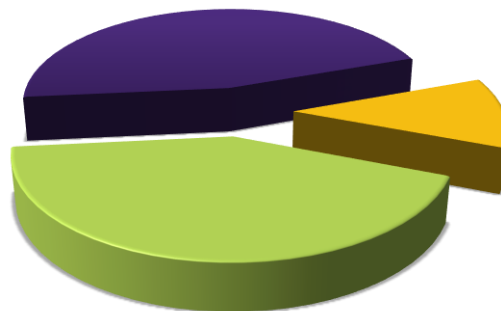
- 42.70% indicated that they had no unpaid caring responsibilities compared to 89.9% of the Wiltshire population in the 2011 census.
- 54.04% (compared to 47.75% in 2016) of employees have stated whether they have caring responsibilities. The figures are relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure
- The council has produced new guidance for managers and staff who are carers along with a checklist of support which is available to staff and to assist with conversations between managers and staff about caring responsibilities. This includes procedures for leave for carers, flexible working, career breaks etc. The council has links with a local charity, Carer Support Wiltshire and has signed the Carer Support Wiltshire - 'working for carers' charter. Links with this organisation provide additional sources of information and support to carers employed by the council and will provide access to e-learning for managers.

### Caring Responsibilities – headcount

Non-schools	Number	% of total	Census data 2011
Carer	521	11.33%	10.1%
Not a carer	1963	42.70%	89.9%
Unstated	2113	45.96%	
Total	4597	100.00%	

Source: Wiltshire Census 2011

### Caring Responsibilities % by Headcount



■ Carer ■ Not a carer ■ Unstated

### Carers – Hours per week

Non-schools	Number	% of total
1-19 hours	385	73.90%
20-49 hours	48	9.21%
50 or more hours	37	7.10%
Hours Unstated	51	9.79%
Total	521	100.00%

### Gender Identity

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

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

- This is the third year information has been specifically collected for the purposes of this report in relation to gender identity. Due to the low numbers, we are unable to include specific figures for this protected characteristic to ensure that we protect employee confidentiality.
- GIRES - the gender identity research and education society estimate that 1% of the UK population has experienced some degree of gender non-conformity. Most of them are as yet invisible.
- The council has an LGBT network and will continue to engage with staff through this network to understand the needs of our transgender staff. Last year the council produced some new guidance called 'Transgender guidance – transitioning at work'. The aim of the guidance is to provide information and support to transgender staff, their managers and other staff within the council. This guidance was initiated through consultation with the network.

### Marital Status

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

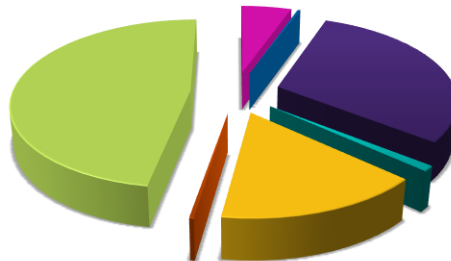
- This is the third year the council has included the protected characteristic of marital status in the information collected from staff for this monitoring report.
- 52.71% ( compared to 46.95% in 2016) of employees have stated their marital status. The figures are relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- Our data indicates percentages below the percentages for the Wiltshire census data but this is likely to link to our high unstated figure.

### Marital Status – headcount

Non-schools	Number	% of total	Census data 2011
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	246	5.35%	7.7%
In a registered same-sex civil partnership	12	0.26%	0.1%
Married	1383	30.08%	43.2%
Separated (but still legally married or still legally in a same-sex civil partnership)	47	1.02%	1.9%
Single (never married or never registered a same-sex civil partnership)	719	15.64%	22.1%
Widowed or surviving partner from a same-sex civil partnership	16	0.35%	5.6%
Unstated	2174	47.29%	
Total	4597	100.00%	

Source: Wiltshire census 2011

### Marital Status % by Headcount



- Divorced or formerly in a same-sex civil partnership which is now legally dissolved
- In a registered same-sex civil partnership
- Married
- Separated (but still legally married or still legally in a same-sex civil partnership)
- Single (never been married or never registered as same-sex civil partnership)
- Widowed or surviving partner from a same-sex civil partnership
- Unstated

### Recruitment monitoring

51. 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.

52. 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.
53. The equality declaration form which applicants are asked to complete when they apply for a role with the council is requested for monitoring purposes only and is not passed to the recruiting manager, so they are unable to see equality information.
54. Our workforce data for non-schools in the period 1<sup>st</sup> October 2016 – 30 September 2017 indicates:
- This year the council received a total of 6608 applications of which 1954 were shortlisted and 993 appointed. This was an increase on the recruitment figures in last year's report which were 4684 applications, 1718 shortlisted and 712 appointed.
  - 7.90% of all applications, 5.48% of shortlisted applicants and 3.73 % of appointments were from people who declared that they were from a BME background. These figures indicate a slight increase on last year's report. However, the percentages of applicants of type appointed as a percentage of those who applied has slightly decreased slightly to 7.09% compared to 7.23% in last year's report for BME staff. This will be kept under review further.
  - 6.49% of all applications, 6.65% of those shortlisted and 5.24% of those appointed declared that they had a disability. This represented a slight increase in all these percentages compared to last year's report. The percentage of disabled applicants appointed as a percentage of those who applied also increased to 12.12% compared to 9.17% from last year's report. The council is part of the new Disability Confident employer scheme introduced last year by the government to replace the 'two tick's employer scheme. Under the new scheme the council continues with the commitment to offer a guaranteed interview to disabled applicants who meet the minimum criteria for the post they are applying for and make reasonable adjustments to help applicants attend interviews where required (see information under Disability). Data on short listing indicates that the percentage of disabled candidates shortlisted was 30.30% compared to 28.66% for non-disabled staff.
  - 60.17% of applications received by the council were from female applicants and 32.22% were from male applicants. 58.61% of posts filled were filled by female applicants, with 26.89% filled by male applicants. This is broadly reflective of the current workforce split which is 70.79% female and 29.21% male.
  - The highest percentage of applicants appointed of type was the age group 35-44. The highest number of applications received were marginally from the age group 25-34. The percentages of under 25's appointed as a percentage of those who applied was 12.47% compared to 13.20% in last year's report. The under 25's represented 19.03% of all appointments. The council currently has a number of measures in place to support the under 25's (please see section on age above).
  - It is noted that the unstated figure for recruitment has significantly decreased in lots of areas this year e.g ethnicity has decreased to 7.40% from 15.67% in last year's report. This is possibly related to the use of CV's and introduction of the one page application which makes applying quicker and potentially increases the likelihood of applicants completing the equality monitoring form.

### Recruitment by ethnicity

Ethnic Origin	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	7.90%	5.48%	3.73%	20.50%	34.58%	7.09%
White British	79.13%	80.60%	79.76%	30.12%	50.29%	15.15%
White Irish/Other	5.57%	3.84%	2.62%	20.38%	34.67%	7.07%
Unstated	7.40%	10.08%	13.90%	40.29%	70.05%	28.22%
Grand Total	100.00%	100.00%	100.00%	29.57%	50.82%	15.03%

### Recruitment by disability

Disability	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	6.49%	6.65%	5.24%	30.30%	40.00%	12.12%
Not Disabled	83.38%	80.81%	78.25%	28.66%	49.21%	14.10%
Unstated	10.12%	12.54%	16.52%	36.62%	66.94%	24.51%
Grand Total	100.00%	100.00%	100.00%	29.57%	50.82%	15.03%

### Recruitment by sex

Sex	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	60.17%	60.39%	58.61%	29.68%	49.32%	14.64%
Male	32.22%	29.12%	26.89%	26.73%	46.92%	12.54%
Unstated	7.16%	10.49%	14.50%	40.76%	70.24%	28.63%
Grand Total	100.00%	100.00%	100.00%	29.57%	50.82%	15.03%

### Recruitment by age

Age Band	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	22.94%	17.55%	19.03%	22.63%	55.10%	12.47%
25 – 34	24.27%	19.45%	20.64%	23.69%	53.95%	12.78%
35 – 44	17.74%	19.19%	19.34%	32.00%	51.20%	16.38%
45 – 54	19.25%	23.90%	19.23%	36.71%	40.90%	15.02%
55 – 64	9.29%	9.98%	8.16%	31.76%	41.54%	13.19%
65 and over	0.56%	0.51%	0.40%	27.03%	40.00%	10.81%
Unstated	5.95%	9.42%	13.19%	46.82%	71.20%	33.33%
Grand Total	100.00%	100.00%	100.00%	29.57%	50.82%	15.03%

### Internal promotions

55. The council monitors applications by staff for internal transfers and promotions. All roles (apart from front line positions) are advertised internally prior to any external advert to minimise potential staff redundancies as a result of on-going budget reductions. The information presented is for jobs advertised internally within Wiltshire Council (non-schools) and externally and is extracted from the total recruitment figures above. The information includes all positions regardless of whether that job represents a promotion or a sideways move within the council for the successful applicant.

56. Our workforce data for non-schools in the period 1<sup>st</sup> October 2016 – 30<sup>th</sup> September 2017 indicates:

- This year the council received 1276 applications from internal applicants of which 709 were shortlisted and 435 appointed. This compares to 306 internal appointments in 2016 this is due to restructuring as a result of spending reviews and the need to protect staff by undertaking internal appointments to reduce redundancies.
- 3.68% of internal applicants appointed declared that they are from BME backgrounds. This was a slight increase from 3.59% in last year's report. The percentages of applicants of type appointed indicate that a slightly lower percentage of BME, white Irish and other white applicants were appointed than expected compared to the numbers who applied. This may relate to the 'unstated' return rate.
- The percentage of internal disabled applicants appointed as a percentage of those disabled applicants who applied has increased to 32.50% compared to 24.00% in 2016. This compared to 33.36% for non-disabled internal applicants.
- The percentage of internal females appointed was 59.77 and 31.03 for male appointments. This is broadly reflective of the current workforce split which is 70.79% female and 29.21% male.
- In terms of age, the highest percentage of type appointed as a percentage of those who applied was in the under 25's band. The under 25's percentage of type appointed has increased to 36.81% from 27.21% in last year's report. The over 65's were the

lowest percentage of type appointed this year's report although they were the highest in the last year's report. The council has ongoing measures in place to support the employment of under 25's (see information under age).

### Promotion by Ethnicity

Ethnic Origin	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	5.02%	3.95%	3.68%	43.75%	57.14%	25.00%
White British	85.34%	86.04%	86.21%	56.01%	61.48%	34.44%
White Irish/Other	3.84%	3.39%	2.07%	48.98%	37.50%	18.37%
Unstated	5.80%	6.63%	8.05%	63.51%	74.47%	47.30%
Grand Total	100.00%	100.00%	100.00%	55.56%	61.35%	34.09%

### Promotion by Disability

Disability	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	6.27%	6.63%	5.98%	58.75%	55.32%	32.50%
Not Disabled	85.03%	83.64%	83.22%	54.65%	61.05%	33.36%
Unstated	8.70%	9.73%	10.80%	62.16%	68.12%	42.34%
Grand Total	100.00%	100.00%	100.00%	55.56%	61.35%	34.09%

### Promotion by sex

Sex	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	59.33%	59.94%	59.77%	56.14%	61.18%	34.35%
Male	33.86%	32.58%	31.03%	53.47%	58.44%	31.25%
Unstated	6.82%	7.48%	9.20%	60.92%	75.47%	45.98%
Grand Total	100.00%	100.00%	100.00%	55.56%	61.35%	34.09%



### Promotion by age

Age Band	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	11.29%	10.58%	12.18%	52.08%	70.67%	36.81%
25 – 34	24.45%	23.27%	24.83%	52.88%	65.45%	34.62%
35 – 44	25.00%	23.84%	23.45%	52.98%	60.36%	31.97%
45 – 54	22.26%	24.40%	21.38%	60.92%	53.76%	32.75%
55 – 64	10.82%	10.44%	9.89%	53.62%	58.11%	31.16%
65 and over	0.78%	0.99%	0.46%	70.00%	28.57%	20.00%
Unstated	5.41%	6.49%	7.82%	66.67%	73.91%	49.28%
Grand Total	100.00%	100.00%	100.00%	55.56%	61.35%	34.09%

### Leaver monitoring

57. There were 648 non-school staff who ceased employment in the council between 1<sup>ST</sup> October 2016 and 30<sup>th</sup> September 2017.

58. Our workforce data for non-schools indicates:

- Overall the main reason for people leaving the council was resignation followed by voluntary redundancy. In total, there were 648 leavers over the period. This was a decrease from the previous year (674) although the main reasons for leaving were the same.
- 2.93% of leavers had declared that they had a BME background which is slightly higher than the proportion of BME staff in the workforce. 67.90% were female and 32.10% male and these percentages are roughly in line with the general workforce percentages for these groups.
- 5.40% of leavers had declared that they had a disability, this is slightly below the percentage of disabled employees in the workforce (5.96%). There was a higher percentage of disabled staff retiring on ill health grounds this year.
- The highest age range for voluntary redundancy is 55- 64 at 36.36% and generally the percentage of voluntary redundancy is higher in the age groups 35 and over.

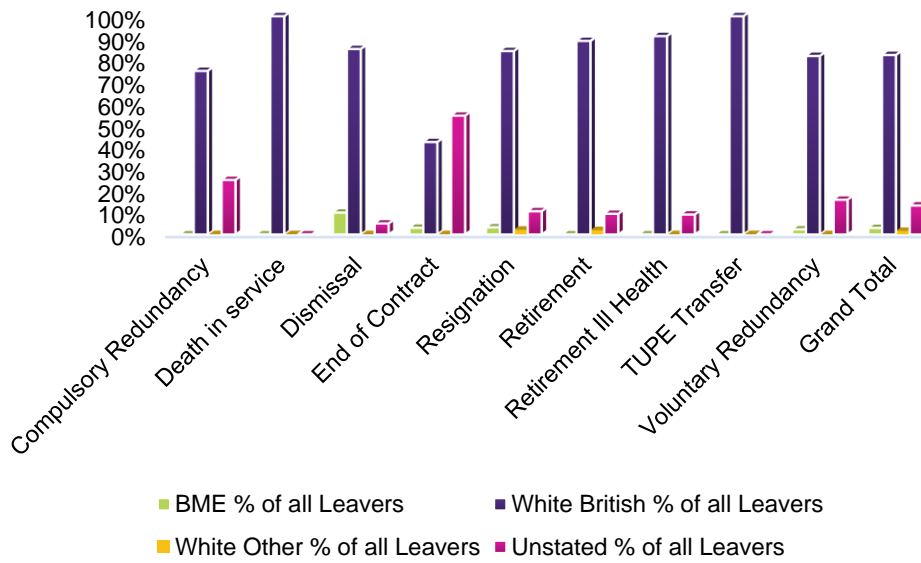
### Leavers by Reason

Reason	All Leavers	% of All Leavers
Compulsory Redundancy	*	*
Death in Service	*	*
Dismissal	20	3.09%
End of Contract	33	5.09%
Resignation	433	66.82%
Retirement	53	8.18%
Retirement Ill Health	11	1.70%*
TUPE	*	*
Voluntary Redundancy	88	13.58%
Grand Total	648	100.00%

### Leavers by Ethnicity

Reason	BME '% of all leavers	White British '% of all leavers	White Other '% of all leavers	Unstated '% of all leavers
Compulsory Redundancy	0.00%	75.00%	0.00%	25.00%
Death in Service	0.00%	100.00%	0.00%	0.00%
Dismissal	10.00%	85.00%	0.00%	5.00%
End of Contract	3.03%	42.42%	0.00%	54.55%
Resignation	3.23%	84.06%	2.08%	10.62%
Retirement	0.00%	88.86%	1.89%	9.43%
Retirement Ill Health	0.00%	90.91%	0.00%	9.09%
TUPE Transfer	0.00%	100.00%	0.00%	0.00%
Voluntary Redundancy	2.27%	81.82%	0.00%	15.91%
Grand Total	2.93%	82.25%	1.54%	13.27%

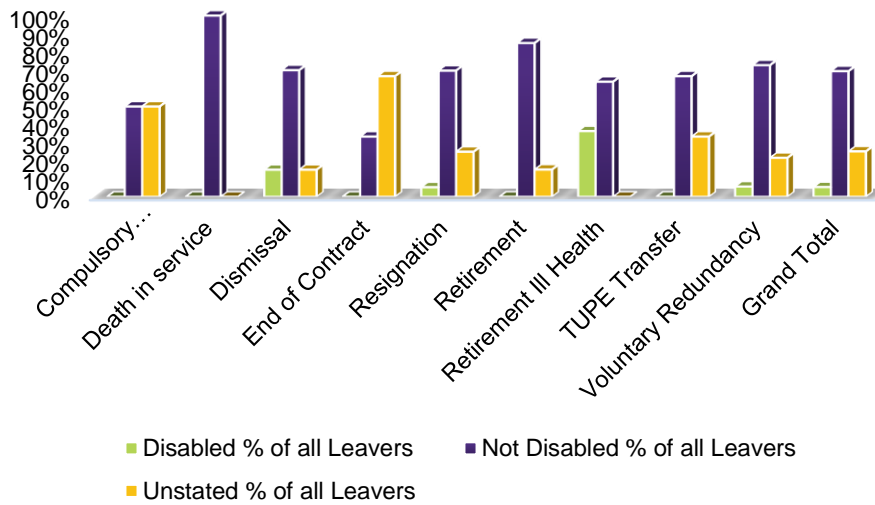
## Leavers by Ethnicity % of all Leavers



## Leaver by disability

Reason	Disabled % of all leavers	Not Disabled % of all leavers	Unstated % of all leavers
Compulsory Redundancy	0.00%	50.00%	50.00%
Death in Service	0.00%	100.00%	0.00%
Dismissal	15.00%	70.00%	15.00%
End of Contract	0.00 %	33.33%	66.67%
Resignation	5.31%	69.75%	24.94%
Retirement	0.00%	84.91%	15.09%
Retirement Ill Health	36.36%	63.64%	0.00%
TUPE Transfer	0.00%	66.67%	33.33%
Voluntary Redundancy	5.68%	72.73%	21.59%
Grand Total	5.40%	69.44%	25.15%

## Leavers by Disability % of all Leavers



## Leavers by sex

Reason	Female '% of all leavers	Male '% of all leavers
Compulsory Redundancy	50.00%	50.00%
Death in Service	66.67%	33.33%
Dismissal	40.00%	60.00%
End of Contract	78.79%	21.21%
Resignation	67.67%	32.33%
Retirement	64.15%	35.85%
Retirement Ill Health	63.64%	36.36%
TUPE Transfer	100.00%	0.00%
Voluntary Redundancy	73.86%	26.14%
Grand Total	67.90%	32.10%

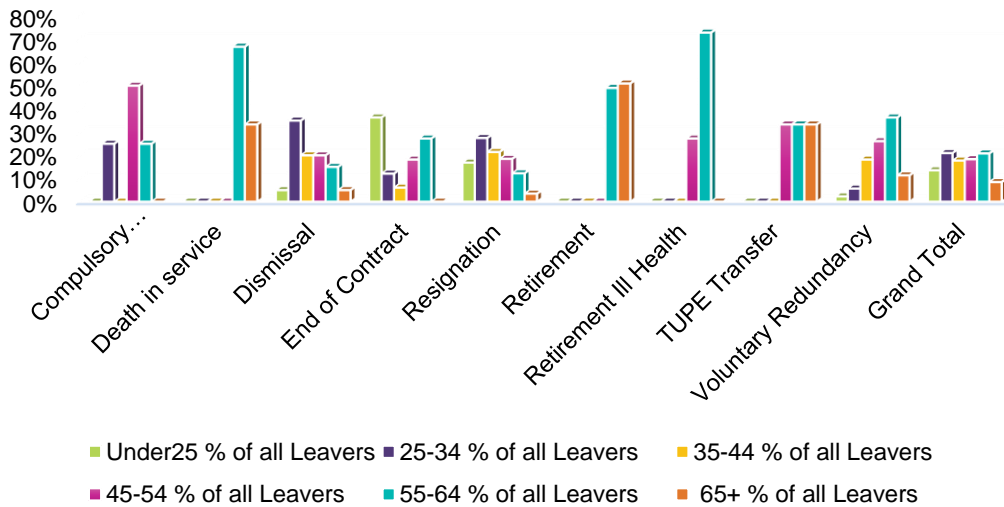
## Leavers by Sex % of all Leavers



## Leaver by age

Reason	Under25 % of all leavers	25-34 % of all leavers	35-44 % of all leavers	45-54 % of all leavers	55-64 % of all leavers	65+ % of all leavers
Compulsory Redundancy	0.00%	25.00%	0.00%	50.00%	25.00%	0.00%
Death in Service	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%
Dismissal	5.00%	35.00%	20.00%	20.00%	15.00%	5.00%
End of Contract	36.36%	12.12%	6.06%	18.18%	27.27%	0.00%
Resignation	16.86%	27.48%	21.48%	18.48%	12.24%	3.46%
Retirement	0.00%	0.00%	0.00%	0.00%	49.06%	50.94%
Retirement Ill Health	0.00%	0.00%	0.00%	27.27%	72.73%	0.00%
TUPE Transfer	0.00%	0.00%	0.00%	33.33%	33.33 %	33.33%
Voluntary Redundancy	2.27%	5.68%	18.18%	26.14%	36.36%	11.36%
Grand Total	13.58%	20.99%	17.75%	18.36%	20.83%	8.49%

## Leavers by Age % of all Leavers



### Discipline, Dignity at Work and grievance procedure

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

60. Our workforce data for non-schools indicates:

- The highest number of cases, 31, relates to use of the disciplinary procedure. This year the number of cases has reduced to 31 from 77 in last year's report. This year we have used figures relating to cases which were completed in the period covered by this report and resulted in a formal outcome rather than including cases which were opened in the year and not completed and those which resulted in informal or no action, which could explain the significant reduction.
- There was 1 Dignity at Work case compared to 3 for the whole year in the previous report 2014/15. In previous years the figures have fluctuated between 3 and 19.
- The figures for disability indicate that 22.58% of disabled staff were subject to formal disciplinary action and no grievances were raised by a disabled member of staff. It was noted that the disciplinary figure indicated a rise in cases compared to the previous year (6.49%).
- The figures for BME staff indicate that 3.23% were subject to formal disciplinary action compared to 7.79% in last year's report. The number of BME staff who raised a grievance has increased to 25% but the reason for this is that the percentage is based on a smaller group and not that numbers have risen.
- The figures for male staff indicates an increase in disciplinary and grievance procedures and is above the workforce figure of 30% for male employees.
- The highest percentage of disciplinary cases was for the age group 25 – 34 years old and highest percentage of grievances was for the age group 55- 64 years old.

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

### Adviser cases by Ethnicity

Group	Total	BME % of total	White British % of total	White Other % of total	Unstated % of total
Dignity at work complaint raised	1	*	*	*	*
Disciplinary	31	3.23%	74.19%	0.00%	22.58%
Grievance	4	25.00%	75.00%	0.00%	0.00%
Total	44	5.56%	75.00%	0.00%	19.44%

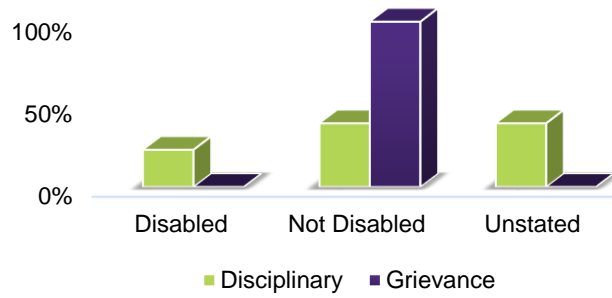
### Adviser cases by ethnicity



### Adviser cases by Disability

Group	Total	Disabled % of total	Not Disabled % of total	Unstated % of total
Dignity at work complaint raised	1	*	*	*
Disciplinary	31	22.58%	38.71%	38.71%
Grievance	4	0.00%	100.00%	0.00%
Total	36	19.44%	47.22%	33.33%

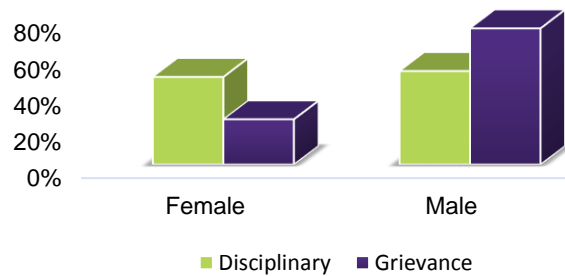
## Adviser cases by disability



## Adviser cases by sex

Group	Total	Female % of total	Male % of total
Dignity at work complaint raised	1	*	*
Disciplinary	31	48.39%	51.61%
Grievance	4	25.00%	75.00%
Total	36	47.22%	52.78%

## Adviser cases by sex

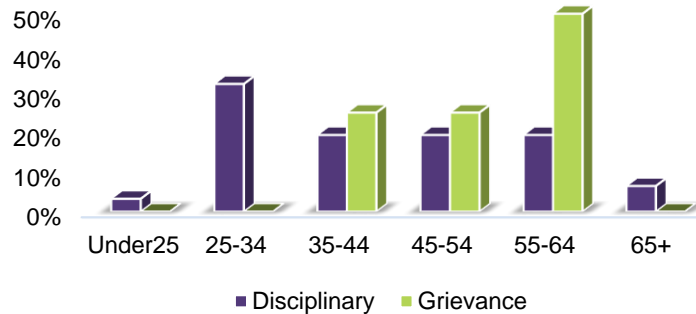


## Adviser cases by age

Group	Total	Under25 % of total	25-34 % of total	35-44 % of total	45-54 % of total	55-64 % of total	65+ % of total
Dignity at work complaint raised	1	*	*	*	*	*	*
Disciplinary	31	3.23%	32.26%	19.35%	19.35%	19.35%	6.45%
Grievance	4	0.00%	0.00%	25.00%	25.00%	50.00%	0.00%
Total	36	2.78%	27.78%	19.44%	22.22%	22.22%	5.56%



## Adviser cases by age



### Flexible working requests

61. The figures represent formal requests for flexible working for the period 1<sup>st</sup> October 2016 to 30<sup>th</sup> September 2017. Managers also receive informal requests which are not monitored or included in these figures. The council offers a wide range of flexible working arrangements to staff where these also fit in with the needs of the service and many staff have taken the opportunity to utilise flexible working, in particular homeworking, instead of formally requesting flexible working.
62. Due to the low figures when reporting on flexible working requests the data has not been included due to data protection and the identification of staff members. Although data has not been made available a number of key findings have been indicated below.
63. Our workforce data for non-schools indicates:
- All requests were agreed in during the reporting period.
  - There were a higher percentage of formal requests amongst female staff and this year this included a broad range of age groups.

### Maternity – returner rates

64. The council had 99 employees who went on maternity leave during the period 1<sup>st</sup> October 2016 to 30<sup>th</sup> September 2017, of these employees, 93 returned to work after maternity leave and 6 people did not. The figures for the non-returners are low so a further breakdown has not been included, however the data did not indicate any equality issues.

### Performance appraisal

65. 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

66. Support and supervision of staff and the appraisal arrangements tend to identify the majority of staff development needs. Two years ago, a new learning management system was introduced called 'grow', and this is utilised to record learning and development along with 121s and the annual appraisal. Staff can request attendance at training courses through the grow system and last year's report figures reflected that a range of e-learning including mandatory e-learning has also been rolled out to staff

via grow. There is still some training not formally recorded through grow and this includes conferences and professional updates undertaken externally and some service specific qualifications and training such as in the leisure service. Leisure service mandatory training courses are currently being added into grow.

67. The system is not able to identify training requested. The information below represents the number of training events or modules of e-learning that have been completed, not the number of people doing the training. This recognises that individuals may have completed more than one training event or module in the year.

68. For comparison purposes the overall workforce percentages for each protected characteristic have been included. This is included to indicate whether a comparative spread of employees with monitored protected characteristics have taken part in or attended training. Please see comments in the following paragraph below.

69. Our workforce data for non-schools for the period 1<sup>st</sup> October 2016 to 30<sup>th</sup> September 2017 indicates:

- The total of training events or modules of e-learning decreased to 12,629 from 20,150 last year. This was due to introduction of the system last year and the requirement for staff to complete 8 pieces of mandatory e-learning last year including fire and bomb procedures, mental health awareness, equality and diversity and safeguarding.
- Attendance at training sessions by staff declaring a BME background (3.62%) and a disability (6.26%) is representative of these groups within the workforce.
- Male attendance at training sessions was 25.58% which is below the group representation in the workforce which is 29.21%.
- Attendance at training sessions was slightly less than the percentage expected for the groups 45 years old and over.

#### Training by ethnicity

	Attendees	% of total attendees	% of group in workforce at 01/10/2017
BME	545	3.62%	2.63%
White British	12629	83.99%	84.53%
White Other	465	3.09%	2.87%
Unstated	1397	9.29%	9.96%
Grand Total	15036	100.00%	100.00%

#### Training by disability

	Attendees	% of total attendees	% of group in workforce at 01/10/2017
Disabled	941	6.26%	5.96%
Not Disabled	11176	74.33%	74.40%
Unstated	2919	19.41%	19.64%
Grand Total	15036	100.00%	100.00%

### Training by sex

	Attendees	% of total attendees	% of group in workforce at 01/10/2017
Female	11190	74.42%	70.79%
Male	3846	25.58%	29.21%
Grand Total	15036	100.00%	100.00%

### Training by age

	Attendees	% of total attendees	% of group in workforce at 01/10/2017
Under25	1481	9.85%	5.96%
25-34	3003	19.97%	17.79%
35-44	3455	22.98%	21.97%
45-54	4157	27.65%	29.35%
55-64	2643	17.58%	21.27%
65+	297	1.98%	3.65%
Grand Total	15036	100.00%	100.00%

### Remuneration monitoring

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

71. In the last couple of years, this report has contained some information about the council's gender pay gap as part of the council's public sector equality duty. This year the government has made it mandatory for all large private, voluntary and public sector employers with more than 250 employees to publish gender pay gap information on the government website ([link](#)). Public sector organisations including the council are required to publish this information by 30 March 2018. The overall gender pay gap for the council for 2017 is 5.36% calculated by using median workforce figures and 7.81% calculated using mean workforce figures. This is below the national gender pay gap rates which are 18.4% median and 17.4% mean and public sector median which is 13.1% (ONS 2017). Further information about the council's gender pay gap is set out in a separate report on the council's website .....([link](#))

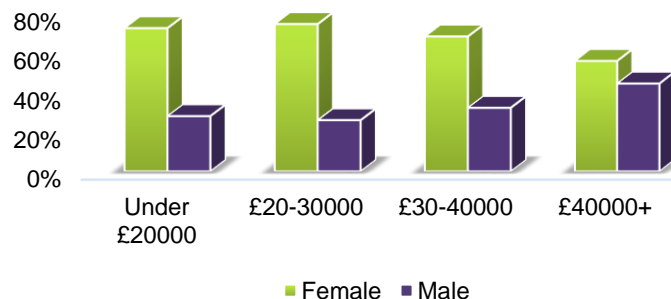
72. Our workforce data for non-schools indicates:

- The figures below reflect the higher number of females employed by the council across all salary bands.
- The percentage of male staff has slightly decreased in the higher salary bands of £40,000 per annum and the percentage of females has slightly increased in this band. The percentage of females in this band remain lower than the figure for the proportion of females in the workforce.
- The figures for BME staff have increased slightly in the two highest salary bands this year.
- In relation to disability, remuneration is fairly evenly spread across all the salary bands and has increased slightly in the highest salary bands although remains lower than the figure for the proportion of disabled employees in the workforce.
- 44.89% of staff in the highest salary band are age 45-54 years old.

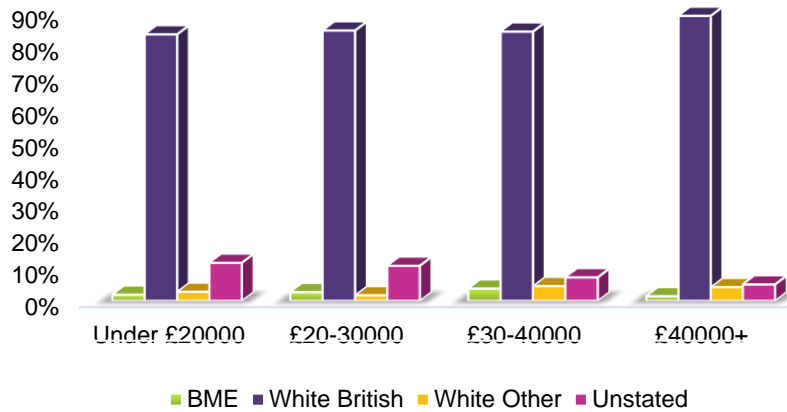
### Remuneration by Sex, Ethnicity and Disability

Salary Band	Number of staff in band	Sex		Ethnicity				Disability		
		Female	Male	BME	White British	White Other	Unstated	Disabled	Not Disabled	Unstated
Under £20000	1313	72.12%	27.88%	1.90%	83.40%	2.82%	11.88%	5.94%	69.31%	24.75%
£20-30000	1909	74.17%	25.83%	2.72%	84.60%	1.73%	10.95%	6.23%	72.45%	21.32%
£30-40000	1023	67.94%	32.06%	3.81%	84.26%	4.59%	7.33%	5.96%	80.84%	13.20%
£40000+	352	55.68%	44.32%	1.42%	89.20%	4.26%	5.11%	4.55%	85.23%	10.23%
All Staff	4597	70.79%	29.21%	2.63%	84.53%	2.87%	9.96%	5.96%	74.40%	19.64%

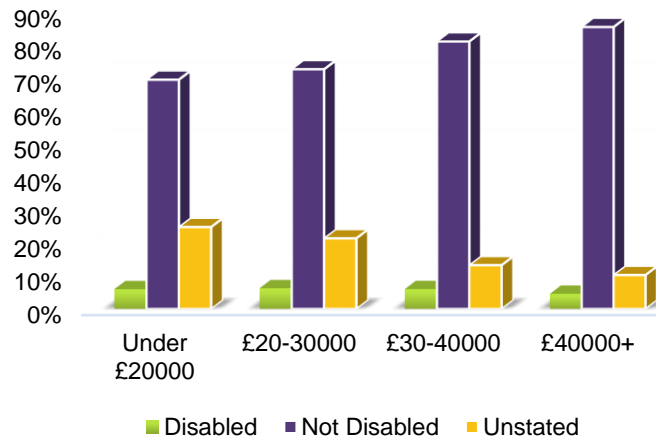
### Remuneration by Sex



### Remuneration by Ethnicity



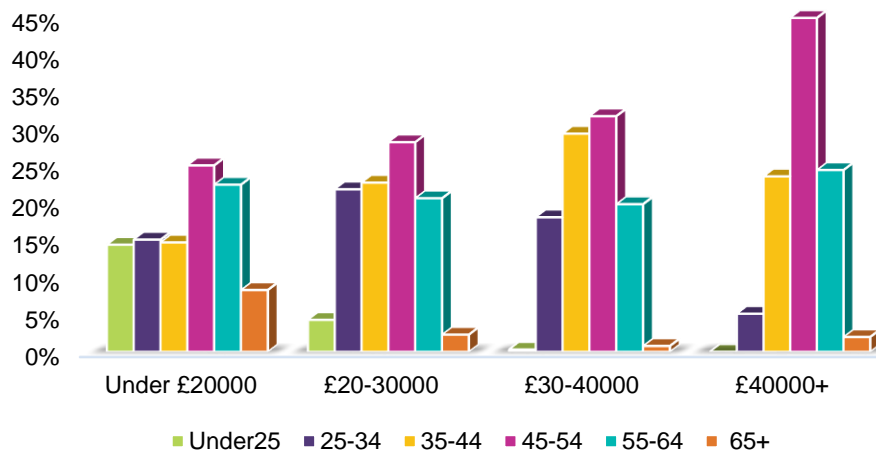
### Remuneration by Disability



### Remuneration by Age

Salary Band	Number of staff in band	Age					
		Under25	25-34	35-44	45-54	55-64	65+
Under £20000	1313	14.39%	15.08%	14.70%	25.06%	22.47%	8.30%
£20-30000	1909	4.30%	21.84%	22.73%	28.18%	20.64%	2.30%
£30-40000	1023	0.29%	18.08%	29.33%	31.67%	19.84%	0.78%
£40000+	352	0.00%	5.11%	23.58%	44.89%	24.43%	1.99%
All Staff	4597	5.96%	17.79%	21.97%	29.35%	21.27%	3.65%

## Remuneration by Age



### Positive Actions and Equality Objectives

73. The council currently takes the following positive actions:

- Support for the three staff networking networks and inviting members to attend the equality analysis panels for new HR policies and processes.
- The council has become involved in the new government 'Disability Confident' employer scheme which replaces the 'two tick's' employer scheme. This includes a number of commitments relating to attracting, recruiting and supporting disabled people. This year the council held a disability employability event to bring together disabled people, local employers and support organisations offering opportunities to them.
- Membership of the employers network for equality and inclusion (ENEI).
- Reasonable adjustment budget of £10,000 per annum for disabled staff and applicants.
- An accessible careers website with links to information for disabled applicants.
- Annual appraisal scheme and one to ones which include facilitated discussions about wellbeing and barriers to work and reasonable adjustments.
- Introduction of e-learning for all staff on equality and diversity last year.
- Regular equality and diversity updates to Staffing Policy Committee and Corporate Directors.
- Supporting equality events and raising awareness about specific disabilities e.g. autism training.
- Clear policies and procedures on equality and diversity issues for managers and staff.
- Policies which enable flexible working and time off where required.
- Supported internships for disabled young people with learning difficulties/and or disabilities

- An equality steering group to drive forward equality and diversity work in the council in each service area including members from the staff networks.
  - Development of specific equality objectives for the council
74. As part of the public sector equality duty the council is also required to identify equality objectives. These include service equality objectives and objectives relating to the council's workforce (HR equality objectives). These objectives are reviewed regularly and have been subject to public consultation. Further details of the council's equality objectives can be found on the [council website](#).
75. The council's HR equality objectives have primarily been identified from workforce data analysis and are set out below and include a summary of update points. These objectives are currently subject to review which may result in changes
- **OBJECTIVE 3:**  
**Improve workforce profile statistics by improving existing rates of reporting (disability and ethnicity) and increasing the range of protected characteristics captured about the workforce via SAP, particularly for Sexual Orientation, Gender Reassignment Carers, and Religion and Belief (\*subject to level of financial resources needed to make the changes within SAP)**
  - As part of our equality objective to improve our workforce profile statistics the council sent all staff an equality monitoring questionnaire in 2015 and 2016. The aim of the questionnaire was to improve our workforce data by improving our existing rates of reporting (disability and ethnicity) and increasing the range of protected characteristics captured. Over the last three years the unstated rate for ethnicity and disability has reduced. The figures for this year have increased slightly and this has reinforced the need to continue actively seeking equality monitoring data from staff. The ethnicity unstated rate increased to 9.96% from 9.08% last year, 11.15% (2015) and 15.43% (2014). The disability unstated rate increased to 19.64% from 18.71% last year, 21.59% (2015) and 27.09% (2014).
  - This report now includes headcount information on all the protected characteristics, The unstated figures in all the new categories has improved again this year although it is noted that the unstated figures for this new information generally remains high. The unstated rates from applicants to the council has also improved significantly overall, which is as a result of implementing the new monitoring form and one form process for applicants. The council will continue to work towards increasing confidence in this area and encouraging staff to contribute to the monitoring data. A new data gathering form is currently under development and will be distributed this year.
  - **OBJECTIVE 4:**  
**Increase the number of under 25 year olds within the Council's workforce.**
  - The percentages of under 25's who work for the council is 5.96% of the workforce. This represents a slight decrease from 2016. Although the figures show a slight fluctuation a lot of work has been undertaken to improve the offer on apprenticeships and workplace experience. This is the fourth year that the council has offered supported internships for young disabled people. This scheme has been successful in supporting a number of young disabled people in to paid employment. The government has also introduced a new apprenticeship scheme and levy which has lead to an increase in the council's apprenticeship offer. The council has also increased its use of social media to increase access to careers information. The recruitment figures indicate that 19.03% of all appointments are

made from this age group which represents a reasonable proportion of total recruitment as many young people are also pursuing other activities including further education at this stage of life. In terms of internal promotions, the under 25's were the highest percentage of type appointed as a percentage of those who applied per age band. The council will continue to explore ways to attract this age group.

- **OBJECTIVE 5:**

- **Reduce the percentage of staff who report that they have experienced bullying and harassment, with a focus on disabled staff and other groups of staff with protected characteristics who may be affected by this.**

- The staff survey in 2012 raised concern that the percentage of staff with a disability who considered that they had experienced bullying and harassment was much higher than average for the workforce. As a result, this area of concern became one of the council's equality objectives. The staff survey in 2014 contained a revised question on bullying and harassment to provide greater clarification; the question being 'In the last year, I have personally experienced bullying or harassment whilst at work'. An additional question about the source of bullying and harassment was added into the staff survey in 2016. The result of the staff survey 2016 was that 137 staff declared that they had a disability and of this group 18.98% stated they felt they had experienced bullying and harassment in the previous last year. This compared to 22% in 2014 and 16.8% in 2012.
- In the 2014 and 2016 staff survey 9% of all staff considered that they had experienced bullying. This compares to national data which indicates that 11% of managers reported grievances being raised with them concerning bullying and harassment (WERS – Workplace Employment Relations Survey 2011). The staff survey in 2014 and 2016 was expanded to ask for data on additional protected characteristics so it became possible to consider bullying and harassment in respect of other groups. It was found that there were some high percentages for bullying and harassment for some other groups of staff with protected characteristics. Our equality objective has been broadened to recognise this.
- The staff survey 2016 indicated some high figures for certain staff with protected characteristics who said that they had experienced bullying and harassment in the previous year. These were bi-sexual (25%), black/black british (23.53%), mixed background (16.67%) and buddist staff (20%). In terms of the source of bullying and harassment; 64.5% of staff who considered that they had experienced bullying and harassment stated that the source was another member of staff, 23.1% stated it was from a third party (e.g. service user or other member of the public), 11.6% stated both.
- This is an important issue which the council has recognised requires action. The figures from the staff survey reflect the number of people who indicated that they had experienced bullying and harassment by the information on their protected characteristics which they also provided. The reasons given for bullying and harassment were many and were not always connected to their protected characteristic. In terms of all the figures it is also important to reflect that percentages may be impacted by group size; as for example one or two people in a small group can appear to make figures look proportionally higher. However, all the figures are relevant and important in terms of the impact on the groups identified.
- ACAS indicate that the public sector and certain groups with protected characteristics consistently have higher levels of bullying and harassment. The



council recognise the impact of bullying and harassment on individuals and will continue to work to reduce the percentages reported. It is recognised that work in this area may take time to reflect in a staff survey and longer timescales are likely to be required to measure any changes. Consultation with the staff networks has taken place and will form part of any proposed changes.

- Work on this objective last year included work on improvements to the dignity at work and grievance policy to make the policies more streamlined and easier to access. The statement of commitment in the dignity at work policy was also strengthened and includes a supporting statement from the chair of the staffing policy committee. Changes were also made to the supporting guidance for staff and managers. The changes were widely consulted on including consultation with our staff networks. Training on the dignity at work and grievance policy and procedure was covered in a series of manager briefings in 2012 and 2014 and further work to provide on line resources and a campaign to raise awareness of bullying and harassment and unconscious bias is currently being considered. The council has a clear behaviours policy for all staff and the dignity at work policy is clear that bullying and harassment will not be tolerated.
- **OBJECTIVE 6:  
Embedding an inclusive workplace focussing this year on lesbian, gay, bisexual and trans\* (LGBT) employees.**
- Work to embed an inclusive workplace for LGBT staff initially related to implementing improvements recommendations by Stonewall in their workplace equality index assessment around sexual orientation in the workplace. Work on role models and improving HR policies formed part of this. Last year transgender guidance – transitioning in the workplace has been produced as a result of consultation with the LGBT staff network to improve the information and support to transgender staff, their managers and other staff. The council support LGBT awareness by raising the rainbow flag at County Hall each year and marking LGBT history month. The LGBT staff network has been refreshed and the council continue to work with the staff network to make improvements.
- In terms of looking at measures for this objective, data from our staff survey 2016 has been utilised, and this includes data relating to the following questions:
  - I am proud to work for Wiltshire Council
  - I would recommend Wiltshire Council as a great place to work
  - I feel committed to the organisation's goals
  - I feel a strong sense of belonging to this organisation
  - Working for the Wiltshire Council makes me want to do the best job I can
  - Wiltshire Council motivates me to contribute more than is normally required in my work
  - I am treated with fairness and respect at Wiltshire Council
  - I feel valued and recognised for the work I do
- The average scores for all these questions in combination indicate positive scores above the council average for gay men, heterosexual employees and lesbian/gay women, with scores for bi-sexual employees slightly below the average and scores for those who indicated that their gender is not the same as assigned at birth also lower than the average. In terms of negative scores these were slightly higher than average for bi-sexual, lesbian/gay women and for those employees who indicated that their gender is not the same as assigned at birth. There was also a proportion of blank returns as well as returns which indicated 'prefer not to

say'. It is important to reflect that this, in combination with some of the small group sizes, may have had an impact on some of the data. The council will continue to work to make improvements in this area.

#### 76. Contact details

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Wiltshire Council  
County Hall, East Wing  
Bythesea Road  
Trowbridge  
Wiltshire BA14 8JQ

**By Email:** [policyandreward@wiltshire.gov.uk](mailto:policyandreward@wiltshire.gov.uk)

**By Telephone:** 01225 716161

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## Appendix A

### Staff survey 2014 and 2016– Anonymous workforce equality and diversity information

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

#### Sex

	2014	2016
Female	60.42%	64.22%
Male	27.50%	26.50%
Rather not say	10.50%	8.14%
Blank		1.14%
Grand Total		100.00%

#### Gender identity

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

	2014	2016
No	0.75%	*
Yes	87.8%	*
Rather not say	8.66%	*
Blank		*
Grand Total		

#### Sexual Orientation

	2014	2016
Bisexual	0.79%	1.10%
Gay man	1.01%	0.83%
Heterosexual	83.11%	84.23%
Lesbian/Gay woman	0.75%	1.0%
Other		*
Prefer not to say	11.72%	10.14%
Blank	2.62%	2.42%
Grand Total		100.00%

## Age

	2014	2016
16-19	0.68%	1.31%
20-24	3.63%	3.49%
25-29	7.62%	7.63%
30-34	9.42%	9.42%
35-39	8.34%	9.49%
40-44	12.19%	10.97%
45-49	12.87%	12.39%
50-54	12.08%	13.35%
55-59	10.78%	11.39%
60-64	4.67%	6.04%
65+	1.47%	1.76%
Prefer not to say	14.49%	11.32%
Blank	1.76%	1.45%
Grand Total		100.00%

## Disability

	Type	2014	2016
Not Disabled Total		86.70%	86.23%
Disabled Total		3.59%	4.73%
Prefer not to say Total		7.94%	7.00%
Blank Total		1.76%	2.04%
Grand Total			100.00%

## Caring responsibilities

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

	2014	2016
No	66.19%	62.49%
Yes	25.43%	28.71%
Prefer not to say	8.38%	7.00%
Blank		1.79%

## Ethnicity

	Ethnicity Type	2014	2016
Asian or Asian British Total		0.43%	0.31%*
Black or Black British Total		0.25%	0.59%
Mixed background Total		0.93%	1.04%
Other ethnic group Total		0.22%	0.41%
White Total		84.69%	88.61%
Blank Total		4.17%	1.52%
Prefer not to say Total		8.77%	7.52%
Grand Total			100.00%

## Religion/Belief

	2014 (not included)	2016
Buddhist		0.86%
Christian		46.62%
Hindu		*
Jewish		*
Muslim		0.41%
Sikh		*
Other		13.87%
Prefer not to say		25.33%
Blank total		12.73%
<b>Grand Total</b>		<b>100.00%</b>

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## WILTSHIRE COUNCIL

### Staffing Policy Committee

7 March 2018

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### Gender pay gap reporting

#### Purpose

1. The purpose of this item is to present the gender pay gap data and report required to be published on behalf of Wiltshire Council for the reference date of 31<sup>st</sup> March 2017.

#### Background

2. Gender pay gap reporting came into effect from April 2017 and requires organisations with 250 or more employees to publish and report specific figures about their gender pay gap – the difference between the average earnings of men and women, expressed relative to men's earnings.
3. These obligations have been introduced alongside the public-sector equality duty's (PSED) existing publishing requirements for public bodies where some gender pay information has previously been published as part of the annual equality and diversity workforce statutory monitoring report.
4. Public Sector organisations must publish a set of figures via the government's online reporting service each year. For Wiltshire Council, the figures must be based on the reference date of the 31st March to be published by the 30th March the following year.
5. The set of figures required include:
  - mean gender pay gap in hourly pay
  - median gender pay gap in hourly pay
  - mean bonus gender pay gap
  - median bonus gender pay gap
  - proportion of males and females receiving a bonus payment
  - proportion of males and females in each pay quartile
6. These figures must also be published on the council's external website to ensure accessibility to employees and the public, and must remain for a period of 3 years from the publication date.
7. A narrative in the form of a report can be included to support the data (see attached appendix 1) can be published.
8. All relevant employees are included in the data. However, agency workers and those contracted via a service company are not included.

9. For schools, it is the governing body that is responsible for publishing gender pay gap data if they have more than 250 employees. As a result of this, the majority of schools are not affected by the obligations

### Key findings

10. The key findings following the analysis of workforce data are as follows:

<b>Mean &amp; Median data*</b>	
Mean pay gap	7.81%
Mean hourly rate for males	£14.13
Mean hourly rate for females	£13.31
Median pay gap	5.36%
Median hourly rate for males	£12.68
Median hourly rate for females	£12.00

\*The Office of National Statistics (ONS) Annual Survey of Hours and Earnings, October 2017 states the national mean as 17.4% and median at 18.4%

<b>Bonus Payments (long service awards)</b>	
Mean bonus gender pay gap	0.00%
Median bonus gender pay gap	0.00%
Proportion of males receiving a bonus payment	0.59%
Proportion of females receiving a bonus payment	0.53%

<b>Quartile data</b>		
	Males	Females
Lower quartile	28.46%	71.54%
Lower middle quartile	28.72%	71.28%
Upper middle quartile	27.69%	72.31%
Upper quartile	36.37%	63.63%

11. The gender pay gap report (attached at appendix 1) contains further narrative in relation to these results.

### Environmental Impact of the proposal

12. None.

### Equalities impact of the proposal

13. None.



## **Risk Assessment**

14. None

## **Financial Implications of the proposal**

15. None

## **Recommendations**

16. It is recommended that:

- Staffing policy committee note the contents of the gender pay gap report and the obligations placed on the council with regards to the publishing of gender pay gap data.

**Joanne Pitt**  
**Director - HR&OD**

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*Report author: Laura Fisher, HR Pay & Reward Consultant*

Appendix 1 – Gender Pay Gap Report

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## **Background to gender pay gap reporting**

Gender pay gap reporting came into effect from April 2017 and requires organisations with 250 or more employees to publish and report specific figures about their gender pay gap – the difference between the average (mean and median) earnings of males and females, expressed relative to males' earnings.

All public-sector organisations must publish a set of figures and information about their gender pay gaps by 31st March 2018 based on the reference date (snapshot date) of the 31st March 2017.

The set of figures required include:

- the difference in the mean pay of full-pay males and females, expressed as a percentage;
- the difference in the median pay of full-pay males and females, expressed as a percentage;
- the difference in mean bonus pay of males and females, expressed as a percentage;
- the difference in median bonus pay of males and females, expressed as a percentage;
- the proportion of males and females who received bonus pay; and
- the proportion of full-pay males and females in each of four quartile pay bands.

## **Wiltshire Council in context**

Wiltshire Council had 4499 relevant staff employed on the snapshot date of 31<sup>st</sup> March 2017 across a range of services including (but not limited to) adult care, children's services, education, environmental services, housing as well as support functions such as business support, finance, HR and information technology.

In common with public sector organisations as a whole, 69.69% of the workforce is female and 30.31% are male.

Wiltshire Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment, disability or caring responsibilities. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As a result of this, Wiltshire Council:

- carries out pay and benefits audits at regular intervals;
- provides regular job evaluation training for those involved in carrying out job evaluation; and
- evaluates job roles and pay grades as necessary to ensure a fair structure.

The council uses job evaluation schemes such as the Greater London Provincial Council (GLPC) and Hay schemes to assess the value of jobs across the organisation ensuring equal pay for equal work across roles. Salaries are paid according to grade band and incremental annual progression within this band occurs irrespective of gender.

Wiltshire Council is therefore confident that any gender pay gap does not stem from paying males and females differently for the same or equivalent work. Any gender pay gap identified is therefore the result of the roles in which males and females work within the organisation (which is largely down to social factors such as females tending to take up part time roles due to caring responsibilities) and the salaries that these roles attract.

### **Wiltshire Council pay gap data and analysis**

The figures set out below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

#### Mean and median gender pay gaps

The mean and median pay gaps demonstrate the difference between the mean (average) and median (midpoint) basic annual earnings of males and females expressed as a percentage of the mean or median basic annual earnings of males.

	Male (per hour)	Female (per hour)	Pay Gap
Mean	£14.43	£13.31	7.81%
Median	£12.68	£12.00	5.36%

The mean gender pay gap for Wiltshire Council is 7.81%. This means that the average hourly rate for females is £13.31 compared with an average hourly rate for males of £14.43.

The median gender pay gap for Wiltshire Council is 5.36%. This means that the middle hourly rate for females is £12.00 compared with males at £12.68.

The mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.4%. Wiltshire Council's mean gender pay gap is significantly lower than the whole economy figure.

The median gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 18.4% and for the public sector it is 13.1%. Wiltshire Council's median gender pay gap is significantly lower than the national figure and public sector figure.

#### Bonus payments

Bonus payments refer to any remuneration in relation to productivity, performance or incentive.

Wiltshire Council does not provide performance related pay or bonus schemes. However, the council does provide the payment of £150 in voucher form to employees achieving 25 years' service (exclusive to the council) as a long service payment. This payment is regardless of gender and the only criteria is time served.

Bonus payments data for Wiltshire Council is as follows:

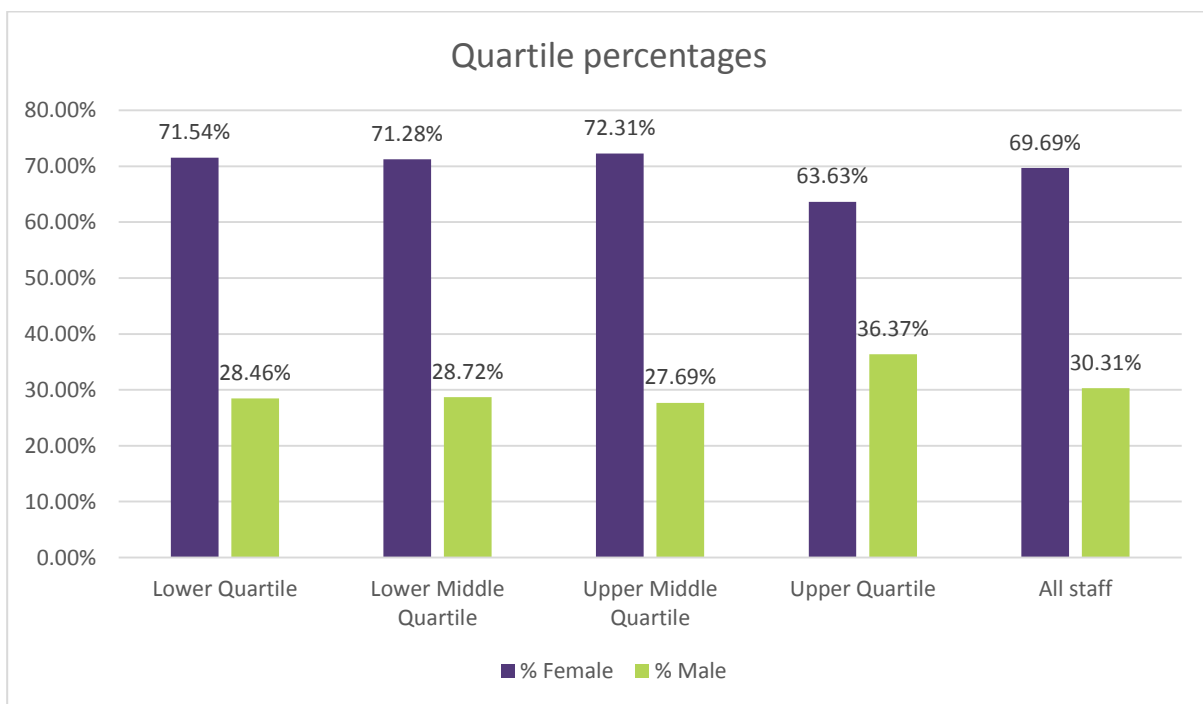
	Pay Gap
Mean bonus gender pay gap	0.00%
Median bonus gender pay gap	0.00%
Proportion of males receiving a bonus payment	0.59%
Proportion of females receiving a bonus payment	0.53%

Both the mean and median bonus pay gaps are 0% as all those in receipt of a long service award received the same amount of £150 regardless of gender.

The proportion of males receiving a bonus payment is 0.59% compared with females at 0.53%. This equates to 23 females and 11 males who received the long service award of £150.

### Pay quartiles

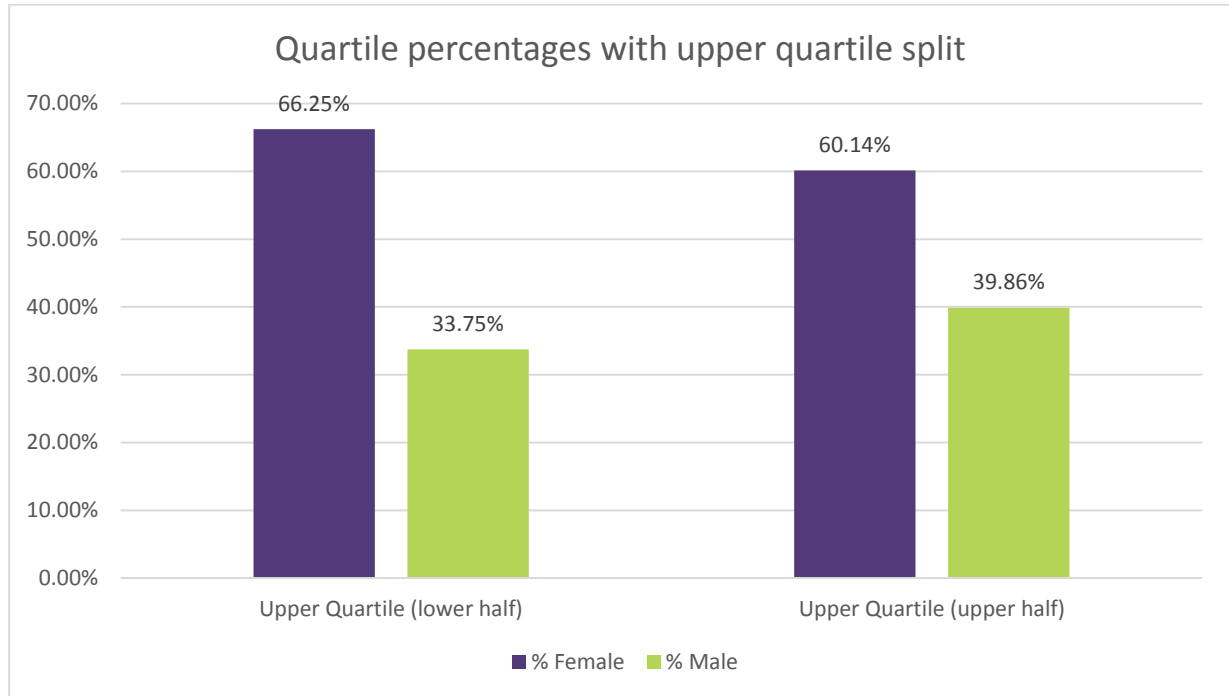
The table below shows the proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands. This shows Wiltshire Council's workforce split into 4 equal parts based on calculated hourly pay rates.



The quartile split for each of the 4 quartiles is broadly in line with our workforce demographics of 69.69% female and 30.31% male. However, there are slightly more females in the first 3 quartiles and fewer females in the 4<sup>th</sup> quartile (the upper pay quartile) when compared with the overall workforce. For there to be no gender pay gap, you would expect to see the workforce demographics (69.69% female and 30.31% male) reflected in each of these quartiles.

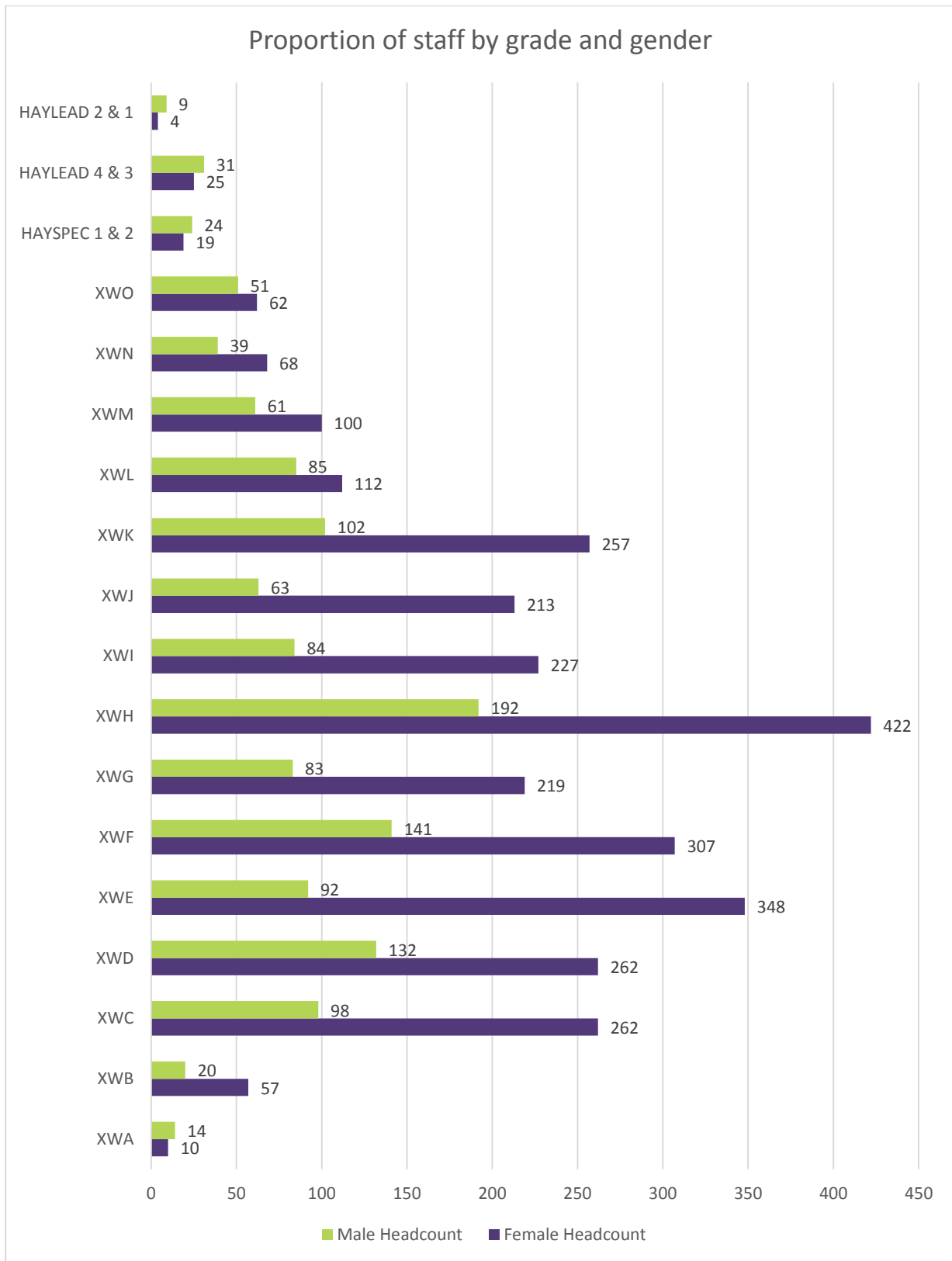
As the number of females in the upper quartile is fewer than the workforce split and the other quartiles higher, this suggests that females are predominantly in lower paid roles and the opportunity to take up higher paid roles reduces with higher paid roles made up of predominantly males. However, this may largely be down to social factors. Females are more likely than males to have had breaks from work for caring responsibilities that have

affected their career progression. They are also more likely to work part-time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid. In analysing the data further to consider the upper quartile, this quartile has been split in order to understand at what point females begin to significantly reduce.



The table above shows that when the upper quartile is split the number of females in the upper half reduces further to 60.14%, further demonstrating that the more senior (and higher paid) role, the less likely these roles are to be undertaken by females.

In analysing the data further to understand how the split of females and males compares to our workforce demographics, the table below shows the proportion of staff by grade and gender across Wiltshire Council's main grades evaluated under the GLPC and Hay job evaluation schemes.



With the exception of grade L (XWL), the grades above grade K (XWK) broadly reflect that of Wiltshire Council's workforce demographic (69.69% female and 30.31% male) until grade O (XWO) where this reduces significantly to 55% female and 45% male with the number of females continuing to reduce across the senior (hay graded) roles. This confirms that identified above with the pay quartiles that females are less likely to undertake higher paid roles.

## **Addressing the gender pay gap**

Although low compared with the national statistics, Wiltshire Council has a gender pay gap as the majority of the workforce is female (69.69%) and predominantly a large proportion of these are employed in the lower quartile pay bands, with fewer employed at the more senior levels.

As Wiltshire Council has a predominately female workforce, small fluctuations in the male workforce can have significant impact on the gender pay gap data and results. For example, if Wiltshire Council employed more males in the lower pay quartiles this would reduce the gender pay gap further.

Wiltshire Council's gender pay gap could be largely reflective of society. Across the UK as a whole, males are more likely to be in very senior roles towards the top of an organisation's structure while females are more likely to be in less senior roles. Although organisations and society are becoming increasingly flexible, females are more likely to have had breaks from work for example to bring up children or take lifestyle choices that support a caring role away from work, and as a consequence can be in roles which attract a lower salary or lack opportunities for career progression.

While Wiltshire Council's gender pay gap is relatively low, comparing favourably with national statistics, and could be in part a result of society and culture, the council is not complacent and is committed to taking action to reduce the gap. To date, the steps that Wiltshire Council has taken to promote gender diversity in all areas of its workforce include the following:

### Flexible working and family friendly policies

The council currently has a suite of flexible working and family friendly policies and arrangements for employees to promote equal opportunity such as maternity leave, paternity, shared parental leave, adoption leave, childcare vouchers, carers leave, flexible working, homeworking and a range of contract types. These arrangements are available to all eligible staff and are published on the internal HR website and available as part of the recruitment process.

In order to raise greater awareness of these benefits they will now be promoted on the HR website, at the point of recruitment and at new starter induction programmes and there will be a stronger focus on them within the regular communications out to employees on HR related policies and procedures. The council is in the process of developing an HR communications plan detailing targeted campaigns to focus on specific employment policies and HR topics and the family friendly policies and flexible working arrangements will be included.

In addition, the council will use data analytics to monitor employee take up of all family friendly policies and flexible working arrangements, rather than just employees returning from maternity leave.

### Job evaluation practices

The council uses robust job evaluation schemes such as GLPC and HAY to ensure roles are graded consistently and jobs evaluated as like work and equivalent work are paid equally. All new jobs and jobs undergoing review continue to be evaluated using these methods to ensure these robust practices continue across the council.



## Apprenticeships and learning development programmes

Wiltshire Council provides apprenticeship opportunities to both new recruits and existing staff to support career progression. The council provides 'upskilling' opportunities for existing staff to enable them to gain a qualification or skills to equip them ready for career progression should an opportunity arise. As this is a relatively new approach since April 2017, the focus will be on promoting the programme to employees and highlighting the opportunities available.

In addition to apprenticeships the council has recently launched a 'career is my asset' programme hosting a range of e-learning opportunities for employees to select and attend as they wish. As these programmes continue to develop, the council will monitor data on registration numbers split by the nine protected characteristics.

## Equalities groups

The council is firmly committed to the principles of equality and inclusion in both employment and the delivery of its services. The council consults on equality and diversity work across the organisation and continually monitors the effects of employment policies and practices. The council also has a number of staff forums including the carers and disability forum, LGBT forum and the BME forum which provide an opportunity for issues to be raised and initiatives implemented. The council will build upon these forums in gauging interest in introducing an equalities focus group specifically for women to understand barriers to recruitment and promotion within the workplace.

## Recruitment information

Wiltshire Council will continue to use recruitment and induction information in a way that promotes the council as an equal opportunities employer. The council is aware of the potential for unconscious bias within its recruitment and interviewing process and is currently reviewing these practices and process following results of a recent staff survey which highlighted some wider equality issues.

In addition to the measures noted above, Wiltshire Council will develop a process to monitor starting pay both in recruitment and promotion for males and females to assess whether there are differences in the starting pay of different genders. This will be included in the current process for reporting equalities data.

## **In conclusion**

Wiltshire Council's mean gender pay gap is 7.81% and the median gender pay gap is 5.36%. This is significantly lower than the national pay gap of 17.4% and 18.4% respectively. Wiltshire Council is committed to taking action to further improve the pay gap and reporting the progress it is making to reduce the gender pay gap, and will publish an updated report and data on an annual basis.

**Joanne Pitt**  
**Director - HR&OD**

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**Report author: Laura Fisher, HR Consultant – Pay & Reward**

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## WILTSHIRE COUNCIL

### STAFFING POLICY COMMITTEE

7<sup>th</sup> March 2018

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### Updated Discretions Policy for Wiltshire Council

#### Purpose of Report

1. To present an updated Local Government Pension Scheme (LGPS) Employer Discretions Policy for Wiltshire Council

#### Background

2. The LGPS regulations 2014 require Wiltshire Council to regularly review its existing pension discretions policy and to publish a new policy as appropriate.
3. The discretions policy states how the council will apply its discretionary powers in relation to specific provisions of the pension scheme.

#### Wiltshire Council Discretions

4. The LGPS regulations provide a set of 12 discretions for employers to review and agree. Eight of these discretions are the same as stated in Wiltshire Council's existing discretions policy, with the addition of 3 new discretions and a minor amendment to 1 discretion.
5. The revised discretion is as follows:

- Discretion 3 – flexible retirement (revised discretion)

This discretion enables the employer to grant permission for an employee who is 55 years or over to receive payment of the pension benefits that they have built up, and continue to work for the council on a flexible retirement basis.

Wiltshire Council's current discretions policy states that requests for flexible retirement will be considered by the associate director for people and business in conjunction with the appropriate associate director, based upon the resource implications and pension strain costs. This discretion has been updated to change associate director for people and business to director – HR & OD.

6. The new discretions are as follows:

- Discretion 7 – waiving actuarial reductions on compassionate grounds for rule of 85 (new discretion)

The new 2014 LGPS regulations result in a loss of the rule of 85 protection for some employees aged between 55 and 59, as there is no longer an automatic entitlement for employees in this age group for unreduced pension where their length of service plus age, total 85 or more.

This is a new discretion that enables the employer to waive the reduction on compassionate grounds and pick up the cost/shortfall to the pension fund. It is

recommended that this discretion will only be exercised by Staffing Policy Committee in exceptional circumstances after considering the costs that will apply.

- Discretion 11 – extending the 30-day deadline for members to elect for a shared cost APC (new discretion)

Employees who take unpaid leave for instances such as additional maternity leave, strike action and any other leave that impacts upon pension benefits, may opt to buy back the 'missing' pension in the form of an Additional Pension Contribution (APC).

For unpaid leave and additional maternity leave, the costs will be split between the employee and the employer with the employee paying a 1/3rd of the cost and the employer paying 2/3rds, as long as the election is made within 30 days of returning to work. If the election is made after 30 days, the employee needs to pay the full cost.

For strike action, the employee needs to pay the full cost in all cases.

This discretion enables the employer to extend the 30-day deadline and due to cost implications it is recommended that the council does not exercise this discretion.

- Discretion 12 – permitting arrangements for additional voluntary contributions (AVCs) of shared costs additional voluntary contributions arrangements (SCAVCs) (new discretion)

The LGPS regulations allow for employers to offer additional voluntary contributions (AVCs) and shared costs additional voluntary contributions (SCAVCs) schemes that enable employees to increase their pension benefits.

The council currently offers AVCs and will shortly be introducing salary sacrifice AVCs and it is therefore recommended that this discretion is exercised.

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

7. None.

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

8. None.

### **Financial Impact of the Proposal**

9. If a discretion is exercised and agreed, costs may be incurred that have not been budgeted for. The financial implications of exercising a discretion will be considered on a case by case basis, and the discretion only agreed where it is in the council's best financial interests.
10. In terms of the salary sacrifice AVCs there will be a saving to the employer of national insurance contributions on the AVC.

### **Risk Assessment**

11. None.

### **Options Considered**

12. None.

**Recommendation**

13. That staffing policy committee approve the recommendation concerning the discretions policy as stated above in paragraphs 5 & 6.

**Jo Pitt**  
**Director – HR&OD**

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Report Author: Laura Fisher, HR Consultant – Pay & Reward

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

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**LGPS EMPLOYER'S  
DISCRETIONS POLICY FOR WILTSHIRE COUNCIL  
LGPS 2014**

**WILTSHIRE PENSION FUND**

DISCRETION & REGULATION	POLICY ON INDIVIDUAL DISCRETIONS
<p><b>1). Reg 31: Whether to grant additional pension to a member (up to £6755 pa)</b></p>	<p>The council will only exercise this discretion in exceptional circumstances by Staffing Policy Committee after full consideration of the costs that would apply.</p>
<p><b>2). Reg 16(2)e &amp; Reg 16(4)d: Whether to it make either a regular or lump sum Additional Pension Contribution (APC) to a member's account (part or whole funding this)</b>            [Note: this discretion only relates to cases when the member is working as normal rather than absent from work with permission but no pensionable pay – in the latter scenario, employers must fund it if necessary.]</p>	<p>The council will only exercise this discretion in exceptional circumstances by Staffing Policy Committee after full consideration of the costs that would apply.</p>
<p><b>3). Reg 30(6) Whether all or some pension benefits can be paid if a member aged 55 or over reduces their hours/grade and continues to work (“flexible retirement”)</b></p>	<p>Requests will be considered by the director – HR&amp;OD in conjunction with the appropriate director and assessed on their merits taking account such factors as costs and service delivery.</p>
<p><b>4). Reg 30(8) Waiving actuarial reduction on flexible retirement.</b></p>	<p>The council will not exercise this discretion.</p>
<p><b>5). Reg 30(8) Waiving actuarial reduction on early retirement (age 55+) – for both active, deferred members &amp; suspended tier 3 ill health pensions</b></p>	<p>The council will only exercise this discretion in exceptional circumstances by Staffing Policy Committee on compassionate grounds and full consideration of the costs that would apply.</p>
<p><b>6). TP Regs 1(1)(c) of Schedule 2: Whether to allow the rule of 85 to be “switched on” for members who would normally meet the rule but who will not if they draw the benefits age 55-59</b></p>	<p>The council will only exercise this discretion in exceptional circumstances by Staffing Policy Committee after full consideration of the costs that would apply.</p>

<p><b>7). Regs B30A(5): Whether to waive actuarial reductions on compassionate grounds when switching on rule of 85.</b></p>	<p>The council will only exercise this discretion in exceptional circumstances by Staffing Policy Committee after full consideration of that costs that would apply.</p>
<p><b>8). Regs 22(8 &amp; 9) Whether to extend 12-month period to separate previous LG service.</b></p>	<p>The council will not exercise this discretion.</p>
<p><b>9). Reg 9(3) Determine rate of employees' contributions.</b></p>	<p>The council will re-assess all employee contribution bands on a monthly basis, taking account of changes as they occur during the year</p>
<p><b>10). Reg 100(6) Whether to extend 12-month period to allow a transfer-in of non-LG pension rights.</b></p>	<p>The council will not exercise this discretion.</p>
<p><b>11). Reg 16(16) Whether to extend the 30-day deadline for member to elect for a shared cost APC</b>  <b>[Note: this discretion only relates to cases when the member has a period of unpaid authorised leave and wants to pay an APC to recover the pension. For the cost to be shared by the employer and member the member's election must be received by the employer within 30 days of returning to work.]</b></p>	<p>The council will not exercise this discretion.</p>
<p><b>12). Reg 17(1) An active member may enter into arrangements to pay additional voluntary contributions ("AVCs") or to contribute to shared cost additional voluntary contribution arrangements ("SCAVCs") in respect of an employment.</b></p>	<p>The council will exercise this discretion.</p>

Updated February 2018

**Abbreviations**

“Reg 16(2)e” means Regulation 16(2)e of the Local Government Pension Scheme Regulations 2013 [which apply from 1 April 2014]

“TP Regs” means LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014].



## WILTSHIRE COUNCIL

### Staffing Policy Committee

7 March 2018

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#### Trade Union Deduction of Contributions at Source (DOCAS)

##### **Purpose**

1. To provide an update to staffing policy committee on the council's proposals regarding an appropriate calculation for each union so that deduction of contributions at source (DOCAS) regulations are complied with.
2. To present the currently draft "Service Level Agreement" (SLA) on DOCAS that will need to be signed by payroll and each trade union by 10 March 2018.

##### **Background**

3. A report was presented at the staffing policy committee in November 2017 on the current draft trade union DOCAS regulations 2017 which are due to be implemented on 10 March 2018.
4. The deduction of union subscriptions from wages in the public sector (DOCAS) is the process whereby a union member has their union subscription deducted from their pay via their employer's payroll. The employer's payroll team then forwards the collected union membership subscriptions to the union each month with supporting information of a membership list and a deduction list.
5. The Trade Union Act 2016 included a provision to restrict the use of DOCAS or "check off" arrangements across the public sector. To support this the draft DOCAS regulations are being introduced which include a requirement for an employer to charge an appropriate administration fee for offering this service.
6. In addition, in order to comply with the new regulations, the council will require confirmation from each union that they offer alternative methods to their members to pay their union subscription other than via the council's payroll.
7. Wiltshire Council's payroll team currently processes DOCAS on behalf of two of our recognised unions, UNISON and GMB at no charge.

##### **Main considerations**

8. The proposed new DOCAS regulations will mean the council is only able to deduct trade union subscriptions from employees where the union makes reasonable payments to the council which represent the total cost to public funds of making the deductions.

9. The council proposes that it charges a 2.5% administration fee to process the monthly membership fees for each union with effect from April 2018.
10. The rationale for the 2.5% charge is that this will generate sufficient income to meet the costs of an employee working on this for approximately 1 day per month. As well as processing the subscription, the time would be spent making any ongoing adjustments, the annual assessment and subsequent notifications and ad hoc work to maintain and test the configuration of the payroll system to ensure accurate processing of subscriptions.
11. The council has consulted with colleagues from other authorities and have found that 2.5% is the most frequent charge being applied by other councils' payroll teams for these services.
12. To support DOCAS, appendix A contains the proposed draft service level agreement (SLA) for signing by the council, UNISON and GMB prior to the service commencing. The council is currently consulting its legal team before a finalised SLA is produced.
13. The SLA covers DOCAS for council employees and Wiltshire maintained schools.
14. For Wiltshire academies who have the council as their payroll provider the council will continue to undertake the same level of DOCAS on their behalf. It is the responsibility of each academy to agree a charge and raise an invoice with each union.
15. At joint consultative committee in February 2017 the recognised unions agreed to the 2.5% charge and provided evidence that they give their members alternative ways to pay their subscriptions.

### **Environmental Impact of the proposal**

16. None

### **Equalities impact of the proposal**

17. None

### **Risk Assessment**

18. None

### **Financial Implications of the proposal**

19. The new regulations will mean that the council will receive a cost to cover the administration of collecting union members' subscriptions via payroll deductions.

### **Recommendations**

20. It is recommended that staffing policy committee agree that the 2.5% charge is applied and that the council and the trade unions sign the service level agreement attached at appendix A (subject to legal advice).

**Joanne Pitt**  
**Director, HR&OD**

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*Report authors: Steve Perry, Payroll & Business Development Manager and Janice Hiscock, HR Consultant Policy and Organisation Design*

**DOCAS Service Level Agreement**

This agreement is between:

Wiltshire Council and XXXXXX (name of union) for the provision of collection of union subscriptions at source in an electronic format.

This agreement will commence on <day month year> and shall continue until terminated by either party serving the other with at least six months' written notice of termination which shall be preceded by discussions between the employer and the union.

In accordance with the Data Protection Act and the General Data Protection Regulation 2016 (GDPR) the union will at all times treat any information provided in the strictest confidence, except where the union has obtained the consent of the member to release such information or if required to by law.

Under the Trade Union & Labour Relations (Consolidation) Act 1992 XXX (name of union) is required to keep an up to date list of their members' names and addresses. Employers may disclose data that is necessary for the legitimate interests pursued by the union about those employees who are members of the union. Members of the union have explicitly provided consent for this information to be provided to the union by the employer as part of the authorisation they have signed.

The council will deduct the appropriate amount of subscription rates, as authorised by the employee, from the salary or wage that the employee receives.

Payments by the council will be made monthly by BACS, by the fifteenth day of the month following collection, (add in union bank details)

Deduction listings can be sent via email to XXXX using Ref XXX and the period the file relates to in the subject line of the email.

Notification of payments will be made by remittance advice. BACS remittance advices should be emailed to XXXX

The remittance advice should detail the total payment by:

- employer (if more than one)
- period (e.g. for each salary run - weekly, fortnightly, four weekly or monthly)
- periods covered - eg. date ranges
- amount for each period
- any charges applied should be deducted prior to sending the payment to UNISON

Following receipt of the new rates and bandings from the union the council will review the employee's income from employment at 1 October each year and allocate the employee to the correct subscription band. Subject to receiving the new rates and

bandings from the union the council will implement this change with effect from 1 October each year.

The union may notify the council at any time of the revision of an employee's subscription band where, for example, there has been a significant increase or decrease in income from employment.

The council will notify members electronically of any change to their subscription band before the start of deduction of the new subscription.

Where any member disagrees with the increased level of subscription, the member must refer the matter to the union.

Member data files and remittances should be sent to **XXXX**.

The steps required for the introduction of DOCAS data by electronic means are outlined below.

Initial discussions will be arranged between the council and union representatives from the region, and/or branch. Occasionally staff from the union's national office may need to be involved.

At the initial meeting the union will provide the employer with a registration form and a record layout for discussion and completion. Following this meeting the employer will dispatch a test file to **XXX (email address)** in the agreed format clearly identified with the name of the employer and a contact to deal with any queries.

Notification that a Test File has been sent should go to **XXXXX (email address)**

The union will notify the council of any problems experienced while processing the file. Following the satisfactory processing of the test data, the council will be notified in writing with an agreed start date for the processing of live data.

The frequency of despatch of the DOCAS files should be monthly and they should be sent to **xxxxxx (email address)**.

### **Subscription Rates**

The following subscription rates have been effective since **XXX (date)** and should be used as the basis for deducting members' subscriptions until further notice.

**Example table – actual one relevant for union signing this SLA to be used.**

<b>Subscription Band</b>	<b>Annual Pay</b>	<b>Weekly Subscription (£)</b>	<b>Monthly Subscription (£)</b>
A	Up to 2000	0.30	1.30
B	2001 – 5000	0.81	3.50

C	5001 – 8000	1.22	5.30
D	8001 – 11000	1.52	6.60
E	11001 – 14000	1.81	7.85
F	14001 – 17000	2.24	9.70
G	17001 – 20000	2.65	11.50
H	20001 – 25000	3.23	14.00
I	25001 – 30000	3.98	17.25
J	30001 – 35000	4.68	20.30
K	Over 35000	5.19	22.50

In some cases subscription rates may vary from the above because of local arrangements for an additional local levy to be deducted. If this is the case, appropriate subscription rates will be supplied to the council by the union.

Where a member has elected not to contribute to the Affiliated Political Fund or the General Political Fund, the council will still deduct the full amount of the subscription shown above and the union will take responsibility for reimbursing the member, in line with the Trade Union and Labour Relations (Consolidation) Act 1992.

Existing members who choose to opt out of the Political Funds must apply to the union to do so.

Subscription rates for new members may alter in the future.

**Administrative charge**

The council will charge 2.5% of the total union employee membership subscriptions. This charge will be applied monthly to the union and the union will pay this charge by the fifteenth of the following month.

This level of charge will be reviewed every 3 years from commencement of this SLA.

Signed & Dated: .....Council

Signed & Dated: ..... (name of union)

## Quarterly Workforce Report

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### Introduction

This is a new format for the existing quarterly workforce report which aims to raise awareness of the size and makeup of the workforce and of the issues that affect it. When appropriate it provides the opportunity to explore and discuss issues identified from analysis of the data arising from workforce transactions.

The first section of the new report will give the key observations from the data that has been analysed for the quarter. This will be followed by a themed commentary which will provide a deeper analysis and insight into a specific topic that is current for the council. The indicators at the end of the report will give an instant view of selected trends over the last year to see the wider picture of what is changing in the workforce. We are proposing the following key themes to be chosen when most relevant and applicable:

- Sickness absence
- Employee turnover
- Resourcing and recruitment
- Employee costings
- Apprentices
- Employee engagement
- Under25s/demographics
- Agency

# Quarterly Workforce Report

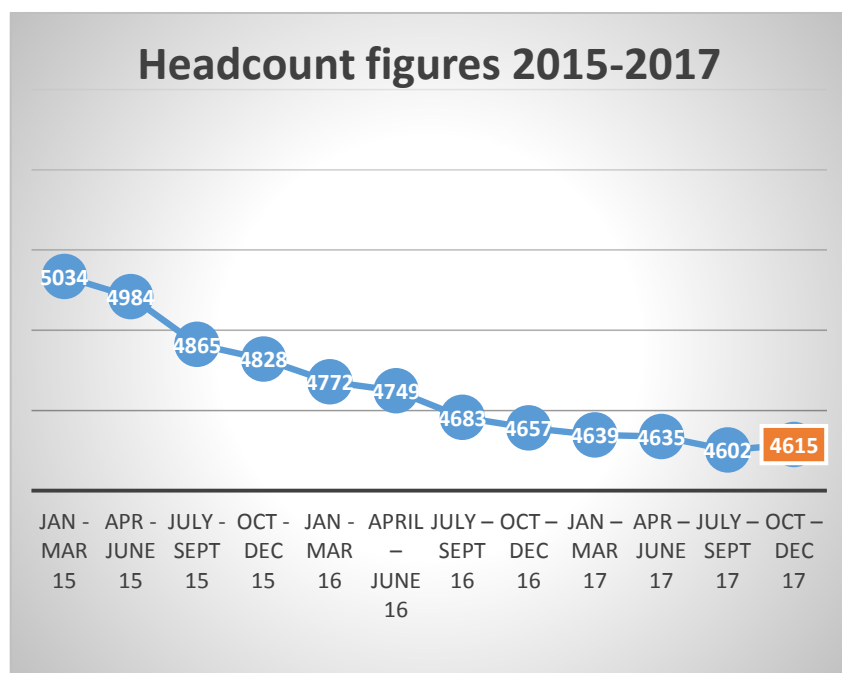
September – December 2017



## Key Observations

The headcount figure has increased slightly this quarter; although only by a small number (+13), it is the first increase since the 2015 January-March quarter. This is reflected in the ratio for starters and leavers (1:0.8 for this quarter, i.e. less people leaving than starting).

This increase is not just due to new employees but also highlights contractual changes for existing staff: 22 employees previously on casual contracts are now on variable or permanent contracts, and a further 18 people have taken up a secondary post.



The use of agency staff sees an interesting change in this quarter, whereby the monetary cost of agency staff has increased but the FTE number has reduced slightly. Further analysis has shown that this relates to a higher than usual use of interim staff at a senior management level in this quarter, with four interim posts at grades HAYLEAD2 and above introduced during this quarter. Given the recent structure changes at tiers one and two of the organisation, this is not unexpected.

Over recent months, employee engagement has been a significant focus of activity for HR and the senior management team. A number of staff engagement initiatives have occurred during this time, with the crucial staff engagement forums taking place in this quarter. These efforts, allied with continual development of our employer brand, are likely to be contributing to positive changes in this quarter relating to the under-25 workforce and turnover rates. Specific figures can be found in the table at the end of this report, however notable decreases have been seen in overall turnover, under-25's turnover and turnover of staff within the first 12 months; these figures have not only significant dropped in this quarter but also show "across the board" improvements when compared to the equivalent quarter for the previous year.

Given these results and the current focus on engagement, a detailed analysis of the council's recent and planned engagement activities and their impacts forms the themed analysis for this Quarterly Workforce report.





In times of constant financial constraints and reducing resources, it is vital that we get the most out of the resources we have in order to still deliver the expected level of service. One factor in achieving this is the measurement and improvement of employees' engagement towards the organisation.

A recent report, '[Engaging for Success](#)', written by David MacLeod and Nita Clarke for the Department for Business, Innovation and Skills comments that "as our public services face the reality of an end to the years of rapid growth in investment, it is hard to see how the quality of service we all aspire to see – employees and citizens alike – can be achieved without putting the enthusiasm, commitment and knowledge of public service employees at the forefront of delivery strategies".

Employee engagement is widely considered to be an indefinite concept, without an unequivocal definition; this results in engagement programmes meaning different things to different organisations, and therefore that it is not always measured in exactly the same way. However, one of the best ways we could find to describe it is:

*"Engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organisation. An engaged employee is aware of the business context, and works with colleagues to improve performance within the job for the benefit of the organisation. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job... It is a concept that places flexibility, change and continuous improvement, in tune with the organisations mission, at the heart of what it means to be an employee and an employer in the twenty-first century workplace."*

In the council's people strategy employee engagement is expressed as "a person's sense of purpose and focused energy, evident in the display of initiative, adaptability, effort and persistence towards organisational goals".

Sir Alan Jones, Chairman Emeritus of Toyota UK, reasons that the most valuable asset a company has is its employees, and argues that Toyota's people are their competitive advantage, and in a world where competitive advantage is boiled down to small margins, employee engagement is the difference that makes the difference.

“Staff are our most valuable asset and could mean the difference in

**“There is considerable evidence linking employee engagement to organisational performance”**

There is considerable evidence linking employee engagement to organisational performance, with each source citing improved performance as a benefit of employee engagement. The 'Engaging for Success' report mentioned above is widely recognised as a key piece of literature around the concept. It states that outcomes of an improved level of engagement may include: lower accident rates, higher productivity, fewer conflicts, more innovation, lower numbers leaving and reduced sickness rates. This link to performance is particularly important in supporting the council to focus on generating income by adopting a more commercial approach to what we do, and is a key objective in the Business Plan 2017 – 2027.

In the context of the council, increasing staff engagement to achieve improvements in organisational performance would also offer opportunities to support delivery of further efficiencies, cost reductions and reduce risk. This view is supported by research from Gallup, a leading company in surveying and analysing workplace behaviour. A review of almost 24,000 organisations concluded that those with engagement scores in the top quartile (the top 25%) averaged 18% higher productivity.

The Chartered Institute of Personnel and Development has stated that employee engagement is now widely accepted as an important factor in achieving performance in the workplace; Gallup went a step

further, finding that increased engagement is strongly related to higher levels of innovation, one of the key brand pillars in our people strategy and the Institute for Employment Studies (IES) argues that an engaged employee experiences a blend of job satisfaction, organisational commitment, job involvement and feelings of empowerment. A case study on The VT Group (identified in the Engaging for Success report mentioned previously) relays that VT's emphasis on engagement has led to improved team working, mutual support, greater personal responsibility, autonomy, collaboration and influences which are resulting in greater innovation. This reinforces our view that our employee value proposition is heavily linked to employee engagement.



Our People Strategy 2017 – 2027 introduces three brand pillars that we identify as core values; empowering people, innovation and collaboration. All three of these brand pillars have strong links to employee engagement. Gallup found that 59% of engaged employees say that their job brings out their most creative ideas (against only 3% of disengaged employees). 78% of highly engaged public sector staff believe they can have an impact on public services delivery or customer service, (29% for staff identified as disengaged).

Studies have found that 54% of disengaged



employees are considering leaving their present jobs ([Gallup](#)) and that replacing them costs up to 33% of an employee's salary ([HR Dive](#)). Disengaged employees are likely to be less productive and have higher levels of absence. Employees who are physically present at work but disengaged from what they are doing also have significant potential to adversely affect service provision.

Despite the ongoing financial pressures on Local Government and public-sector bodies, it should be noted that the council has seen a consistent increase in employee engagement at Wiltshire Council since 2012. In times where you would expect to see many people unsure of where they fit in the organisation, or concerned about restructures and job security, engagement is the highest it has been since we started capturing it in the 2012 Staff Survey. This suggests that the council has managed this wholesale change effectively, and that a focus on employee engagement and wellbeing has been maintained, acting as a contributory factor in achieving efficiencies without significantly affecting service provision.

Several sources suggest that engagement as a whole in the UK is going through a tough period. The Institute of Employment Studies (IES) suggests that the UK's current major productivity deficit is underpinned by a crisis in employee engagement. Engage for Success support this view, indicating that multiple surveys show only around one third of UK workers feel they are engaged (a figure which leaves the UK ranked ninth for engagement levels amongst the world's twelfth largest economies, ranked by GDP).

Given this information, we have concluded that significant benefits can be derived from improved employee engagement. Since greater focus has been placed on improving employee engagement at Wiltshire Council, including specific inclusion in the 2017-2027 People Strategy, an Engagement Lead role has been introduced within HR; the purpose of this role is to drive engagement within the council, working to a clear strategic direction with regards to engagement.


In this quarter, a number of engagement initiatives have been designed, introduced or planned. This have been achieved through close collaboration between the HR&OD team and service areas, and supported by the staff-led #EPIC engagement group.

Highlights include:

- The recently purchased Pulse surveys will be piloted in early January 2018, in preparation for roll out in Spring 2018. Pulse gives employees a voice and an opportunity to quickly and anonymously feedback their sentiments in three key areas (“Me”, “Management” and “Company”), and helps us to identify cultural trends both within services and corporately. This is a key tool in identifying the effects and impacts of corporate engagement initiatives.
- HR business partners have been working very closely with services in order to tailor local engagement strategies. Through attending senior management team (SMT) meetings within services, Business Partners have been promoting the use of EPIC impressions as a way of saying thank you to staff, which has been well received and adopted.
- There has been a joint focus on engagement within Children’s Services between HR and the service heads, including:
  - o Business partners involved managers of all relevant services in the launch of ‘Right Choice’ (offering support services to all education advisors) to schools, to ensure that they were engaged in the brand and the approach taken. A member of our Organisational Development team in HR also ran a team building exercise as part of this.
  - o The introduction of the family and children’s transformation (FACT) programme newsletters, which are being produced and sent out across the service to keep all staff engaged in the transformation programme, including regular “day in the life of…” stories from individual workers.
  - o The support and safeguarding service ran a manager away-day before Christmas for all team managers, assistant team managers and aspiring managers within the service, supported by staff in the OD team. Part of this was to conduct PPA profiling, in order to understand how people behave at work, in turn supporting collaborative and team working within the service and where/how to boost morale.
  - o A health check survey is being developed and will be circulated to certain groups of staff in March/April 2018, to understand what motivates them at work and what could be improved.
- In more remote services feedback from the 2016 staff survey shows they often don’t feel part of the organisation when not based in a main hub. HR Business Partners and the OD team are addressing this through:
  - o ‘Career is my asset’ roadshows planned within highways and transport, showcasing learning and development opportunities available within the council, as well as identifying what support is available externally. A key outcome of this is that all employees will be encouraged to arrange a development discussion with their line manager.
  - o Arranging for an external speaker from the Corsham Institute, Dr Charles Kriel, to hold a seminar on social media (see #EPICTalks below).
  - o Change management workshops within waste and environment, ensuring managers have the right skills and knowledge to support staff during periods of change.
  - o Focussing on building a stronger leadership team within waste services (following a recent restructure), helping to deliver the changes as well as build staff engagement and performance.

The #EPIC group is now in its 2<sup>nd</sup> year, with over 30 members from across all council services. The first meeting of the new cohort is in January 2018. This group gives staff the opportunity to formulate and deliver initiatives for the council, outside of the remit of their “day jobs”. Some of the initiatives they have been working on include:

- The development of the #EPICTalks programme, an innovative scheme to support learning and expand knowledge through “TEDtalks” style events, with speeches from thought leaders and academics. The first event will take place on 26<sup>th</sup> March 2018.
- Modules relating to staff engagement have been included in the new leadership and management apprenticeship and in-house programmes, with delegates encouraged to join the #EPIC group for a period of time.
- An internal communications task force has been put together alongside the communications team to deliver “Ideas into Action”, highlighting whenever employee ideas (from the staff forums, EPIC ideas and other channels) have been adopted by the council and what positive impact they have made.
- Collaborating with the internal communications team and customer services to deliver a visual way for the public to say thank you to individuals, teams or services.
- EPIC impressions allow staff to say thank you and congratulate each other with a digital badge and message – 4,712 impressions have been sent since the scheme was introduced. In this quarter, we also introduced a limited time Christmas pudding themed impression, in place of people sending Christmas cards or emails to colleagues. This was extremely well received, with 692 ‘EPIC Xmas badges’ sent between the 18<sup>th</sup> and 22<sup>nd</sup> of December, representing around 15% of all impressions sent since July 2017.
- Producing #MeetOurTeams and #OurStories videos to highlight the diversity of roles and teams that do such great work, to be delivered on social media and the intranet.
- Working alongside the communications team and facilities management to deliver employer branding visibly throughout main hubs, displaying things like our employer promise, to unify and build a strategic narrative.



The poster for #EPIC Talks presents a free public lecture. At the top, a network of social media icons (LinkedIn, Facebook, Instagram, Twitter, YouTube) is connected by lines. Below this, the text reads "#EPIC Talks presents...". A small portrait of Dr. Charles Kriel is shown next to his name and title: "Dr. Charles Kriel (Corsham Institute) Specialist Advisor to the DCMS Select Committee on Fake News at the House of Commons". The lecture title is "The impact and influence of social media", with a subtitle: "an analysis of current and future trends and their effects on the individual and society." The event details are "26 March, 5.30pm – 7pm County Hall, Trowbridge". A QR code is provided for booking, with the website "epictalks.eventbrite.co.uk". The bottom of the poster features the logos for "LIVE-WORK-LEARN" and "Wiltshire Council Where everybody matters".

Staff engagement will continue as a key strategic theme for both HR&OD and the wider organisation throughout 2018 and beyond. Given the council's recent investment in both people and technology dedicated to supporting, measuring and identifying engagement, its drivers and its effects, we feel well placed to maximise the opportunities arising from improving staff engagement.

# QUARTERLY WORKFORCE Measures

Quarter ended: 31 December 2017

Staffing Levels				
Measure	Jan – March 17	Apr – June 17	July – Sept 17	Oct – Dec 17
Headcount	4639	4635	4602	4615
FTE	3527	3511	3489	3473
Agency worker use (equivalent number of FTE's used during quarter)	95.9	97.3	105.4	100.1
Ratio of managers to employees	1:10.2	1:10.3	1:10.4	1:10.2
FTE of managers	445	439	431	440
Number of redundancies made during quarter	25	19	19	17
Ratio of starters to leavers (FTE)	1:1.1	1:1.4	1:1.1	1:0.8

Sickness Absence					
Measure	Jan – March 17	Apr – June 17	July – Sept 17	Oct – Dec 17	Oct – Dec 16
Working days lost per FTE	2.7 days	2.2 days	2.1 days	2.1 days	2.1 days
% of total absences over 20 days	42.9%	53.5%	49.4%	42.3%	47%

Health and Safety RIDDOR related injuries				
Measure	Jan – March 17	Apr – June 17	July – Sept 17	Oct – Dec 17
No. of workplace incidents/injuries reported	2	0	2	3

New Disciplinary, Grievance and Absence Cases				
Measure	Jan – March 17	Apr – June 17	July – Sept 17	Oct – Dec 17
Disciplinary cases	20	16	14	16
Grievance cases	2	3	3	2
Absence cases	202	131	183	153

Voluntary Staff Turnover					
Measure	Jan – March 17	Apr – June 17	July – Sept 17	Oct – Dec 17	Oct – Dec 16
% staff turnover	2.2%	2.6%	3.3%	2.0%	2.4%
% <1 year turnover rate	3.2%	4.3%	5.9%	3.4%	4.8%
% Under 25's voluntary turnover	1.9%	5.1%	10.5%	4.0%	6.1%
Average leavers' length of service	8.4 years	8.1 years	7.2 years	7.8 years	9.2 years

Employee costs					
Measure Relating to Quarter	Jan – March 17	Apr – June 17	July – Sept 17	Oct – Dec 17	Oct – Dec 16
Total paid in salaries to employees (non casual)	£25.08m	£25.23m	£25.25m	£25.19m	£25.68m
Total paid in salary to casual employees	£0.40m	£0.48m	£0.55m	£0.56m	£0.48m
Total salary pay	£25.49m	£25.71m	£25.80m	£25.75m	£26.16m
Total paid to agency workers	£1.15m	£1.06m	£1.10m	£1.11m	£1.43m
Median employee basic salary	£20,456	£20,661	£20,661	£20,661	£20,456

**Why this is important:** Clear budgetary constraints 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>	Jan – March 17	Apr – June 17	July – Sept 17	Oct – Dec 17
Cost of sick pay	£0.85m	£0.78m	£0.65m	£0.68m
FTE change due to employee hour changes	-6.2	-4.6	-8.2	-7.3
Cost/saving of employee hour changes	-£165,370	-£125,180	-£210,079	-£200,654

**Why this is important:** Sick pay amounted to £2,989,600 across Wiltshire Council during the 2016-17 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. FTE changes indicate where services may 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 could also be an indication that services are adopting a more positive approach to flexible working.

Employee Diversity					
Measure	Jan – March 17	Apr – June 17	July – Sept 17	Oct – Dec 17	Oct – Dec 16
% < 25	6.7%	6.5%	6.0%	6.5%	6.5%
% 55 and over	24.9%	24.9%	24.9%	25%	24.7%
% Female	70.0%	70.2%	70.9%	70.6%	69.9%
% Part-time	43.6%	44.1%	44.2%	44.9%	43%
% Temporary contracts	5.5%	5.3%	5.7%	5.5%	5.5%
% Black or Minority Ethnic	2.1%	2.0%	2.1%	2.1%	2.1%
% Disabled	3.6%	3.6%	3.7%	3.7%	3.4%