

Wiltshire Council

Diversity and Inclusion Employment Monitoring Report

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Executive Summary

As a public body, Wiltshire Council is required to publish workforce data to demonstrate our compliance with the Public Sector Equality Duty (PSED) (Equality Act 2010). This report forms part of this duty and is based on workforce figures for **1 October 2019 or where monitoring information is reviewed over a year, the reference period used is 12 months up to 1 October 2019 (for recruitment, leavers etc).**

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

Data overview:

The total council non-schools workforce is currently 4744. This has increased from 4539 in October 2018.

- 3.04% of our staff identified themselves as coming from black minority ethnic (BME) groups. This was a slight decrease from 3.06% in 2018.
- 8.96% of our staff identified themselves as having an ongoing disability, an increase compared to, 8.24% in 2018. The council has ongoing membership of the government's 'Disability Confident' employer scheme and continues to take positive steps to attract, recruit and support disabled people.
- 72.68% of our staff are female and 27.32% are male. These figures remain similar to previous years.
- 53.10% of women work part-time and 28.86% of men work part-time.
- 7.23% of our staff are under 25 which represents an increase from last year. The council continues to take steps to attract applicants from this age group to improve representation.
- The largest group within the workforce are in the age range 45 – 55, which is 27.99%.

Data gaps

An equalities questionnaire was sent out to staff this year to improve the accuracy of our data. Similar steps have been taken in previous years and this has led to improvements in the unstated rates for all categories over the past 5 years. However, the unstated rates for ethnicity and disability rose slightly this year. The unstated rates for ethnicity increased to 8.62% from 7.71% in 2018 and disability increased to 16.99% from 15.29% in 2018. The unstated rates are affected by the balance of equality data provided by new starters, existing staff and the loss of data from leavers. There was a slight decrease in the number of applicants completing the equalities form via the recruitment process and as part of the work to look at the unstated rates we will review the process of moving equality data from our recruitment systems to our employee systems. The council will continue to work to improve the unstated rates. Staff and applicants have the option not to disclose their equalities data including ethnicity and disability.

This is the fifth year data has also been collected on all the protected characteristics including; religion and belief, sexual orientation, gender re-assignment, marital status. Information is also collected in relation to carers. The unstated figures in all these areas continues to improve year on year and has improved again in this report. However, it is noted that there generally remains a higher level of unstated in these areas. The data is set out in this report except where low figures may have an impact on employee confidentiality. The council will continue to work towards improving staff confidence in providing this personal data.

Recruitment and leavers

The council recruited and appointed a total of 1061 applicants to posts in the council and of these there were 376 internal transfers or promotions. This represents a slight decrease in the number of appointments this year. There have been a number of restructures this year to ensure our services are fit for purpose. The percentage of BME applicants increased slightly, although the number appointed as a percentage of those who applied decreased slightly to 6.20% compared to 8.18% in last year's report. The number of disabled applicants were appointed as a percentage of those who applied also decreased slightly to 10.08% compared to

11.97% in last year's report. Data on shortlisting indicates that the council continues to meet its commitment under the Disability Confident employer scheme to offer a guaranteed interview to disabled applicants who meet the minimum criteria for the post they are applying for. The council will be exploring the use of name blinding to increase diversity in the council.

There were 589 leavers and the main reasons were resignation, retirement, voluntary redundancy and end of contract. This was a decrease from 713 in the previous year which was due to the TUPE transfer out of the waste services to a private contractor in July 2018. The percentages of female and male employees leaving the council were reflective of the percentages of female and male employees in the workforce.

Remuneration

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

In 2017 the government made it mandatory for all large private, voluntary and public-sector employers with more than 250 employees to publish gender pay gap information. The overall gender pay gap for the council for 2019 is 6.15%, calculated by using median workforce figures, and 9.41%, calculated using mean workforce figures. This is below the national gender pay gap rates which are 17.3% median and 16.2% mean and below the public-sector median which is 16.8% and mean which is 15.7% (ONS provisional figures 2019). A separate report on the council's gender pay gap can be found on the [council website](#).

Positive actions and equality objectives

This diversity and inclusion report contains information on positive actions (details of the full list can be found in the report) including:

- support for the three staff networks – BME, Carers and disability and LGBT and support for equality awareness raising events
- membership of the government's Disability Confident Scheme
- membership of the employer's network for equality and inclusion (ENEI)
- reasonable adjustment budget
- mandatory equality and diversity e-learning training for staff plus the option of face to face sessions
- accessible careers website with information for disabled applicants
- clear policies and procedures in relation to equality and diversity
- three equality steering groups to drive forward equality and diversity work in the council

The report also includes more detailed information on work related to our equality objectives which include:

- improving our workforce data
- reducing bullying and harassment in relation to staff with protected characteristics
- increasing the number of under 25's in the council workforce
- work to ensure staff with protected characteristics feel more supported and recognised in the council

This includes work on an action plan to improve inclusivity at the council, which will encompass further work to improve awareness of bullying and harassment and improve staff confidence in using the policy and procedure to report bullying and harassment and that action will be taken. Work on a trial staff conflict resolution (mediation) scheme. Work to continue to promote apprentices and work experience and work to improve the culture in the council, so that staff with protected characteristics feel more supported recognised and feel comfortable to provide equality data to help inform the council's work on diversity and inclusion.

Introduction

1. This report forms part of the overall reporting requirements of the Public-Sector Equality Duty (PSED). The PSED places a specific duty on the council to publish information about its employees (where the organisation exceeds 150 staff) and service users broken down by relevant protected characteristic to show how the council is having due regard to:
 - Eliminating discrimination, harassment and victimisation
 - Advancing equality of opportunity
 - Fostering good relations between people
2. In line with the requirements of this duty the report is now usually published on the council website on the 30 March each year, in line with the new gender pay gap obligations introduced by the government.
3. The council has monitored workforce equality and diversity data for a number of years and uses this information to understand diversity in the workforce. The information provides data to enable the council to analyse and assess the impact of policies, practices and decisions on those with protected characteristics in the workforce and to identify where action is required to remedy any negative effect or disadvantage experienced by groups and promote equality of opportunity for all.
4. This report sets out data based on the key employment areas which the council currently monitors in relation to workforce data. Where possible it also identifies key issues, which have been highlighted when reviewing the workforce data and draws comparisons and additional information from other external sources. This information has also been used to identify and inform the council's equality objectives along with information from the staff survey. The council is legally required to set and review equality objectives under specific duties set out under the PSED.
5. The data contained in this report has been based on either headcount data as at 1 October 2019 or where monitoring information is reviewed over a year, the reference period which has been for the year 2018/2019

Who is included in the report and data gaps?

6. This report covers a head count of all non-schools staff employed by the council as at 1 October 2019. It does not include casual staff.
7. The council has collected and monitored equality data relating to the protected characteristics of race, disability, sex and age for some time. In 2015, we increased the range of equality data collected and staff and applicants to the council have been asked for information relating to all the protected characteristics including religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment in addition to the characteristics previously monitored. Staff and applicants have also been asked for information on unpaid caring responsibilities. The work to increase the quality and range of information collected formed one of the council's equality objectives.
8. We also took steps again in 2016, 2018 and 2019 to seek further equality data from our staff via an equalities questionnaire to reduce the data gaps. This has resulted in a reduction in the data gaps, however it is noted that the percentages of unstated rates for the new data we started to collect in 2015 are still high. This has meant that where the figures are low for particular groups with protected characteristics the data has not been included in this report to protect individual confidentiality. In addition to this the newer data has not been cross referenced against other factors such as age and length of service and this will be reviewed once the unstated rates have improved and the data becomes more robust. The council will continue to seek to readdress this gap in data and reduce the number of unstated returns in the report by building confidence amongst staff in sharing this information. We also include equality data from the 2018 staff survey ([Appendix A](#)) for further information and comparison. The council currently undertakes a staff survey every other year.

9. A further change to the equalities questionnaire last year was the addition of the option to self-describe in relation to gender identity (sex) and sexual orientation. This was changed as a result of feedback from the LGBT staff network and is in line with new guidance from ACAS. However, where figures are low data has not been included in the report to protect confidentiality in line with guidance from EHRC (Equalities and Human Rights Commission).
10. Further information about data gaps can be found under the specific monitoring areas below.
11. This report does not include figures relating to staff employed in schools as schools are responsible for producing their own equality and diversity information. They also have responsibility for agreeing their own workforce policies and procedures.

Workforce headcount

12. The non-schools workforce headcount figure on 1 October 2019 was 4744 compared with 4539 on 1 October 2018.

How we collect equality information

13. The monitoring information set out in this report has mainly been collected from the council's management information system (SAP), our recruitment system, Talentlink, and from monitoring information collected by staff in HR.
14. The data collected is based on information provided by staff during recruitment and throughout their employment. An equalities monitoring questionnaire was sent out this year to provide staff with the opportunity to update their equality and diversity information and to help the council reduce any data gaps. The equalities monitoring questionnaire was supported with clear information about why we were collecting the information and how it would be used. Staff were encouraged to complete as much of the questionnaire as possible but could opt to state 'prefer not to say', if they did not feel comfortable filling in certain sections.
15. The council also collects additional anonymous equality and diversity data through the staff survey. This report contains some of this information in the appendix A.

Employee engagement and consultation

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. Three years ago, the council launched a new staff engagement group called #EPIC. Staff were invited to join the engagement group from services across the council to be involved in devising and delivering ways of improving employee engagement and amplifying the workplace culture, to help the council to deliver better services. The group has gone from strength to strength and more staff have now joined the team to drive employee engagement.
19. Employee engagement also takes place through:

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

20. The staff networks are:
 - Carers and disability network
 - Black and minority ethnic (BME) network

- LGBT (lesbian, gay, bisexual and trans) network (this is open to anyone working in the public sector, including the local authority area of Swindon).
21. Some examples of proactive engagement with the networks have been:
- Staff Voices event in March 2020 to celebrate International Women's Day. Open to all staff and including personal stories from some of the council's female leaders and covering current issues such as the gender pay gap.
 - The council promoted LGBT History month (LGBT network) for the sixth time in 2020. The (now annual) raising of the LGBT flag at county hall marked this and from Trowbridge Pride and the Diversity Trust and an opportunity to sign up to become an ally.
 - The LGBT network making links with the new Trowbridge Pride group.
 - Contribution to the development of the council's transitioning at work policy (LGBT network)
 - A number of well-attended events organised by the BME network with external speakers, including an event to celebrate Black History Month in October 2019.
 - An event for carers is planned for 2020 by the carers and disability network with internal and external speakers
 - Input into task and finish group reviewing options for managing staff car parking (carers and disability network).
 - Working with the council's staff engagement team (EPIC), the chairs of the three networks helped to produce social media posts to promote the networks to staff and potential employees.
 - Members of the networks being visible and available during council induction sessions.
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 role as members of job evaluation panels.
23. **Staff survey** - to increase staff engagement the council launched a bi-annual staff survey in 2011 to collect information from staff on their views and opinions and take suitable action on staff feedback. The most recent survey took place in December 2018 and the staff response rate for this was 63.3%. It indicated the employee engagement index for the council has risen to 70% (the employee engagement index is a national benchmarking standard used by BIS).
24. The council have also introduced an electronic 'pulse survey' facility for staff to use on a daily basis to indicate how they are feeling in relation to themselves, their manager and the organisation. This is a quick fire measure using emoji's to indicate happiness levels, similar to the button terminals found in private sector customer-facing environments such as airports and service stations. Feedback from pulse scores is shared with Staffing Policy Committee as part of the quarterly workforce reports. This feedback forms part of the council's growing focus on staff engagement and will be developed to support and enhance a number of initiatives including future staff surveys, monitoring the impact of changes on staff sentiment and improving management reports.

Corporate Diversity and Inclusion steering groups

25. The 2018 - 2021 Wiltshire Council diversity and inclusion plan was developed following a review of the council's equality and diversity strategy. A self-assessment using the Local Government equality and diversity framework formed part of this process. As a result, the existing corporate diversity and inclusion steering group was re-organised around three themes:
- staff
 - service delivery
 - communities

In order to deliver the actions related to these themes, three groups have been set up to each focus on one of these themes. Members of these groups are made up of staff from across the organisation who have the influence to implement the actions and work in the relevant areas

identified in the actions. Each group also has a representative from the staff voices group (the three staff networks). The chairman of the council (member representative) also plays an active role in the work of these groups. The council also has a champion from the senior management team at director level.

26. The steering groups objectives are:

- Equality considerations are embedded in the council's leadership, partnership and organisational commitment and complement the council's [equality vision](#) and statutory duties
- Build a resilient community that represents the voices and diversity of Wiltshire, specifically in respect of lesbian, gay, bisexual, BME and trans communities
- Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future
- Ensure equality considerations are built into the council's approach to customer access which will ensure that our services are fully accessible for all our diverse communities and customers
- Ensure the accessibility strategy is implemented by engaging more schools and communities in robustly embedding their joint equality responsibilities and actions towards children and young people

Human resource and policy review – HR direct – updates

27. 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.

28. Policies include:

- Equality and diversity policy and procedure
- Disability support in the workplace policy and procedure
- Religion and belief in the workplace policy and procedure
- Transgender guidance – transitioning at work
- Carers support guidance and checklist
- Dignity at work policy and procedure
- Grievance policy and procedure
- Disciplinary
- Code of Conduct
- Behaviours framework policy and procedure
- Appraisals
- Flexible working policies
- Career break scheme
- Guidance on fluent English for front line staff
- Time off for fostering policy

29. All these policies have been developed in line with the Equality Act 2010 and have been widely consulted on (including trade unions, manager stakeholder panel) and assessed by an equality analysis panel. Staff are encouraged to give feedback on policies to HR via HR direct. An ongoing programme of HR policy review continues to take place including work on family friendly policies, dignity at work, domestic abuse policy refresh, menopause guidance, improving work performance, GDPR and the employment implications in relation to Brexit for EU staff. The council is also trialling a new early resolution process related to the grievance procedure based on mediation.

Due regard/ Equality Analysis panels

30. 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.

31. 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 diversity and inclusion and the three general equality duties. External equality partners and staff from our staff networks are also invited to attend to ensure a breadth of perspective.
32. The corporate diversity and inclusion - staff steering group continues to promote and provide support on equality impact assessments across services and provide workshops to improve skills in this area.
33. Work has been undertaken in 2018/19 to review and update the equality analysis for our key HR policies.
34. Equality analysis information can be viewed on our [web page](#).

Benchmarking and sharing good practice

35. 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. A meeting also took place with Wiltshire Police this year to share information on best practice.
36. The council is a member of the employer's network for equality and inclusion (ENEI). ENEI provide advice and support on equality issues related to all the protected characteristics.

Workforce data and findings

37. See below a breakdown of staff by headcount, FTE and full/part time ratio. These figures are taken from the SAP payroll system as at 1 October 2019.
38. The data contained in this report is represented primarily in percentages, however, it is recognised that when reporting on small groups this can make the percentages appear disproportionately high compared to actual figures.
39. It is noted that where the figures in this report are low we have recognised that it may be possible to identify individuals and have either replaced the data with a * or have not included the data in order to comply with data protection requirements.

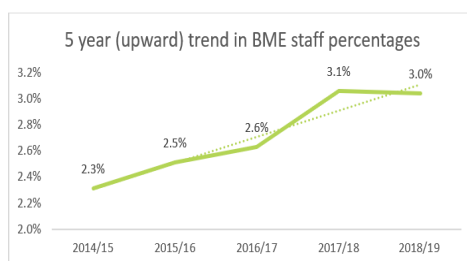
Staff in post

Numbers	Head count	FTE	PT	%	FT	%
Non-Schools	4744	3479	2205	46.48%	2539	53.52%

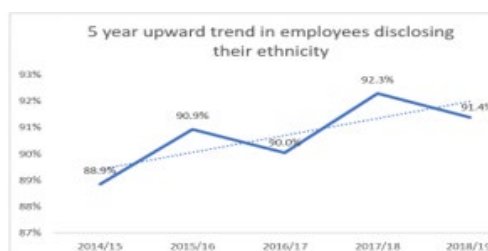
Ethnicity

See below for a breakdown of workforce figures for ethnicity

40. The figures from the Wiltshire census 2011 indicate that 3.56% of the working population in Wiltshire have a BME background. It should be noted that when comparing Wiltshire Council's percentage of BME staff with the BME working population found in Wiltshire that there is a strong military presence in Wiltshire with a high percentage of BME serving personnel. This reflects in the overall working age BME percentages for Wiltshire (derived from the Census 2011).
41. Our workforce data indicates that:
 - 3.04% of the workforce has a BME background compared to 3.06% in 2018. Overall there has been an increase in the figures for BME staff over the last 5 years. We have included data from the Wiltshire census 2011 for further information.



- Within the group of staff who have declared that they have a BME background, 66.67% are female compared with 33.33% who are male. This is representative of the higher number of females employed by the council.
- A higher percentage of BME staff, 68.75% work full-time compared to 53.52% of the total workforce.
- BME staff are represented in all the ranges for length of service and age. The percentage of BME staff who are aged under 45 is slightly higher than average.
- 91.38% of staff have disclosed their ethnicity. This has slightly decreased from 2018 when 92.29% of staff had disclosed their ethnicity. However, overall there has been an increase in the unstated rates for ethnicity over the last 5 years. The council will continue to encourage staff to disclose this and to take steps to collect equality data from staff.

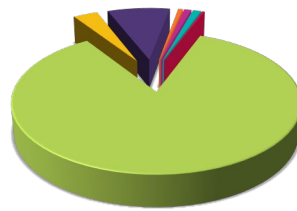


42. The council supports a BME staff network – which includes staff voices events and other activities including consultation and raising awareness. The network has invited a number of visiting speakers on a range of issues, see staff engagement and consultations section above.

Ethnicity – Headcount figures

	2018/19 % of total	Census data
Asian	0.63%	1.3%
Black	0.97%	0.6%
Mixed Race	1.12%	1.2%
Other BME	0.32%	0.3%
BME Combined Total	3.04%	
White British	84.99%	93.4%
White Other	3.35%	3.3%
Unstated	8.62%	

Ethnicity % by Headcount

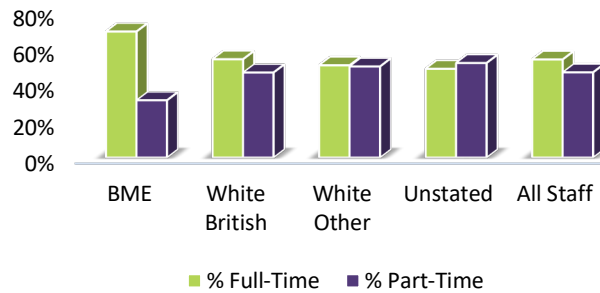


■ Asian
 ■ Black
 ■ Mixed Race
 ■ Other BME
■ White British
 ■ White Other
 ■ Unstated

Ethnicity by gender

	Head Count	Female	% Female	Male	% Male
BME	144	96	66.67%	48	33.33%
White British	4032	2941	72.94%	1091	27.06%
White Other	159	123	77.36%	36	22.64%
Unstated	409	288	70.42%	121	29.58%
All Staff	4744	3448	72.68%	1296	27.32%

Ethnicity by full-time/part-time



Ethnicity by age

	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
BME	144	6.94%	23.61%	31.25%	22.92%	13.89%	1.39%
White British	4032	7.17%	16.94%	21.38%	28.35%	22.25%	3.92%
White Other	159	5.03%	10.69%	32.70%	28.93%	18.24%	4.40%
Unstated	409	8.80%	15.65%	23.72%	25.92%	20.29%	5.62%
All Staff	4744	7.23%	16.82%	22.26%	27.99%	21.69%	4.01%

Ethnicity by length of service

	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
BME	144	34.03%	16.67%	24.31%	19.44%	5.56%
White British	4032	20.86%	17.39%	20.19%	28.20%	13.37%
White Other	159	28.30%	23.27%	14.47%	29.56%	4.40%
Unstated	409	31.54%	12.47%	11.98%	33.99%	10.02%
All Staff	4744	22.43%	17.14%	19.41%	28.48%	12.54%

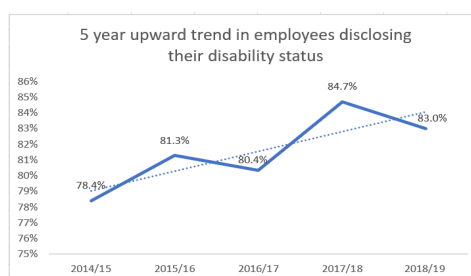
Disability

See below for a breakdown of workforce figures for disability

43. The figures from the Wiltshire census 2011 indicate that 10.63% of the working population, living in households or communal establishments, indicated their day to day activities were limited a little or a lot. Staff and applicants are encouraged to consider whether they declare a disability against the definition of disability in the Equality Act which may be different to these other surveys. The Equality Act defines disability as 'a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities'.

44. Our workforce data indicates:

- 8.96% of the workforce has declared a disability compared to 8.24% in last year's report. Of those who declared that they had a disability, 75.53% were female and 24.47% were male. This is broadly reflective of the higher percentage of female staff across the council.
- A slightly higher percentage of disabled staff, 58.82% work full-time compared to 53.52% of the total workforce.
- Disabled staff are represented in all the ranges for length of service and ages.
- 83.01% of staff have disclosed whether they consider themselves to have a disability or not, this has decreased slightly from 84.71% in last year's report. However, overall there has been a decrease in the unstated rates for disability over the last 5 years. The council will continue to take steps to encourage staff to disclose this information.



- A broad range of impairments have been declared by staff with a disability. In terms of the categories provided, declarations in relation to long standing illness or health condition and physical or mobility impairment continue to be the highest percentage although they have decreased slightly compared to last year's report. Mental health increased slightly, 13.31% compared to 9.56% in last year's report (see measures below to tackle mental health).
- It is noted that of our staff who have declared a disability some have indicated they have more than one condition.

45. The council already takes a range of steps to attract, recruit and support disabled applicants and staff at work. The council is a Level 2 'Disability Confident' employer under the government's 'Disability Confident' scheme and continues to offer a guaranteed interview to all

applicants who declare that they have a disability and meet the essential criteria for the post as set out in the person specification. The council is committed to enabling disabled staff to remain in their posts and has an occupational health team who work closely with managers and Access to Work to identify and consider reasonable adjustments where these are required. A reasonable adjustment budget is available to support adjustments. Support is also available to staff through the carers and disability staff network. The council is a member of the employer’s network for equality and inclusion (ENEI) which provide advice on disability and other equality issues.

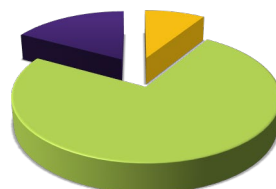
46. The council continues to build upon its pledge to tackle mental health in the workplace and a number of developing ideas have taken root over the last 12 months. There is a strong focus on supporting staff with mental ill health alongside promoting the positive mental health and wellbeing of all staff. Information and support on mental health has continued to increase with a suite of development opportunities comprising; online e-learning and courses including personal resilience to support wellbeing, mindfulness and an introduction to Cognitive Behaviour Therapy (CBT). Managers are required to attend mandatory training to support mental health conversations with staff and are offered managing staff wellbeing workshops to increase their knowledge and confidence, enabling preventative measures and early interventions to be put in place.

47. Specific advice and support is available through occupational health which enables access to independent counselling services and in-house CBT. The council also provides a confidential wellbeing help line. Flourish, a health and wellbeing website has been launched to promote positive information on wellness with access to the health and wellbeing centre, an exciting addition to the Wiltshire Rewards offer. For the future, the mental health strategy is under review and a “wellbeing champion” pilot is in development, the results of these will refresh the employee wellbeing policy.

Disability by headcount

	Number	% of total
Disabled	425	8.96%
Not Disabled	3513	74.05%
Unstated	806	16.99%
Total	4744	100.00%

Disability % by Headcount



■ Disabled
 ■ Not Disabled
 ■ Unstated

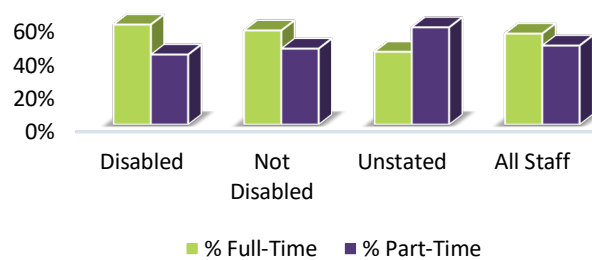
Disability by impairment

Describe your impairment	Impairment by percentage
Learning disability / difficulty	8.61%
Long standing illness or health condition (e.g. cancer, HIV, diabetes)	24.66%
Mental health condition	13.31%
Other condition	14.87%
Physical or mobility impairment	19.37%
Sensory Impairment	9.59%
Unstated	9.59%
Grand Total	100.00%

Disability by gender

	Head Count	Female	% Female	Male	% Male
Disabled	425	321	75.53%	104	24.47%
Not Disabled	3513	2563	72.96%	950	27.04%
Unstated	806	564	69.98%	242	30.02%
All Staff	4744	3448	72.68%	1296	27.32%

Disability by full-time / part-time



Disability by age

	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Disabled	425	4.24%	12.24%	21.88%	30.12%	28.71%	2.82%
Not Disabled	3513	6.60%	17.36%	22.60%	28.29%	21.32%	3.81%
Unstated	806	11.54%	16.87%	20.97%	25.56%	19.60%	5.46%
All Staff	4744	7.23%	16.82%	22.26%	27.99%	21.69%	4.01%

Disability by length of service

	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Disabled	425	14.59%	20.94%	16.71%	35.76%	12.00%
Not Disabled	3513	20.07%	16.94%	21.86%	27.98%	13.15%
Unstated	806	36.85%	16.00%	10.17%	26.80%	10.17%
All Staff	4744	22.43%	17.14%	19.41%	28.48%	12.54%

Gender

See below for a breakdown of workforce figures for gender.

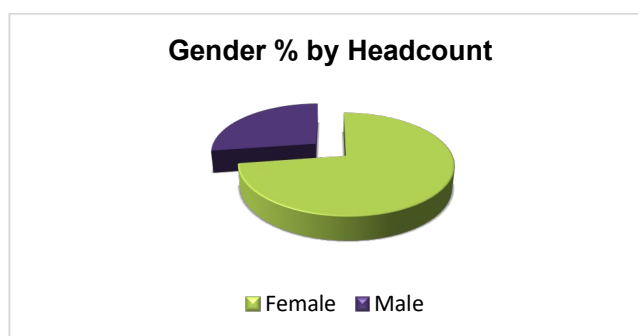
48. Our workforce data indicates:

- The percentage of females is 72.68% and males 27.32% and these remain similar to the figures in last year's report which were female 72.95% and male 27.05%.
- Last year staff were invited to self-describe their gender identity if they wished to. This option was added to our equalities monitoring questionnaire following discussion with our LGBT network and in line with advice from ACAS. However, as the number of staff using this category was small, the figures below continue to reflect gender (female/male) information from SAP this year to maintain the confidentiality of staff. This will be reviewed annually and will be included when the number of staff expressing this option increase.
- 53.10% of women work part-time and 28.86% 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.

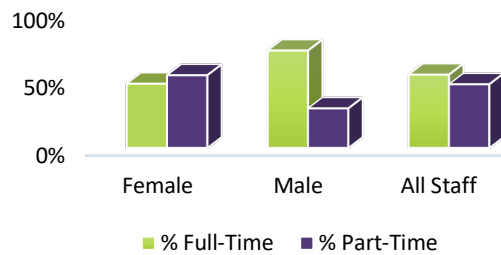
49. A men's health awareness week was organised in 2017 and a woman's health awareness week was organised in 2018.

Gender – headcount

	Number	% of total
Female	3448	72.68%
Male	1296	27.32%
Total	4744	100.00%



Gender by full-time / part-time



Gender by age

Non-Schools	Head Count	% Under25	% 25-34	% 35-44	% 45-54	% 55-64	% 65+
Female	3448	6.09%	16.21%	22.36%	29.81%	21.93%	3.60%
Male	1296	10.26%	18.44%	21.99%	23.15%	21.06%	5.09%
All Staff	4744	7.23%	16.82%	22.26%	27.99%	21.69%	4.01%

Gender by length of service

	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Female	3448	21.03%	17.49%	18.68%	29.90%	12.91%
Male	1296	26.16%	16.20%	21.37%	24.69%	11.57%
All Staff	4744	22.43%	17.14%	19.41%	28.48%	12.54%

Age

See below for a breakdown of workforce figures for age.

50. Our workforce data indicates:

- The largest group within the workforce are in the age range 45 – 55, 27.99%
- Under 25's make up 7.23% of the workforce (an increase from 6.90% in 2018) and this compares to 8.76% in the working population of Wiltshire ([Source: ONS Mid Year Estimates 2018](#)).
- The proportion of part-timers is higher than full-timers for the age ranges, under 25's and over 55's. A high proportion of under 25's who are on part time contracts work in leisure where this type of contracts are more commonly in use.
- The council is committed to employing and retaining an age-diverse workforce and believes that this has real benefit to the provision of services. The council is committed to enabling employees to continue working beyond the age of 65 and has a flexible retirement policy.

51. Measures to look at under representation in the under 25's continue to be explored and initiatives developed including working on our employee brand to help attract this age group. The council offers apprenticeships and work experience and has a focus on increasing recruitment of under 25s through offering clear progression schemes and development. The introduction of the apprenticeship levy has had an impact on increasing the level of

apprenticeships provision in the council. Work has also taken place to improve engagement of this age group through use of social media particularly in relation to recruitment. We also offer the opportunity to apply by C.V and a single page application in addition to the full application form process.

Age headcount

	Number	% of total
Under25	343	7.23%
25-34	798	16.82%
35-44	1056	22.26%
45-54	1328	27.99%
55-64	1029	21.69%
65+	190	4.01%
Total	4774	100.00%

Age % by Headcount

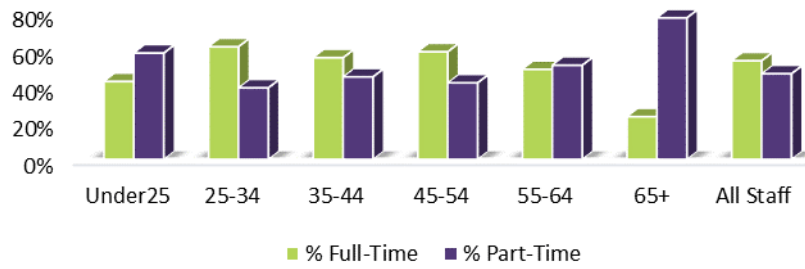


■ Under25 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+

Age – length of service

	Head Count	% Under 2 years	% 2-5 years	% 5-10 years	% 10-20 years	% 20 years+
Under25	343	63.85%	26.24%	9.91%	0.00%	0.00%
25-34	798	31.20%	25.44%	29.45%	13.91%	0.00%
35-44	1056	21.40%	16.19%	21.31%	37.22%	3.88%
45-54	1328	17.32%	13.70%	17.17%	34.04%	17.77%
55-64	1029	12.05%	13.99%	15.84%	31.49%	26.63%
65+	190	8.42%	12.11%	18.95%	37.37%	23.16%
All Staff	4744	22.43%	17.14%	19.41%	28.48%	12.54%

Age by full-time / part-time



Sexual Orientation

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

52. Our workforce data indicates:

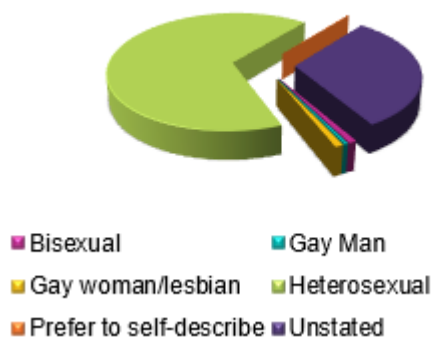
- 69.1% (compared to 65.17% in 2018) of employees have stated their sexual orientation. The figures are increasing but are still relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing it. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- This year we also offered staff the opportunity to self-describe their sexual orientation. However, as the number of staff using this category was small, the figures below do not reflect this information in order to protect staff confidentiality. This will be reviewed annually, and the figures will be included when the number of staff expressing this option increases.
- We have included national data for further information. Anonymous data from the staff survey set out in Appendix A indicate higher percentages for each category.

Sexual Orientation – headcount

	% of total	National %
Bi sexual	0.86%	0.8%
Gay Man	0.44%	1.2 %
Gay woman / lesbian	0.93%	
Heterosexual	66.74%	93.4%
Prefer to self-describe	*	0.5%
Unstated	30.90%	4.1%

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

Sexual Orientation % by Headcount



Religion and Belief

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

53. Our workforce data indicates:

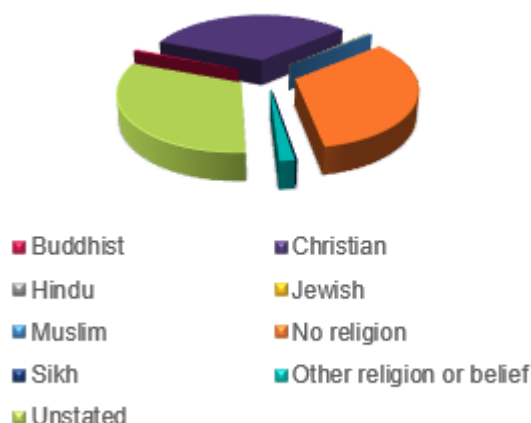
- 68.53% (compared to 64.73% in 2018) of employees have stated their religion and belief. The figures are increasing but still relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- We have included the Wiltshire census 2011 data for further information. Our data indicates that we have lower percentages in comparison to census data except in relation to Buddhist, no religion and other religion or belief which are a higher rate than the census. Some disparities may be related to our high unstated figure.
- Low figures in a number of categories has meant we are not able to include all data due to confidentiality reasons.
- Anonymous data from the staff survey set out in Appendix A also provides further information.

Religion and Belief – headcount

	Number	% of total	Census data %
Buddhist	25	0.53%	0.3%
Christian	1547	32.61%	64%
Hindu	*	*	0.3%
Jewish	*	*	0.1%
Muslim	16	0.34%	0.4%
Sikh	*	*	0.1%
No religion	1566	33.01%	26.5%
Other religion or belief	82	1.73%	0.5%
Unstated	1493	31.47%	7.7%
Total	4744	100.00%	100.00%

Source: Wiltshire census 2011

Religion and Belief % by Headcount



Caring Responsibilities

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

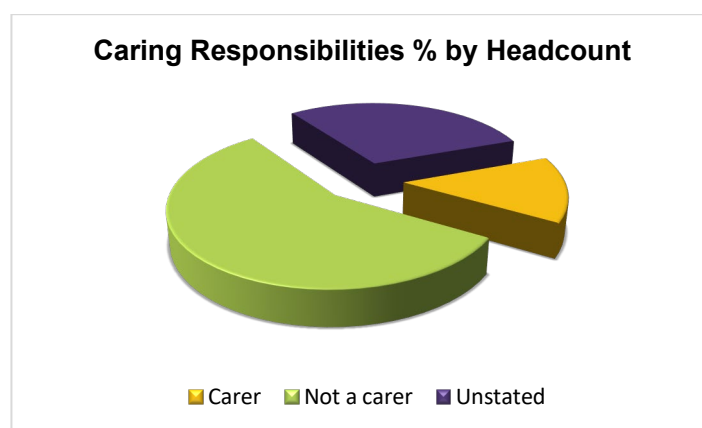
54. The definition of unpaid caring responsibilities is giving help or support to family members, friends, neighbours or others because of a long term physical or mental health or disability, or problems relating to old age.

55. **Our workforce data indicates:**

- 13.87% (compared to 13.44% in 2018) of the workforce indicated that they had unpaid caring responsibilities, and this compares with 10.1% of the Wiltshire population in the 2011 census. Additionally, 31.4% of employees indicated unpaid caring responsibilities in the 2018 staff survey.
- 56.77% indicated that they had no unpaid caring responsibilities compared to 89.9% of the Wiltshire population in the 2011 census.
- 70.64% (compared to 66.8% in 2018) of employees have stated whether they have caring responsibilities. The figures have increased but are still relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure
- The council has produced guidance for managers and staff who are carers along with a checklist of support which is available to staff and to assist with conversations between managers and staff about caring responsibilities. This includes procedures for leave for carers, flexible working, career breaks etc. The council has links with a local charity, Carer Support Wiltshire and has signed the Carer Support Wiltshire - 'working for carers' charter. Links with Carer Support Wiltshire has provided additional sources of information and support to carers employed by the council and will provide access to e-learning for managers.

Caring Responsibilities – headcount

	Number	% of total	Census data
Carer	658	13.87%	10.1%
Not a carer	2693	56.77%	89.9%
Unstated	1393	29.36%	
Total	4744	100.00%	



Source: Wiltshire Census 2011

Carers – Hours per week

	Number	% of total
1-19 hours	513	77.96%
20-49 hours	55	8.36%
50 or more hours	40	6.08%
Hours Unstated	50	7.60%
Total	658	100.00%

Gender Re-assignment

See below for a breakdown of workforce figures for gender re-assignment.

56. Our workforce data indicates:

- Due to low numbers, we have not included specific figures for this protected characteristic to ensure that we protect employee confidentiality. Our data did increase this year and we will continue to keep this under review.
- GIRES - the gender identity research and education society estimate that 1% of the UK population has experienced some degree of gender non-conformity. Most of them are as yet invisible.
- The council has an LGBT network and will continue to engage with staff through this network to understand the needs of our transgender staff. In the last few years, the council produced some new guidance called 'transgender guidance – transitioning at work'. The aim of the guidance is to provide information and support to transgender staff, their managers and other staff within the council. This guidance was initiated through consultation with the network.

Marital Status

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

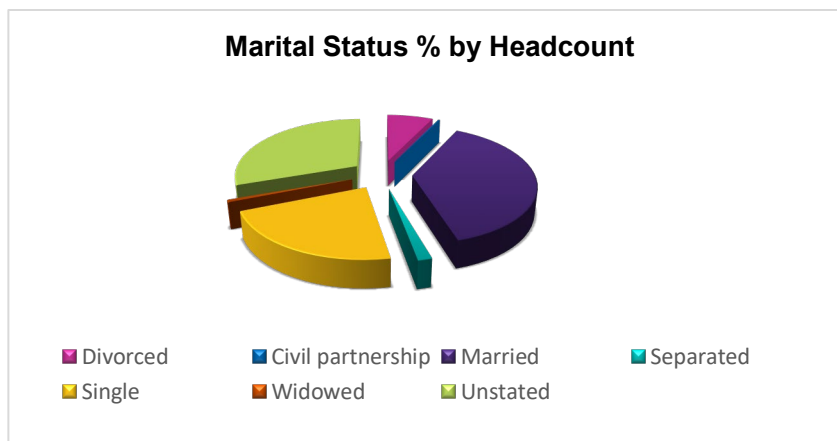
57. Our workforce data indicates:

- 69.62% (compared to 65.5% in 2018) of employees have stated their marital status. The figures are increasing but are still relatively low and this might reflect the sensitive nature of this data and the fact that some staff might not have felt comfortable providing this data. We will continue to work to build staff confidence in providing data for this purpose and decreasing the unstated figure.
- Our data indicates percentages below the percentages for the Wiltshire census data, but this is likely to link to our high unstated figure.

Marital Status – headcount

	Number	% of total	Census data 2011
Divorced or formerly in a civil partnership which is now legally dissolved	338	7.12%	7.7%
In a registered civil partnership	11	0.23%	0.1%
Married	1809	38.13%	43.2%
Separated (but still legally married or still legally in a civil partnership)	75	1.58%	1.9%
Single (never married or never registered a civil partnership)	1038	21.88%	22.1%
Widowed or surviving partner from a civil partnership	32	0.67%	5.6%
Unstated	1441	30.38%	
Total	4744	100.00%	

Source: Wiltshire census 2011



Recruitment monitoring

58. The council monitors 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.

59. 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.

60. The equality declaration form which applicants are asked to complete when they apply for a role with the council is requested for monitoring purposes only and is not passed to the recruiting manager, so they are unable to see equality information.

61. Our workforce data in the period 1 October 2018 – 30 September 2019 indicates:

- This year the council received a total of 7702 applications of which 2316 were shortlisted and 1061 appointed. This was an increase in the application figures compared to last year's report from 7181 applications, but a slight decrease in the number of shortlisted 2392 and appointed 1124.
- 9.84% of all applications, 6.22% of shortlisted applicants and 4.43% of appointments were from people who declared that they were from a BME background. These figures indicate a slight increase on last year's report. The percentages of BME applicants appointed as a

percentage of those who applied has slightly decreased to 6.20% compared to 8.18% in last year's report for BME staff. This will be kept under review further.

- 5.02% of all applications, 5.57% of those shortlisted and 3.68% of those appointed declared that they had a disability. This represented a slight increase in all these percentages compared to last year's report. The percentage of disabled applicants appointed as a percentage of those who applied slightly decreased to 10.08% compared to 11.97% from last year's report. The council is part of the new Disability Confident employer scheme introduced by the government. Under the new scheme the council continues with the commitment to offer a guaranteed interview to disabled applicants who meet the minimum criteria for the post they are applying for and make reasonable adjustments to help applicants attend interviews where required (see information under the disability section). Data on short listing indicates that the percentage of disabled candidates shortlisted was 33.33% compared to 28.70% for non-disabled staff.
- 60.63% of applications received by the council were from female applicants and 30.90% were from male applicants. 59.75% of posts filled were filled by female applicants, with 21.87% filled by male applicants.
- The highest percentage of applicants appointed of age type was the age group 35-44. The highest number of applications received was from the age group 25-34. The percentages of under 25's appointed as a percentage of those who applied was 11.70% compared to 12.30% in last year's report. The under 25's represented 16.12% of all appointments. The council currently has a number of measures in place to support the under 25's (please see section on age above).
- It is noted that the unstated figure for completing the equalities monitoring form as part of the recruitment process has increased slightly this year.

62. The council will continue to review its recruitment policies and practices to make improvements to fairness, consistency and transparency of our processes and to improve diversity within the council. The council will continue to work to encourage applicants to declare their equality profile data for monitoring purposes.

Recruitment by ethnicity

Ethnic Origin	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	9.84%	6.22%	4.43%	19.00%	32.64%	6.20%
White British	72.88%	75.35%	72.48%	31.09%	44.07%	13.70%
White Irish/Other	6.92%	5.05%	4.62%	21.95%	41.88%	9.19%
Unstated	10.36%	13.39%	18.47%	38.85%	63.23%	24.56%
Grand Total	100.00%	100.00%	100.00%	30.07%	45.81%	13.78%

Recruitment by disability

Disability	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	5.02%	5.57%	3.68%	33.33%	30.23%	10.08%
Not Disabled	84.04%	80.22%	76.15%	28.70%	43.49%	12.48%
Unstated	10.93%	14.21%	20.17%	39.07%	65.05%	25.42%
Grand Total	100.00%	100.00%	100.00%	30.07%	45.81%	13.78%

Recruitment by gender

Sex	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	60.63%	61.96%	59.75%	30.73%	44.18%	13.58%
Male	30.90%	25.91%	21.87%	25.21%	38.67%	9.75%
Unstated	8.47%	12.13%	18.38%	43.10%	69.40%	29.91%
Grand Total	100.00%	100.00%	100.00%	30.07%	45.81%	13.78%

Recruitment by age

Age Band	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	18.97%	13.95%	16.12%	22.11%	52.94%	11.70%
25 – 34	26.29%	20.73%	19.42%	23.70%	42.92%	10.17%
35 – 44	18.51%	19.69%	19.13%	31.98%	44.52%	14.24%
45 – 54	19.25%	22.71%	18.85%	35.47%	38.02%	13.49%
55 – 64	8.01%	10.36%	8.20%	38.90%	36.25%	14.10%
65 and over	0.51%	0.56%	0.82%	33.33%	23.08%	7.69%
Unstated	8.45%	12.00%	18.00%	42.70%	68.71%	29.34%
Grand Total	100.00%	100.00%	100.00%	30.07%	45.81%	13.78%

Internal appointments and promotions

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

64. Our workforce data in the period 1 October 2018 – 30 September 2019 indicates:

- This year the council received 1183 applications from internal applicants of which 685 were shortlisted and 376 appointed. This compares to 445 internal appointments in 2017/2018 and this is likely to be due to volume of restructuring as a result of spending reviews and the need to protect staff through redeployment.
- 3.19% of internal applicants appointed declared that they are from BME backgrounds. This was a slight decrease from 3.82% in last year's report. The percentages of BME applicants appointed indicate that a slightly lower percentage of BME, white Irish and other white applicants were appointed than expected compared to the numbers who applied. This may relate to the 'unstated' return rate.
- The percentage of internal disabled applicants appointed as a percentage of those disabled applicants who applied has decreased to 22.34% compared to 26.73% in 2018.

- The percentage of internal females appointed was 68.88% and 23.40% for male appointments. This is broadly reflective of the current workforce split which is 72.95% female and 27.05% male.
- In terms of age, the highest percentage of type appointed as a percentage of those who applied was in 65 and over age band. The under 25's percentage of type appointed has decreased slightly to 36.09% from 39.38% in last year's report. The council has ongoing measures in place to support the employment of under 25's (see information under age).

Internal appointments and promotion by ethnicity

Ethnic Origin	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
BME	7.10%	4.67%	3.19%	38.10%	37.50%	14.29%
White British	79.97%	84.23%	84.04%	60.99%	54.77%	33.40
White Irish/Other	5.41%	4.23%	4.52%	45.31%	58.62%	26.56%
Unstated	7.52%	6.86%	8.24%	52.81%	65.96%	34.83%
Grand Total	100.00%	100.00%	100.00%	57.90%	54.89%	31.78%

Internal appointments and promotion by disability

Disability	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Disabled	7.95%	7.88%	5.59%	57.45%	38.89%	22.34%
Not Disabled	82.50%	83.07%	84.57%	58.30%	55.89%	32.58%
Unstated	9.55%	9.05%	9.84%	54.87%	59.68%	32.74%
Grand Total	100.00%	100.00%	100.00%	57.90%	54.89%	31.78%

Internal appointments and promotion by gender

Sex	% of Applied	% of Shortlisted	% of Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Female	65.00%	67.01%	68.88%	59.69%	56.43%	33.68%
Male	28.66%	27.15%	23.40%	54.87%	47.31%	25.96%
Unstated	6.34%	5.84%	7.71%	53.33%	72.50%	38.67%
Grand Total	100.00%	100.00%	100.00%	57.90%	54.89%	31.78%

Internal appointments and promotion by age

Age Band	% of Total Applied	% of Total Shortlisted	% of Total Appointed	Shortlisted as % of Applied	Appointed as % of Shortlisted	Appointed as % of Applied
Under 25	11.24%	10.80%	12.77%	55.64%	64.86%	36.09%
25 – 34	23.25%	21.31%	21.54%	53.09%	55.48%	29.45%
35 – 44	23.92%	23.36%	24.20%	56.54%	56.88%	32.16%
45 – 54	27.81%	29.05%	26.33%	60.49%	49.75%	30.09%
55 – 64	7.86%	9.34%	7.18%	68.82%	42.19%	29.03%
65 and over	0.51%	0.73%	0.80%	83.33%	60.00%	50.00%
Unstated	5.41%	5.40%	7.18%	57.81%	72.97%	42.19%
Grand Total	100.00%	100.00%	100.00%	57.90%	54.89%	31.78%

Leaver monitoring

65. There were 589 staff who ceased employment in the council between 1 October 2018 and 30 September 2019.

66. Our workforce data indicates:

- Overall the main reason for people leaving the council was resignation followed by TUPE. In total, there were 589 leavers over the period. This was a decrease from 713 the previous year which was higher mainly due to the TUPE transfer of waste services to an external contractor in July 2018. There were low numbers of leavers due to compulsory redundancy, death in service, mutual agreement, retirement ill-health and unsatisfactory probation and these have not been included to protect confidentiality.
- 3.57% of leavers had declared that they had a BME background which is slightly higher than the proportion of BME staff in the workforce. 70.97% of all leavers were female and 29.03% male. This reflects the workforce proportions of female and male staff in the workforce.
- 8.83% of leavers had declared that they had a disability, which broadly reflects the percentage of disabled employees in the workforce (8.96%).
- There was a broad spread of leavers in all the age groups. The percentage of leavers in the 45 – 54 and 55 - 64 age groups were slightly higher than other age ranges in the workforce.

67. We currently ask our leavers to complete an exit questionnaire and offer the opportunity for a follow up exit interview and we will continue to collect exit information in this way, to make improvements to our employment policies and practices.

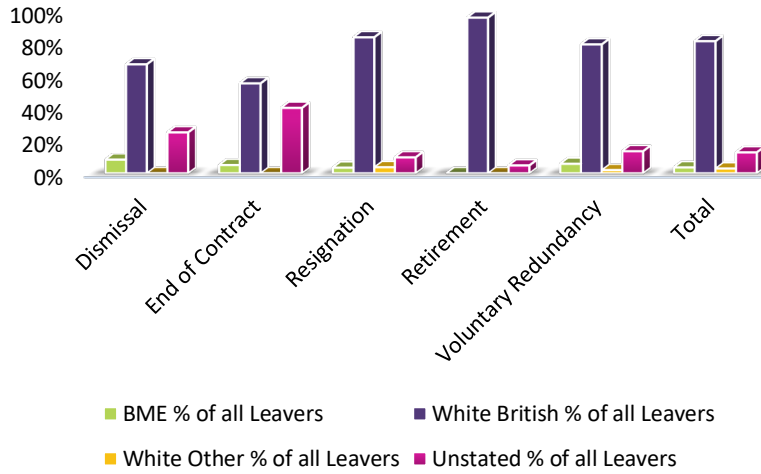
Leavers by Reason

Reason	All Leavers	% of All Leavers
Compulsory Redundancy	*	*
Death in Service	*	*
Dismissal	24	4.07%
End of Contract	40	6.79%
Mutual agreement	*	*
Resignation	381	64.69%
Retirement	63	10.70%
Retirement Ill Health	*	*
TUPE transfer	*	*
Unsatisfactory probation	*	*
Voluntary Redundancy	52	8.83%
Grand Total	589	100.00%

Leavers by Ethnicity

Reason	BME % of all leavers	White British % of all leavers	White Other % of all leavers	Unstated % of all leavers
Dismissal	8.33%	66.67%	0.00%	25.00%
End of Contract	5.0%	55.00%	0.00%	40.00%
Resignation	3.41%	83.20%	3.67%	9.71%
Retirement	0.00%	95.24%	4.48%	4.76%
Voluntary Redundancy	5.77%	78.85%	1.92%	13.46%
Grand Total	3.57%	80.81%	2.89%	12.73%

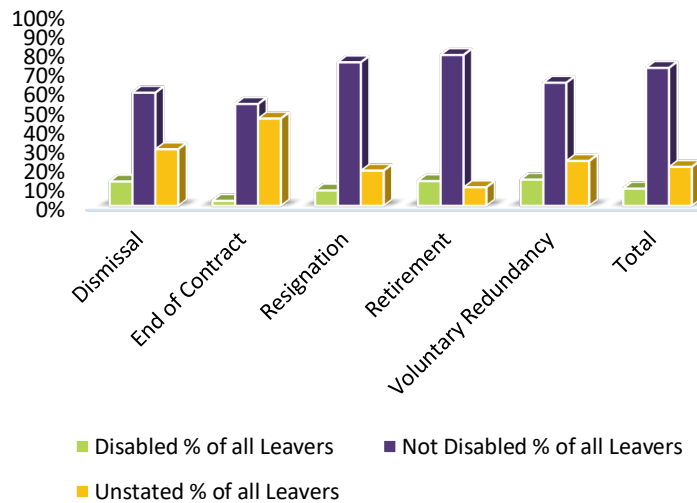
Leavers by Ethnicity % of all Leavers



Leaver by disability

Reason	Disabled % of all leavers	Not Disabled % of all leavers	Unstated % of all leavers
Dismissal	12.50%	58.33%	29.17%
End of Contract	2.50%	52.50%	45.00%
Resignation	7.87%	74.02%	18.11%
Retirement	12.70%	77.78%	9.52%
Voluntary Redundancy	13.46%	63.46%	23.08%
Grand Total	8.83%	71.14%	20.03%

Leavers by Disability % of all Leavers



Leavers by gender

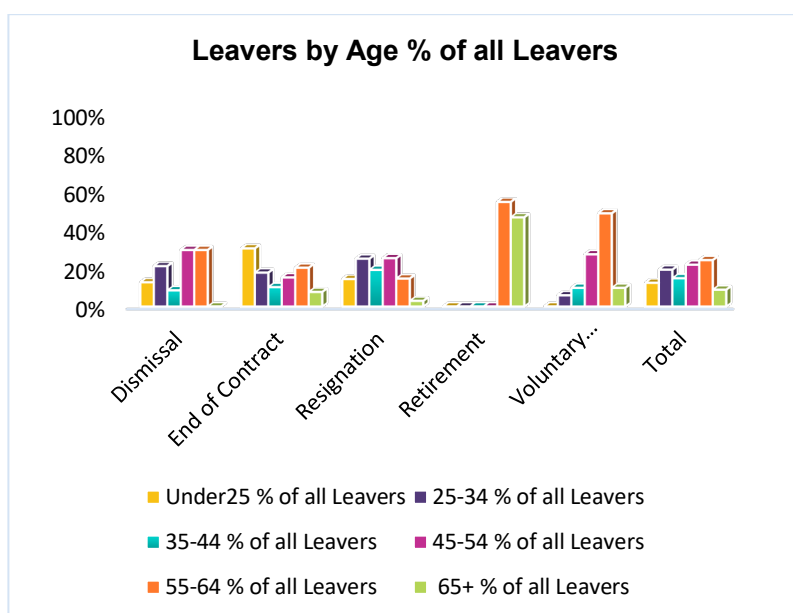
Reason	Female '% of all leavers	Male '% of all leavers
Dismissal	66.67%	33.33%
End of Contract	75.00%	25.00%
Resignation	71.92%	28.08%
Retirement	65.08%	34.92%
Voluntary Redundancy	69.23%	30.77%
Grand Total	70.97%	29.03%

Leavers by Gender % of all Leavers



Leaver by age

Reason	Under25 '% of all leavers	25-34 '% of all leavers	35-44 '% of all leavers	45-54 '% of all leavers	55-64 '% of all leavers	65+ '% of all leavers
Dismissal	12.50%	20.83%	8.33%	29.17%	29.17%	0.00%
End of Contract	30.00%	17.50%	10.00%	15.00%	20.00%	7.50%
Resignation	14.17%	24.67%	18.90%	24.93%	14.44%	2.89%
Retirement	0.00%	0.00%	0.00%	0.00%	53.97%	46.03%
Voluntary Redundancy	0.00%	5.77%	9.62%	26.92%	48.08%	9.62%
Grand Total	12.22%	19.02%	14.60%	21.56%	23.94%	8.66%



Discipline, Dignity at Work and grievance procedure

68. A count of all staff that have raised grievance procedures, dignity at work procedures or are the subject of disciplinary procedures in the period 1 October 2018 to 30 September 2019 is below.

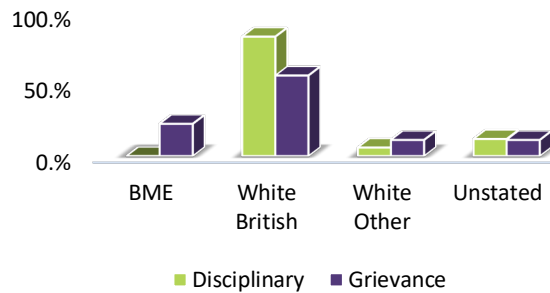
69. Our workforce data indicates:

- This year there was an increase in the total number of disciplinary cases and slight decrease in the number of grievance cases. Overall the total number of cases was 14.2% higher compared to last year's reporting period. The figures reflect the number of cases which were completed in the period covered by this report and resulted in a formal outcomes rather than including cases which were opened in the year and not completed and those which resulted in informal or no action. This does represent a change in the way they were monitored in reports prior to 2017 which has resulted in lower figures. The number of grievances this year was low, and this may have resulted in higher percentages for smaller groups.
- Both the disciplinary and grievance figures include formal dignity at work cases. In terms of grievances 33.3% of cases related to dignity at work and in terms of disciplinarys 32.35% related to dignity at work cases. The council has a supportive dignity at work policy and this year is trialling a new early conflict resolution process.
- The figures for disability indicate that 11.76% of disabled staff were subject to formal disciplinary action and 22.22% of grievances were raised by a disabled member of staff. These figures are higher than our average workforce profile.
- The figures for BME staff indicate that 22.2% of grievances were raised by BME staff and this is higher than the workforce profile. There were no disciplinarys.
- The figures for male staff indicate that there were more males involved in the disciplinary and grievance process than would be expected compared with the workforce profile for males.
- The highest percentage of disciplinary cases was for the age group 25-34 years old and highest percentage of grievances was for the age groups 45-64 years old.
- The number and type of cases have been reviewed. It was noted that there were a higher number of disciplinary cases in Highways and Leisure which involved a proportionally higher number of male staff. The council will continue to review these cases.

Adviser cases by Ethnicity

Group	BME % of total	White British % of total	White Other % of total	Unstated % of total
Disciplinary	0.00%	82.35%	5.88%	11.76%
Grievance	22.2%	55.56%	11.11%	11.11%
Total	4.65%	76.74%	6.98%	11.63%

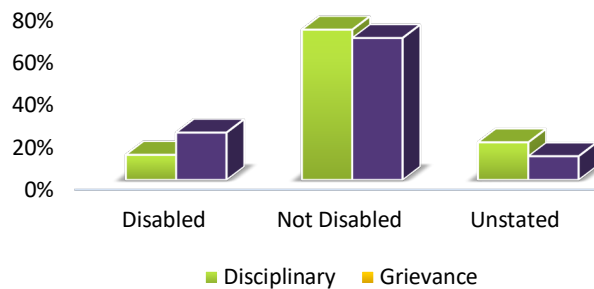
HR Adviser cases by ethnicity



HR Adviser cases by disability

Group	Disabled % of total	Not Disabled % of total	Unstated % of total
Disciplinary	11.76%	70.59%	17.65%
Grievance	22.22%	66.67%	11.11%
Total	13.95%	69.77%	16.28%

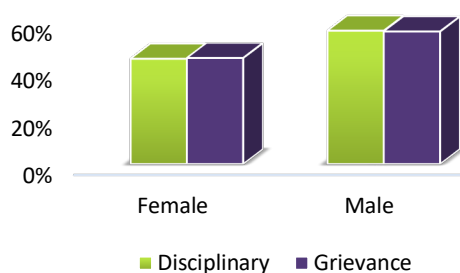
HR Adviser cases by disability



HR Adviser cases by gender

Group	Female % of total	Male % of total
Disciplinary	44.12%	55.88%
Grievance	44.44%	55.56%
Total	44.19%	55.81%

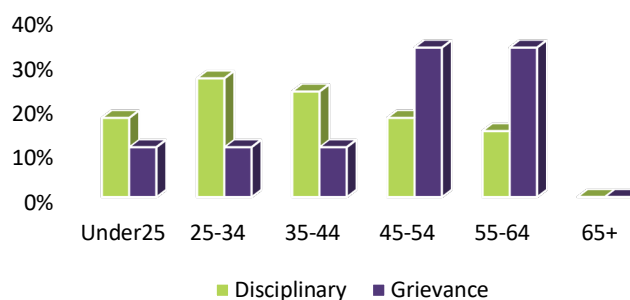
HR Adviser cases by gender



HR Adviser cases by age

Group	Under25 % of total	25-34 % of total	35-44 % of total	45-54 % of total	55-64 % of total	65+ % of total
Disciplinary	17.65%	26.47%	23.53%	17.65%	14.71%	0.00%
Grievance	11.11%	11.11%	11.11%	33.33%	33.33%	0.00%
Total	16.28%	23.26%	20.93%	20.93%	18.60%	0.00%

HR Adviser cases by age



Flexible working requests

70. The council monitored data relating to formal requests for flexible working for the period 1 October 2018 to 30 September 2019. However, due to the low figures when reporting on flexible working requests this year, the data has not been included due to data protection and the need to protect staff confidentiality.
71. Managers also receive informal requests which are not monitored or included in these figures. These are likely to form the majority of requests and the council offers a wide range of flexible working arrangements to staff where these also fit in with the needs of the service. Many staff have taken the opportunity to utilise flexible working, in particular homeworking, instead of formally requesting flexible working. Data on flexible working was collected for the staff survey 2018 and of those staff who responded to the question in the survey 62.8% considered that they have a flexible working arrangement and in a separate question about homeworking 68.08% of those staff who responded to the question in the survey considered that they work from home either occasionally, sometimes or frequently.

Maternity – returner rates

72. The council had 88 employees on maternity leave who returned or left during the period 1st October 2018 to 30th September 2019, of these employees, 81 returned to work after maternity

leave and 7 people did not. The figures for the non-returners are low so a further breakdown has not been included, however the data did not indicate any issues.

73. The council offers a period of enhanced maternity pay to employees who return to work for a period of at least three months following maternity leave in line with the national local government scheme. The council also has a shared parental leave policy, ordinary parental leave policy and flexible working policy which can provide further flexibility.

Performance appraisal

74. 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

75. Support and supervision of staff and the appraisal arrangements tend to identify the majority of staff development needs. Learning and development is recorded on a learning management system called 'grow', and this also records 21s and the annual appraisal. Staff can request attendance at training courses through the grow system and a range of mandatory e-learning has also been rolled out to staff via grow. There is still some training not formally recorded through grow and this includes conferences and professional updates undertaken externally and some service specific qualifications and training such as in the leisure service. Leisure service mandatory training courses are currently being added into grow.
76. The system is not able to identify training requested. The information below represents the number of training events or modules of e-learning that have been completed, not the number of people doing the training. This recognises that individuals may have completed more than one training event or module in the year.
77. For comparison purposes the overall workforce percentages for each protected characteristic have been included. This is included to indicate whether a comparative spread of employees with monitored protected characteristics have taken part in or attended training. Please see comments in the following paragraph below.
78. Our workforce data for the period 1 October 2018 to 30 September 2019 indicates:
- The total of training events or modules of e-learning increased to 33,540 from 26,230 last year. Participation in mandatory e-learning has increased and makes up 65% of these attendances. In addition, we continue to develop and roll out further e-learning modules adding to the library of modules available for staff to access as well as developing face to face training sessions in response to organisation demand and need.
 - Staff and new starters are required to complete 8 pieces of mandatory e-learning including; information governance modules, fire and terror threat workshop, mental health awareness, equality and diversity and safeguarding. The information governance and fire and terror threat module are required to be repeated annually.
 - Attendance at training sessions by staff declaring a BME background (3.39%) and a disability (11.14%) is representative of these groups within the workforce.
 - Male attendance at training sessions was 24.78% which is slightly below the group representation in the workforce which is 27.32%.
 - Attendance at training sessions was slightly less than the percentage expected for the age groups under 25 and 55 and over.

Training by ethnicity

	Attendees	% of total attendees	% of group in workforce at 01/10/2019
BME	1138	3.39%	3.04%
White British	28577	85.20%	84.99%
White Other	1175	3.50%	3.35%
Unstated	2650	7.90%	8.62%
Grand Total	33540	100.00%	100.00%

Training by disability

	Attendees	% of total attendees	% of group in workforce at 01/10/2019
Disabled	3737	11.14%	8.96%
Not Disabled	25073	74.76%	74.05%
Unstated	4730	14.10%	16.99%
Grand Total	33540	100.00%	100.00%

Training by gender

	Attendees	% of total attendees	% of group in workforce at 01/10/2019
Female	25229	75.22%	72.68%
Male	8311	24.78%	27.32%
Grand Total	33540	100.00%	100.00%

Training by age

	Attendees	% of total attendees	% of group in workforce at 01/10/2019
Under25	2219	6.62%	7.23%
25-34	5607	16.72%	16.82%
35-44	7858	23.43%	22.26%
45-54	10645	31.74%	27.99%
55-64	6540	19.50%	21.69%
65+	671	2.00%	4.01%
Grand Total	33540	100.00%	100.00%

Remuneration monitoring

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

80. In 2017 the government has made it mandatory for all large private, voluntary and public-sector employers with more than 250 employees to publish gender pay gap information on the [government website](#). This year, public sector organisations including the council are required to publish this information by 30 March 2020. The overall gender pay gap for the council for 2019 is 6.15% calculated by using median workforce figures and 9.41% calculated using mean workforce figures. This represents a fluctuation from last year's figures but is still below the national gender pay gap rates which are 17.3% median and 16.2% mean and public-sector median which is 16.8% and mean 15.7% (ONS provisional figures). Further information about the council's gender pay gap is set out in a separate report on the [council's website](#).

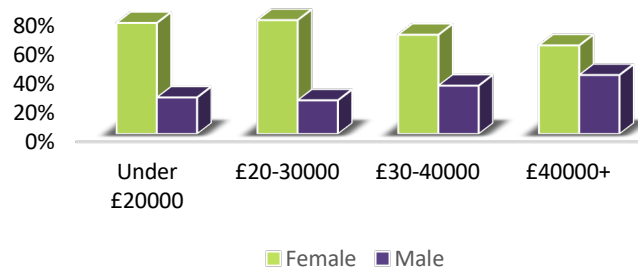
81. Our workforce data indicates:

- The figures below reflect the higher number of females employed by the council across all salary bands.
- The percentage of male staff has slightly decreased in the higher salary bands of £40,000 per annum and the percentage of females has slightly increased in this band. The percentage of females in this band remain lower than the figure for the proportion of females in the workforce.
- The figures for BME staff have increased slightly in the highest salary bands this year although remains slightly lower than the figure for the proportion of BME staff in the workforce
- In relation to disability, remuneration is fairly evenly spread across all the salary bands and has increased slightly in the highest salary bands although remains lower than the figure for the proportion of disabled employees in the workforce.
- 39.54% of staff in the highest salary band are age 45-54 years old.

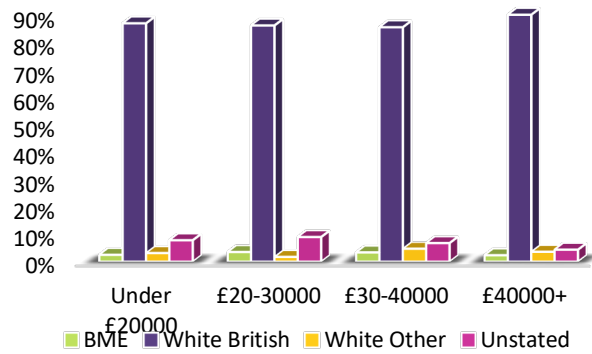
Remuneration by Gender Identity, Ethnicity and Disability

Salary Band	Gender		Ethnicity				Disability		
	Female	Male	BME	White British	White Other	Unstated	Disabled	Not Disabled	Unstated
Under £20000	75.41%	24.59%	2.26%	83.23%	3.82%	10.69%	8.17%	67.77%	24.07%
£20-30000	76.51%	23.49%	3.29%	84.34%	2.44%	9.93%	8.78%	72.42%	18.80%
£30-40000	67.74%	32.26%	3.56%	85.78%	4.51%	6.16%	10.84%	79.01%	10.15%
£40000+	60.92%	39.08%	2.53%	90.57%	3.22%	3.68%	6.90%	85.06%	8.05%
All Staff	72.68%	27.32%	3.04%	84.99%	3.35%	8.62%	8.96%	74.05%	16.99%

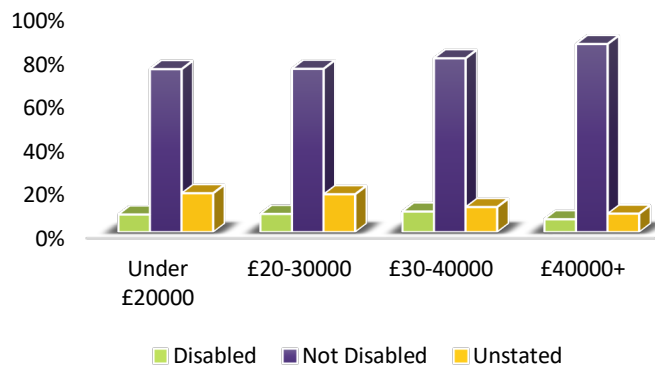
Remuneration by gender



Remuneration by Ethnicity



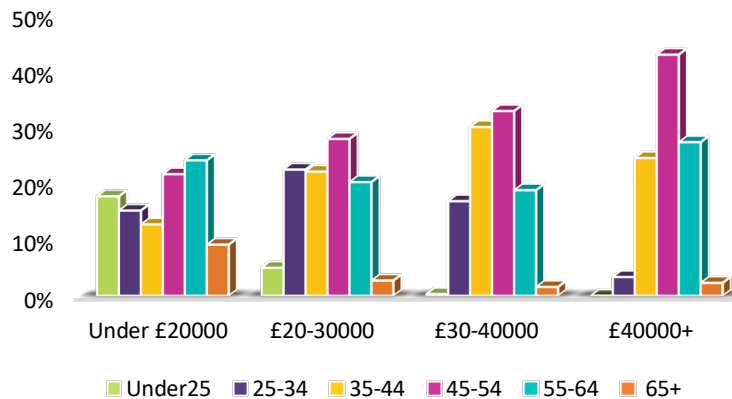
Remuneration by Disability



Remuneration by Age

Salary Band	Under25	25-34	35-44	45-54	55-64	65+
Under £20000	17.98%	13.12%	13.47%	21.46%	24.50%	9.47%
£20-30000	6.33%	20.95%	21.85%	27.58%	20.30%	2.99%
£30-40000	0.78%	17.69%	30.27%	30.88%	18.91%	1.47%
£40000+	0.00%	5.29%	26.21%	39.54%	28.05%	0.92%
All Staff	7.23%	16.82%	22.26%	27.99%	21.69%	4.01%

Remuneration by Age



Positive Actions and Equality Objectives

82. The council currently takes the following positive actions:

- Support for the three staff networks – BME, Carers and disability and LGBT
- Inclusion of staff network members in equality analysis panels for new HR policies and processes.
- The council has successfully renewed its membership of the government's 'Disability Confident' employer scheme. This includes a number of commitments relating to attracting, recruiting and supporting disabled people. The council has held a disability employability event in 2017, 2018 and 2019 to bring together disabled people, local employers and support organisations offering opportunities to help disabled people in the community to find employment.
- Membership of the employer's network for equality and inclusion (ENEI).
- Reasonable adjustment budget of £10,000 per annum for disabled staff and applicants.
- An accessible careers website with links to information for disabled applicants.
- Annual appraisal scheme and one to ones which include facilitated discussions about wellbeing and barriers to work and reasonable adjustments.
- Introduction of mandatory e-learning for all new and existing staff on equality and diversity.
- Regular equality and diversity updates to Staffing Policy Committee and corporate directors.
- Supporting equality events and raising awareness about specific disabilities e.g. mental health and autism training. Launch of new well-being internal website 'Flourish' for staff, which brings together well-being initiatives including; our employee well-being helpline, mindfulness and personal resilience e-learning, tai-chi classes and the healthy eating group.
- Clear policies and procedures on equality and diversity issues for managers and staff.
- Policies which enable flexible working and time off where required.
- Three corporate equality steering groups to drive forward equality and diversity work in the council in the areas of staff, services and communities which include service areas and members from the staff networks.
- A member and senior director champion for equalities.
- Development of specific equality objectives for the council

83. As part of the public-sector equality duty the council is also required to identify equality objectives. These include service equality objectives and objectives relating to the council's workforce (HR equality objectives). These objectives are reviewed regularly and have been subject to public consultation. Further details of the council's equality objectives can be found on the [council website](#).

84. The council's HR equality objectives have primarily been identified from workforce data analysis and are set out below and include a summary of update points. These objectives are currently subject to review which may result in changes.

- **OBJECTIVE 3:**

Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future.

Action

Improve workforce profile statistics by increasing the range of data collected on the protected characteristics and decreasing the rates of 'unknowns' for BME and disability

- As part of our equality objective to improve our workforce profile statistics the council sent all staff an equalities monitoring questionnaire in 2015, 2016, 2018 and 2019. The aim of the questionnaire was to improve our workforce data by improving our existing rates of reporting (disability and ethnicity) and increasing the range of protected characteristics captured. Overall the unstated rates for ethnicity and disability have continued to reduce since 2015. However, this year saw a slight fluctuation in the figures. The ethnicity unstated rate was 8.26% this year compared to 7.71% in 2018, 9.96% (2017), 9.08% (2016), 11.15% (2015) and 15.43% (2014). The disability unstated rate was 16.99% this year compared to 15.29% (2018), 19.64% (2017), 18.71% (2016), 21.59% (2015) and 27.09% (2014).
- This report now includes headcount information on all the protected characteristics, The unstated figures in all the new categories has improved again this year although it is noted that the unstated figures for this new information generally remains high. The unstated rates from applicants to the council has also improved over the last couple of years but fluctuated this year. The council will continue to work towards increasing confidence in this area and encouraging staff to contribute to the monitoring data.

A reduction in the number of staff with protected characteristics saying that they have been a victim of bullying and/or harassment.

- The staff survey in 2012 raised concern that the percentage of staff with a disability who considered that they had experienced bullying and harassment was much higher than average for the workforce. As a result, this area of concern became one of the council's equality objectives. The question in the staff survey 2014 was revised to make it clearer and more specific and in the staff survey 2016 an additional question about the source of bullying and harassment was added. In the 2018 staff survey additional questions were added in relation to whether staff felt confident in reporting bullying and harassment and that action would be taken. A free text box was also added for additional comments. The result of the staff survey 2018 was that 153 staff declared that they had a disability and of this group 14.4% stated they felt they had experienced bullying and harassment in the previous last year. This compared to 18.98% in 2016, 22% in 2014 and 16.8% in 2012.
- In the 2014 and 2016 staff survey 9% of all staff considered that they had experienced bullying. This reduced to 7% in 2018. This compares to national data which indicates that 11% of managers reported grievances being raised with them concerning bullying and harassment (WERS – Workplace Employment Relations Survey 2011) and a YouGov poll in 2015 which indicated that 29% of staff had experienced bullying at work. The councils bullying and harassment figure for all staff is below the levels identified in this survey, but it was recognised that the figures might be higher for some staff with protected characteristics.
- The staff survey in 2014, 2016 and 2018 was expanded to ask for data on additional protected characteristics so it became possible to consider bullying and harassment in respect of other groups. It was found that there were some high percentages for bullying and harassment for some other groups of staff with protected characteristics. Our equality objective has been broadened to recognise this. These were mixed background (14.29%) and Buddhist staff (18.8%), Asian or Asian British (12.5%). In terms of the source of bullying and harassment; 37.9% of staff who considered that they had experienced

bullying and harassment stated that the source was another member of staff, 27.6% stated a manager, 12.3% stated it was from a third party (e.g. service user or other member of the public), 15.3% stated it was more than one source.

- In terms of the new questions, 9.3% of staff indicated that they would not feel confident reporting bullying, harassment or discrimination. The highest no confidence scores were in relation to Bi-sexual 18.5%, Buddhist 18.5% and disability 14.4%. 14.1% of staff also indicated that they believed that bullying, harassment or discrimination would not be dealt with effectively when reported. The highest no confidence scores were in relation to lesbian/gay women 27.6%, Buddhist 25% and Asian or British Asian.
- This is an important issue which the council has recognised requires action. The figures from the staff survey reflect the number of people who indicated that they had experienced bullying and harassment by the information on their protected characteristics which they also provided. The reasons given for bullying and harassment were many and were not always connected to their protected characteristic. In terms of all the figures it is also important to reflect that percentages may be impacted by group size; as for example one or two people in a small group can appear to make figures look proportionally higher. However, all the figures are relevant and important in terms of the impact on the groups identified.
- ACAS indicate that the public sector and certain groups with protected characteristics consistently have higher levels of bullying and harassment. The council recognises the impact of bullying and harassment on individuals and will continue to work to reduce the percentages reported. It is recognised that work in this area may take time to be reflected in the results of a staff survey and longer timescales are likely to be required to measure any changes. Consultation with the staff networks has taken place and will form part of any proposed changes.
- Overall the figures for bullying and harassment have decreased in the 2018 staff survey. The council will continue to focus on whole staff action to reduce bullying and harassment figures and increase the confidence of all staff to report bullying and harassment and the processes for dealing with it in consultation with the staff networks. The action plan for this year will include further targeted action to raise awareness about the issue with staff and senior managers in service areas, including further communications to tackle specific areas of concern raised by staff in the free text boxes of the survey. It will also include input from the staff networks and include work to improve inclusivity at the council. The council is also trialling a new early resolution procedure which offers staff the opportunity to seek support internally in resolving potential conflict/disagreement at an early stage without having to go down a more formal process.
- Work on this objective in previous year's has included the development of a bullying and harassment e-learning module for managers and staff which was launched last spring. Face to face training on the dignity at work policy is also available to managers. An unconscious bias e-learning module was also launched in 2018. Action has also included work on improvements to the dignity at work and grievance policies to make the policies more streamlined and easier to access. Changes were also made to the HR toolkit of supporting guidance for staff and managers. The changes were widely consulted on including consultation with our staff networks. The council has a clear behaviours policy for all staff and the dignity at work policy is clear that bullying and harassment will not be tolerated.

Continue to promote schemes to employ younger people, working in partnership with other service areas - increase the number of under 25 year olds within the council's workforce.

- The percentages of under 25's who work for the council is 7.23% of the workforce. This represents a slight increase from 6.90% in 2018 and 5.96% in 2017. Although the figures have shown slight fluctuations over the last few years a lot of work has been undertaken to improve the offer on apprenticeships. The council has employed a total of 216

apprentices since the introduction of the government's new apprenticeship scheme and levy in April 2017. The council has 26 apprentices who are under 25. Support offered to apprentices includes:

- Guaranteed interview to those with a disability/care leaver
 - Guaranteed job at the end of the apprenticeship
 - Additional pastoral care
 - Additional functional skills support to those who require it or require any additional support.
- The council has also increased its use of social media to increase access to careers information and introduced a one application process to improve accessibility. There is a social engagement group for young apprentices including lunches/videos/blogs etc. There are additional workshop sessions run by apprenticeship team covering a range of topics and there is a leadership and management support group which is run by a leadership and management apprentice. There is also an apprenticeship blog to encourage new apprentices to join the council. The recruitment figures indicate that 16.12% of all appointments are made from this age group which represents a reasonable proportion of total recruitment as many young people are also pursuing other activities including further education at this stage of life. The council will continue to explore ways to attract this age group.
 - Work is also underway to improve our work experience offer and to enable candidates to apply directly through our career website.

Staff with protected characteristics feel more supported, recognised and the council is seen as an 'employer of choice' in relation to equality, diversity and inclusion.

- This equality objective previously related to LGBT+ was broadened in 2019 to include all staff with protected characteristics.
- Work to embed an inclusive workplace for LGBT+ staff initially related to implementing improvements recommended by Stonewall in their workplace equality index assessment around sexual orientation in the workplace. Work on role models and improving HR policies formed part of this. A transgender guidance – 'transitioning in the workplace' has been produced as a result of consultation with the LGBT staff network to improve the information and support transgender staff, their managers and other staff. This year the council used the stonewall workplace assessment as a guide to identify gaps and further areas for actions related to LGBT+ staff. The council supports LGBT+ awareness by raising the rainbow flag at county hall each year and marking LGBT history month.
- As part of the work to improve the equality data profile of the workforce the council also now collects data on the protected characteristics of sexual orientation and transgender both in respect of this diversity and inclusion report and the staff survey. The council continues to work to improve data in this area which also assists the council to make improvements in the workplace and to its policies and procedures.
- The equality objective also includes actions around awareness raising events to promote understanding, acceptance and inclusion. These are organised by the 'staff voices' group each year. The staff voices group is made up of the chairs of each of the three staff networks. The next staff voices event will focus on issues related to women at work to coincide with International women's day in March. All the staff networks have also been refreshed and have a work plan for the year. The council continue to work with the staff network to make improvements.
- Data relating to measures for this objective include information from our staff survey 2018. This survey included two new questions relating to inclusion:

Question 1 - 'Based on your own protected characteristics, do you feel the council is an inclusive place to work?' The overall staff average for this question was that 88.7% responded 'Yes' and 1.7% responded 'No'.

Question 2 - 'Do you feel that the council is an inclusive place to work in relation to any protected characteristics which are different to your own?' The overall staff average for this question was that 84.4% of staff responded 'Yes' and 2.4% responded 'No'.

- In relation to both questions the highest negative scores included; gay lesbian women, Buddhist and Bi-sexual. Disability was also slightly high for the question relating to people's own protected characteristics.
- The staff survey 2018 also included the following engagement questions which the results of which are combined to create an engagement score for the council.
 - I am proud to work for Wiltshire Council
 - I would recommend Wiltshire Council as a great place to work
 - I feel committed to the organisation's goals
 - I feel a strong sense of belonging to this organisation
 - Working for the Wiltshire Council makes me want to do the best job I can
 - Wiltshire Council motivates me to contribute more than is normally required in my work
- The staff engagement score was 70% in the staff survey 2018 which was an increase on previous surveys. There were some groups with protected characteristics which scored above the average and some slightly below this including - other religion, disability, no religion and 65 and over. Gay lesbian women and those in the age range 16 – 19 had a higher than average engagement score but also some high negative scores indicating a mixture of results within the group. Staff with a disability also had a slightly higher than average negative score. There was also a proportion of blank returns as well as returns which indicated 'prefer not to say'. It is important to reflect that this, in combination with some of the small group sizes, may have had an impact on some of the data. The council will continue to use data from the staff survey to work to make improvements in this area and feed into a wider inclusion action plan.

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Appendix A

Staff survey 2018 – Anonymous workforce diversity and inclusion information

As part of the staff survey staff were asked for the following equality and diversity information. The response rate for the staff survey 2018 was 63.3%.

Gender

	2014	2016	2018
Female	60.42%	64.22%	68.3%
Male	27.50%	26.50%	23.7%
Prefer to self-describe	Not asked	Not asked	*
Rather not say	10.50%	8.14%	7%
Blank			

Sexual Orientation

	2014	2016	2018
Bisexual	0.79%	1.10%	1.0%
Gay man	1.01%	0.83%	0.7%
Heterosexual	83.11%	84.23%	85.5%
Lesbian/Gay woman	0.75%	1.0%	1.1%
Prefer to self-describe			*
Prefer not to say	11.72%	10.14%	9.2%
Blank			

Age

	2014	2016	2018
16-19	0.68%	1.31%	1.2%
20-24	3.63%	3.49%	3.4%
25-29	7.62%	7.63%	6.8%
30-34	9.42%	9.42%	8.3%
35-39	8.34%	9.49%	10.6%
40-44	12.19%	10.97%	11.3%
45-49	12.87%	12.39%	13.2%
50-54	12.08%	13.35%	15.6%
55-59	10.78%	11.39%	11.5%
60-64	4.67%	6.04%	8.3%
65+	1.47%	1.76%	2.0%
Prefer not to say	14.49%	11.32%	7.0%
Blank	1.76%	1.45%	0.7%

Disability

	2014	2016	2018
Not Disabled	86.70%	86.23%	86.6%
Disabled	3.59%	4.73%	5.6%
Prefer not to say	7.94%	7.00%	6.1%
Blank	1.76%	2.04%	1.7%

Caring responsibilities

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

	2014	2016	2018
No	66.19%	62.49%	56.6%
Yes	25.43%	28.71%	31.4%
Prefer not to say	8.38%	7.00%	5.5%
Blank		1.79%	6.4%

Ethnicity

	2014	2016	2018
Asian or Asian British	0.43%	*	0.6%
Black or Black British	*	0.59%	0.8%
Mixed background	0.93%	1.04%	1.0%
Other ethnic group	*	0.41%	*
White	84.69%	88.61%	90.5%
Blank	4.17%	1.52%	
Prefer not to say	8.77%	7.52%	5.9%

Religion/Belief

	2014 (not included)	2016	2018
Buddhist		0.86%	0.6%
Christian		46.62%	46.8%
Hindu		*	*
Jewish		*	*
Muslim		0.41%	*
Sikh		*	*
Other		13.87%	2.5%
Prefer not to say		25.33%	9.8%
Blank total		12.73%	1.9%