

Workforce Report 2016-2017

Contents

1.	Introduction.....	3
2.	Executive Summary.....	4
3.	Organisation Structure.....	8
4.	Workforce	10
5.	Recruitment and Turnover	13
6.	Sickness Absence	17
7.	Training and Development.....	20
8.	Diversity.....	22
9.	Pay, Reward and Engagement.....	26
10.	Formal Processes (Grievances and Disciplinary)	30

1. Introduction

1.1 The Workforce Report provides Members and senior managers with information about the Council's workforce in order to inform the development and maintenance of human resource policies and practices to support the achievement of strategic priorities and service objectives.

1.2 The report includes information about:

- Organisation structure
- Workforce
- Recruitment & turnover
- Sickness absence
- Training & development
- Diversity
- Pay & reward

2. Executive Summary

Workforce

- 2.1 In 2016/2017 the Council's workforce stood at 286 (an FTE of 252.72). This is the lowest recorded headcount and FTE. By way of context in March 2006, prior to Managed Change the Council's headcount stood at 646 an FTE of 587.

Recruitment & Turnover

- 2.2 In 2016/2017 20 people joined the Council and 35 left. This is a turnover rate of 12.89% which is within the Council's target of 10 to 15%.

Year	Turnover
2008/2009	11.95%
2009/2010	12.20%
2010/2011	9.11%
2011/12	40.27%*
2012/13	9.77%
2013/14	9.37%
2014/15	14.33%
2015/16	10.83%
2016/17	12.89%

*When TUPE transfer is excluded (128 staff) this figure reduces to 11.79%

Sickness Absence

- 2.3 In 2016/2017 the sickness absence rate was 2.86% (an average of 6.52 days per person per year). This is a small increase from last year's rate of 2.79% though remains consistently below the sector average of 8.8 days.
- 2.4 In 2016/2017 29% of overall absence was due to "stress, depression and mental health", 17% "viral infections", 15%, "operations and recovery" 14 % "muscular skeletal"

Year	Absence Rate
2009/2010	3.70%
2010/2011	4.17%
2011/12	3.11%
2012/13	3.11%
2013/14	2.17%
2014/15	2.47%
2015/16	2.79%
2016/17	2.86%

Learning and Development

- 2.5 In 2016/2017 the Council spent £169,890 on learning and development (1.14% of the total salary cash limited budget) which equates to a spend of £594 per officer
- 2.6 In 2016/2017 80% of staff attended at least one internal training course/completed an e-learning course. This was an increase from last year where 67% of staff attended at least one course.
- 2.7 It is estimated that staff took 829 internal training places (including e-learning) in 2016/17, an average of 2.9 per officer which is an increase from 2 last year.

Diversity

- 2.8 The Council's workforce is in balance with the composition of the local community; however, black and ethnic minority staff continue to be under-represented in senior grades, there are 0% of black and ethnic minority staff in the top 5% of earners. The district councils who completed the national Local Government Workforce Survey 2015/16 (the latest available) had an average of 3.6% of Black and Ethnic Minorities staff in their top 5% of earners.
- 2.9 Recruitment & selection, staff turnover rates and learning & development activities are consistent and are generally in proportion with the Council's gender, ethnicity and age composition.

Pay & Reward

- 2.10 In 2016/2017 0.5% of officers were assessed as performing to an "Outstanding" standard, 26% "Exceeding", 69% "Successful", 3% "Partially achieved" and 0.5% as "Unsatisfactory." 1% were not eligible. (New starters, leavers etc.)

What does this tell us?

Workforce, recruitment & turnover – Headcount, FTE and agency worker use is stable and turnover is within the target range. We find it hard to recruit to some professional roles and we need to bring in and retain more young people

What we have already achieved	Next steps
<p>Employed new apprentices</p> <p>Used the Council’s Approved Qualification Scheme to provide increased support and prioritise spending to those studying for core professional/management qualifications with the aim of “growing our own”, where we have difficulty recruiting.</p> <p>Prepared to use the apprenticeship levy to support people to acquire key skills.</p>	<p>Making links to schools and higher education providers to establish the Council as an employee of choice</p> <p>Working with Southeast Apprenticeship Company (SEAC) to recruit and retain apprentices</p> <p>Consider strategies for addressing the difficulty we have in recruiting to some professional roles e.g. market weighting</p> <p>Growing our own where we find it difficult to recruit and succession planning.</p> <p>Retaining young people by mentoring them and providing opportunities for development and growth</p> <p>Encouraging managers to think more widely about recruitment & selection, thinking about people with potential to grow into a role as well as people who can step straight in</p>

Sickness absence - Sickness absence levels are low in comparison with others in our sector. Stress, depression and mental health is still our number one cause of absence.

What we have already achieved	Next steps
<p>Held a number of health & wellbeing events and activities with our staff champions including mental health awareness for managers and mindfulness training</p>	<p>Continue to work with health champions to provide a range of events, activities and resources to support health and wellbeing</p>



Training and development - The Council continues to maintain its commitment to learning and development and most staff took part in some type of learning and development in the last year

What we have already achieved	Next steps
<p>We offer a range of learning and development opportunities to suit individual needs including short courses, eLearning, Approved Qualification Scheme</p> <p>Updated the Council's eLearning site and added new content</p> <p>Trained managers in supporting employee development and behaviour and engagement</p> <p>Managers have undergone 360 assessments against the competencies of the Successful Wycombe Manager</p>	<p>Gain a commitment that everyone should participate in learning and development and ensure that this is tailored and proportionate to the individual.</p> <p>Develop a mentoring scheme for the Council</p> <p>Develop the use of apprenticeships to upskill existing staff funded through the Apprenticeship Levy</p> <p>Skills development training for the areas identified as part of the Learning Needs Analysis</p> <p>Skills gap from 360 assessments incorporated into PDP's</p>

Diversity The composition of the workforce is generally in balance with the community although Black and Ethnic Minority staff are slightly under represented in the higher grades and over represented in the lower grades. The average FTE pay is higher for men than for women however the gap is narrowing and 63% of senior managers are female

What we have already achieved	Next Steps
<p>Delivered actions as part of the Corporate Equalities Action Plan including:</p> <p>Zero Discrimination Day</p> <p>Disability Confident Award (to help employers employ and retain disabled people)</p> <p>Equalities training for new starters and existing staff</p>	<p>Continue to conduct Equality Impact assessments for HR policies/ procedures/ projects</p> <p>Annual equality and diversity awareness event</p>

Pay and reward - Most staff are successful in their jobs, many exceed and a small numbers do not meet expected standards of performance. Just over 50% of staff are top of grade and unable to progress incrementally

What we have already achieved	Next Steps
<p>We have reviewed the performance management framework and trained managers on setting SMART objectives and giving feedback</p>	<p>Responding creatively to reward and recognition, for example rewarding people with developmental opportunities</p>

3. Organisation Structure

- 3.1 Over the last few years the Council has undergone significant organisational change. Overall staffing numbers have reduced and service areas joined. The Council has 1 Chief Executive, 1 Corporate Director, 6 Heads of Service, 1 Major Projects and Estates Executive and 20 Service Managers.
- 3.2 Heads of Service and Service Managers are responsible for service delivery and statutory responsibilities. The Head of Finance and Commercial is the Section 151 Officer and the District Solicitor and Monitoring Officer also has statutory responsibilities.
- 3.3 The 7 service groups are:

Community	Democratic, Legal & Policy Services
Environment	Finance and Commercial
HR, ICT and Shared Support Services	Planning & Sustainability
	Estates and Major Projects

In 2016/17 TUPE transfers took place in the following areas:

- 5 Visitor Information Services staff transferred to BCC Library Services
- 5 Museum staff transferred to Wycombe Heritage and Arts Trust (WHAT)

Wycombe District Council

Chief Executive
Karen Satterford
Ext: 3101
karen_satterford@wycombe.gov.uk



Interim Corporate Director
(Growth & Regeneration)
David Anderson
Ext: 3400
david_anderson@wycombe.gov.uk



Head of
Democratic, Legal
& Policy Services



**Catherine
Whitehead**
Ext: 3980
catherine_whitehead@
wycombe.gov.uk

Interim Head of
Finance &
Commercial



**Stuart
McGregor**
Ext: 3322
stuart_mcgregor@
wycombe.gov.uk

Head of
HR, ICT & Shared
Support Services



**John
McMillan**
Ext: 3127
john_mcmillan@
wycombe.gov.uk

Head of
Community



**Elaine
Jewell**
Ext: 3800
elaine_jewell@
wycombe.gov.uk

Head of
Environment



**Caroline
Hughes**
Ext: 3701
caroline_hughes@
wycombe.gov.uk

Head of
Planning and
Sustainability



**Penelope
Tollitt**
Ext: 3519
penelope_tollitt@
wycombe.gov.uk

Major Projects
and
Estates Executive

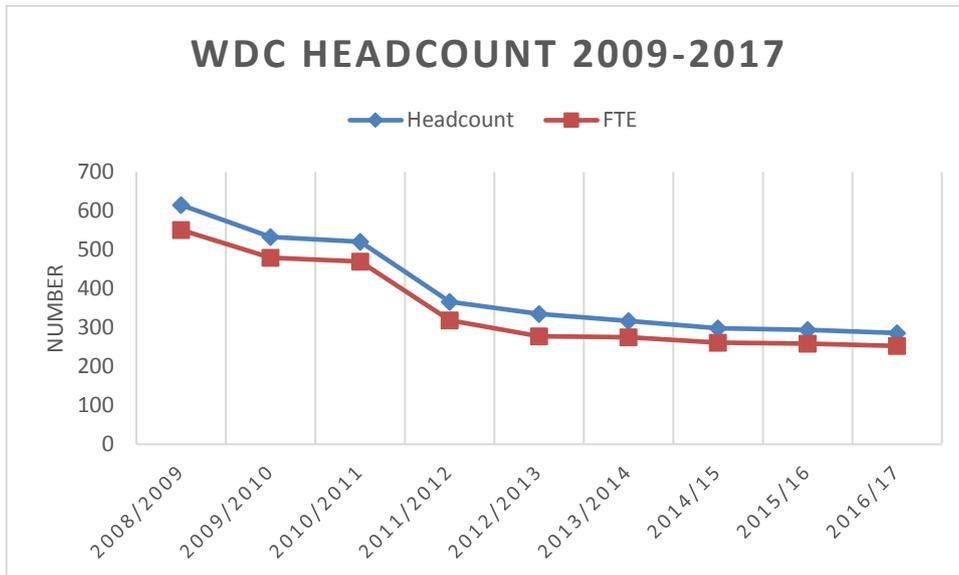


**Charles
Brocklehurst**
Ext: 3280
charles_brocklehurst@
wycombe.gov.uk

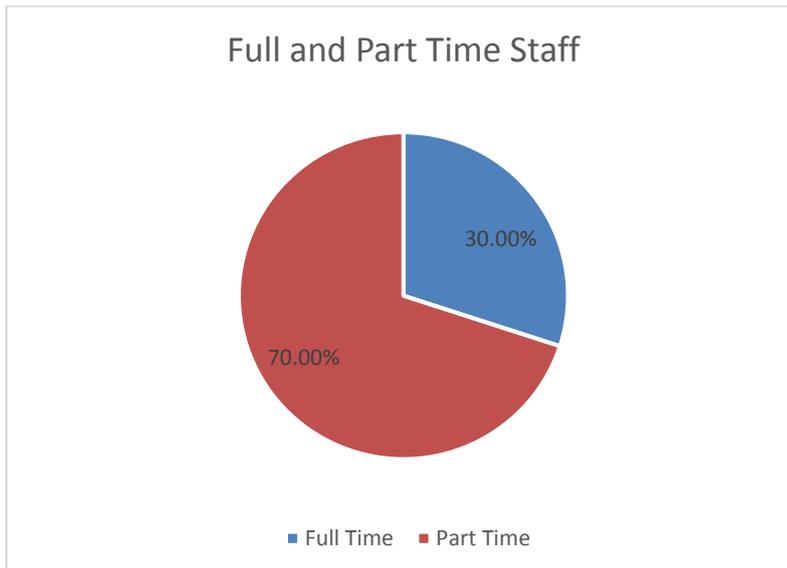
4. Workforce

Overview – numbers and costs

- 4.1 The Council employed 286 officers, a full time equivalent of 252.72 at 31 March 2017. This is a decrease of 8 (5.81 full-time equivalent) officers from last year.



- 4.2 At the end of 2016/2017 90 officers (30%) worked reduced hours.



- 4.3 The cost of employees in 2016/2017 was £11.9m. This is a decrease from last year. There was a 1% cost of living award for this year and next year for both NJC and JNC staff.
- 4.4 In 2016/2017 the Council spent £545,069 on agency workers (a spend within salary cash limits and budgetary provision) Agency workers have been used to provide cover for staff redeployed to other projects and to meet temporary increases in work load.

- 4.5 The table below shows the expenditure on agency staff as a percentage of salary cash limit in the last 5 years.

Year	Salary Cash Limit	Agency Spend £	% of Salary Cash Limit
2016/17	11,914,478	545,069	4.6
2015/16	12,437,000	448,720	3.6
2014/15	12,486,000	461,190	3.8
2013/14	13,306,300	481,113	3.6
2012/13	13,500,000	1,148,000	8.5

- 4.6 Agency staff have been used across the organisation. The top users of agency staff are in Legal £135,203, Car Parks £93,557, Estates £77,364 and Building Control £76,529. A breakdown costs for 2016/17 by Service Area is provided below:

Service Area	Team	Costs £
Democratic, Legal and Policy	Legal	135,203
	Economic Development	8,992
Finance	Finance	22,237
	Section 106	33,315
HR, ICT and Shared Support Services	FM – Operational	32,113
	FM - QVR	28,237
	Processing & Admin	140
Environment	Car Parks	93,557
	Housing	34,674
Community	CCTV	2,708
Estates		77,364
Planning	Building Control	76,529
Total		545,069

- 4.7 Agency spending has levelled out and is anticipated to be around 3- 4% going forward.

Service Groups

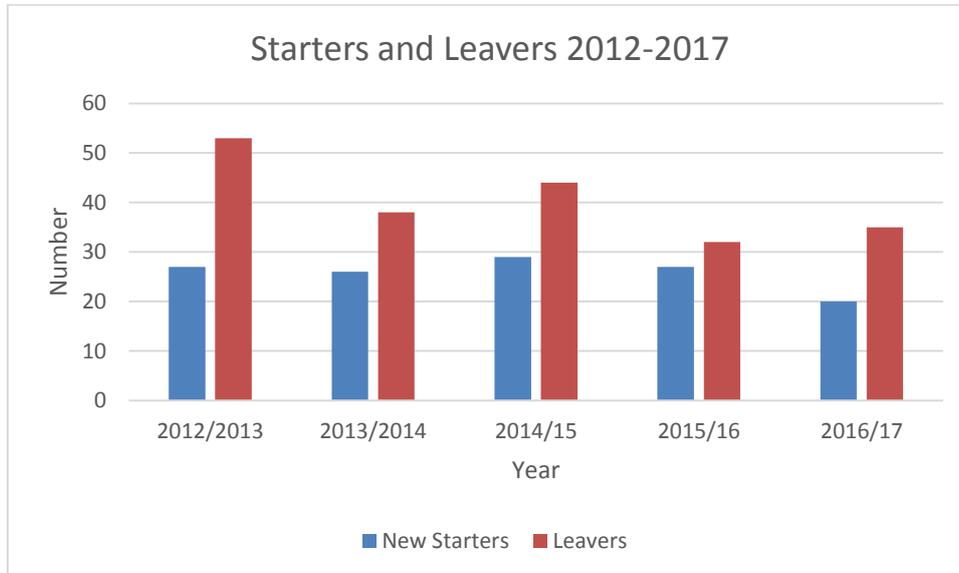
4.8 The following table and charts show the number of officers employed within each Service Group.

Service Group	Employees at 31 March 2017		%
	Headcount	FTE	
Chief Executives	5	5	2
Community	30	23.59	10
Democratic Legal & Policy Services	32	28.13	11
Environment	50	48.09	17
Finance & Commercial	53	47.24	19
HR, ICT, Shared Support Services	39	31.85	14
Planning & Sustainability	72	64.01	25
Major Projects and Estates	5	4.81	2
Total	286	252.72	100

5. Recruitment and Turnover

Recruitment

5.1 In 2016/2017 20 people joined the Council and 35 left.



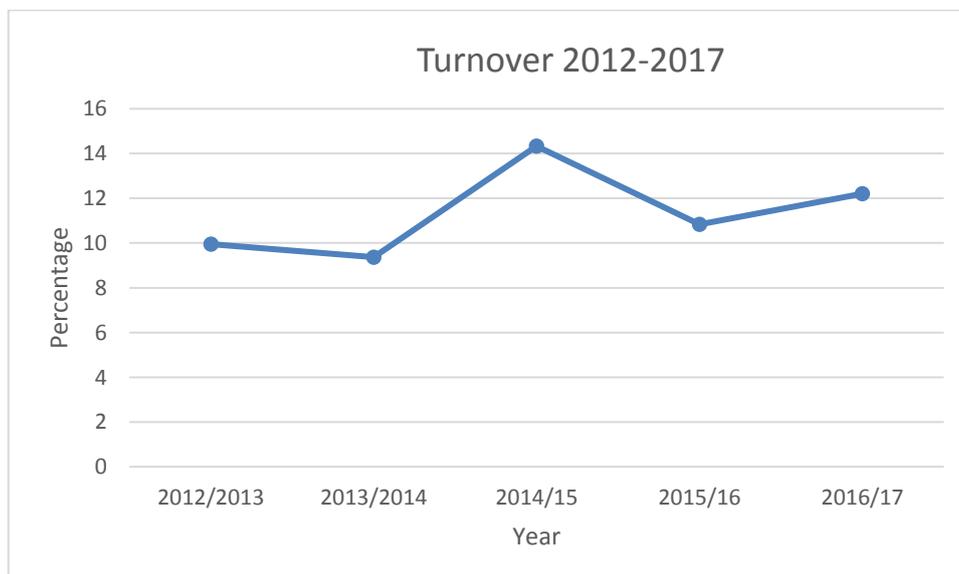
5.2 In 2016/2017 the cost of recruitment was £44,368. This is an average spend of £1199 per recruitment exercise.

5.3 78% of recruitment & selection exercises were successful. Unsuccessful recruitment exercises were for: FM Project Management Surveyor, Housing Advice Officer, Licensing Officer, Planning Policy Officer, Building Control Team Leader, Planning Apprentice (twice), HR Advisor (maternity cover).

5.4 Nationally for District Councils the top posts with recruitment difficulties are: Planning Officers 55%, Building Control Officers 45%, Chartered Surveyors 29% and Environmental Health Officers 21%.

Turnover

5.5 In 2016/2017 the Council's overall turnover rate was 12.89% which is within the Council's target of 10 to 15%.



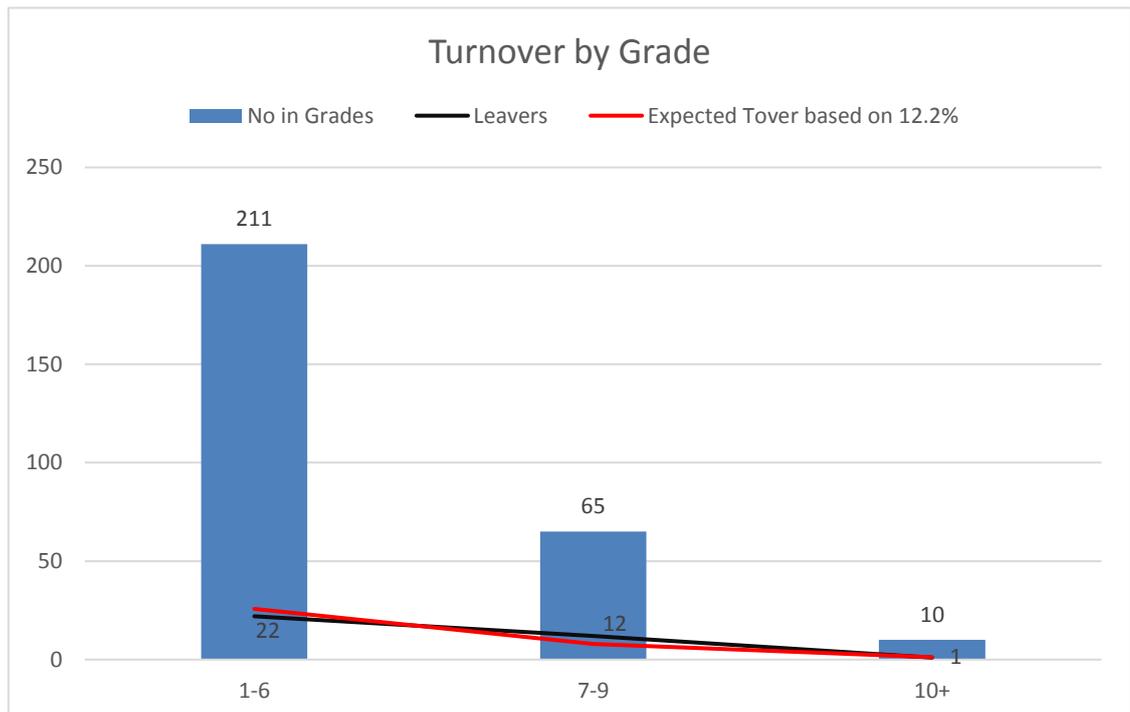
Turnover by Service Group

5.6 The following table and bar chart shows staff turnover by Service Group. Turnover was particularly high in Community due to TUPE transfer of staff from the Visitor Information Services to BCC Library Services and Museum transfer to Wycombe Heritage and Arts Trust.



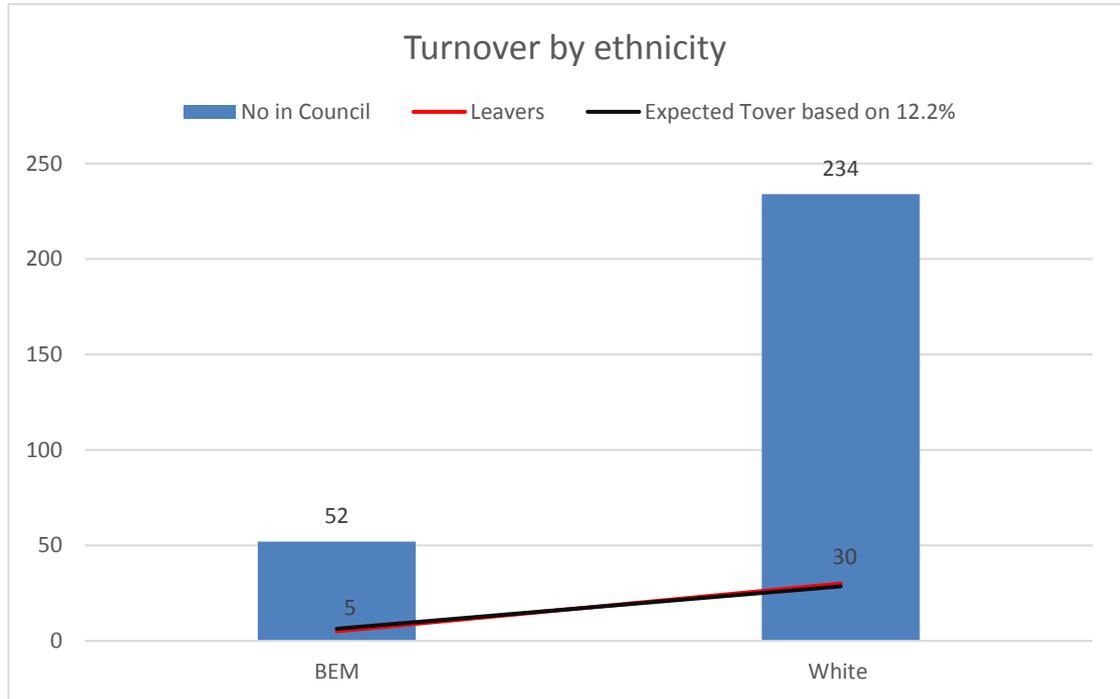
Turnover by Grade

5.7 Turnover is slightly higher than would be expected in grades 7-9 and slightly lower in grades 1-6.



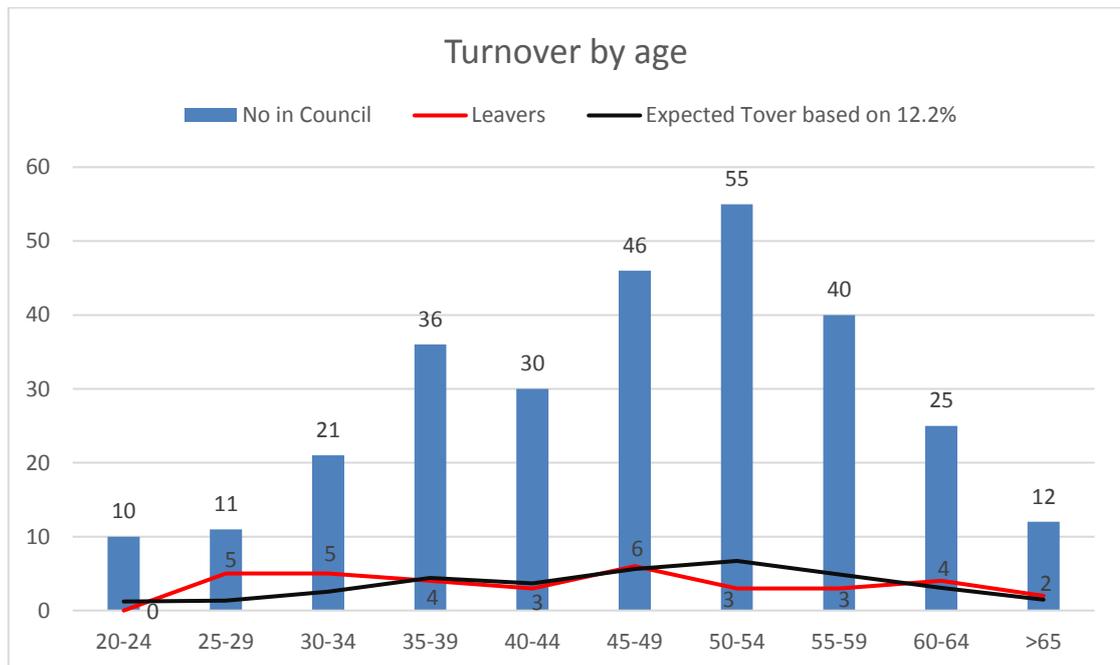
Turnover by Ethnic Origin and Gender

5.8 The turnover rate for black and ethnic minority staff in 2016/2017 was 9.61% (5 leavers). 66% of leavers were women and 34% men.



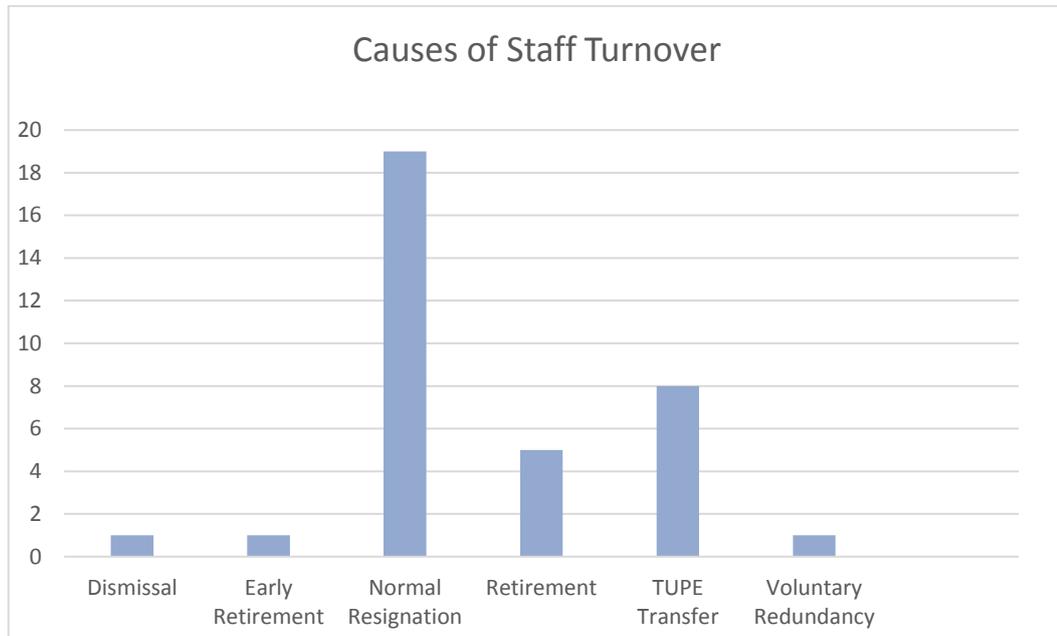
Turnover by Age

5.9 Turnover is higher than would be expected in age groups 25-29 and 30-34 and lower than might be expected in age groups 50-54 and 55-59.



Causes of Staff Turnover

5.10 The following graph provides an analysis of the reasons for officers leaving the employment of the Council in 2016/2017.



5.11 Normal resignation is the most common reason for leaving the Council, followed by TUPE transfer.

Exit Interviews

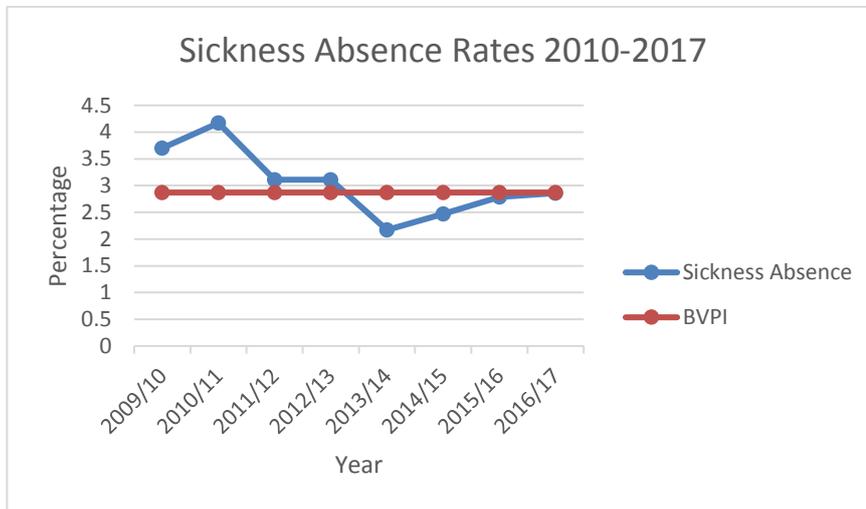
5.12 On leaving the Council, officers are provided with the opportunity of an exit interview and to complete an exit questionnaire providing their reflections about the Council as an employer and their reasons for moving on. Exit interviews are voluntary.

5.13 31% or 11 officers leaving the Council in 2016/2017 completed exit questionnaires. Of these 3 retired, 2 left for promotion, 2 left for change/ new challenge, 1 relocated, 1 went for job security (fixed term contract), 1 for working conditions, 1 for personal reasons.

6. Sickness Absence

6.1 The Council's overall sickness absence rate for 2016/2017 was 2.86% (an average of 6.52 days per person per year) which was a small increase from last year. This year's absence rate equates to a loss of 7.72 full time equivalent employees.

6.2 According to the Local Government Workforce Survey an average of 8.8 days were lost to sickness absence in local government.



6.3 30% of officers had no sickness absence in 2016/17 whilst 56% of officers took two days or less.

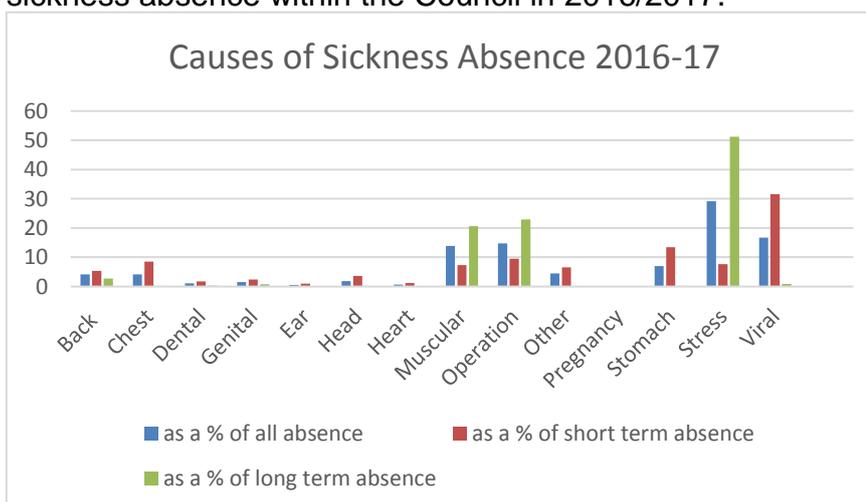
Long and short term absence

6.4 17 officers experienced long-term sickness absence (an absence of 28 days or more) in 2016/2017 Long term sickness absence contributed 50% of the overall absence rate.

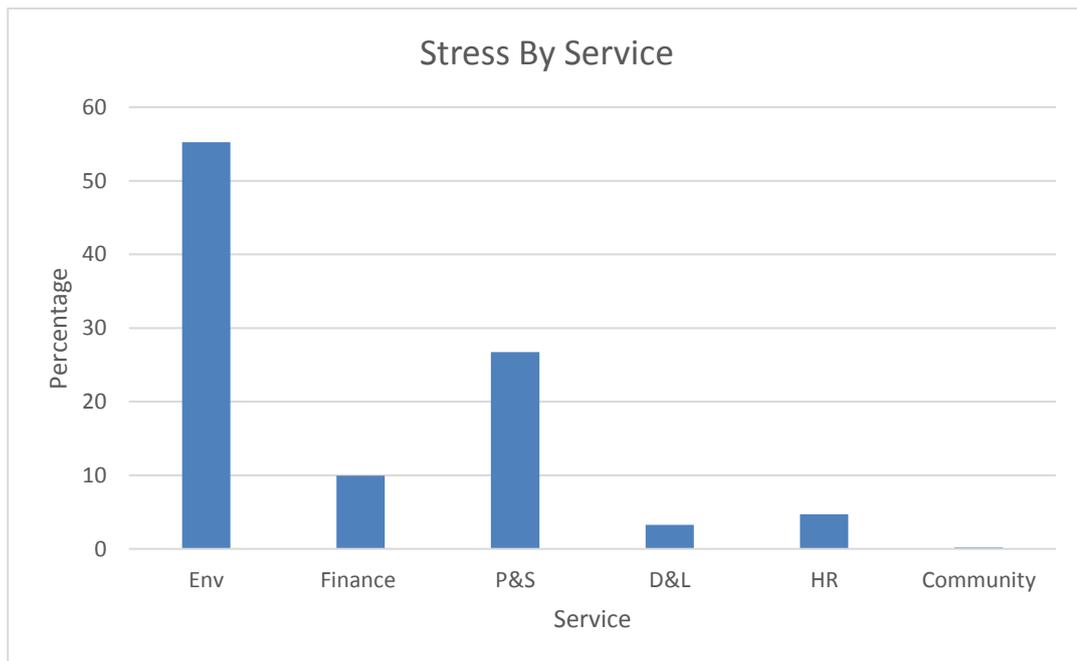
6.5 50% of overall absences were short term (an absence of less than 28 days).

Causes of sickness absence

6.6 The following chart sets out the nature and significance of the causes of sickness absence within the Council in 2016/2017.



- 6.7 In 2016/2017 29% of overall absence was due to “stress, depression and mental health”, 17% “viral infections”, 15% “operations and recovery” and 14% “muscular skeletal”
- 6.8 18 officers experienced absence due to stress and depression in 2016/2017. Where stress and depression is cited as the reason for the absence, interventions, such as referral to Occupational Health, are made.
- 6.9 The following chart sets out the stress by service area. Sickness absence due to stress is low in all areas apart from Environment (55%) and Planning & Sustainability. The sickness absence rate in Planning is the result of one long term absence. In Environment it is the result of 5 long term absences. All 5 are now back at work.



- 6.10 The LGA sickness absence levels and causes survey for 2015-16 (the latest available) reports that 22% of sickness absence in district councils is due to stress & depression, a slightly lower rate to that reported in the Council in 2016/2017. Stress and depression is usually one of the three highest reasons for absence and usually contributes around 20% of overall absence.
- 6.11 People Asset Management has the contract for occupational health/employee assistance programme. For the year 2016/17 the telephone counselling advice service was used 11 times, the website 10 times and the legal advice service once. 53 people were referred to the Occupational Health Service. In addition we have a dedicated Wellness Expert who has supported our health and wellbeing strategy by hosting a number of health & wellbeing events/initiatives.

Absence by Service Group

6.12 The following table shows absence rates by Service Group.

	ABSENCE 2015/16 (%)	ABSENCE 2016/17 (%)
Chief Executives	1.27	1.15
Community	0.99	3.51
Democratic, Legal & Policy	2.48	2.75
Environment	2.81	3.78
Finance	3.5	3.22
HR, ICT & Customer Services	2.98	2.70
Planning & Sustainability	4.07	2.73
Major Projects and Estates	*	1.40
WDC TOTAL	2.79	2.86

* Part of Finance in 2015/16.

Health and Wellbeing

- 6.13 In 2016 the Council developed its Health and Wellbeing Strategy. The strategy is delivered in partnership by the Health & Wellbeing Group made up of representatives from HR, Staff Champions, Health & Safety, Communications and our Occupational Health provider PAM and is sponsored by the Chief Executive
- 6.14 Through the strategy we have delivered a number of events and activities this year including: healthy breakfast and lunch sessions, “Know Your Numbers” appointments (BMI, Cholesterol, Blood Glucose and Blood Pressure), a mental health awareness day, mindfulness training and Living Streets event (walking)
- 6.15 There are a range of health and wellbeing activities available to employees including football, yoga, exercise bike, table tennis and chiropody as well as social activities such as quiz and bowling nights

7. Training and Development

- 7.1 In 2016/2017 the Council's spent £169,890 on training and development. This represents 1.1% of the total salary cash limited budget and equates to a spend of £594 per head.
- 7.2 In 2016/2017 80% of staff attended at least one internal training course/ completed an e-learning course. This was an increase from last year where 67% of staff attended at least one course.
- 7.3 Of those attending training courses 62% were female and 39% male. 16% were from a black and ethnic minority background, 24% worked reduced hours.
- 7.4 It is estimated that staff took 829 internal training places (including e-learning) in 2016/17 an average of 2.9 per officer which is an increase from 2 last year.
- 7.5 During 2016/2017 the Council ran a total of 82 internal training courses an average of 1.57 per week. In addition to this staff took 106 places on courses run by partner organisations (13% of the total).
- 7.6 Internal courses are evaluated on a scale of 1 to 5, 5 being excellent and 1 being very poor. The average score of the effectiveness of these courses in meeting training needs is 4.6. The highest scoring courses are Excel Introduction, PowerPoint Introduction (5) Evacuation Chair Training (4.9) Excel Advanced (4.8) and Performance Feedback Workshop (4.8)
- 7.7 27% of the overall training & development spend was allocated to the Approved Qualification Scheme which provides funds for staff to gain professional qualifications. In 2016/2017 7 officers were supported under this scheme. Of these 12% were female and 6% from black & ethnic minority staff. Those supported include staff where we are experiencing difficulties in recruiting, for example Legal and Planning.
- 7.8 In order to increase accessibility of training to all staff and increase choice over 35 on-line courses are made available to staff via the Council's e-learning portal "Learning Zone".
- 7.9 In 2016/17 there were 98 on-line training course completions. This represents 12% of the total. For 2017 we are updating and relaunching the eLearning portal as Learning Zone. This includes a revamp of the look and feel of the site and updating and addition of content and resource using the new Adapt tool which has more fluid content and can be used across multiple devices.

Learning Needs Analysis

- 7.10 HR has recently completed a Learning Needs Analysis in February 2017 to help determine the focus of learning and development activity.
- 7.11 The Learning Needs Analysis was informed by a number of sources including; discussions with employees at their team meetings, Workforce Strategy, Workforce Report, Staff Survey, AQS survey and post course evaluation data

Key work streams are:

- Supporting People's Personal Development: through NVQ's/ Apprenticeships, Mentoring, peer learning activities, reinforcement of the PDP process and establishing an expectation that L&D is for everyone
- Skills development including customer care training to support employees to deal with difficult and challenging customers, IT training and commercial skills
- Management development: skills identified through 360 assessments, coaching skills for managers, handbook for new managers

The Successful Wycombe Manager

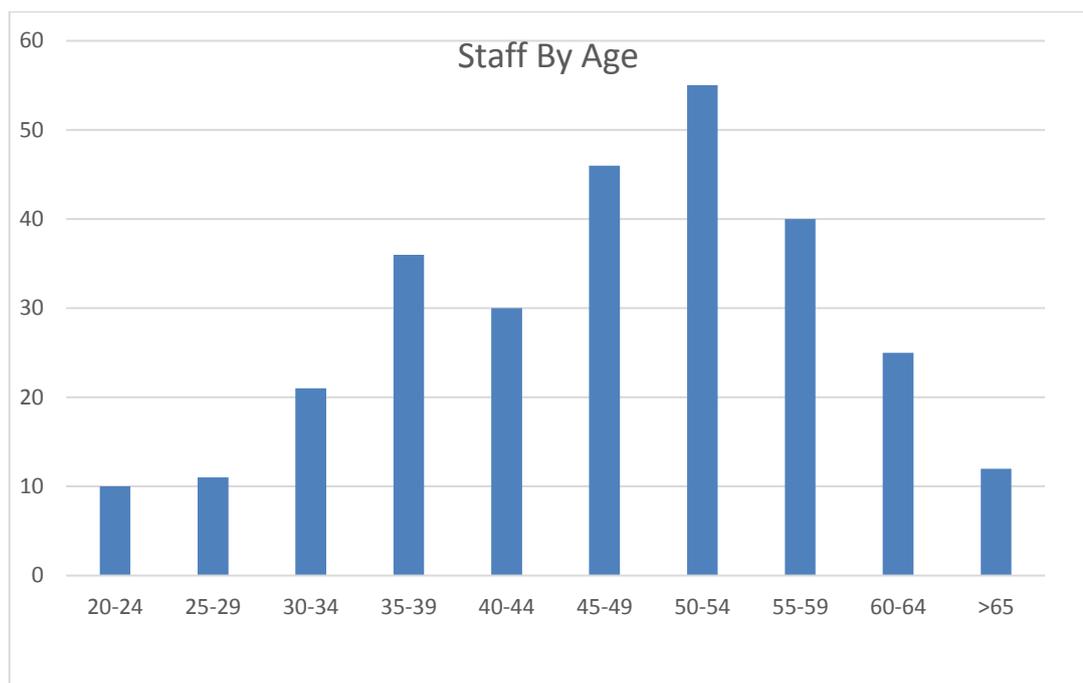
- 7.12 In October 2014 the "Behaviours of a Successful Wycombe Manager" were developed and all Senior and Service Managers and some Team Leaders underwent 360° assessments against the behaviours.
- 7.13 We have developed the Successful Wycombe Manager Programme which consists of a range of core and elective training to address skills gaps identified at 360 assessments. This year we have delivered Behaviour and Engagement Training for all managers. Managers attended 4 modules on personal impact, delegation and empowerment, engagement and involvement and taking others through change.
- 7.14 This year and in 2017/18 we will be repeating 360° assessments to measure the success of the training and identify any additional development needs.

The Apprenticeship Levy

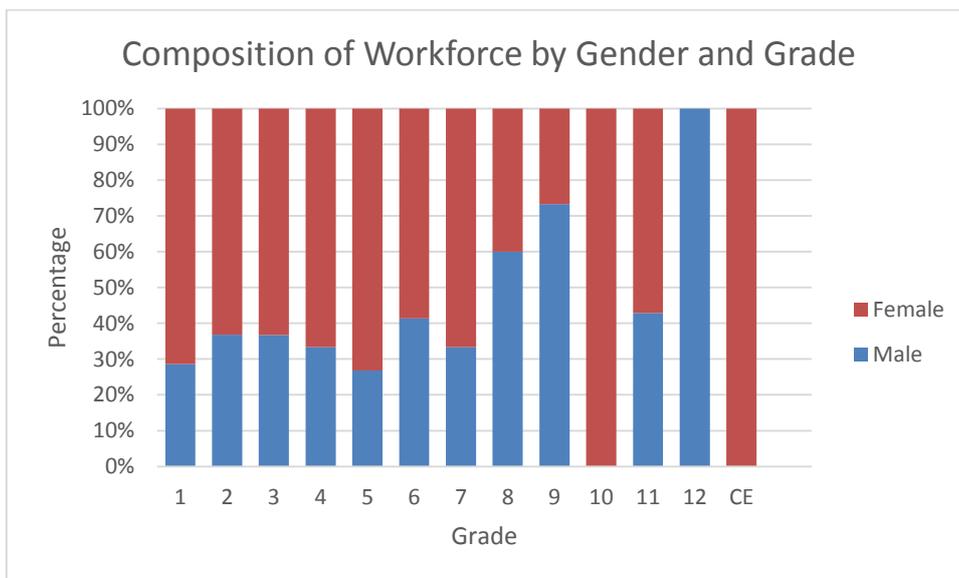
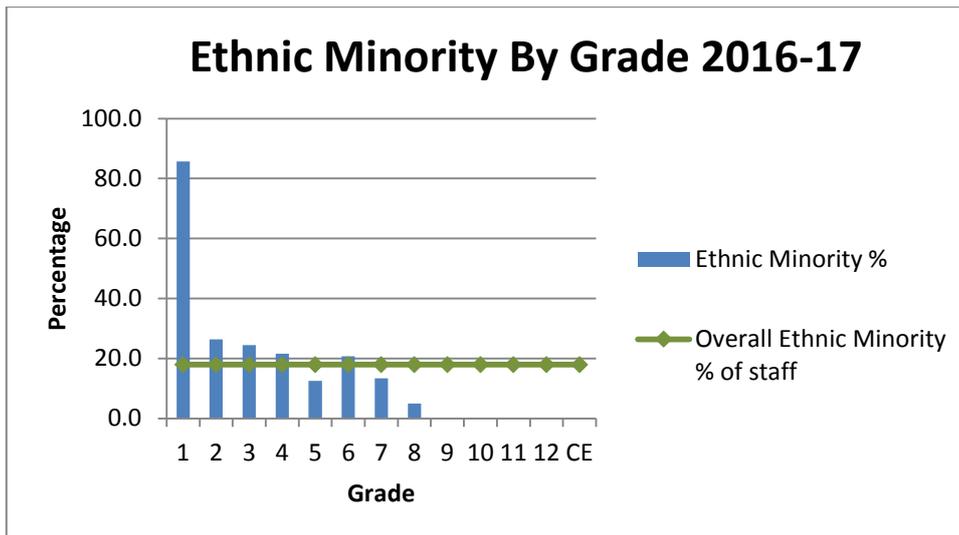
- 7.15 In order to fund its apprenticeship programme the government introduced a new Apprenticeship Levy for employers with a wage bill in excess of £3m from April 2017. The levy is 0.5% of the wage bill with an allowance of £15,000 paid through PAYE.
- 7.16 As part of the scheme the Council is able to access apprenticeship vouchers to contribute to the training and development of apprentices. Vouchers are only available for accredited apprenticeship schemes. Vouchers can be used to supply apprenticeship training for current employees as well as for people employed as apprentices.
- 7.17 The apprenticeship levy will cost the council approximately £37,000 in 2017/18
- 7.18 The government expects the public sector to play a leading role in delivering apprenticeships and are introducing a 2.3% target for public sector bodies.
- 7.19 In response to the Apprenticeship Levy the Council will be encouraging managers to take on new apprentices and the use of apprenticeships to upskill existing staff in order to maximise funds available through the Apprenticeship Levy.

8. Diversity

- 8.1 The Council has a long established aim of achieving a workforce that is balanced in terms of reflecting the composition of the local community. 19% of the Wycombe District population is made up of people from ethnic minority communities and 50% women. The figures used come from the 2011 census.
- 8.2 At the end of 2016/2017 18% of the Council's workforce was black and ethnic minority staff. 62% of the Council's staff is female and 38% male. 8% of the Council's workforce are people with disabilities (based on a survey undertaken in 2016).
- 8.3 The following graph shows the Council's workforce in terms of age group. Local Government typically has the oldest workforce of any sector. At Wycombe, 3.5% of officers are under 25 and 46% are 50 or over.



- 8.4 63% of senior managers (the Chief Executive, Directors and Heads of Service) are female. No senior manager posts are currently held by black and ethnic minority staff.
- 8.5 The Council has no officers from Black and Ethnic Minority backgrounds in its top 5% of earners. The district councils who completed the national Local Government Workforce Survey had 3.6% people from Black and Ethnic Minorities backgrounds in their top 5% of earners.
- 8.6 30% of service manager posts are held by female staff. 56% of team leader posts are held by women. No service manager posts are held by black and ethnic minority staff.
- 8.7 The following tables provide information about the composition of the workforce in terms of ethnic origin and gender by grade. Although we have made some progress in grades 5 and 6 ethnic minority staff are somewhat over-represented amongst lower grades and under-represented from Grade 7 and above.



Gender Pay Gap

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require all local authorities with more than 250 employees to publish the following information:

- 8.8 The difference between the mean hourly rate of pay for a male employee and a female employee is 9.7%
- 8.9 The difference between the median hourly rate of pay for a male employee and a female employee is 10.87%
- 8.10 The difference between the mean bonus paid to male employee and female employees (not relevant to WDC employees as do not receive bonuses)
- 8.11 The difference between the median bonus paid to male employee and female employees (not relevant to WDC employees as do not receive bonuses)
- 8.12 The proportions of male and female employees who were paid bonus pay (not relevant to WDC employees as do not receive bonuses)

- 8.13 The proportion of male and female in the lower, lower middle, upper middle and upper quartile pay bands.

Quartile	Lower	Lower Middle	Upper Middle	Upper
% Males	40.28	26.76	31.94	52.86
% Females	59.72	73.24	68.06	47.14

Equal Pay Review

- 8.14 In November 16 Buckinghamshire County Council (BCC) undertook an Equal Pay Review on behalf of the Council
- 8.15 Overall, the outcomes of the review were positive. There was no evidence of systematic bias in terms of gender, ethnicity or full/ part time status.
- 8.16 It was highlighted that the comparison of base salary by age group has identified that the design of the pay structure with 7 incremental points and a wide variation in the width (span) of the pay ranges for each grade (particularly for Grades 2 and 4), does result in some significant differences in average base salary between older and younger age groups within a grade; particularly within the lower grades.
- 8.17 In response to this we will be undertaking a review of the pay structure focussing on those grades where it would be less easy to justify the span of salary range and time taken to achieve competence in the role (in particular grades 2 and 4).
- 8.18 There is still under representation of female and ethnic minority employees in the senior grades (grade 8 and above). This is consistent with the national picture.
- 8.19 Consider the staff car parking policy and the categorisation of posts as business users to ensure they meet the specified criteria and the protections within the scheme.

Recruitment & Selection

- 8.19 The progress of under-represented groups is monitored at each stage of the recruitment & selection process. The table below sets out an overall breakdown of people applying for posts of all grades, being short-listed for interview and being appointed to posts between 2015 and 2017.

Recruitment to all grades	2014/15	2015/16	2016/17
Applications received			
Minority ethnic community	41%	37%	52%
Female	47%	40%	49%
People with disabilities	4%	6%	4.5%

Short-listed candidates			
Minority ethnic community	27%	33%	35%
Female	52%	48%	52%
People with disabilities	6%	6%	6%
Appointment			
Minority ethnic community	21%	20%	16%
Female	63%	60%	68%
People with disabilities	3%	8%	5%

8.20 The Council continues to recruit in balance with the wider community.

8.21 Female and black and ethnic minority staff are under-represented in senior grades. The following table provides information about people applying for senior posts (Grades 7 and above), being short-listed for interview and being appointed to posts between 2014 and 2016.

Recruitment to senior posts	2014/15	2014/15	2016/17
Applications received			
Minority ethnic community	25% (14/56)	32% (21/66)	42% (18/43)
Female	43% (24/56)	38% (25/66)	35% (15/43)
People with disabilities	2% (1/56)	5% (3/66)	2% (1/43)
Short-listed candidates			
Minority ethnic community	13% (3/24)	32% (10/31)	22% (4/18)
Female	42% (10/24)	58% (18/31)	44% (8/18)
People with disabilities	4% (1/24)	6% (2/31)	5.5% (1/18)
Appointment			
Minority ethnic community	14% (1/7)	1/7 (14%)	25% (1/4)
Female	43% (3/7)	4/7 (57%)	75% (3/4)
People with disabilities	0% (0/7)	1/7 (14%)	25% (1/4)

Flexible Working

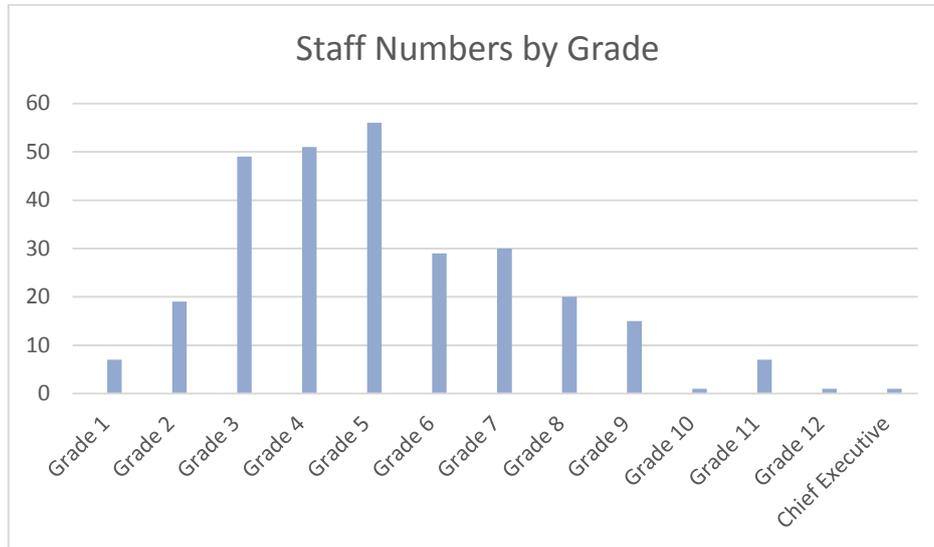
8.22 Any employee with at least 26 weeks continuous service can make a request for flexible working. The Council goes beyond the statutory requirements in considering requests. Examples of flexible working arrangements in place are:

- Part time working
- Working compressed hours
- Job sharing
- Term time working
- Working from home

9. Pay, Reward and Engagement

Salary Grades

9.1 The following graph shows the distribution of officers across the Council's grade structure.



9.2 The average full-time equivalent pay for an officer at the Council at the end of 2016/2017 was £35,203.27. The average full-time equivalent salary for male officers was £37,404.60 and female officers was £33,867.64.

9.3 The Office for National Statistics prefers using the median position to compare male and female salaries (as this removes the influence of small numbers of high earners). The median full-time equivalent salary for an officer of the Council in 2016/2017 was £32609.54.

9.4 The median full-time equivalent salary for male officers in 2016/2017 was £35,219.75 and for female officers £31,391.81.

Performance Management Framework

9.5 The Performance Management Framework was reviewed with effect from 1/4/2016.

9.6 The main changes to the framework are:

- Objectives and performance targets focus on behaviours as well as tasks
- 5 levels of performance instead of 3: Outstanding, Exceeding, Successful, Partially Achieved/ Working Towards and Unsatisfactory
- There is now an overall performance assessment rather than a points score
- Greater employee participation in the process
- More explicit links between the Corporate Plan, Service Plans, individual objectives and Council's Values
- The wide range of personal development tools have been made available have been drawn to managers attention
- Sign off by the managers' line manager and moderation by HOS

- 9.7 Incremental progression within grades is performance based. An overall assessment rating of Successful (Level 3) or above will be required for incremental progression. An overall assessment of Unsatisfactory (level 1) or Partially Achieved (level 2) will result in incremental progression being withheld
- 9.8 In 2016/2017 1 person (0.5%) was assessed as “Outstanding”, 75 people (26%) were assessed as “Exceeding” 196 people (69%) were assessed as “Successful”, 8 People (3%) were assessed as Partially achieved/working towards and 1 person (0.5) was assessed as Unsatisfactory. 5 people were not eligible for the scheme. 43% of officers received incremental progression. Of those that did not 4% were not eligible (because of secondment, probation period), 53% were at top of grade.

Cost of living awards

- 9.9 The Council applies nationally agreed terms and conditions for cost of living awards, hours of work, leave entitlement and the sickness absence scheme.
- 9.10 The National Joint Council for Local Government Services (NJC) agreements are applied to officers graded 1 to 9. The Joint Negotiating Committee for Chief Officers of Local Authorities agreements are applied to officers graded 10 to 12.
- 9.11 The NJC Pay Award for 2016-18 is 1%. i.e. 1% from 1 April 2016 and 1% from 1 April 2017. The JNC pay award for 2016-2018 for the Chief Executive and Chief Officers (Grades 10 to 12) is also 1% i.e. 1% from 1 April 2016 and 1% from 1 April 2017.

Staff Benefits

- 9.12 In the Local Government Workforce survey 83% of Council's said that they offered voluntary benefits to their staff including salary sacrifice schemes (such as cycle to work and childcare vouchers). 28% of Councils offered staff the opportunity to buy and sell annual leave.
- 9.13 The Council currently offers the buying and selling of annual leave, childcare vouchers and a cycle to work scheme. Private medical insurance is available for officers Grade 7 and above. Personal accident cover is provided to all employees.
- 9.14 93% of staff are in the Local Government Pension scheme
- 9.15 In 2014 the Council introduced Wider Wallet an Employee Benefits portal. All of the benefits available to employees are now consolidated on Wider Wallet including pension, travel choices, buying and selling leave, employee assistance programme as well as discounts from local and national retailers. The portal was funded by changing childcare voucher provider.
- 9.16 There are 233 registered users. Top five offers viewed were: Local offers, WDC Travel choices, gym membership superbumps accommodation and airport parking and hotels.

Reward and Recognition Scheme

- 9.17 An informal reward and recognition scheme was developed in consultation with staff and managers in autumn 2014. The scheme was designed to encourage achievement and recognise staff that go the “extra mile” or exhibit exemplary conduct in keeping with WDC values and goals.
- 9.18 The scheme allows for managers to reward excellence individually or at team level using a range of rewards of financial and non-financial value. Examples of rewards include: thank you cards, personal letter/ email from Director or Head of Service, recognition at All Staff Meetings, small gifts for example chocolates or wine or shopping vouchers.
- 9.19 For the year ending 31/3/17 33 awards had been given across all services at a cost of £794.00. The breakdown by services was: HR (3), Community (3), Finance (5), Democratic and Legal (9), Planning (6), Environment (4), Chief Executives (3)

Staff Survey

- 9.20 In June 2016 a staff survey was sent out to all staff. The survey goes out every two years with the last survey taking place in June 2014. The survey asked questions about the following: people’s job, their line manager development and career, Council overall, communication and engagement, health & wellbeing and disabilities and equalities.
- 9.21 The response rate was 71% which was an increase from 68% in 2014.
- 9.22 Overall the survey results were positive whilst recognising some areas for improvement.
- 9.23 The survey revealed that 60.5% of Wycombe District Council employees are satisfied with their work and 83.5% are willing to contribute above and beyond the call of duty. Overall, 71.5% of WDC employees are fully engaged with their work.
- 9.24 We have made particularly good progress in the following areas:
- Aligning with the Council’s values is up 20%
 - Feeling valued by the Council is up 20%
 - Recommending the Council as a good place to work has increased by 19%
 - Feeling proud to be part of the Council is up 15%

We also improved in a number of other areas including treating people with fairness and respect, having opportunities for personal development and Chief Executive and SMB providing clear direction.

9.25 Although results are mostly positive, satisfaction has decreased in the following areas: feeling that people are able to contribute ideas and make suggestions, being able to manage work responsibilities in a way that allows people to maintain a healthy balance between work and home.

9.26 Areas of focus in the staff survey action plan are around:

- Managing work/ life responsibilities and maintaining a healthy work life balance
- Providing opportunities for development and growth and making good use of people's strength and abilities.
- Increasing involvement in decisions that affect people's work
- Feeling rewarded for good performance and recognised for their contribution
- Being valued by the Council
- Managing change well
- Council motivating people to contribute more than is required

10. Formal Processes (Grievances and Disciplinaries)

- 10.1 No appeals against performance assessment were received this year.
- 10.2 4 grievances were raised which were not upheld. All 4 were White British and female.
- 10.3 There were 7 disciplinary cases in 2016/17. 5 resulted in informal management guidance, 1 resulted in an investigation which found there was no evidence to pursue and 1 resulted in dismissal. Out of these 1 was for Black and Ethnic Minorities staff (14% of the total), 5 were female and 2 were male.
- 10.4 One capability commenced in 2016/17 and the formal process is still being worked through.