

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 9 September 2015
Time: 10.30 am

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

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

Membership:

Cllr Allison Bucknell	Cllr Jane Scott OBE
Cllr John Smale	Cllr Stuart Wheeler
Cllr David Pollitt	Cllr Bob Jones MBE
Cllr David Jenkins	Cllr Graham Wright
Cllr Mike Hewitt	

Substitutes:

Cllr Mark Packard	Cllr Desna Allen
Cllr Tony Trotman	Cllr Nick Blakemore
Cllr Peter Evans	Cllr Stephen Oldrieve
Cllr Bill Moss	Cllr Jeff Osborn
Cllr Fleur de Rhé-Philippe	Cllr Ernie Clark

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PART I

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

1 **Apologies for absence**

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

To confirm the minutes of the meeting held on 8 July 2015. (Copy attached)

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of the agenda (acting on behalf of the Corporate Director) no later than 5pm on **Wednesday 2 September 2015**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Update on Phase 3 of the Social Work Recruitment Campaign** *(Pages 9 - 14)*

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

7 **Equality and Diversity interim update** *(Pages 15 - 60)*

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

8 **Delivering the Business Plan - June 2015** *(Pages 61 - 68)*

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

9 **Workplace Health Update** *(Pages 69 - 72)*

A report by the Associate Director, Public Health is attached.

10 **Date of Next Meeting**

To note that the next meeting is scheduled to be held on Wednesday 4 November 2015, in the Kennet Room at County Hall, Trowbridge, starting at 10.30am.

11 **Urgent Items**

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

PART II

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

None

STAFFING POLICY COMMITTEE

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

Present:

Cllr Allison Bucknell (Chair), Cllr John Smale (Vice Chairman), Cllr David Pollitt, Cllr David Jenkins, Cllr Mike Hewitt and Cllr Bill Moss (Substitute)

31 Apologies for absence

Apologies for absence were received from Cllr Jane Scott OBE (who was substituted by Cllr Bill Moss), Cllr Stuart Wheeler, Cllr Bob Jones MBE and Cllr Graham Wright.

32 Minutes of Previous Meeting

Resolved:

To confirm and sign the minutes of the previous meeting held on 6 May 2015, subject to the inclusion of apologies received from Cllr David Jenkins.

33 Declarations of Interest

There were no declarations of interest made at the meeting.

34 Chairman's Announcements

The Chairman made the following announcements:

HR Excellence Awards

The HR team had been recognised at the annual HR Excellence Awards in London in the category for Best HR Team in the public and not for profit sector, with a highly commended award. This award recognised public sector HR teams for their work within the function and their business partnering with other functions. The Council's entry for this award included specific projects and how

the team had collaborated to support the Council in delivering its objectives and priorities.

After being encouraged to enter this award the team were very pleased and proud to have been recognised in these prestigious awards.

Achieving Excellence 2015

The Council was introducing a new way to recognise excellent work by employees across the Authority. This should help to increase the staff engagement index which was currently measuring at 56% (staff survey 2015).

The new staff recognition scheme was called Achieving Excellence 2015, and this was replacing the previous scheme called corporate awards. This new scheme would take place quarterly and all those nominated for an award would be invited to attend an awards ceremony.

Employees could be nominated for these awards by anyone within the organisation. Nominees could be from any department and work at any level, from a volunteer to a manager, and could be part time or full time. They could be an individual, an entire team, they could be community or customer focused, but they must have gone above and beyond what was expected of them to achieve excellence.

Nominations were currently open for the first awards and would close on 31 August 2015, with the inaugural ceremony taking place in September.

35 **Public Participation**

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

36 **GROW - Learning and Performance Management System**

A demonstration of GROW, a new learning and performance management system was provided at the meeting.

It was reported that the principal aims of this new system would be as follows:-

- Provide a simple, effective appraisal solution that managers could use for all staff
- Integrated system – to link development and performance
- Support new ways of learning – social, web based, e-learning etc.
- Support regular performance discussions (1:1's) year round
- Link individual, team and business objectives

Members welcomed and supported this new management performance system and

Resolved:

- (1) To circulate the presentation to members of the Committee and their deputies for information.**
- (2) To request an update report in 12 months' time in order to see how the new GROW system is working.**

37 CCTV and Vehicle Monitoring Policy

Consideration was given to a report by the Associate Director, People & Business which presented the CCTV and Vehicle Monitoring Policy. This policy had been produced in line with best practice, to meet Information Commissioners Office guidelines.

Resolved:

To approve the CCTV and Vehicle Monitoring Policy.

38 Delivering the Business Plan - March 2015

The Committee received a quarterly workforce report, excluding fire, police and school staff, for the quarter ending March 2015, concerning:-

Staffing Levels
Sickness Absence
New Health and Safety RIDDOR related injuries
New Disciplinary and Grievance Cases
Voluntary Staff Turnover
Employee costs
Additional financial information
Employee Diversity

During discussion, members were pleased to note that:-

- The jobs market had improved and more apprenticeships were being offered.
- Steps were continuing to replace agency staff with permanent staff.
- The campaign to recruit more social workers, particularly in children's services, was proving successful with about 120 new social workers being appointed, leaving just 28 vacancies in children's services.

Resolved:

- (1) To note the contents of the report.**
- (2) In view of the difficulties in putting back meetings of this Committee by one month due to potential clashes with meetings of other**

committees, to agree that these workforce reports be circulated to members of the Committee and their deputies for information as soon as they are available and in advance of them being considered by the Committee.

39 Date of Next Meeting

Resolved:

To note that the next meeting of this Committee was due to be held on Wednesday 9 September 2015 at County Hall, Trowbridge, starting at 10.30am.

40 Urgent Items

There were no items of urgent business.

(Duration of meeting: 10.30 - 11.30 am)

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

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

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE 9 September 2015

Update on Phase 3 of the Social Work Recruitment Campaign

Purpose of Report

1. To provide a further update on the targeted campaign to recruit social workers across adult's and children's social care. This update outlines progress on phase 3 of the campaign which commenced on 1 April 2015. A progress update on phases 1& 2 was provided to Staffing Policy Committee on the 6th May 2015.

Background

2. The social work recruitment campaign commenced in September 2014 and can be broken down into 3 phases. Phases 1 and 2 ran from September 2014 until March 2015. Phase 3 started 1 April 2015 and will run until March 2016.
3. The campaign overall has seen a move away from using 'traditional' recruitment approaches to one where a marketing approach is being deployed. This has involved increasing the council's presence on social media to engage and attract a wider range of audiences, integrating our employer brand into all communications, having a dedicated social care microsite with updated information (including 3 films) and targeted job listings, numerous features and advertising through the Guardian and Community Care.
4. In November 2014, an '18 caseload promise' was developed as a unique selling point for recruitment into the safeguarding and assessment service within operational children's services. Softer feedback gained at interview has indicated that the '18 caseload promise' has been a significant attraction for children social worker candidates to choose Wiltshire Council as an employer of choice.
5. Phases 1 and 2 have been successful; this period saw a total of 127 vacancies in 36 roles advertised across operational children's and adult social care. Across both services (as at 23 March 2015):
 - 425 applications were received
 - 60% and 52% of all vacancies were filled in children's and adults respectively (these figures take into account the increase in establishment agreed in November within operational children's services and vacancies across both services created by turnover in the period since the campaign started)
 - 75 candidates were offered and accepted a post
 - 42 had started
 - All senior management posts were appointed to in operational children's services
 - 52 vacancies remained

6. Due to changes to process where dedicated points of contact were created in HR and in children's and adult care services for all social work enquiries and administration, the average time to recruit from April 2014 – March 2015 dropped from 70 days to 36 days. This has provided a more seamless and improved customer experience for candidates and has no doubt, contributed to the number of appointments made.

Main Considerations for the council

7. Phase 3 of the social work recruitment campaign started 1 April 2015 and will continue until 31 March 2016. A further budget of £100k has been allocated to support this 12 month phase of activity
8. The recent [Ofsted inspection report](#) (dated 1st September 2015) made note of the significant progress the council has made in relation to social work recruitment:

“The local authority has rightly focused on the need to develop a stable, skilled and sufficient workforce. Cross-party political commitment has led to considerable investment in developing the service despite the current financial constraints on the council” (section 107)

9. The total number of vacancies currently stands at 197 (August 2015) with the majority within operational children's services (143). It needs to be noted that the number of vacancies has risen during this phase, mainly due to the creation of new posts within operational children's services:
 - Child Sexual Exploitation: social workers and business support – 3 vacancies
 - School based social worker – 1 vacancy
 - Aspiring Manager – 6 vacancies
 - NQSW - 40 vacancies (see paragraphs 18 – 20)
10. There also continues to be a turnover in social care posts across both services which correlates in part to the increase in vacancies. There has been an increase in turnover especially in adult social care where all the increase (18) can be attributed to turnover. There has been a smaller increase in turnover within operational children's services where the increase in vacancies is predominantly due to the creation of new posts (outlined in paragraph 10). This turnover rate is not unusual or unhealthy but the reasons for leaving will be explored through the use of exit interview and the impact will continue to be monitored as it will shape recruitment activity going forward.
11. Across both services, 68% of all vacancies have now been recruited to (63% in children's and 77% in adults) and to date:
 - 554 applications have been received
 - 133 candidates have been offered and accepted a post
 - 64 vacancies remain
 - 22 candidates are waiting to start
 - 111 have started

12. The significant increase in the percentage recruited (rising from 52 – 77%) within adult social care has been largely due to the appointment of 7 NQSW's in the community team for people with learning disabilities (CTPLD)
13. Phase 3 will differ from previous phases by building on existing successes and lessons learnt from previous phases. This will include reviewing the information and how this information is viewed on the social care microsite, expanding our social media presence (to include social recruiting or direct sourcing of social workers via social media), promoting the new model of working within operational children's services, and the launch of the Wiltshire Institute of Health and Social Care (WIHSC).
14. In addition, work has also been undertaken to explore the links with the military and how to target recruitment activities towards spouses and those returning from Germany in the near future. Attendance at the South West Military Community Career Fair (September) will heighten our presence within the military. A recruitment and marketing campaign has also been negotiated at a reduced rate with the Corsham-based social enterprise Recruit for Spouses, who have a number of qualified social workers on their books. This will involve contact with the regiments returning from Germany to Wiltshire and direct marketing in and around the garrisons and unlimited job postings to their website, candidate search and a social media campaign. Contact is also being made with those leading on the MCI/Army basing projects to ensure that opportunities at Wiltshire Council are promoted to those returning from Germany.
15. Development of up to date marketing materials to use in both current and future campaigns and to keep the social care microsite refreshed has involved working with the communications Team to develop a series of video interviews with our social workers. Further video interviews and service specific promotional videos are planned throughout Phase 3.
16. A number of editorial features have been booked, tying in with key promotional events with Community Care, Guardian and Recruit for Spouses.
17. A number of new recruitment and retention programmes have been developed and are being implemented during Phase 3. These include:
 - 'Return to Social Work' scheme which will attract qualified social workers who have taken time out of the profession and who need to regain HCPC registration to practice again (launching September 2015)
 - A University of West of England student social work bursary scheme, (launching September 2015)
 - Step up to Social Work, a national DfE sponsored 'fast-track' scheme which allows candidates to become fully qualified (children's) social workers within 14 months. Wiltshire Council is taking 6 candidates, 3 of whom are internal council employees
 - Grow Your Own – a Wiltshire Council sponsored programme putting internal candidates through a degree to become fully qualified social workers (launching September 2016).

18. Operational children's services is implementing a new approach to aid with effective succession and new recruitment and retention opportunities. This involves establishing 'pods' of four newly qualified social workers (NQSW) with an 'Aspiring manager' (new role) to support, mentor and assess these NQSWs through their assessed and supported year in employment (ASYE). This new model will mean a more sustainable approach to addressing the (national and local) shortage of experienced social workers through more robust succession planning as NQSWs gain the practice experience and move upwards through the organisation. There will also be a corresponding drop in agency spend as a more stable, permanent workforce is created.
19. A total of 15 pods are planned. This means that 60 NQSWs will need to be recruited (in a staged process) over 2015/16 to kick-start the programme, dropping to 38 NQSWs every year thereafter. A total of 15 Aspiring managers will also need to be recruited (in a staged process) during 2015/16 – 10 permanent and 5 temporary positions.
20. 15 NQSW's have been appointed out of a total of 40 vacancies created to date (August 2015) and 3 out of a total of 6 Aspiring managers have also been recruited. Further vacancies will be created early 2016
21. The Wiltshire Institute of Health and Social Care (WIHSC) is set to launch in autumn 2015. WIHSC will provide a platform for progressive and flexible learning and development throughout a career at Wiltshire Council. As well as offering continuous learning and development, WIHSC will include clear career pathways, coaching and promotion opportunities to leadership and management posts and thus support both our recruitment and retention initiatives.

Environmental Impact of the Proposal

22. None

Equalities Impact of the Proposal

23. Due to the higher than council average percentage of social workers from a BME background within operational children's and adult social care services, further work will be done to understand whether any targeted work can be carried out by way of external promotion. The council's commitment to equality and diversity is clearly articulated through the social care matters website and through all communication where relevant. The recruitment campaign provides opportunities for the council to promote equality of opportunity.

Risk Assessment

24. Whilst the campaign has delivered some success the risk to vulnerable children and adults as a result of the level of vacancies that remain and the on-going difficulties the council is experiencing in recruiting experienced social workers and social work managers remains. This risk means that vulnerable adults and children may suffer harm if steps are not taken to improve the council's ability to recruit.

Financial Implications

25. A budget of £100k to pay for phase 3 of the campaign was agreed by Cabinet on the 21st April 2015. No further investment is required at this stage.

Recommendation

26. It is recommended that Staffing Policy Committee note the contents of this report.

Barry Pirie
Associate Director
People and Business

Report Author: Jane Graham – Strategic HR Manager (Resourcing), Claudia Beaumont – Strategic HR Project Officer

The following unpublished documents have been relied on in the preparation of this report:

None

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

9 September 2015

Equality and Diversity interim update

Purpose of Report

1. To present an interim updated version of the annual equality and diversity employment monitoring report to facilitate the move to a new reporting period which is closer to the statutory publishing date. The council is required to produce workforce equality and diversity information annually as part of the Public Sector Equality Duty (PSED) in line with the Equality Act 2010.

Background

2. In January 2015 Wiltshire Council published its [equality and diversity employment monitoring report 2013/14](#) on the Wiltshire Council website.
3. The council is required to publish the updated equality and diversity employment monitoring report 2014/2015 by the 31 January 2016.
4. Historically the head count figures in this report have been based on workforce data on the 1 April each year and this year work has been undertaken to move the reporting date to 1 October each year, to bring the date nearer to the January publishing date. Moving the date to October will ensure that the figures are as up to date as possible
5. In order to make the change to the new reporting date and cover the gap created by the change, this report is an interim report. It is based on the headcount figure as at 1 April 2015 and a further report will be produced for 1 October 2015 to commence the new reporting cycle. It should be noted that where monitoring information is normally reviewed over a year (e.g. in relation to recruitment, leavers and training), the reference period for this interim report is based on figures for the 6 month reporting gap (April to October 2014).
6. It is recognised that the change to the new reporting period this year may create some small fluctuations to the figures. Comparisons to the previous full year report have been more difficult in some areas due to the shorter reporting period in this interim report. These comparisons will be revisited in the October report.
7. 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 Equality and Inclusion Lead.

Data Monitoring

8. Currently we collect, monitor and publish data on sex, disability, ethnicity and age in relation to our current workforce, leavers and applicants for employment.
9. Work is ongoing to extend the data collected on the protected characteristics on SAP to include: religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment and caring responsibilities. This year, members of staff have

been asked to complete an equalities monitoring questionnaire to provide this information and this is still in the process of being collected. Collecting this additional information should make the data more accurate and robust in terms of meeting the requirements of the PSED and helping to inform the work on the council's people strategy. Improved data would also assist the council in assessing the impact of its policies and practices on different groups within the workforce and enable the council to identify and take positive steps to address gaps. The improvement of this data forms part of the council's equality objectives.

10. This year's staff survey also asked staff for anonymous data on the extended range of protected characteristics. The results are included in this report in Appendix B and provide a useful additional source of statistical information on the council's workforce.
11. In general the data contained in the report is broadly in line with last year with some slight fluctuations, with an increase in the percentage of disabled staff and a slight decrease in the figures for BME staff and under 25's compared to the previous year. The recruitment figures for both these group's shows an increase in the numbers recruited from applicants in these groups who applied. This data will be revisited in the October report.
12. The council continues to focus on continuing the development of the positive action listed in the monitoring report including the continued development of the three staff forums.

Publishing equality objectives

13. In 2013 a number of further measures were identified for consideration/action from the workforce data analysis and these subsequently became part of the council's published equality objectives and include:
 - Improve the rate of unknown's for all categories – including consideration of further data cleanse exercises or targeting particular areas where information is low i.e. paper based checks for those who do not have a pc etc.
 - Measures to increase the percentages of under 25 year olds in the council workforce.
 - Reduce the percentage of disabled staff who respond to the staff survey that they have experienced bullying and harassment
 - Increase the range of protected characteristics captured about the workforce via SAP.
14. An additional HR equality objective was later added relating to implementing improvements identified as part of the Stonewall workplace equality index results.
15. This year further public consultations were held on the equality objectives which has provided feedback on areas for development in this area. The HR equality objectives remain broadly similar.
16. This report provides some opportunity for analysis and commentary on this interim set of data and equality objective summary update points. However the report in October will provide more complete information based on the new reporting timescales.
17. Full details of the Council's equality objectives and how these link to the Wiltshire Council business plan are set out on the [Wiltshire Council website](#).

Environmental Impact of the Proposal

18. None.

Equalities Impact of the Proposal

19. As set out in the report.

Risk Assessment

20. Statutory requirement to comply with the PSED.

Options Considered

21. None.

Recommendation

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

Barry Pirie
Associate Director,
People and Business

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

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

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Wiltshire Council

**Equality and Diversity Employment Monitoring
Report**

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Introduction

1. As a public body, Wiltshire Council is required to publish workforce data to demonstrate our compliance with the Public Sector Equality Duty (PSED) (Equality Act 2010). The PSED places a specific duty on the council to publish information about its employees (where the organisation exceeds 150 staff) and service users broken down by relevant protected characteristic to show how the council is:
 - Eliminating discrimination, harassment and victimisation
 - Advancing equality of opportunity
 - Fostering good relations between people
2. This report forms part of the overall reporting against the Public Sector Equality Duty. In line with the requirements of this duty the report is published on the council website on the 31 January each year. This year the council is moving the date that the head count figures are based on from the 1 April each year to the 1 October each year, to bring the workforce figures closer to the publishing date, to ensure that they are as up to date as possible. In order to make the change to the new reporting date and cover the gap created by the change, this report is an interim report. It is based on the headcount figure as at 1 April 2015 and a further report will be produced for 1 October 2015 to commence the new reporting cycle.
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 form part of the Council's equality objectives. The Council is legally required to set and review equality objectives under specific duties set out under the PSED.
5. The data contained in this report has been based on either headcount data as at 1 April 2015 or where monitoring information is normally reviewed over a year (e.g. in relation to recruitment and training), the reference period for this interim report is based on figures for the 6 month reporting gap (April to October 2014) created by moving the date of future reports from the 1 April each year to 1 October each year as set out above.

Who is included in the report and data gaps?

6. The council currently collects and monitors equality data relating to the protected characteristics of race, disability, sex and age. We are currently in the process of increasing the range of characteristics which the council monitor. Once this process has been completed we hope to start including information relating to religion and belief, sexual orientation, marriage and civil partnerships or gender reassignment or by caring status. This forms one of the council's equality objectives and is an ongoing piece of work.

7. Where we currently have gaps in workforce information we have used external statistics based on the Wiltshire population to provide data on the likely representation on sexual orientation, carer status and religion and belief ([see Appendix A](#)) and we have also been able to include information from the 2014 staff survey ([Appendix B](#)).
8. The council is also committed to reducing the number of unknown's in the data through its equality objectives and this will also be picked up through the work to increase the range of data collected on the SAP system.
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 1.4.2015 was 5030 compared with 4913 on 1.4.2014.

How we collect equality information

12. The monitoring information set out in this report has mainly been collected from the council's management information system (SAP) and from monitoring information collected by staff in HR.
13. The data collected in SAP is based on information provided by staff during recruitment and throughout their employment and staff are also encouraged to check and update their personal information by using the SAP self service facility. This year the council has sent out an equality monitoring questionnaire to ask staff to update their equality and diversity information and provide new information on the protected characteristics which the council has not previously monitored including religion and belief, sexual orientation, marriage and civil partnerships or gender reassignment or by caring status.
14. As in previous years, there are still staff that have not provided equality information which has resulted in some high percentages of unknowns in the report and we continue to look for ways to build confidence about declaring and decreasing these numbers.
15. Last year the council also used the staff survey to collect additional anonymous information on the equality and diversity of staff. This included collecting information on protected characteristics such as sexual orientation, gender identity, different types of impairment in relation to disability and caring responsibilities which have not previously been collected by the council. This report contains some of this information in the appendices to fill in some of the data gaps.

Employee engagement and consultation

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

18. Employee engagement also takes place through:
- [Staff Equality Forums](#) - the council previously had four staff forums which have been reorganised this year into three forums which staff can choose to join. The forums offer mutual support, raise awareness and give advice on specific equality issues and act as a consultative voice to the council.
19. The staff forums include:
- Carers and disability staff forum
 - Black and minority ethnic (BME) staff forum
 - LGBT (lesbian, gay, bisexual and trans) forum (this forum is open up to anyone working in the public sector, including the local authority area of Swindon).
20. Some examples of proactive engagement with the forums have been:
- The council's promotion of Black History Month 2014 (BME staff forum) and LGBT History month (LGBT forum) 2014 and 2015. The raising of the LGBT flag at county hall for the first time to mark this.
 - Working group to look at improving the evacuation and fire procedures for disabled staff (staff disability forum).
 - The council's involvement in and promotion of its (fostering and adoption) services for Swindon and Wiltshire Pride 2014 and 2015 (LGBT staff forum).
 - The involvement of the staff carer's forum in Carers Week 2014 and in the proposed new engagement arrangements for consulting carers across Wiltshire through the Carers Representative Group.
 - A joint working initiative between all the forums (BME, Carers & Disability and LGBT) to build relationships between forum members and tackle joint issues.
 - The co-development of a reasonable adjustments survey which has helped identify areas for improvement (Carers and disability staff forum).
 - Development of a staff role model booklet (to highlight each of the forums and to make them more accessible through personalisation).
 - Empowerment of staff forums by provision of tools for self ownership (including development of forum action plans for change).
21. **Manager Stakeholder panel** – this panel is made up of managers from across service areas and the Wiltshire geographical area. Manager consultation and feedback is sought on all significant changes to HR policies and HR projects via this panel, including on equality and diversity issues.
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 an annual staff survey in 2011 to collect information from staff on their views and opinions and take suitable action on staff feedback. The most recent survey took place in September 2014 and had a 60% response rate. It indicated the employee engagement index (national benchmarking standard used by BIS) has risen to 56%.

Corporate Equality and Diversity steering group

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

The council also has a corporate director equality champion to support work on equality and diversity issues at the most senior 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
 - Dignity at work policy and procedure
 - Grievance policy and procedure
 - Disciplinary
 - Code of Conduct
 - Behaviours Framework policy and procedure
 - Appraisals
 - Flexible working policies
 - Career break schemes
27. All these policies have been updated in line with the Equality Act 2010 and have been widely consulted on (including trade unions, manager stakeholder panel) and assessed by an equality analysis panel. Staff are encouraged to give feedback on policies to HR via the intranet – HR direct. An ongoing programme of HR policy review continues to take place including work on shared parental leave, dignity at work, standby and callout arrangements, overtime arrangements, monitoring of staff and flexible working etc.

Due regard/ Equality Analysis panels

28. Equality Analysis Panels are used to ensure that due regard is given to the aims of the general equality duty when we plan, deliver and make decisions about the work of the council.
29. In relation to workforce employment policies and projects regular panels are set up to consider the impact of new and significantly changed policies and projects in relation to equality and diversity and the three general equality duties. External equality

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

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

Benchmarking and sharing good practice

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

Workforce data and findings

34. See below a breakdown of staff by headcount, FTE and full/part time ratio. These figures are taken from the SAP payroll system as at 1 April 2015.
35. Please note that where the figures in this report are low we have recognised that it may be possible to identify individuals and have replaced the data with a * in order to comply with data protection.

Staff in post

Numbers	Head count	FTE	PT	%	FT	%
Non-Schools	5030	3771	2193	43.60%	2837	56.40%

Ethnicity

See below for a breakdown of workforce figures for ethnicity

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

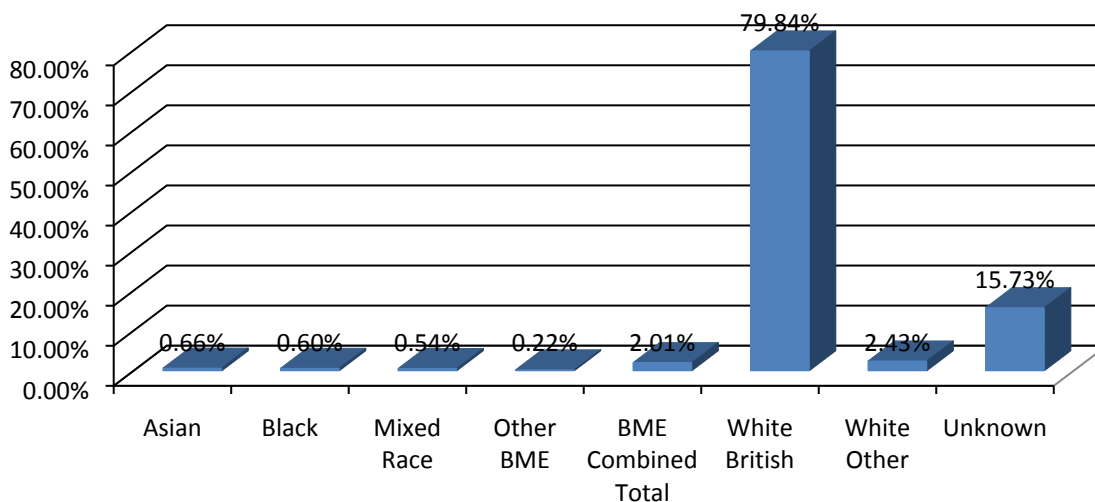
37. Our non-schools workforce data indicates that:

- 2.01% of the non-schools workforce has a BME background compared to 2.16% in 2014. Within the group of staff who have declared that they have a BME background, 63.37% are female compared with 36.63% who are male. This is representative of the higher number of females employed by the council.
- A slightly higher percentage of BME staff, 69.31% work full-time compared to 56.40% of the total workforce work full-time.
- BME staff are represented in all the ranges for length of service and age. The percentage of staff of BME staff with over 2 years service is 72.28% compared to 80.89% for all other staff.
- The total 'unknown' figure (those staff not declaring) shows that 15.73% have not disclosed their ethnicity and the council will continue to encourage staff to disclose this.

Ethnicity – Headcount figures

Non-schools	Number	% of total
Asian	33	0.66%
Black	30	0.60%
Mixed Race	27	0.54%
Other BME	11	0.22%
BME Combined Total	101	2.01%
White British	4016	79.84%
White Other	122	2.43%
Unknown	791	15.73%
All Staff	5030	100.00%

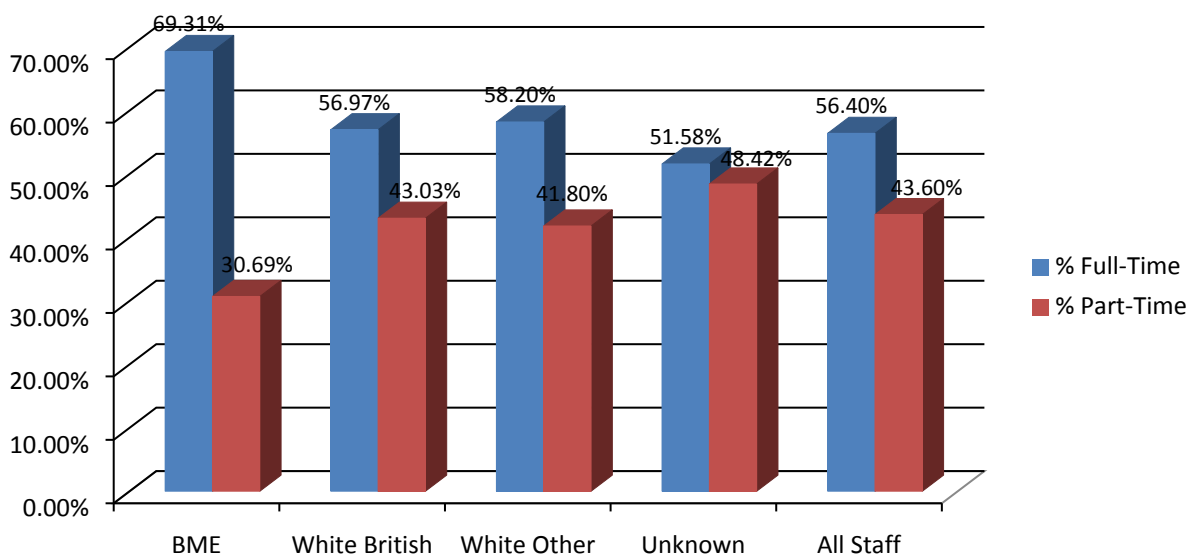
Ethnicity (%) by Headcount



By sex

	Head Count	Female	%	Male	%
BME	101	64	63.37%	37	36.63%
White British	4016	2842	70.77%	1174	29.23%
White Other	122	88	72.13%	34	27.87%
Unknown	791	508	64.22%	283	35.78%
All Staff	5030	3502	69.62%	1528	30.38%

Ethnicity by full-time / part-time



Ethnicity by age

	Head Count	Under25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
BME	101	8	7.92%	27	26.73%	27	26.73%	25	24.75%	12	11.88%	*	*
White British	4016	269	6.70%	787	19.60%	868	21.61%	1142	28.44%	818	20.37%	132	3.29%
White Other	122	*	*	17	13.93%	35	28.69%	36	29.51%	30	24.59%	*	*
Unknown	791	85	10.75%	152	19.22%	136	17.19%	244	30.85%	137	17.32%	37	4.68%
All Staff	5030	363	7.22%	983	19.54%	1066	21.19%	1447	28.77%	997	19.82%	174	3.46%

Ethnicity by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
BME	101	28	27.72%	24	23.76%	21	20.79%	22	21.78%	6	5.94%
White British	4016	796	19.82%	704	17.53%	954	23.75%	1054	26.25%	508	12.65%
White Other	122	16	13.11%	18	14.75%	58	47.54%	23	18.85%	7	5.74%
Unknown	791	121	15.30%	59	7.46%	280	35.40%	233	29.46%	98	12.39%
All Staff	5030	961	19.11%	805	16.00%	1313	26.10%	1332	26.48%	619	12.31%

Disability

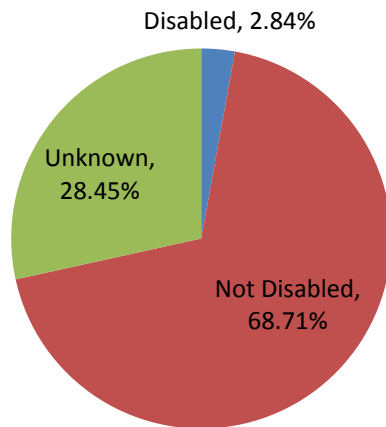
See below for a breakdown of workforce figures for disability

38. The figures from the Wiltshire census 2011 indicate that 10.63% of the working population, living in households or communal establishments, indicated their day to day activities were limited a little or a lot. A survey of people in Wiltshire claiming either Disability Living Allowance or Attendance Allowance (February 2010) gave a figure of 6.5%. Although these are useful figure for comparison it is noted that they do not provide a consistent figure. Staff and applicants are encouraged to consider whether they declare a disability against the definition of disability in the Equality Act which is again different to these other surveys. The Equality Act defines disability as 'a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities'.
39. Our non-schools workforce data indicates:
- 2.84% of the non schools workforce has declared a disability compared to 2.65% in 2014. Of those who declared that they had a disability, 70.63% were female and 29.37% were male. This is reflective of the higher percentage of female staff across the council.
 - Results from the 2014 staff survey indicate that 3.48% of the staff who responded to the survey considered themselves to have a disability. The staff survey was anonymous (see Appendix B).
 - A slightly higher percentage of disabled staff, 60.14% work full-time compared to 56.40% of the total workforce work full-time.
 - Disabled staff are represented in all the ranges for length of service and ages.
 - The percentage of disabled staff who are BME is 1.4% which is slightly lower than the percentage of staff who are BME in the workplace which is 2.01%.
 - 28.45% of staff have not disclosed whether they have a disability. The council will continue to encourage staff to disclose this information.
40. The council already takes a range of steps to encourage disabled applicants and support disabled staff at work. The council is proud to have been awarded the double tick symbol and offers a guaranteed interview to all applicants who declare that they have a disability and meet the minimum criteria for the post as set out in the person specification. The council is committed to enabling disabled staff to remain in their posts and has an occupational health team who work closely with managers and Access to Work to identify and consider reasonable adjustments where these are required. A reasonable adjustment budget is available to support adjustments. Support is available to staff through the Carers and disability staff forum. The council is a member of the Business Disability Forum.

Disability by headcount

	Number	% of total
Disabled	143	2.84%
Not Disabled	3456	68.71%
Unknown	1431	28.45%
All Staff	5030	100.00%

Disability (%) by Headcount



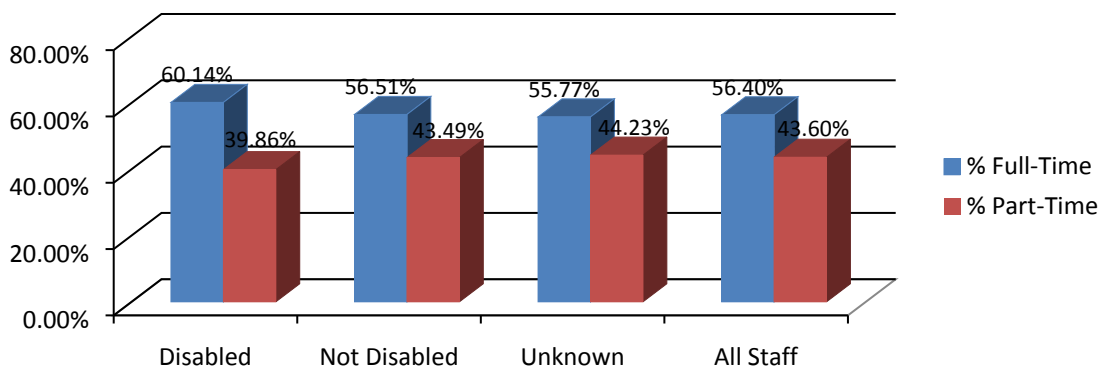
Disability by sex

	Head Count	Female	%	Male	%
Disabled	143	101	70.63%	42	29.37%
Not Disabled	3456	2512	72.69%	944	27.31%
Unknown	1431	889	62.12%	542	37.88%
All Staff	5030	3502	69.62%	1528	30.38%

Disability by ethnicity

	Head Count	BME	%	White British	%	White Other	%	Unknown	%
Disabled	143	*	1.4%	124	86.71%	4	2.80%	13	9.09%
Not Disabled	3456	88	2.55%	3205	92.74%	113	3.27%	50	1.45%
Unknown	1431	11	0.77%	687	48.01%	5	0.35%	728	50.87%
All Staff	5030	101	2.01%	4016	79.84%	122	2.43%	791	15.73%

Disability – full time /part time



Disability by age

	Head Count	Under 25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
Disabled	143	*	*	21	14.69%	33	23.08%	55	38.46%	26	18.18%	6	4.20%
Not Disabled	3456	236	6.83%	670	19.39%	763	22.08%	970	28.07%	706	20.43%	111	3.21%
Unknown	1431	125	8.74%	292	20.41%	270	18.87%	422	29.49%	265	18.52%	57	3.98%
All Staff	5030	363	7.22%	983	19.54%	1066	21.19%	1447	28.77%	997	19.82%	174	3.46%

Disability by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Disabled	143	16	11.19%	16	11.19%	46	32.17%	40	27.97%	25	17.48%
Not Disabled	3456	696	20.14%	702	20.31%	799	23.12%	855	24.74%	404	11.69%
Unknown	1431	249	17.40%	87	6.08%	468	32.70%	437	30.54%	190	13.28%
All Staff	5030	961	19.11%	805	16.00%	1313	26.10%	1332	26.48%	619	12.31%

Sex (male/female)

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

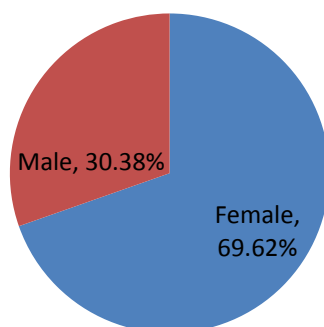
41. Our workforce data for non-schools indicates:

- the percentage of females is 69.62% and males 30.38% and these remain similar to the figures for 2014 which were female 69.31% and male 30.69%.
- 52.08% of women work part-time and 24.15% of men work part-time. A wide range of flexible working options including job sharing, term time only and annualised hours options are available to all staff in the council.
- The percentage of men in the workforce tends to be slightly higher than females in the under 34 age bands. The percentage of female staff is highest in the 45 – 54 age bands.

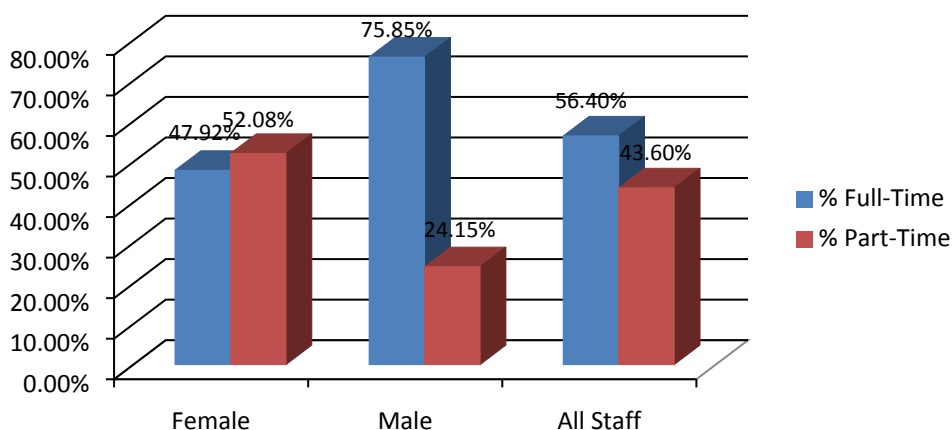
Sex – headcount

Non-schools	Number	% of total
Female	3502	69.62%
Male	1528	30.38%
All Staff	5030	100.00%

Sex % by Headcount



Sex – full-time/part-time



Sex by age

	Head Count	Under25	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%
Female	3502	204	5.83%	635	18.13%	748	21.36%	1094	31.24%	699	19.96%	122	3.48%
Male	1528	159	10.41%	348	22.77%	318	20.81%	353	23.10%	298	19.50%	52	3.40%
All Staff	5030	363	7.22%	983	19.54%	1066	21.19%	1447	28.77%	997	19.82%	174	3.46%

Sex by length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Female	3502	667	19.05%	495	14.13%	942	26.90%	972	27.76%	426	12.16%
Male	1528	294	19.24%	310	20.29%	371	24.28%	360	23.56%	193	12.63%
All Staff	5030	961	19.11%	805	16.00%	1313	26.10%	1332	26.48%	619	12.31%

Age

See below for a breakdown of workforce figures for age.

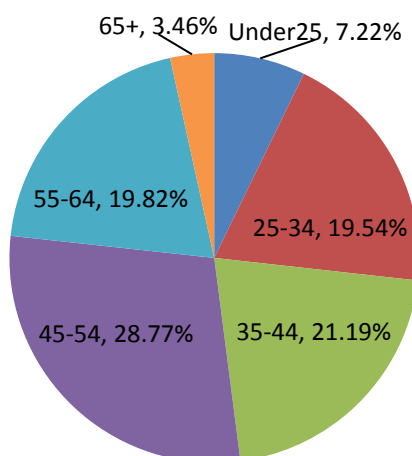
42. Our workforce data for non-schools indicates:

- The largest group within the workforce are in the age range 45 – 55, 28.77%.
- Under 25's make up 7.22% of the workforce (a slight decrease from 7.61% in 2014) and this compares to 16.19% in the working population of Wiltshire ([Source: ONS Mid Year Estimates 2013](#)). Measures to look at under representation within this group are currently being explored and initiatives developed including working on our employee brand to help attract this age group, offering more apprenticeships & traineeships and creating other lower level entry roles and increasing engagement through clear progression schemes & development.
- The proportion of part-timers is higher than full-timers for the age ranges, under 25's and over 65's. A high proportion of under 25's on part time contracts work in leisure where part-time contracts are more commonly in use.

Age – headcount

Non-schools	Number	% of total
Under25	363	7.22%
25-34	983	19.54%
35-44	1066	21.19%
45-54	1447	28.77%
55-64	997	19.82%
65+	174	3.46%
All Staff	5030	100.00%

Age % by Headcount



Age - full time/ part time

	Head Count	FT	%	PT	%
Under25	363	142	39.12%	221	60.88%
25-34	983	653	66.43%	330	33.57%
35-44	1066	629	59.01%	437	40.99%
45-54	1447	849	58.67%	598	41.33%
55-64	997	535	53.66%	462	46.34%
65+	174	29	16.67%	145	83.33%
All Staff	5030	2837	56.40%	2193	43.60%

Age – length of service

	Head Count	Under 2 years	%	2-5 years	%	5-10 years	%	10-20 years	%	20 years+	%
Under 25	363	196	53.99%	113	31.13%	54	14.88%	0	0.00%	0	0.00%
25-34	983	254	25.84%	234	23.80%	341	34.69%	154	15.67%	0	0.00%
35-44	1066	180	16.89%	157	14.73%	302	28.33%	375	35.18%	52	4.88%
45-54	1447	214	14.79%	172	11.89%	358	24.74%	430	29.72%	273	18.87%
55-64	997	107	10.73%	119	11.94%	207	20.76%	304	30.49%	260	26.08%
65+	174	10	5.75%	10	5.75%	51	29.31%	69	39.66%	34	19.54%
All Staff	5030	961	19.11%	805	16.00%	1313	26.10%	1332	26.48%	619	12.31%

Recruitment monitoring

43. 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.
44. 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.

45. Our workforce data for non-schools in the 6 months covered by this interim report 1 April 2014 to 31 September 2014 indicates:
- 5.58% of all applications, 3.95% of shortlisted applicants and 3.74% of appointments were from people who declared that they were from a BME background. These figures indicate a slight decrease on last year's report from 5.94% of all applications, however, the percentage of all appointments remain at a similar figure of 3.76%. Additionally, the percentages of applicants of type appointed as a percentage of those who applied has increased to 11.58% compared to 9.31% in last year's report for BME staff. These figures are higher than the figures from the 2011 census, which indicate that 3.56% of the Wiltshire population have a BME background.
 - 6.60% of all applications, 6.77% of those shortlisted and 3.90% of those appointed declared that they had a disability. This was a slight increase from 5.30% applications and 3.31% appointments in last year's report; along with the percentage of applicants of type appointed as a percentage of those applied (10.22%) increasing from last year's report (9.2%). The council has been awarded the Two Tick symbol and offers a guaranteed interview to disabled applicants who meet the minimum criteria for the post they are applying for. Data on short listing indicates that the percentage of disabled candidates shortlisted was 37.33% compared to 35.61% for non-disabled staff. The equality declaration form is removed prior to the interview so that the recruiting manager is unable to see equality information.
 - 64.54% of applications received by the council were from female applicants and 32.96% were from male applicants. 65.87% of posts filled were filled by female applicants, with 27.16% filled by male applicants. This is broadly reflective of the current workforce split which is 69.62% female and 30.38% male.
 - The lowest percentage of applicants appointed of type was the over 65's. The percentages of under 25's appointed as a percentage of those who applied was also slightly lower than in other groups at 14.50% but has increased from 12.55% in last year's report. The council currently has a number of measures in place to support the under 25's (please see section on age above).

By ethnicity

Ethnic Origin	Number who Applied	Number Shortlisted	Number Appointed	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	190	49	22	5.58%	3.95%	3.74%	25.79%	44.90%	11.58%
White British	2999	1097	507	88.02%	88.47%	86.08%	36.58%	46.22%	16.91%
White Irish/Other	158	49	19	4.64%	3.95%	3.23%	31.01%	38.78%	12.03%
Not Declared	60	45	41	1.76%	3.63%	6.96%	75.00%	91.11%	68.33%
Grand Total	3407	1240	589	100.00%	100.00%	100.00%	36.40%	47.50%	17.29%

By disability

Disability	Number who Applied	Number Shortlisted	Number Appointed	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	225	84	23	6.60%	6.77%	3.90%	37.33%	27.38%	10.22%
Not Disabled	3117	1110	526	91.49%	89.52%	89.30%	35.61%	47.39%	16.88%
Not Declared	65	46	40	1.91%	3.71%	6.79%	70.77%	86.96%	61.54%
Grand Total	3407	1240	589	100.00%	100.00%	100.00%	36.40%	47.50%	17.29%

By sex

Sex	Number who Applied	Number Shortlisted	Number Appointed	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	2199	831	388	64.54%	67.02%	65.87%	37.79%	46.69%	17.64%
Male	1123	354	160	32.96%	28.55%	27.16%	31.52%	45.20%	14.25%
Not Declared	85	55	41	2.49%	4.44%	6.96%	64.71%	74.55%	48.24%
Grand Total	3407	1240	589	100.00%	100.00%	100.00%	36.40%	47.50%	17.29%

By age

Age Band	Number who Applied	Number Shortlisted	Number Appointed	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	848	291	123	24.89%	23.47%	20.88%	34.32%	42.27%	14.50%
25 – 34	867	306	145	25.45%	24.68%	24.62%	35.29%	47.39%	16.72%
35 – 44	657	252	118	19.28%	20.32%	20.03%	38.36%	46.83%	17.96%
45 – 54	678	244	115	19.90%	19.68%	19.52%	35.99%	47.13%	16.96%
55 – 64	274	95	45	8.04%	7.66%	7.64%	34.67%	47.37%	16.42%
65 and over	18	7	2	0.53%	0.56%	0.34%	38.89%	28.57%	11.11%
Not Declared	65	45	41	1.91%	3.63%	6.96%	69.23%	91.11%	63.08%
Grand Total	3407	1240	589	100.00%	100.00%	100.00%	36.40%	47.50%	17.29%

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38

Internal promotions

46. The council monitor applications by staff for internal transfers and promotions. All roles (apart from front line positions) are advertised internally prior to any external advert. The information presented is for jobs advertised internally within Wiltshire Council (non-schools) and does not include any internal applicants for jobs advertised externally to the wider public. The information includes all positions regardless of whether that job represents a promotion or a sideways move within the council for the successful applicant.
47. Our workforce data for non-schools in the 6 months covered by this interim report 1 April 2014 to 31 September 2014 indicates:
- 3.47% of internal applicants appointed declared that they are from BME backgrounds. This was a decrease from 6.15% 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 prefer not to say return rate.
 - The percentage of internal disabled applicants appointed as a percentage of those disabled applicants who applied was 30.43% compared to 33.51% for non-disabled internal applicants.
 - The percentage of internal females appointed was 60.42% and the overall workforce is 69.62% female.
 - In terms of age, the highest percentage of type appointed as a percentage of those who applied was in the 55-64 age band. The under 25's were the highest percentage of type appointed in last year's report (33.33%) but this figure has decreased this year to 25.81%. The council has ongoing measures in place to support the employment of under 25's (see information under age).

Ethnicity

Ethnic Origin	Number who Applied	Number Shortlisted	Number Appointed	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	22	10	5	5.31%	4.24%	3.47%	45.45%	50.00%	22.73%
White British	361	206	125	87.20%	87.29%	86.81%	57.06%	60.68%	34.63%
White Irish/Other	18	9	3	4.35%	3.81%	2.08%	50.00%	33.33%	16.67%
Not Declared	13	11	11	3.14%	4.66%	7.64%	84.62%	100.00%	84.62%
Grand Total	414	236	144	100.00%	100.00%	100.00%	57.00%	61.02%	34.78%

By disability

Disability	Number who Applied	Number Shortlisted	Number Appointed	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	23	16	7	5.56%	6.78%	4.86%	69.57%	43.75%	30.43%
Not Disabled	379	210	127	91.55%	88.98%	88.19%	55.41%	60.48%	33.51%
Not Declared	12	10	10	2.90%	4.24%	6.94%	83.33%	100.00%	83.33%
Grand Total	414	236	144	100.00%	100.00%	100.00%	57.00%	61.02%	34.78%

By sex

Sex	Number who Applied	Number Shortlisted	Number Appointed	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	257	157	87	62.08%	66.53%	60.42%	61.09%	55.41%	33.85%
Male	144	68	47	34.78%	28.81%	32.64%	47.22%	69.12%	32.64%
Not Declared	13	11	10	3.14%	4.66%	6.94%	84.62%	90.91%	76.92%
Grand Total	414	236	144	100.00%	100.00%	100.00%	57.00%	61.02%	34.78%

By age

Age Band	Number who Applied	Number Shortlisted	Number Appointed	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	31	12	8	7.49%	5.08%	5.56%	38.71%	66.67%	25.81%
25 – 34	250	153	92	60.39%	64.83%	63.89%	61.20%	60.13%	36.80%
35 – 44	55	28	15	13.29%	11.86%	10.42%	50.91%	53.57%	27.27%
45 – 54	46	24	13	11.11%	10.17%	9.03%	52.17%	54.17%	28.26%
55 – 64	24	14	11	5.80%	5.93%	7.64%	58.33%	78.57%	45.83%
65 and over	*	0	0	0.24%	0.00%	0.00%	0.00%	0.00%	0.00%
Not Declared	7	5	5	1.69%	2.12%	3.47%	71.43%	100.00%	71.43%
Grand Total	414	236	144	100.00%	100.00%	100.00%	57.00%	61.02%	34.78%

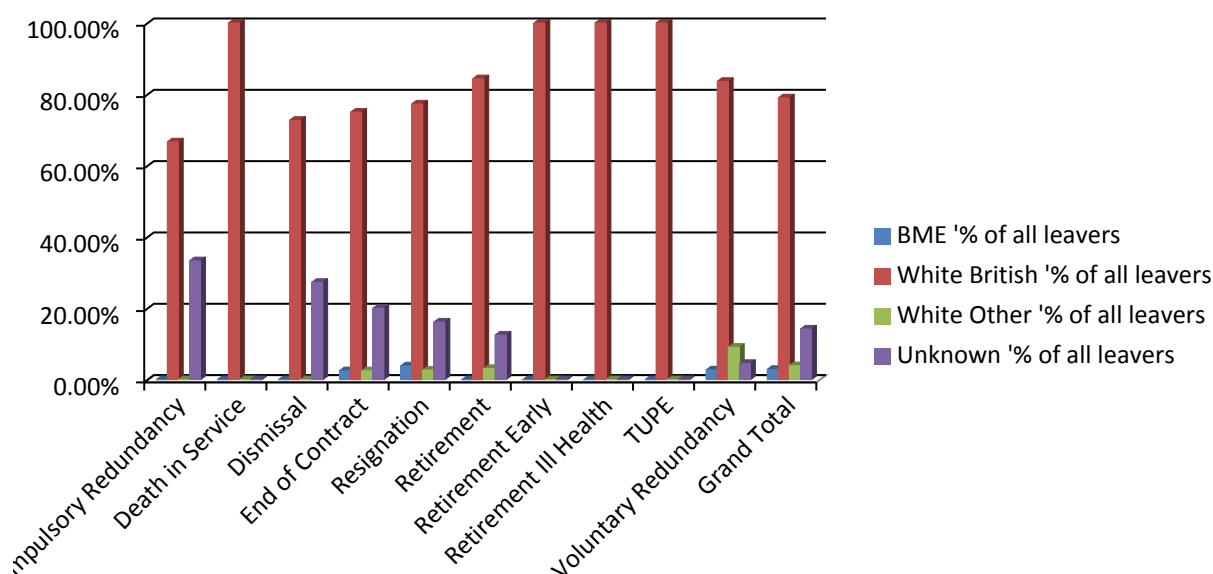
Leaver monitoring

48. There were 486 non-school staff who ceased employment in the council in the 6 months covered by this interim report 1 April 2014 to 31 September 2014.
49. Our workforce data for non-schools indicates:
- 2.88% of leavers had declared that they had BME background, 64.81% were female and these percentages are roughly in line with the general workforce percentages for these groups.
 - Overall 2.47% of leavers had declared that they had a disability, this is in line with the percentage of disabled employees in the workforce (2.84%). 66.67% of all disabled leavers left due to early retirement.
 - There has been an increase in the number of leavers in the 25-34 year age bracket with an increase in resignations in this group. The 25-34 year age bracket has also seen the highest percentage of leavers due to voluntary redundancies at 29.09%. There was also an increase in the number of under 25's leaving with an increase in the percentages of redundancies and end of contracts in this group.

By ethnicity

Reason	All Leavers	BME	BME % of all leavers	White British	White British % of all leavers	White Other	White Other % of all leavers	Unknown	Unknown % of all leavers
Compulsory Redundancy	21	0	0.00%	14	66.67%	0	0.00%	7	33.33%
Death in service	*	*	*	*	*	*	0.00%	0	0.00%
Dismissal	11	0	0.00%	8	72.73%	0	0.00%	3	27.27%
End of Contract	40	*	*	30	75.00%	*	*	8	20.00%
Resignation	260	10	3.85%	201	77.31%	7	2.69%	42	16.15%
Retirement	32	0	0.00%	27	84.38%	*	*	4	12.50%
Retirement Early	3	0	0.00%	3	100.00%	0	0.00%	0	0.00%
Retirement Ill Health	4	0	0.00%	4	100.00%	0	0.00%	0	0.00%
TUPE	3	0	0.00%	3	100.00%	0	0.00%	0	0.00%
Voluntary Redundancy	110	3	2.73%	92	83.64%	10	9.09%	5	4.55%
Grand Total	486	14	2.88%	384	79.01%	19	3.91%	69	14.20%

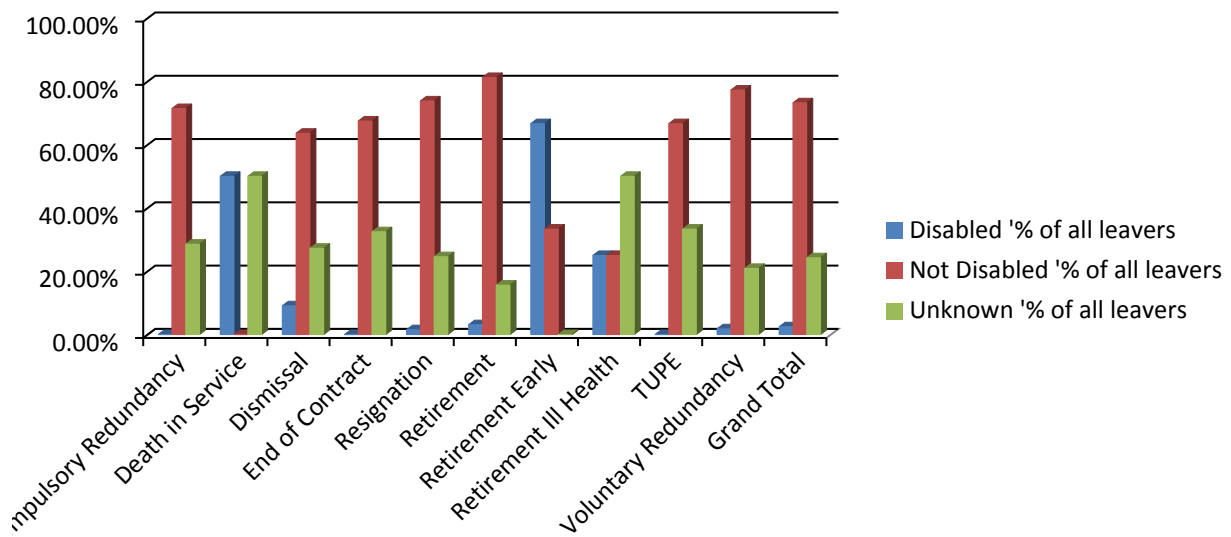
Leavers by ethnicity (% of all leavers)



By disability

Reason	All Leavers	Disabled	Disabled % of all leavers	Not Disabled	Not Disabled % of all leavers	Unknown	Unknown % of all leavers
Compulsory Redundancy	21	0	0.00%	15	71.43%	6	28.57%
Death in Service	*	*	*	*		*	*
Dismissal	11	*	*	7	63.64%	3	27.27%
End of Contract	40	0	0.00%	27	67.50%	13	32.50%
Resignation	260	4	1.54%	192	73.85%	64	24.62%
Retirement	32	*	*	26	81.25%	5	15.63%
Retirement Early	3	*	*	*	*	*	*
Retirement Ill Health	4	*	*	*	*	*	*
TUPE	3	*	*	*	*	*	*
Voluntary Redundancy	110	*	*	85	77.27%	23	20.91%
Grand Total	486	12	2.47%	356	73.25%	118	24.28%

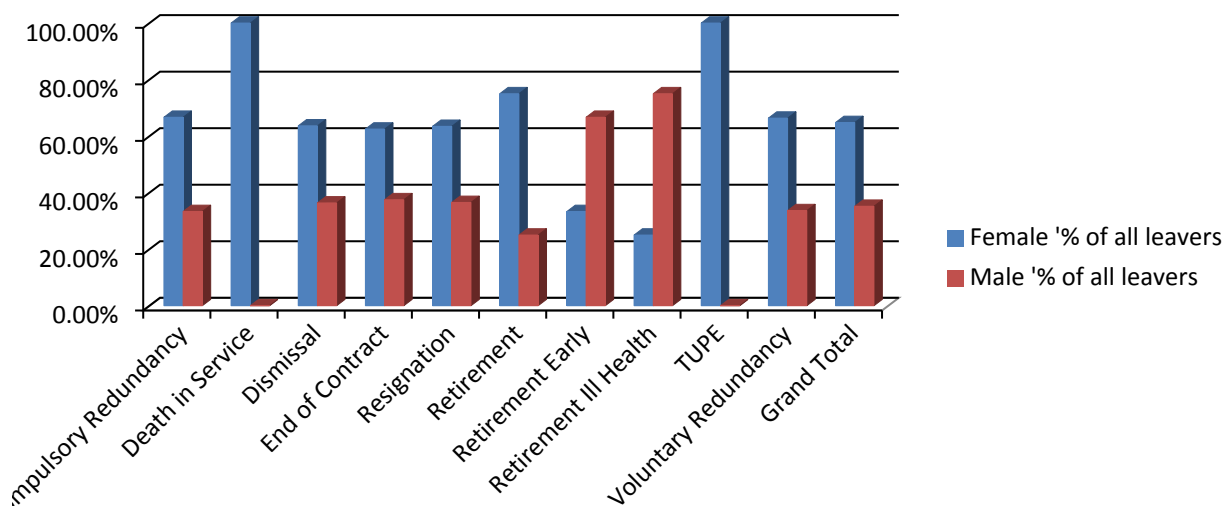
Leavers by disability (% of all leavers)



By sex

Reason	All Leavers	Female	Female % of all leavers	Male	Male % of all leavers
Compulsory Redundancy	21	14	66.67%	7	33.33%
Death in Service	*	*	*	*	0.00%
Dismissal	11	7	63.64%	4	36.36%
End of Contract	40	25	62.50%	15	37.50%
Resignation	260	165	63.46%	95	36.54%
Retirement	32	24	75.00%	8	25.00%
Retirement Early	3	*	*	*	*
Retirement Ill Health	4	*	*	3	75.00%
TUPE	3	3	100.00%	0	0.00%
Voluntary Redundancy	110	73	66.36%	37	33.64%
Grand Total	486	315	64.81%	171	35.19%

Leavers by Sex (% of all leavers)

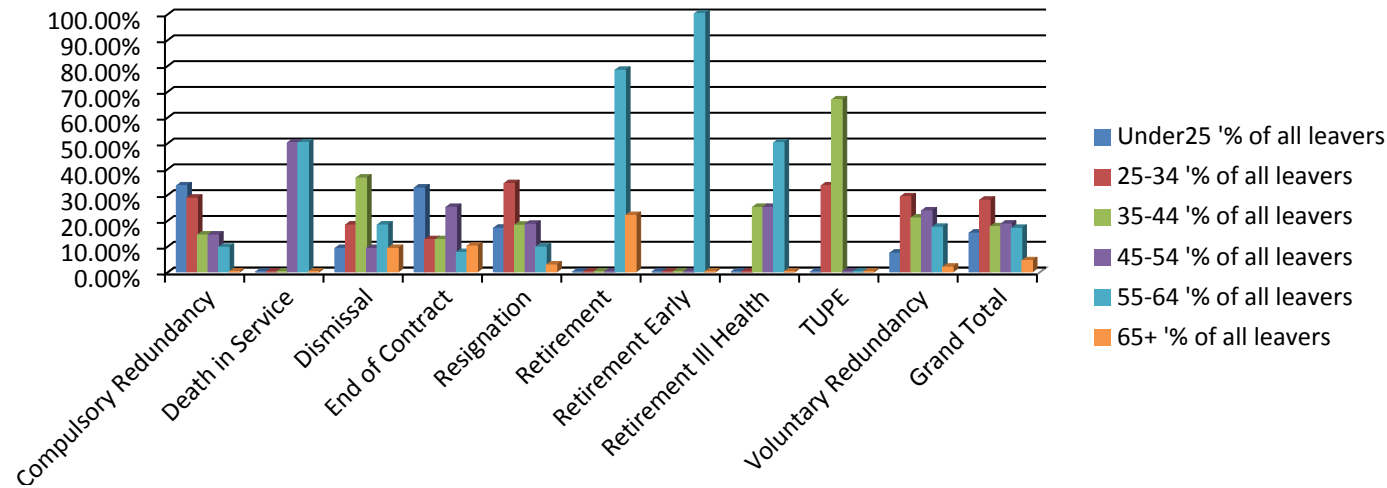


By age

Reason	All Leavers	Under25	Under25 % of all leavers	25-34	25-34 % of all leavers	35-44	35-44 % of all leavers	45-54	45-54 % of all leavers	55-64	55-64 % of all leavers	65+	65+ % of all leavers
Compulsory Redundancy	21	7	33.33%	6	28.57%	3	14.29%	3	14.29%	*	*	0	0.00%
Death in Service	*	0	0.00%	0	0.00%	0	0.00%	*	*	*	*	0	0.00%
Dismissal	11	*	*	*	*	4	36.36%	*	*	*	*		*
End of Contract	40	13	32.50%	5	12.50%	5	12.50%	10	25.00%	3	7.50%	4	10.00%
Resignation	260	44	16.92%	89	34.23%	47	18.08%	48	18.46%	25	9.62%	7	2.69%
Retirement	32	0	0.00%	0	0.00%	0	0.00%	0	0.00%	25	78.13%	7	21.88%
Retirement Early	3	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	100.00%	0	0.00%
Retirement Ill Health	4	0	0.00%	0	0.00%	*	*	*	*	*	*	*	*
TUPE	3	0	0.00%	*	*	*	*	*	*	0	0.00%	0	0.00%
Voluntary Redundancy	110	8	7.27%	32	29.09%	23	20.91%	26	23.64%	19	17.27%	2	1.82%
Grand Total	486	73	15.02%	135	27.78%	85	17.49%	90	18.52%	82	16.87%	21	4.32%

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Leavers by Age (% of all leavers)



Discipline, Dignity at Work and grievance procedure

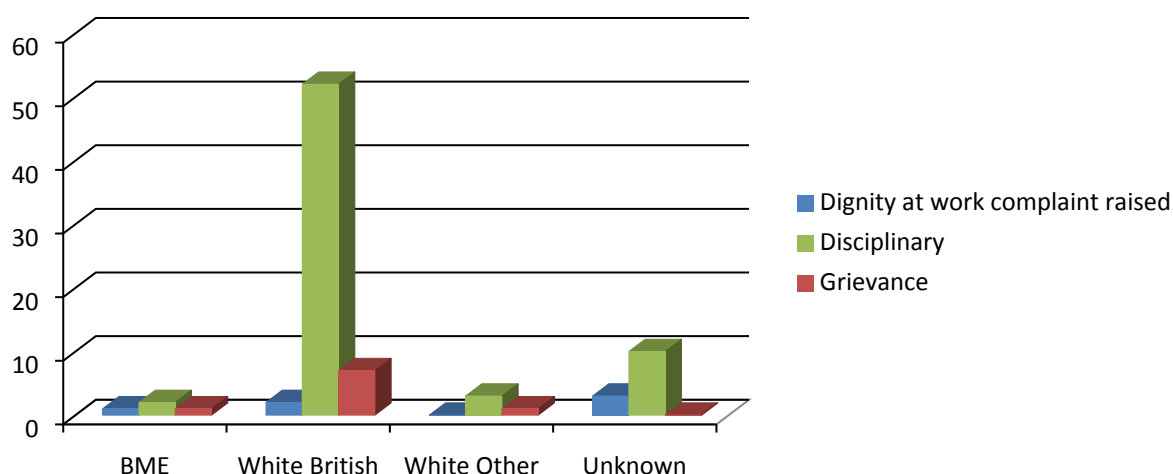
50. A count of all non-school staff that have raised grievance procedures, dignity at work procedures or are the subject of disciplinary procedures in 6 month period covered by this interim report period April 2014 to September 2014.

51. Our workforce data for non-schools indicates:

- The highest number of cases (67) relate to use of the disciplinary procedure this compares to total of 92 disciplinary cases for the whole year in the previous report.
- There were 6 dignity at work cases compared to 19 for the whole year in the previous report.
- There continues to be a higher number of dignity at work complaints raised by female employees.
- As this is an interim report comparison with data from last year report has been limited. Comparison of whole year data will be contained in the next report on 1 October 2015.

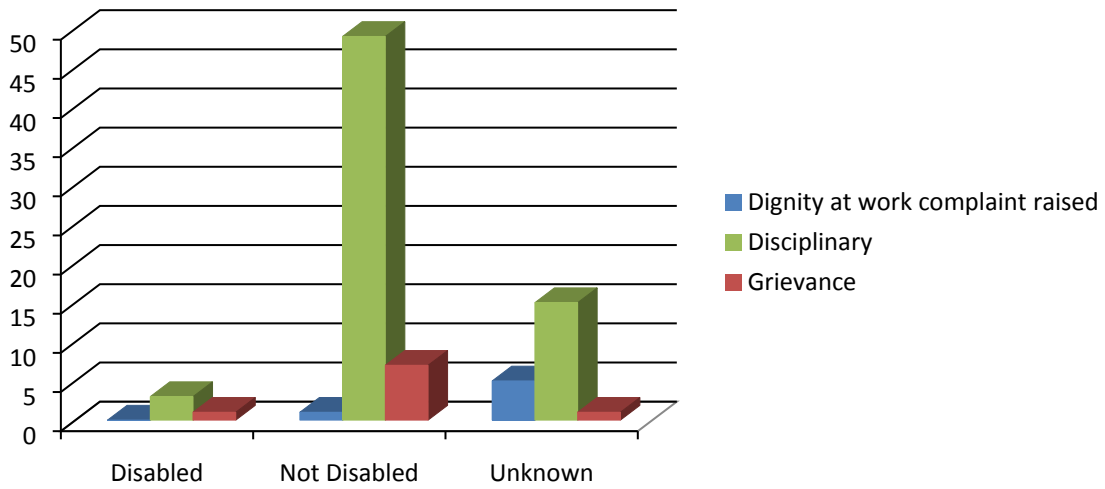
Adviser Cases by Ethnicity					
Group	BME	White British	White Other	Unknown	Total
Dignity at work complaint raised	*	2	0	3	6
Disciplinary	2	52	3	10	67
Grievance	*	7	*	0	9
Total	4	61	4	13	82

Adviser Cases by Ethnicity



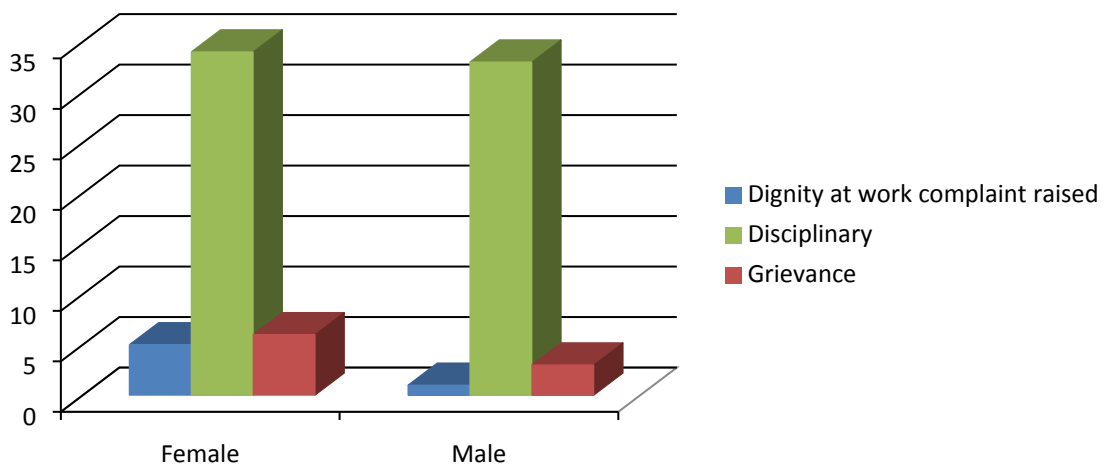
Disability				
Group	Disabled	Not Disabled	Unknown	Total
Dignity at work complaint raised	0	*	5	6
Disciplinary	3	49	15	67
Grievance	*	7	*	9
Total	4	57	21	82

Adviser Cases by Disability



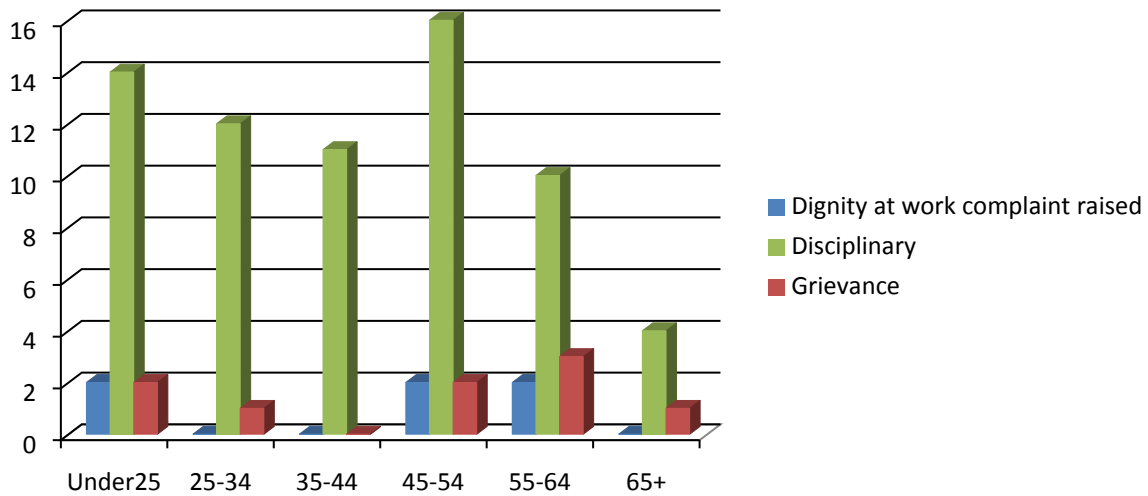
Sex			
Group	Female	Male	Total
Dignity at work complaint raised	5	*	6
Disciplinary	34	33	67
Grievance	6	3	9
Total	45	37	82

Adviser Cases by Sex



Age Band							
Group	Under25	25-34	35-44	45-54	55-64	65+	Total
Dignity at work complaint raised	2	0	0	2	*	0	6
Disciplinary	14	12	11	16	10	4	67
Grievance	2	*	0	2	3	*	9
Total	18	13	11	20	15	5	82

Adviser Cases by Age



Flexible working requests

52. The figures represent formal requests for flexible working for the 6 months between April 2014 and September 2014. Managers also receive informal requests which are not monitored or included in these figures.
53. Our workforce data for non-schools indicates:
- There were a higher percentage of formal requests amongst female staff and in the age group 25- 34.
 - The majority of all requests are agreed.

Ethnicity					
Outcome	BME	White British	White Other	Unknown	Total
Appeal not upheld	0	0	0	0	0
Flexible working request agreed	*	5	0	*	7
Flexible working request declined	0	2	0	0	2
Total	*	7	0	*	9

Disability				
Outcome	Disabled	Not Disabled	Unknown	Total
Appeal not upheld	0	0	0	0
Flexible working request agreed	*	4	2	7
Flexible working request declined	0	*	0	2
Total	*	6	2	9

Sex			
Outcome	Female	Male	Total
Appeal not upheld	0	0	0
Flexible working request agreed	5	2	7
Flexible working request declined	2	0	2
Total	7	2	9

Age							
Outcome	Under 25	25-34	35-44	45-54	55-64	65+	Total
Appeal not upheld	0	0	0	0	0	0	0
Flexible working request agreed	0	5	*	*	0	0	7
Flexible working request declined	0	0	*	*	0	0	*
Total	0	5	*	*	0	0	9

Maternity – returner rates

The council had 42 employees who returned from maternity leave and 2 who did not.

Performance appraisal

54. 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

55. Support and supervision of staff and the appraisal arrangements tend to identify the majority of development needs. Staff request internal and some external training through the SAP system and the majority of applications are approved. Training not formally recorded includes conferences and professional updates undertaken externally.
56. The system in place is not able to identify training requested. The information below represents the number of **attendees not individuals who have attended training**- regardless of the number of training events they have attended. The percentage of each group in Wiltshire Council's non-schools workforce is given for comparison as the training data is for these employees.
57. Our workforce data for non-schools for the 6 month period April to September 2014 indicates:
- Attendance on training by staff declaring a BME background (2.72%) and a disability (5.06%) is representative of these groups within the workforce.
 - Male attendance on training was 23.17% which is below the group representation in the workforce which is 30.38%.
 - Attendance on training was slightly less than the percentage expected for the group amongst the under 25's and over 55 +. The data for the under 25's is likely to reflect the fact that a high percentage of these staff work in the leisure service and training related to specialised leisure activities such as lifeguards and coaches are not currently recorded through the SAP system.

By ethnicity

	Attendees	% of total attendees	% of group in workforce at 01/04/2015
BME	57	2.72%	2.01%
White British	1831	87.48%	79.84%
White Other	47	2.25%	2.43%
Unknown	158	7.55%	15.73%
Grand Total	2093	100.00%	100.00%

By disability

	Attendees	% of total attendees	% of group in workforce at 01/04/2015
Disabled	106	5.06%	2.84%
Not Disabled	1578	75.39%	68.71%
Unknown	409	19.54%	28.45%
Grand Total	2093	100.00%	100.00%

By sex

	Attendees	% of total attendees	% of group in workforce at 01/04/2015
Female	1608	76.83%	69.62%
Male	485	23.17%	30.38%
Grand Total	2093	100.00%	100.00%

By age

	Attendees	% of total attendees	% of group in workforce at 01/04/2015
Under25	126	6.02%	7.22%
25-34	524	25.04%	19.54%
35-44	526	25.13%	21.19%
45-54	622	29.72%	28.77%
55-64	266	12.71%	19.82%
65+	29	1.39%	3.46%
Grand Total	2093	100.00%	100.00%

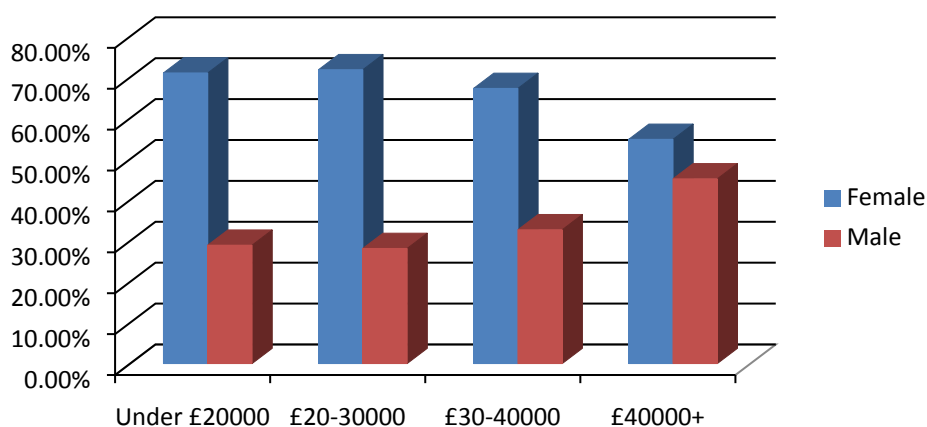
Remuneration monitoring

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

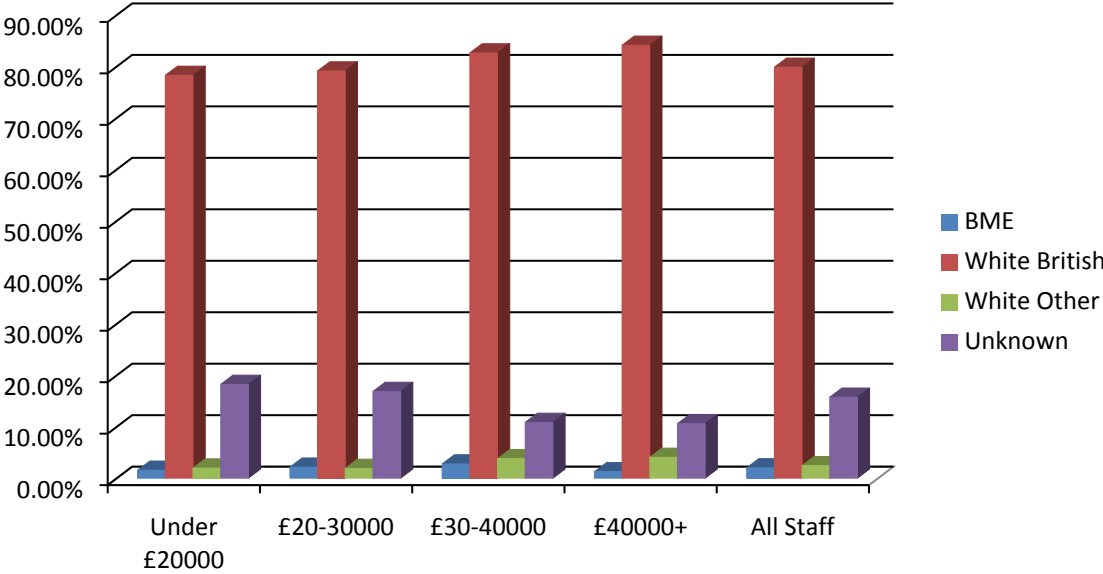
- The figures below reflect the higher number of females employed by the council across all salary bands.
- The percentage of male staff rises in the higher salary bands £30k +. The percentage of females decreases in the highest salary band although there was a slight increase this year to 54.83% from 53.48% in 2014.
- The figures for BME staff decrease slightly in the highest salary band.
- In relation to disability remuneration is fairly evenly spread across all the salary bands and increases slightly in the higher salary bands.

Salary Band	Number of staff in band	Gender		Ethnicity				Disability		
		% Female	% Male	% BME	% White British	% White Other	% Unknown	% Disabled	% Not Disabled	% Unknown
Under £20000	1624	71.06%	28.94%	1.54%	78.26%	1.97%	18.23%	2.77%	67.61%	29.62%
£20-30000	2107	71.86%	28.14%	2.14%	79.12%	1.90%	16.85%	2.66%	64.31%	33.03%
£30-40000	978	67.28%	32.72%	2.76%	82.62%	3.78%	10.84%	3.48%	77.30%	19.22%
£40000+	321	54.83%	45.17%	1.25%	84.11%	4.05%	10.59%	2.49%	76.95%	20.56%
Total	5030	69.62%	30.38%	2.01%	79.84%	2.43%	15.73%	2.84%	68.71%	28.45%

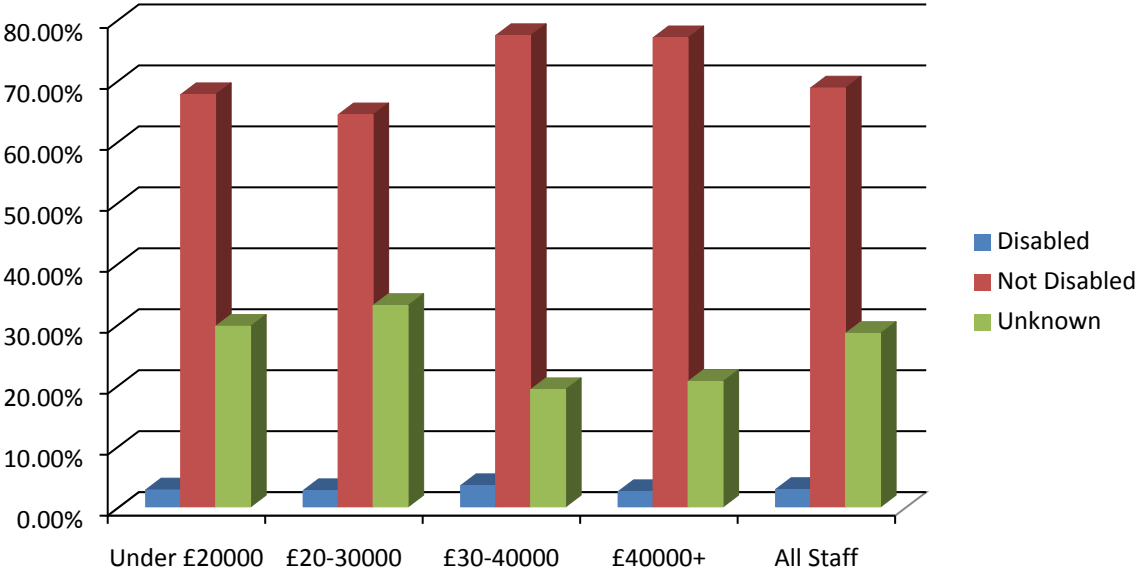
Remuneration by gender



Remuneration by ethnicity



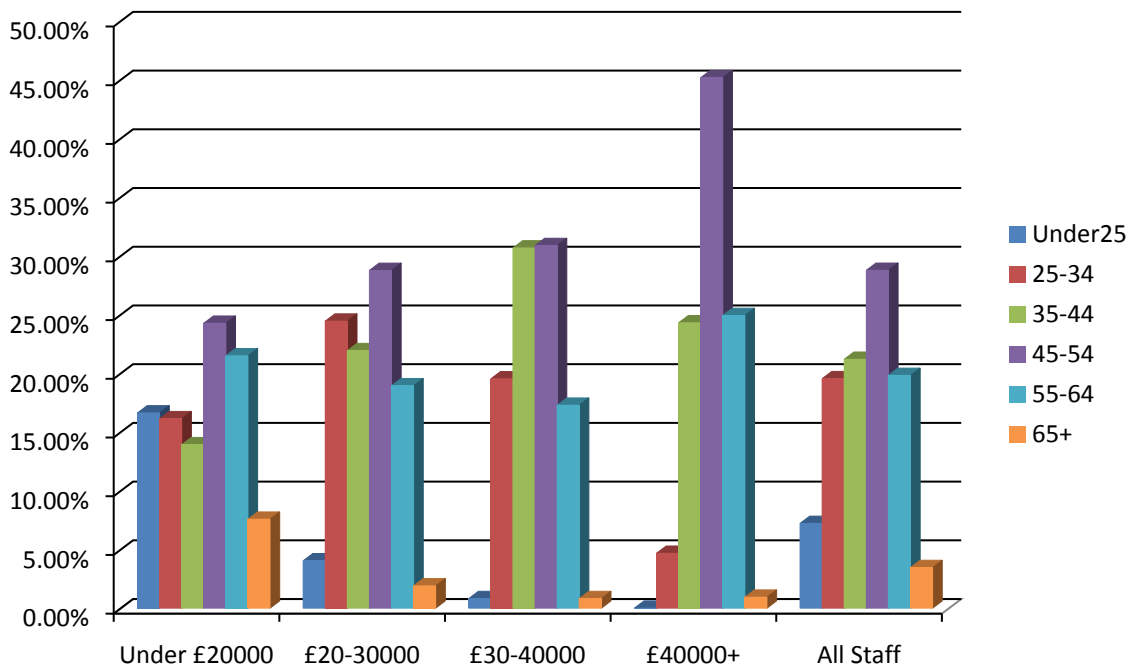
Remuneration by disability



By Age

Salary Band	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Under £20000	16.63%	16.13%	13.92%	24.26%	21.49%	7.57%
£20-30000	4.03%	24.44%	21.93%	28.76%	18.94%	1.90%
£30-40000	0.82%	19.53%	30.67%	30.88%	17.28%	0.82%
£40000+	0.00%	4.67%	24.30%	45.17%	24.92%	0.93%
Total	7.22%	19.54%	21.19%	28.77%	19.82%	3.46%

Remuneration by age



Positive Actions

59. The council currently take the following positive actions:

- Support for the three staff forums and inviting members to attend the equality analysis panels for new HR policies and processes.
- Positive about disabled people (Double tick symbol award) – re-awarded 2014
- Membership of Business Disability Forum and Stonewall.
- Reasonable adjustment budget of £10,000 per annum for disabled staff and applicants
- Updated careers website with links to information for disabled applicants
- Updated annual appraisal scheme and one to ones which include facilitated discussions about wellbeing and barriers to work and reasonable adjustments.
- Regular equality and diversity updates to Staffing Policy Committee and Corporate Directors
- Supporting Equality events and the disability confident campaign
- Clear policies and procedures on equality and diversity issues for managers and staff.
- Supported internships for disabled young people with learning difficulties/and or disabilities
- Development of an equality steering group to drive forward equality and diversity work in the council in each service area including members from the staff forums.
- Development of specific equality objectives for the council

60. In 2013 a number of further measures were identified for consideration or action from the workforce data analysis and these were taken up by the council as equality objectives, these included:

- Increasing the number of under 25's in the council's workforce.
- Improving the rate of unknown's for all categories – including consideration of further data cleanse exercises or targeting particular areas where information is low i.e. paper based checks for those who do not have a pc etc.
- Giving consideration to increasing the number of protected characteristics monitored
- Dignity at work – including dignity at work training in the programme of Manager briefings for 2014.

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

These objectives have been reviewed this year and this has included a public consultation on the objectives in the spring. As a result the objectives were reconfirmed and some additional service objectives are also being considered.

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

- The percentages of under 25's who work for the council increased last year to 7.61% and is similar for this interim report. Although the figures show a slight fluctuation at this stage a lot of work has been undertaken to improve the offer on apprenticeships and workplace experience. Last year the council introduced supported internships for young disabled people which it is looking to continue this year as well.
- The rate of unknown's has fluctuated very slightly over the last couple of years and it one of the council's equality objectives to try and lower this figure where possible. Work to bring the rates down further is linked to a data cleanse exercise which is currently taking place which includes work to collect further information on the protected characteristics, as set out below.
- Work has been carried out to assess the capabilities of SAP to safely store increased information about the protected characteristics of staff and improve the data available in this report. Last year's staff survey also asked staff to provide anonymous data on their protected characteristics to help improve the data available about the impact of policies practices, engagement and satisfaction levels amongst different groups in the council which is included in this report.
- Dignity at work was covered in a series of manager briefings last year and the policy is planned to be reviewed this year. In particular consultation with the carers and disability staff forum will form part of this.

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

63. Contact details

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By Email: policyandreward@wiltshire.gov.uk

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Appendix A

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

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

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

Our research has produced the following findings:

Religion and Belief

2011 Census data shows:

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

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

	Non Schools
Christian (64%)	3220
Buddhist (0.3%)	16
Hindu (0.3%)	16
Jewish (0.1%)	6
Muslim (0.4%)	20
Sikh (0.1%)	5
Other religion (0.5%)	26
No religion (26.5%)	1333
Religion not stated (7.7%)	388
Total No of Employees	5030

Sexual Orientation

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

The sexual identity question was asked to respondents aged 16 years and over and was not asked by proxy. Proxy interviews are defined as those when answers are supplied by a third party, who is a member of the respondent's household. This year's survey was based on statistics from 340,000 respondents.

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

- 92.7 per cent of adults identified themselves as Heterosexual/Straight,
- 1.2 per cent of the surveyed UK population, identified themselves as Gay or Lesbian,
- 0.5 per cent of the surveyed UK population, identified themselves as Bisexual,
- 0.3 per cent identified themselves as 'Other',
- 3.9 per cent of adults stated 'Don't know' or refused to answer the question,
- 1.5 per cent of respondents provided 'No response' to the question.

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

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

	Non Schools
Heterosexual/Straight (93.5%)	4703
Gay/lesbian/bisexual/other (1.8%)	91
Unknown/No response (4.7%)	236
Total No of Employees	5030

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

Figures from the staff survey suggest that the percentage of gay/lesbian/bisexual/other in the workforce maybe higher than the findings in the Integrated Household survey at 2.55%.

Gender Identity

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. Figures from the staff survey indicate that in terms of the staff who responded to the survey, the percentage of staff whose gender identity is not the same as at birth is 0.75%.

The council has an LGBT forum and through consultation with this forum is aware that further guidance to managers and staff related to this protected characteristic would be helpful.

Carers

2011 Census data for Wiltshire shows:

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

	Wiltshire population %	Non Schools
Provides no unpaid care (89.9%)	423,373 89.9%	4522
Provides unpaid care: (10.1%)	47,608 10.1%	508
Total numbers	470,981 100%	5030
Break down of provides unpaid care		
Provides 1 to 19 hours unpaid care a week (7.02%)	33,064 7.02%	353
Provides 20 to 49 hours unpaid care a week (1.07%)	5,066 1.07%	54
Provides 50 or more hours unpaid care a week (2.01%)	9,478 2.01%	101

Figures from the staff survey indicate that of the staff who responded to the survey 25.43% are carers which is much higher than in the general Wiltshire population. This could be as a result of our flexible working initiatives which can support staff to work flexibly around caring commitments.

Appendix B

Staff survey 2014 – Anonymous workforce equality and diversity information

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

Sex

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

Gender identity

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

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

Sexual Orientation

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

Age

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

Disability

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

Caring responsibilities

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

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

Ethnicity

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


QUARTERLY WORKFORCE REPORTING


Report for Wiltshire Council relating to the quarter ending June 2015.

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- Wiltshire Council figures exclude Schools:
 - **Headcount** = Number of positions that are filled, not individual people.
 - **FTE** = "Full Time Equivalents" which take into account actual working hours to show accurate staffing levels.
- The **voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire's best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2,930. Based on this year's turnover rate (10.4%) we could estimate that 524 employees will leave Wiltshire Council during 2015-16 resulting in costs of **£1,533,960**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- The measures relating to **last year** refer to figures from the same quarter one year ago.
- The quarters refer to the following periods:
 - Quarter 1: July – September 2014
 - Quarter 2: October – December 2014
 - Quarter 3: January – March 2015
 - Quarter 4: April – June 2015**
 - Last year: April – June 2014**
- Last year is shown on measures that can show seasonal variances e.g. we expect sickness figures to be lowest during January to March and then highest April to June which means an increase in line with the same period last year should not be seen as a concern.
- The benchmark used is that received from DLA Piper (37 local authorities). Although we don't detail the exact benchmark difference we use a traffic light system to show how we compare:

10%+ Positive Variation  Green

Less than 10% variation  Amber

10%+ Negative Variation  Red

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

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

Michael Taylor
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QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. Schools)
Quarter ended: 30th June 2015

HR Information Team Observations:

Headcount Reduction 1 The headcount across Wiltshire Council has seen a decrease since last quarter of 50 employees (-1.0%), with the headcount now at 4984. The Corporate Functions, Procurement and Programme Office service saw the largest decrease in headcount (-18), followed by Waste and Environment (-16). The majority of the decrease in headcount in Corporate Functions, Procurement and Programme Office was in the Programme Office (-15); with the most common reason for leaving due to redundancy as a result of a review of the service, predominantly in a project officer or business analyst role. Operational Children's Services saw the largest increase in headcount across the quarter; an increase of 10 (+1.4%). Of this increase of 10; 4 were social workers (12 new starters and 8 leavers in a social worker role across the quarter).

In line with the decrease in headcount, the full time equivalent (FTE) has decreased this quarter by 49 (-1.3%). The changes in FTE were in line with the changes in headcount outlined above. Although Commissioning Performance and School Effectiveness have the joint highest reduction in FTE, along with Corporate Functions, Procurement and Programme Office, with a reduction of 18 FTE. Waste and Environment have the second highest reduction in FTE (-16 FTE) whilst Operational Children's Services had the highest increase in FTE (+10 FTE). The disproportionate reduction in FTE in Commissioning Performance and School Effectiveness is due primarily to a reduction in use of peripatetic music teachers on variable hours contracts who contributed a reduction of 10 FTE.

Sickness Absence 2 Sickness rates have decreased this quarter to 2.2 days lost per FTE, a reduction of 0.2. This is 0.2 days per FTE below the benchmark for a local authority. This is arguably a seasonal reduction as a downward trend was seen in this quarter across the previous two financial years. The highest levels of sickness absence remain within Adult Social Care Operations and Waste and Environment (both with 3.1 days lost per FTE), although both have seen a reduction since last quarter (-0.7 and -0.2 days per FTE respectively). The largest decrease was seen in Commissioning Performance and School Effectiveness which reduced to 1.5 days lost per FTE (a reduction of 1.1 days per FTE). This is followed by Finance who's sickness reduced to 0.9 days lost per FTE (a reduction of 0.8 days per FTE). The largest increase was seen within Legal and Governance whose sickness absence increased to 2.6 days lost per FTE (an increase of 1.6 days per FTE). This was primarily in the Governance Service through long term absences in corporate information officer roles and the head of governance.

This quarter, 42.1% (+1.3%) of all absence days lost were due to long term absences (greater than 20 days). This is 14% below the benchmark for a local authority. People and Business had the lowest proportion of long term absences with only 4.6% of all absences over 20 days (a reduction of 32.2%). Corporate Functions, Procurement and Programme Office had the second lowest proportion of long term absences with 13.4% (a reduction of 5.5%). In line with the large increase in sickness absence in the Legal and Governance service, the service also had the highest proportion of long term absences with 74.5% (an increase of 50.7% and primarily due to the reasons mentioned above).

25.6% (+5.5%) of all absence days lost were due to 'stress/depression/mental health/fatigue'; of which 41.4% (-2.0%) was recorded as not work related, and

QUARTERLY WORKFORCE REPORTING

12.4% (-7.1%) recorded as work related). 'Other muscular/skeletal' was recorded as the second most common reason for absence this quarter; with 11% of absences attributed to this reason (+0.5%). As would be expected, the largest reduction was seen in 'Cold/flu and other infections', attributing to 8.9% of all absences (-9.4%).

Increase in voluntary turnover

- 3 The voluntary turnover rate has increased to 3.0% this quarter (+0.3%). This is 1.3% above the benchmark voluntary turnover rate for local government.

Adult Social Care Operations had the highest voluntary turnover rate this quarter at 4.3% (+2.8%); this was followed by Public Health at 3.9% (-0.9%). The number of employees leaving voluntary in Adult Social Care Operations has increased by 15 to 23 leavers. Of this increase of 15, 10 were in a social worker role; split amongst varying levels of social worker. Adult Care Commissioning and Housing had the lowest voluntary turnover and the largest decrease since last quarter, at 1.6% (a decrease of 1.6%).

37.1% (56) of all voluntary leavers during the quarter resigned for alternative employment not with a local authority (an increase of 3 resignations). The second most common reason for leaving the council voluntarily this quarter (25.2%, 38) resigned due to family commitments. Leaving due to family commitments also saw the largest increase from last quarter; an increase of 14 voluntary leavers.

The ratio of starters to leavers (FTE) has reduced this quarter to 1:1.5 (a change from 1:0.9). This means that there were more leavers than starters this quarter; which would explain why the headcount and FTE have both decreased this quarter.

Disciplinary and grievance

- 4 The number of new disciplinary cases opened this quarter has decreased to 20 (-13). Public Health had the highest number of new disciplinary cases this quarter with 4 (no change from last quarter). 3 of the 4 within Public Health were in the Leisure service all in a recreation assistant role and with a reason of 'other'.

The number of new grievance cases opened in the quarter has decreased slightly to 2 (-1). These 2 new cases were split evenly between Economy and Planning and Operational Children's Services, both with an increase of 1 since last quarter.

Increase in non-casual wage bill

- 5 The non-casual wage bill has increased this quarter by £208,440 and currently sits at £26.61m. This is somewhat disproportionate to the change in headcount seen over the last quarter (-50). The increase has predominantly come from Operational Children's Services (+£155,078) and can largely be put down to the increase in the Safeguarding and Assessment Service (+£122,779). This is due to, in part, to the success of the social worker recruitment campaign, as social workers had an increase of £58,658 this quarter, whilst assistant team managers and team managers contributed a further £18,892 increase. This is in line with an increase of 16 social workers over the last 2 quarters. These are more costly roles to the council (including incentive packages e.g. market plussages etc) which is why we can see the disproportionate increase in wage bill.

Whilst compared to the increase seen across Operational Children's Services, a larger decrease in headcount in Waste and Environment (-16) only resulted in a reduction of £90,795 (the largest decrease across all services this quarter). This is a difference of £64,283 compared to the increase seen in Operational Children's Services (£155,078). This highlights the difference in salaries across the two services and goes some way to explaining the disproportionate increase.

QUARTERLY WORKFORCE REPORTING

- Casuals wage bill increase** 6 The casual wage bill has increased by £71,125 this quarter to £418,051. Adult Social Care Operations (£0.14m) continue to have the largest casual wage bill and has seen an increase of £18,284 from the last quarter. This is followed by Operational Children's Services (£0.10m) an increase of £35,167 from last quarter. This is the largest increase seen by a service across the quarter. This increase has chiefly come from an increase in the use of CIS bank workers within Operational Children's Services (+£11,484). The largest decrease was seen in Legal and Governance who reduced their casual wage bill to £0, a reduction of £11,068.
-
- Stable agency spend** 7 The agency spend has remained stable this quarter at £2.57m. This is fairly disproportionate to the increase in agency use of 17.9 FTE however the increase has had no impact on the current costings. This is due to the fact that large decreases in spend were seen alongside low reductions in FTE, suggesting a reduction in more expensive agency staff, in areas such as Corporate Functions, Procurement and Programme Office (-£76,248 alongside -0.3 FTE). This was the largest decrease seen by a service this quarter. Whilst similar increases in agency use (+0.6 FTE) seen across Legal and Governance only resulted in an increase in spend of £13,782.
- The largest increase in spend was seen across Waste and Environment (+£96,741); in line with a large increase in agency use (+13.7 FTE). This is due to a large increase in refuse loaders.
-
- Increase in agency use** 8 The agency worker use has increased this quarter to the equivalent of 157 full time employees (+18 FTE). Waste and Environment continue to have the highest agency worker use; at 59 FTE, an increase of 14 FTE (the largest increase in the quarter). Refuse loaders made up the majority of this agency use (52 FTE), whilst the rest was split between drivers and loader team leaders. Operational Children's Services had the second highest agency worker use; with 45 FTE used over the quarter (+4 FTE). Social workers made up the majority of this agency use (34 FTE).
-
- Decrease in sick pay** 9 The cost of sick pay has decreased this quarter by £65,538 to £722,887. This is in line with the reduction in sickness absence (-0.2 days per FTE). Finance saw the largest reduction in sick pay over the quarter (-£21,667) to £10,659; in line with a large reduction in sickness absence (-0.8 days lost per FTE) and a reasonably high median salary. Adult Social Care Operations saw the second highest reduction in sick pay of £20,912 to £136,049; this is in line with a reduction of 0.7 days lost per FTE. Operational Children's Services saw the highest increase in sick pay at £14,313 and the highest overall cost (£188,791). This is consistent with an increase of 0.1 days lost per FTE increase in sickness absence; due to costly roles such as head of service, senior social worker, senior aftercare worker and community youth officer roles contributing heavily to the sick pay cost.
-

QUARTERLY WORKFORCE REPORTING

Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	4993	5000	5034	4984
FTE	3722	3788	3802	3753
Agency worker use (equivalent number of FTE's used during quarter)	148	163	139	157
Ratio of managers to employees	1:9	1:9	1:9	1:9
FTE of managers	521	516	526	513
Number of redundancies made during quarter	75	43	3	28
Ratio of starters to leavers (FTE)	1:1	1:0.7	1:0.9	1:1.5

Sickness Absence						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	2.1 days	2.4 days	2.4 days	2.2 days	2.0 days	G
% of total absences over 20 days	52.2%	44.8%	40.8%	42.1%	56.5%	G

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

New Disciplinary, Grievance and Absence Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	34	27	33	20	G
Grievance cases	5	11	3	2	G
Absence cases	109	128	124	110	n/a

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	3.4%	2.2%	2.7%	3.0%	2.3%	R
% <1 year turnover rate	4.4%	3.6%	5.5%	4.8%	3.6%	n/a
% Under 25's voluntary turnover	5.7%	3.7%	6.2%	5.3%	5.3%	n/a
Average leavers' length of service	7.5 years	7.6 years	5.5 years	7.7 years	7.3 years	n/a

QUARTERLY WORKFORCE REPORTING

Employee costs					
Measure Relating to Quarter	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
Total paid in salaries to employees (non casual)	£25.66m	£26.08m	£26.40m	£26.61m	£25.39m
Total paid in salary to casual employees	£0.51m	£0.41m	£0.35m	£0.42m	£0.50m
Total salary pay	£26.18m	£26.49m	£26.75m	£27.03m	£25.90m
Total paid to agency workers	£2.25m	£2.78m	£2.57m	£2.57m	£2.13m
Median employee basic salary	£19,317	£19,317	£19,742	£20,253	£19,317

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

Additional financial information				
Measure <i>(If the figure is negative a saving has been achieved)</i>	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cost of sick pay	£0.57m	£0.69m	£0.79m	£0.72m
FTE change due to employee hour changes	-30.8	-2.8	-8.6	-4.5
Cost/saving of employee hour changes	-£621,891	£9,532	-£199,026	-£154,971

Why this is important: Sick pay amounted to £2,630,230 across Wiltshire Council during the 2014-15 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

Employee Diversity					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
% < 25	7.4%	7.6%	7.2%	7.1%	7.4%
% 55 and over	23.0%	23.2%	23.4%	23.8%	22.8%
% Female	69.6%	69.5%	69.8%	70.0%	69.2%
% Part-time	44.2%	43.5%	44.0%	44.0%	44.1%
% Temporary contracts	9.0%	9.0%	9.1%	8.9%	9.0%
% Black or Minority Ethnic	2.0%	1.9%	1.9%	1.9%	2.1%
% Disabled	2.5%	2.6%	2.7%	2.7%	2.6%

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

9th September 2015

Workplace Health Update

Purpose of Report

1. To provide an update on the progress of the Workplace Health project and to set out a broad overview of short and medium term plans.

Background

2. The Workplace Health project is aimed at raising awareness of workplace health issues and influencing the management of those health risks both by managers and by individual members of staff. Inherent within these goals is the achievement of accreditation for the nationally recognised Workplace Well-Being Charter.
3. The potential for savings is presented by an impact upon the costs associated with annual sickness absence. An improved performance would also impact upon service delivery, recruitment and retention and the broad sense of personal well-being and morale.
4. Over a quarter of all recorded absence is due to some form of stress-related/mental health issue.
5. The principal objective is to achieve a shift in individual and corporate behaviours which perpetuate to become norms of behaviour. This will further establish a workplace culture in which preventative health management is embraced and embedded as good management practice.

Main Considerations for the council

6. The progress to date has been as per the scheduled project plan and includes:
 - a. A staff survey of health issues to establish baseline data and help focus priorities;
 - b. Publication of survey data to staff and, by service area, to Associate Directors and Heads of Service;
 - c. Preliminary assessment of current position against accreditation standards by external independent assessor;
 - d. Creation of webpages for each standard giving broad information and signposting to support services;
 - e. Commissioning of two e-learning modules aimed at raising staff awareness of Mental Health and Misuse of Alcohol;
 - f. Creation of a 'menu' of intervention options for management teams to consider;
 - g. Series of events at each Hub to formally launch the project.

7. The next phase will see service areas evaluate their survey results and be invited to identify areas for development. It is expected that some interventions will be achieved by action within individual teams whilst others will involve direct support from the Occupational Health and Safety Service who, in turn, will co-ordinate support from other Public Health Specialist Services and/or external providers.
8. A series of health promotion opportunities and campaigns to raise awareness of some key health topics will be offered along with information, advice and guidance on how staff can improve their health through alternative lifestyle choices. These will be valuable tools of change but it is important that not too much emphasis is put solely on the provision of such additional opportunities and services. The greater business benefits will be achieved through the collective gains from better management of staff absences and the consistent application of corporate policy and procedures linked to employee well-being.
9. One area of particular prioritisation is the topic of mental health. There will be a strong emphasis within the Workplace Health project to raise the awareness of common mental health conditions and to reduce or remove the workplace stigma associated with the disclosure of mental distress, anxiety or stress, and any associated formal diagnosis.
10. The mental health strand of the project will use strategies including e-learning, individual and group well-being risk assessments, online signposting, occupational health assessments and bespoke management training to improve understanding and confidence.
11. It is hoped that there will be opportunities for a degree of innovation and 'left field' thinking too. A preliminary trial of standing desks is one good example of how new thinking can potentially have a small and direct influence on the mind-set of employees to reduce sedentary behaviour.
12. The first opportunity for Charter accreditation will be Spring 2016. It is possible that the Council could ultimately become an accreditation centre for other employers in Wiltshire.

Environmental Impact of the Proposal

13. Success in influencing behaviour to adopt sustainable travel plans and increase walking and cycling as alternatives to car journeys will have a positive environmental impact.

Equalities Impact of the Proposal

14. One indicator of the success of the project will be the extent of any impact within any of the traditionally harder-to-reach demographic groups. These will include those with high BMI, lower income, poor mental health and other higher risk health categories. Some interventions will specifically target these groups, and attention will be paid to including all staff groups and not privileging those who are based in the 3 main sites.

Risk Assessment

15. The key risk may actually be that of the missed opportunity to positively affect the health and well-being of employees by deviating from the project's objectives. Baseline survey data and the scale of the financial loss associated with health related absences and service disruption suggest that gains are likely to be achievable and significant.
16. Care will be required to manage any reputational risk linking expenditure of 'taxpayers' money' to 'soft' personal health and fitness interventions outside of the norm of public expectations.

Financial Implications

17. PriceWaterhouseCoopers reported that for every £1 spent on workplace wellbeing at least £1 was recouped, with the most successful interventions yielding up to £84 for every £1 spent. [PriceWaterhouseCoopers 'Building the Case for Wellness' 2008]

Recommendation

18. The Committee is encouraged to continue to support and endorse the Workplace Health project.

Frances Chinemana
Associate Director, Public Health

Report Author: Paul Collyer, Head of Occupational Health and Safety

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

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