

AGENDA

Meeting: Staffing Policy Committee
Place: The Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 10 January 2018
Time: 10.30 am

Please direct any enquiries on this Agenda to Kieran Elliott, of Democratic Services, County Hall, Bythesea Road, Trowbridge, email committee@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225) 713114/713115.

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Membership:

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

Substitutes:

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

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Public Participation

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

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

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

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

AGENDA

PART I

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** (*Pages 5 - 10*)

To confirm the minutes of the meeting held on 1 November 2017.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Wednesday 3 January 2018** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Friday 5 January 2018**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Senior officers Employment Sub-Committee** *(Pages 11 - 14)*

To receive and note the minutes of the Senior Officers Employment Sub-Committee dated 17 October and 1 November 2017. (Copies attached)

7 **Pay Policy Statement** *(Pages 15 - 32)*

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

8 **Time Off for Fostering Policy** *(Pages 33 - 40)*

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

9 **Quarterly Workforce Report: July - September 2017** *(Pages 41 - 50)*

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

10 **Date of Next Meeting**

To note that the next meeting of the Committee is due to be held on Wednesday 7 March 2018 at County Hall, Trowbridge, starting at 10.30am.

11 **Urgent Items**

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

PART II

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

None

STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 1 NOVEMBER 2017 AT SALISBURY ROOM, COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chairman), Cllr Richard Clewer, Cllr Mike Hewitt, Cllr David Jenkins, Cllr Ricky Rogers, Cllr Hayley Spencer, Cllr David Halik (Substitute) and Cllr Tony Trotman (Substitute)

34 Apologies for absence

Apologies for absence were received from:-

Cllr Tony Jackson, who was substituted by Cllr David Halik
Cllr Andy Phillips

Cllr Baroness Scott of Bybrook OBE, who was substituted by Cllr Tony Trotman

The Chairman introduced and welcomed Mike Osment, UNISON Branch Secretary and also Helen Strong, Development Officer, Strategic Delivery on their first attendance at a meeting of this Committee.

35 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 5 July 2017.

36 Declarations of Interest

There were no declarations of interest made at the meeting.

37 Chairman's Announcements

The following announcements were made:-

- **Engage Award** The Committee was delighted to hear that the EPIC team comprising of staff from across the Council had been shortlisted as

a finalist in the Engage Awards 2017 in the category of Innovation in Staff Engagement. The team would be attending an awards ceremony in London shortly when the winner would be announced.

- **South West Challenge 2017** It was reported that two teams from Wiltshire Council had recently taken part in the South West Challenge 2017 event in Taunton. This SW Challenge offered a rare opportunity for aspiring managers across the South West to gain exposure to issues outside of their normal working lives and gave them a taste of what senior management was like.

Working as a team of six people from any area of work, delegates spent the day as the management team of a fictional local authority, encountering many of the tasks that a real corporate team would deal with. They had to work as a team, with neighbouring councils and with partner organisations to deliver a new strategy for the council. They learnt how to keep calm and focussed whilst choosing which areas to prioritise; dealing with politically sensitive issues and still keeping their focus on how to give the public the best services with limited budgets. Although neither team from Wiltshire won, the participants thoroughly enjoyed the experience and learnt a fair amount about the running of a local authority.

38. Public Participation

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

39. Trade Union Deduction of Contributions at Source (DOCAS)

Consideration was given to a report by the Head of Human Resources & Organisation Development which drew attention to the current draft Trade Union (Deduction of Union Subscriptions from Wages in the Public Sector) Regulations 2017 which was due to be implemented on 10 March 2018.

It was pointed out that the new regulations would mean that the Council would only be able to deduct trade union subscriptions from employees where:

- The employees were given the option to pay their subscription by other means; and
- The union made reasonable payments to the Council which represented the total cost to public funds of making the deductions.

UNISON had asked the Council to sign a Service Level Agreement (SLA) once the regulations come into force in March 2018 and the Council was currently considering the implications of this request, which might result in having to produce a monthly reconciliation report to UNISON on actual deductions for union subscriptions compared with expected union subscription deductions.

Resolved:

- (1) To continue to investigate an appropriate calculation for each union so that the regulations were complied with.**
- (2) To report back to this Committee once this work had been carried out.**

40 **Staff Car Parking near County Hall**

The Committee received a report by the Head of Human Resources & Organisation Development which stated that staff car parking in the near vicinity of County Hall was likely to be reduced from 2018.

The east wing site at County Hall had the potential to be developed and outline planning permission was being sought, the outcome of which would most likely be known at the end of October 2017. Should planning permission be granted, work was likely to begin at the start of August 2018 with a loss of about 315 of the current 938 staff car parking spaces, leaving a balance of 623.

It was noted that a survey was being designed in order to gather information on which staff currently drive to work at County Hall and whether the reduction in car parking spaces would cause staff to change their travel arrangements. An initial assessment of car parking spaces in Trowbridge town centre showed that there were plenty of spaces available but there would be a cost involved in parking in the majority of the car parks.

A staff car parking group had been established from across the whole Council, which included union representation, to consider car parking issues. The group would be considering the effect of any decisions made for Trowbridge staff car parking on the provision of parking at the other hubs in Chippenham and Salisbury.

After some discussion,

Resolved:

To note the contents of the report and that information on proposals from the car parking group would be brought back to this Committee when it becomes available.

41 **Apprenticeship Policy and Progress on the Recruitment of Apprentices**

Consideration was given to a report by the Head of Human Resources & Organisation Development which presented an updated apprenticeship policy, together with a progress report on the recruitment of apprentices and the use of the Council's apprenticeship levy.

The report explained that an apprenticeship was a work-based programme which led to a nationally recognised qualification or set of competencies. The new regulations were launched in April 2017 which now allowed apprentices to gain technical experience and wider skills needed for immediate job and future career.

It was noted that an apprenticeship was required to run for at least one year, but depending upon the type and level of the programme could last up to five years. There was a government target for the Council to employ 2.3% of its workforce as apprentices which currently equated to approximately 266 apprentices per year.

As part of the new regulations, apprenticeship standards had now replaced the old apprentice frameworks. However, Wiltshire Council was limited to offering the standards that had so far been developed but there was a commitment nationally to develop more standards, with new ones becoming available each month.

Currently, there were 13 apprenticeships at Wiltshire Council, which included business administration, accountancy and customer services up to a level 6 or 7 apprentice which was equivalent to a degree qualification in a professional service area. Two further apprentices were waiting to start. However, there were plans to increase the range significantly as more standards became available in 2018.

Members welcomed these developments enthusiastically but it was suggested that the apprenticeships should be spread evenly across the organisation.

Resolved:

- (1) To note the apprenticeship policy, managers' guidance document and frequently asked questions which were designed to support managers when recruiting an apprentice.**
- (2) To receive a further report on the impact of the apprenticeship levy at the end of 2017/18 financial year and an overview on the number, type and level of apprenticeships in place across the Council.**

42 **Quarterly Workforce Report: April - June 2017**

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 30 June 2017.

Following the introduction of a new report format which was welcomed and agreed at the last meeting, the first section of the report provided key observations from the data which had been analysed for the quarter. This was followed by a themed commentary which provided a deeper analysis and insight

into a specific topic that was current for the Council. The topic chosen for the current report was the Wiltshire Council Apprenticeship Programme as discussed in the previous minute.

Reference was made to the number of lost days due to sickness and Cllr Richard Clewer reported that a sickness absence UK average of 4.3 days per worker was significantly lower than the average for Wiltshire. The officers were asked to look into sickness in a bit more detail in order to obtain a clearer picture across the Council of where potential problem areas arose as the figures regularly reported to this Committee were overview figures at a corporate level. The Committee was informed that Wiltshire's sickness statistics had been fairly static for several years but there were certain categories of staff, such as social workers and depot staff, where the level of sickness was somewhat higher than the Wiltshire average. Managers and also business partners were regularly provided with information and training was provided where appropriate, such as manual handling and also ways of dealing with mental stress.

Resolved:

- (1) To note the contents of the report.**
- (2) To request the officers to investigate the level of sickness in Wiltshire and report back to Members when information is available.**

43 **Date of Next Meeting**

Resolved:

To note that the next scheduled meeting of the Committee was due to be held on Wednesday 10 January 2018 at County Hall, Trowbridge at 10.30am, to be preceded by a further training session on staff engagement and workforce development starting at 9.00am for all Members and substitute Members of the Committee.

44 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 11.00am - 11.50 am)

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

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SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

MINUTES OF THE SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE MEETING HELD ON 17 OCTOBER 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell, Cllr Richard Clewer and Cllr Hayley Spencer

Also Present:

Jo Pitt, Terence Herbert, Carolyn Godfrey and Dr Carlton Brand.

1 Election of Chairman

Nominations were sought for the position of Chairman

Cllr Richard Clewer moved that Cllr Bucknell be elected as Chairman, seconded by Cllr Hayley Spencer.

Resolved:

To elect Cllr Allison Bucknell as Chairman for the meeting.

2 Apologies for Absence

Apologies for absence were received from Alistair Cunningham (Corporate Director).

3 Declarations of Interest

There were no declarations of interest.

4 Chairman's Announcements

There were no Chairman's Announcements.

5 Public Participation

There were no members of the public present.

6 Exclusion of the Press and Public

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute Number 7 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

7 Termination of Employment following the Senior Management Re-structure

A confidential report from the Corporate Directors was circulated in respect of the termination of employment contracts.

Resolved:

To agree termination of employment on grounds of redundancy for:

a) Mrs Julia Cramp on the grounds of redundancy with effect from 20th October 2017, subject to consultation with the Leader and Cabinet members in accordance with the Officer Employment Procedure Rules.

b) Mr James Cawley on the grounds of redundancy with effect from 20th October 2017, subject to consultation with the Leader and Cabinet members in accordance with the Officer Employment Procedure Rules.

(Duration of meeting: 2.35 pm - 2.45 pm)

The Officer who has produced these minutes is Libby Johnstone, of Democratic Services, direct line 01225 718214, e-mail libby.johnstone@wiltshire.gov.uk

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

SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

MINUTES OF THE SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE MEETING HELD ON 1 NOVEMBER 2017 AT THE SALISBURY ROOM - COUNTY HALL, TROWBRIDGE.

Present:

Cllr Allison Bucknell, Cllr Richard Clewer and Cllr Hayley Spencer

8 Election of Chairman

Resolved:

To elect Cllr Allison Bucknell as Chairman of the Sub-Committee for the ensuing year.

Councillor Allison Bucknell in the Chair

9 Apologies for Absence

There were no apologies for absence.

10 Declarations of Interest

There were no declarations of interest made at the meeting.

11 Chairman's Announcements

There were no Chairman's announcements.

12 Public Participation

No members of the public were in attendance.

13 Exclusion of the Press and Public

Resolved:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute No.14 because it is likely that if members of the public were present there would

be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

14 Termination of Employment following the Senior Management Restructure

The Sub-Committee considered a report by the Corporate Directors with a recommendation to terminate the employment of two associate directors on the grounds of redundancy following a restructure of the senior management structure at tier 2.

After discussion,

Resolved:

To approve the termination of the employment of:

- a. Mrs Carolyn Hamblett, Associate Director, Adult Care Operations, on the grounds of redundancy with effect from 3 November 2017, subject to consultation with the Leader and Cabinet members in accordance with the Officer Employment Procedure Rules.**
- b. Mr Barry Pirie, Associate Director, People and Business, on the grounds of redundancy with effect from 30 November 2017, subject to consultation with the Leader and Cabinet members in accordance with the Officer Employment Procedure Rules.**

(Duration of meeting: 12.00 noon - 12.10 pm)

The Officer who has produced these minutes is Roger Bishton, of Democratic Services, direct line 01225 713 035, e-mail roger.bishton@wiltshire.gov.uk

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

Wiltshire Council

Staffing Policy Committee

10 January 2017

Pay Policy Statement

Purpose of Report

1. The purpose of this report is to present an updated pay policy statement for the financial year 2018/2019 for approval by Staffing Policy Committee prior to agreement by Council and publication on the website.

Background

2. Under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year 2012/13 and each subsequent financial year.
3. Wiltshire Council originally published its pay policy statement in February 2012 and the updated policy is now required to be published on the website by 1st April 2018.

Main Considerations for the Council

4. The policy has been updated to include:
 - A revised introduction stating the forthcoming legislation that will impact on the council's pay arrangements. This includes the implications of the apprenticeship levy, the increase to the national living wage and the requirements for gender pay gap reporting.
 - Information regarding the trade union negotiations in early 2016 and the recommencement of annual increments from April 2018.
 - Some further clarification in a small number of areas such as updated job titles, the level of authorisation for market supplements and the definition of a severance payment.
 - An updated total number of council employees and the latest pay ratios.
5. The budget figure highlighted within the introduction of the policy will be updated once a final figure is confirmed by the finance team.

Consultation

6. The policy will require full council approval prior to publication.

Environmental Impact of the Proposal

7. None

Equalities Impact of the Proposal

8. None

Risk Assessment

10. None

Financial Implications

11. None

Options considered

12. None

Recommendation

13. That Staffing Policy Committee approve the draft policy to go to full council on 20 February 2018 on the understanding that the budget figure will be reviewed and updated prior to full council approval.

Joanne Pitt
Director – HR&OD

Report Author: Amanda George, Strategic Delivery Manager

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

Wiltshire Council Human Resources

Pay Policy Statement

This policy can be made available in other languages and formats such as large print and audio on [request](#).

What is it?

The pay policy statement sets out the council's approach to pay and reward for senior managers and the lowest paid employees for the financial year 2018-2019.

Its purpose is to provide a clear and transparent policy, which demonstrates accountability and value for money. The policy also meets the council's obligations under the Localism Act 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency.

The pay policy is applicable to council staff and does not include schools support staff or teachers.

The pay policy statement sets out the authority's policies for council staff for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest-paid employees
- the relationship between the remuneration of chief officers and employees who are not chief officers.

Remuneration for the purposes of this statement includes the following elements:

- basic salary
- any other allowances arising from employment

The term "chief officer" in this instance applies to more posts than the usual council definition, and includes the following senior manager roles:

Corporate Director
Director
Head of Service
Some specialist roles

The term “lowest paid employees” refers to those employees on the lowest pay point of our grading system which is spinal column point 6, £15,014 per annum.

Go straight to the section:

- [Introduction](#)
- [Who does it apply to?](#)
- [When does it apply?](#)
- [What are the main points?](#)
- [The level and elements of remuneration for employees](#)
- [Remuneration on recruitment](#)
- [Increases and additions to remuneration](#)
- [The use of performance-related pay](#)
- [The use of bonuses](#)
- [The approach to the payment of employees on their ceasing to be employed by the authority](#)
- [The pension scheme](#)
- [Any other allowances arising from employment](#)
- [Governance arrangements](#)
- [The publication of and access to information relating to remuneration of chief officers](#)
- [The relationship between the remuneration of chief officers and employees who are not chief officers.](#)

Introduction

Wiltshire Council is a large and complex organisation providing a wide range of services to the community, with an annual budget of xxx (2018/19).

In order to deliver these services around 10,630 people work for the council, 4,602 of whom work in the council (non-schools), in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

The council published the new business plan 2017 – 2027 last year. At the heart of the business plan the vision continues to be to create strong communities, and the ten year plan sets out the key actions that will be taken to deliver this. The key priorities of the business plan are to grow the economy, protect the vulnerable, build strong communities and ensure the council is innovative and effective across all services.

The coming year will be challenging with the council having to find innovative ways to deliver services within strict cost parameters. It is now more important than ever to ensure the council has the right people in the right place at the right time to deliver services. An annual review of market pay for senior roles will ensure the council is able to compete in the jobs market to recruit and retain the right people in these senior roles.

The apprenticeship levy came into force on 6 April 2017 which means that the council is now paying a levy of 0.5% of the pay bill into a digital apprenticeship account which can be used to fund the cost of training for apprenticeships. As well as focussing on recruiting new apprentices, the council is also using the levy to fund upskilling current employees. In 2018 there will be a focus on developing our future and current leaders in order to improve our skills in this area. Two accredited programmes will be available for aspiring and developing managers and the levy funding will be used to purchase the apprenticeship training modules.

In early 2016, negotiations took place between Wiltshire Council and the recognised trade unions in order to deliver annual savings of £2.5m over a 4 year period. The trade unions agreed to an increment freeze for a two year period covering 2016/17 and 2017/18 in order to avoid permanent changes to any terms and conditions as well as further redundancies. Incremental progression will recommence in April 2018.

The National Living Wage (NLW) will increase to £7.83 per hour from 1st April 2018 and is set to increase to over £9.00 by April 2020. As a result of this the national employers and trade unions have been meeting to discuss and agree a new pay spine which will take effect from April 2019. The new pay spine will mean the erosion of spinal points at the lower end of the scale to take account of the increases to the NLW, and will mean that some spinal column points will be combined. There is an expectation that the total increase to the national pay bill over the two-year period 2018/19 will be around 5.5% due to these changes, and this will mean savings will have to be made to account for this.

The Gender Pay Gap regulations came into effect in 2017 and the council must publish this data in March 2018. This will be set out alongside the equality monitoring report and will include an action plan to address any issues that arise.

Legislation was expected in 2017 on a proposed cap of £95,000 on public sector total exit payments as well as the recovery of exit payments from employees in the public sector with annual earnings of £80,000, where they return to work in the public sector within 12 months of leaving. However, this legislation has not been forthcoming this year and there is no firm news of when, or if, this is likely to be progressed.

Who does it apply to?

This pay policy statement applies to all non-schools employees of Wiltshire Council with the exception of Centrally Employed Teachers who are covered by the Teacher's Pay Policy.

When does it apply?

This pay policy statement was first published in February 2012 and is updated on an annual basis. It has now been updated for the financial year 2018/2019.

What are the main points?

1. This pay policy statement sets out the pay policies which apply to both the lowest paid and highest paid employees within the council.
2. In many cases the pay policies are the same for all employees. Where there are differences, these have been clearly outlined below.

The level and elements of remuneration for employees

3. In line with good employment practice the majority of jobs within the council have been evaluated using a job evaluation scheme. This is to ensure that jobs are graded fairly and equitably, and that the council complies with the Equal Pay Act.
4. A small number of jobs i.e. Youth and Community workers, centrally employed teachers and Soulbury staff are subject to national salary scales which determine the pay for each job, and therefore the evaluation schemes do not apply.
5. The council uses two job evaluation schemes in order to rank jobs.

HAY job evaluation scheme:

6. The HAY job evaluation scheme is used to evaluate senior manager jobs within the council (currently 112 employees), which include the following roles:
 - Corporate Director
 - Director
 - Head of Service
 - Strategic and technical specialists
7. Each job is assessed by a panel of three HAY trained evaluators. The evaluators consider the job against each HAY element and sub-element and apply the description and points that best fit the job being evaluated. The values awarded are subsequently added together to give a total job score.
8. The HAY Group periodically carry out quality control checks to ensure the consistency of job scores in line with the conventions of the scheme.
9. The job score determines the grade for the job. There are 6 HAY grades each containing a salary range over 4 spinal column points.

10. See the [HAY job evaluation scheme](#), the [points to grades](#) and [salary bands](#) for further details.
11. The council's policy is to pay the median market rate for the jobs evaluated using the HAY job evaluation scheme, and aims to ensure that the pay scales for HAY graded posts are sensitive to labour market pressures. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market supplement may be applied.
12. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector and are reviewed on an annual basis and realigned should a pay drift be identified.

Greater London Provincial Council job evaluation (GLPC) scheme:

13. The GLPC job evaluation scheme is used to evaluate the majority of jobs within the council.
14. Each job is assessed by a panel of three trained GLPC evaluators. The evaluators consider each job against a suite of agreed role profiles that set out the level of work required of the grade within the relevant job family.
15. There are 8 job families each containing a set of role profiles stating the requirements at each grade.
16. There are 15 grades, each grade containing between 3 and 4 increments except for the lowest grade which has just one salary point. The GLPC pay grades were first implemented and agreed with the unions as part of the Pay Reform agreement in 2007.
17. See the [GLPC evaluation scheme](#), [the points to grades](#) and [salary bands](#) for further details.
18. The council aims to ensure that the GLPC scheme is appropriately applied and that there is continuity and consistency in the results. The evaluation process has been checked externally by job evaluation specialists in the South West Councils organisation.
19. For jobs evaluated using the GLPC job evaluation scheme the national pay spine determined by the National Joint Council (NJC) for Local Government Services applies and changes to the national pay spine are subject to annual pay negotiations.

Remuneration on recruitment

20. The same recruitment policies apply to all employees who take up a new appointment with the council, regardless of grade.
21. The council advertises all posts through the careers website, and may also employ a recruitment agency to provide a shortlist of candidates for senior manager jobs.
22. Candidates are normally appointed on the minimum spinal column point of the grade for the post.
23. If a candidate is currently being paid above the minimum point of the post they are applying for, the appointment may in some circumstances be on the next increment above their current salary, subject to the maximum of the grade.
24. The recruitment procedure for Corporate Director and Director posts is undertaken by the Officer Appointments Committee. This committee represents Council for all Corporate Director and Director appointments. Once an appointment is proposed by the committee, cabinet is required to ratify the decision and salary level within the band before the appointment is confirmed.
25. In line with the requirements of the Localism Act 2011, all chief and senior officer jobs, including those paid over £100,000 per year, are evaluated by applying the HAY job evaluation scheme. The job is then allocated the appropriate existing HAY grade and pay band, and a salary offer will only be made within that pay band. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market supplement may be applied.
26. Where it is necessary for any newly appointed employee to relocate more than 15 miles in order to take up an appointment the council may make a contribution towards relocation expenses.

Market supplements

27. The council has a [market supplement policy](#) which stipulates that if there are recruitment and retention difficulties for a particular post and it is shown that the council are paying below the market rate for the job, a market supplement may be paid.
28. Market supplements are only payable to a small number of jobs which are evaluated using the GLPC or HAY schemes. See the list of [market supplements](#) for current details.
29. Where skills shortages exist in specific areas, or where despite paying at the median market rate for the role the pay rate for the role is still not sufficient to recruit and retain the skills required, a rate higher than the market median

may be paid. This could be an additional increment or a percentage market supplement, and requires the authorisation of the Director – HR&OD in conjunction with the Corporate Directors.

30. The level of market supplement applied to GLPC posts is determined by analysing market data from an external source e.g. Croner Solutions.
31. The data used for assessing market supplements for HAY graded posts is the HAY pay databank for the public and not for profit sector. The HAY databank provides the market median, upper quartile and upper decile pay range for each HAY pay grade.

Salary protection

32. As a result of service redesign, employees may be redeployed to a role which is one grade lower than their current role. In this case, the employee will be in receipt of salary protection for a period of 12 months. Incremental progression and any negotiated pay award will not be applicable during the period of salary protection. Redeployment (and salary protection) is subject to the following criteria:

- transferable skills,
- knowledge of work / experience
- agreement to undertake relevant training, which may include formal qualification
- match behaviours framework and skills profile
- working hours
- location

Increases and additions to remuneration

33. The council's policy is to apply the nationally negotiated NJC pay award for GLPC graded employees which takes effect from 1st April each year and which applies to the national pay spine.

34. Most NJC employees received a pay award of 1% in April 2017 whilst those on the lower spinal points (below SCP 18) received a higher percentage increase. Negotiations are currently ongoing between the national employers and the trade unions to reach agreement on a pay deal for 2018/19.

35. For GLPC graded employees, increments are awarded automatically up to the maximum of the grade unless formal proceedings are taking place under the Improving Work Performance Policy. Increments are paid on the 1st April each year, or six months after the start date (if the starting date is between October and April). There is no provision for the payment of an increment at any other time, unless there are recruitment or retention difficulties.

36. The council's policy for HAY graded employees is to review salaries on an annual basis using the HAY pay databank and realign these should a pay drift be identified. As a result the JNC pay award is not applied to HAY graded employees.
37. For HAY graded employees incremental progression through the grade is based on satisfactory performance measured over a 12 month period. Increments are paid on 1st April each year subject to satisfactory performance, and a minimum of 6 months in post at that time. There is no provision for the payment of an increment at any other time.
38. As one of a number of cost saving measures a two year increment freeze was agreed jointly between Wiltshire Council and the recognised unions. This meant that no annual increments were paid in April 2016 and April 2017, and incremental progression will recommence in April 2018.
39. The council also employs a small number of specialist employees covered by either Youth and Community, Teachers or Soulbury salary scales which are also negotiated nationally.

The use of performance-related pay

40. It is the council's policy that HAY graded employees are subject to a performance appraisal each year. If the performance is measured as satisfactory, an increment may be awarded. If the performance does not meet the required standard an increment may be withheld.
41. For GLPC graded employees, increments are awarded automatically to the maximum of the grade unless formal proceedings are taking place under the Improving Work Performance Policy.

The use of bonuses

42. The council does not offer a bonus or honorarium scheme to any employee.

The approach to the payment of employees on their ceasing to be employed by the authority

43. Employees who leave the council's employment are entitled to payment of their contractual notice, along with any outstanding holiday pay.
44. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.
45. There is no discretion to make redundancy payments which do not comply with the policy.

46. If employees choose to volunteer and are accepted for redundancy they are entitled to a payment calculated as follows:

Statutory weeks x normal weekly pay x 2.5, capped at 40 weeks, with a minimum payment of £3000 (pro rata for part time staff).

47. If employees choose not to volunteer for redundancy, and cannot be redeployed, they will leave on compulsory grounds. The payment is calculated as follows:

Statutory weeks x weekly salary (capped at £479), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).

48. If employees are aged 55 or over, and have been a member of the pension scheme for at least 3 months, they are able to receive their pension and lump sum early if their employment is terminated on grounds of redundancy.

49. No augmentation to pension will apply for any employee.

50. If employees are dismissed on redundancy grounds, and receive a voluntary (enhanced) redundancy payment, they may be considered for re-employment to posts within Wiltshire Council after the minimum statutory period of four weeks has elapsed subject to the following conditions:

- The post did not exist or was not foreseeable at the time of the dismissal.
- The vacancy has been advertised in accordance with Wiltshire Council policy and procedures.
- The appointment was made on the basis of the best person for the job with regard to the usual selection procedures.
- The appointment has corporate director approval.

51. These conditions apply for 12 months from the date of the dismissal, after which the employee may be considered for re-employment to any post within Wiltshire Council.

52. In accordance with the Localism Act 2011, full council will be given the opportunity to vote on severance packages over £100,000 before they are approved. In line with the council's redundancy pay policy the severance package includes the redundancy payment and any other non contractual payments which may be appropriate e.g. outplacement support.

The pension scheme

53. All employees are entitled to join the Local Government Pension Scheme (LGPS).

54. The LGPS changed in 2014 and the benefits structure has moved from a Final Salary basis to a Career Average Revaluation Earnings (CARE) approach for benefits accruing after this date. Employee contribution bandings have also changed and the new regulations have introduced 9 bandings with rates varying between 5.5 – 12.5% according to the employee's salary, with the employer contributions varying on an annual basis.

55. The benefits of the scheme for all members include:

- A tiered ill health retirement package if employees have to leave work at any age due to permanent ill health. This could give employees benefits, paid straight away, and which could be increased if they are unlikely to be capable of gainful employment within 3 years of leaving.
- Early payment of benefits if employees are made redundant or retired on business efficiency grounds at age 55 or over.
- The right to voluntarily retire from age 55 (on an actuarially reduced pension), even though the Scheme's normal pension age is 65.
- Flexible retirement from age 55 if employees reduce their hours, or move to a less senior position. Provided the employer agrees, employees can draw all of their benefits – helping them ease into their retirement.

56. Further information about the pension scheme can be found on the [pensions website](#).

Any other allowances arising from employment

Payment for acting up or additional duties

57. This policy applies only to all employees who, on a temporary basis:

- act up – carrying out the full responsibilities and duties of a higher graded post either for some or all of their working hours; or
- carry out some, but not all, duties or responsibilities of a higher graded post for some or all of their working hours; or
- take on additional duties within their role.

58. The policy allows for employees to receive the salary difference between the lower and higher graded job, calculated on a percentage basis if the additional duties are taken on for only part of the working week.

Unsocial hours allowances

59. The council provides an additional allowance, expressed as a percentage of the basic rate, for regularly working late evenings/early mornings/nights/Sundays. These payments are graduated according to the

degree of unsocial hours working and range from 10% to 33% in addition to normal hourly rate.

60. Unsocial hours allowances are only payable for GLPC graded jobs, and are not available for senior managers.

Overtime allowances

61. The council has an overtime policy where all employees are entitled to receive additional payment for hours worked in excess of 37 hours. GLPC graded employees are able to claim overtime hours at their normal hourly rate x1.5 for hours worked on a Monday to Saturday, and x 2 for working a Sunday. HAY graded staff are only able to claim overtime in exceptional circumstances where there is an emergency situation and payment is based on the highest spinal point (point 49) of the GLPC pay scale.

Standby and callout allowances

62. The council has a standby and callout policy where all employees receive an allowance should they be on standby out of normal office hours. If employees are called out whilst on standby additional hours or overtime will be paid in accordance with the overtime policy.

Sleeping in allowance

63. The council pays a sleep in allowance to employees required to sleep in on the premises. This includes up to 30 minutes call out per night, after which the additional hours provisions will apply. The sleep in allowance payable is currently £34.68 and increases in line with the NJC pay award. The Local Government Association are currently considering the application of this allowance in light of recent case law which states that employees should earn at least the national minimum wage whilst on sleeping in duties.

Local election duties – Acting Returning Officer

64. The role of Acting Returning Officer is currently being carried out by a nominated corporate director. Fees are paid in line with the guidance stipulated from the Elections and Democracy Division for the relevant elections.

Governance arrangements

65. The council's policy is to apply the nationally negotiated NJC pay award to the pay scales for jobs evaluated using the GLPC job evaluation scheme.
66. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY

pay databank for the public and not for profit sector and are reviewed on an annual basis and realigned should a pay drift be identified.

67. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.
68. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.
69. For these local conditions of employment, the council consults and negotiates with the relevant trade unions in order to reach agreement. These conditions and allowances are then referred to Staffing Policy Committee for agreement.
70. The role of Staffing Policy Committee is to determine, monitor and review staffing policies and practices to secure the best use and development of the council's staff. This includes the power to deal with all matters relating to staff terms and conditions.
71. The full remit of the council's Staffing Policy Committee is contained within the constitution.

The publication of and access to information relating to remuneration of chief officers

72. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to senior employees via the council's website:
- Senior employees salaries which are £50,000 and above. This is updated on a monthly basis
 - A list of their responsibilities
 - An organisational chart of the staff structure for the top three tiers of the local authority to include each individual's job title, contact details, grade, salary in a £5,000 bracket, grade maximum and whether each individual is a permanent or temporary employee. This is updated on an annual basis or more frequently if a significant restructure takes place

The publication of and access to information relating to trade union facility time

73. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to trade union facility time as a percentage of the Council's total wage bill via the council's website:

- Basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary)
- Basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full-time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary divided by the total paybill).

The relationship between the basic pay remuneration of chief officers and employees who are not chief officers.

74. In terms of overall remuneration packages the council’s policy is to set different levels of basic pay to reflect the different sizes of jobs, but not to differentiate on other allowances, benefits and payments it makes.

75. The table below shows the relationship between the basic pay of the highest and lowest paid employees in the council, excluding pensions and allowances. The figures include all staff in the council (non schools) and are based on annual full time equivalent salaries.

	Annual FTE Salary November 2016	Ratio November 2016	Annual FTE Salary November 2017	Ratio November 2017
Highest Paid	£149,767		£151,265	
Lowest paid	£14,514	10.2	£15,014	10.1
Mean Salary	£25,908	5.8	£26,106	5.8
Median Salary	£23,935	6.3	£24,174	6.3

76. The council would not expect the basic pay remuneration of its highest paid employee to exceed 20 times that of the lowest group of employees, excluding apprentices.

77. The apprentice rate of pay varies according to the age and level of apprentice and ranges from £8,146 to £14,470 per annum at the lower levels. The apprentice pay rates have not been taken into account when calculating the highest to lowest pay ratios as the apprentice rate of pay reflects the requirement for all apprentices to spend 20% of their working week undertaking learning away from the job, and therefore this is not a viable comparison with other jobs.

78. The current ratio of highest to lowest paid employees is well within the guidelines and is 1:10.1. This has reduced slightly since last year due to the increase at the bottom of the pay scale in line with the national living wage.

The ratios for the mean and median salary levels remain the same as last year at 5.8 and 6.3 respectively.

Definitions

NJC – National Joint Council

JNC – Joint Negotiating Committee

GLPC – Greater London Provincial Council

SOULBURY staff - Educational improvement professionals. These staff are drawn from different sources, including senior members of the teaching profession. Their role is to advise local authorities and educational institutions on a wide range of professional, organisational, management, curriculum and related children's services issues, with the overall aim of enhancing the quality of education and related services.

Equal Opportunities

This policy has been Equality Impact Assessed to identify opportunities to promote equality and mitigate any negative or adverse impacts on particular groups.

Legislation

Local Government Transparency Code 2015
Equality Act 2010

This policy has been reviewed by the legal team to ensure compliance with the above legislation and our statutory duties.

Further information

There are a number of related policies and procedures that you should be aware of including:

HAY job evaluation policy and procedure

GLPC job evaluation policy and procedure

Market supplements policy and procedure

Moving home policy and procedure

Redundancy payments policy

Overtime policy

Unsocial hours guidance

Standby and callout policy

Starting salaries and incremental progression policy and procedure

Acting up and additional duties policy and procedure

The Local Government Transparency Code 2015

Trade Union Recognition Agreement

The policies not published with this report are available from the HR department at Wiltshire Council on request.

Policy author	HR Strategic Delivery Team – AG
Policy implemented	28 February 2012
Policy last updated	18 December 2017 (AG)

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Wiltshire Council

Staffing Policy Committee

10 January 2018

Time off for fostering policy

Purpose

1. The purpose of this report is to present the time off for fostering policy and procedure. This policy is proposed as part of the recruitment campaign to increase the number of foster carers in the county and to become a fostering friendly authority.

Background

2. In Wiltshire, there are currently around 420 children in care and of these about 45% have been placed with 171 Wiltshire approved foster carers. The fostering service has a target of placing 75% of children in care with Wiltshire approved foster carers by 2018. This is an aspirational target and the service is working very hard to recruit the new foster carers that are needed for all types of fostering, including older children and those who need long term placements.
3. The council's strategy includes a target to recruit 20 - 30 new fostering households in Wiltshire each year to provide an increased proportion of in-house foster placements. However, both nationally and locally it is hard to recruit and retain foster carers, and the number of children in care rises year on year.
4. It is clear that children achieve better outcomes when they are able to live with the same foster carer throughout the time they need to be in care, living in their home community and attending the same school, if it is possible and safe to do so. Maintaining contact with family and friends is important for most children in care and foster carers have an important part to play in this.
5. The council has a fostering recruitment strategy which identifies how the service will recruit, assess and approve foster carers, including targeted recruitment work with companies and organisations deemed to be fostering friendly by the fostering network.
6. The fostering network defines fostering friendly as an employer having a suitable policy in place to allow their staff who are foster carers, and those wishing to be approved as foster carers, additional time off work when they are being assessed and then to support them to look after a child successfully.
7. A number of organisations, including around 29 county, city and borough/district councils, have been identified by the fostering network as having appropriate arrangements in place to support staff who are approved foster carers. It is also

likely that there are other organisations which make the provision but have not yet been formally recognised.

Main considerations

8. In order to become a fostering friendly employer the council must have an effective policy in place to support foster carers who are employed by the council. The fostering network has provided a sample time off for fostering policy which has been adapted in the council's policy style and is attached at appendix 1.
9. The policy acknowledges the contribution that foster carers make to society and especially the lives of children in care, and that foster carers who do other work in addition to fostering need some flexibility in their working arrangements to meet the needs of their fostered child.
10. The proposals allow additional time off in a 12 month period for prospective and approved foster carers as follows:
 - Up to three days in total to attend assessment and initial training prior to approval as a foster carer
 - Up to one day to attend the approving foster panel
 - Up to five days in total to attend a child's in care review, annual foster carer review, health and education related meetings associated with a child that is cared for, foster carer training, foster panel and other associated meetings
11. The policy outlines that the foster carer's line manager would need to approve the leave although managers will be encouraged to approve leave wherever possible particularly when it is for the purpose of attending panels, assessments and training which cannot be easily re-arranged. The leave would be considered and approved on a pro rata basis for part time employees.
12. In addition, if further time off was required for fostering this would need to be discussed with the line manager and consideration could be given to other options which may include flexible working, annual leave, time off in lieu or unpaid leave.

Environmental Impact of the proposal

13. None

Equalities impact of the proposal

14. An equality analysis panel took place on 14 December 2017. The panel noted that the opportunity to be a foster carer was open to all groups with protected characteristics and the intention of the policy was to offer positive support to any member of staff who becomes a foster carer.
15. However, it was noted that singling out this particular group of staff for additional paid leave could be challenged by other groups of staff such as those with caring

responsibilities who have an entitlement for additional leave, but this is unpaid. The implementation of this policy could therefore pose a risk of equal pay. Further legal advice is being sought.

Risk Assessment

16. None

Financial Implications of the proposal

17. The three days' additional leave entitlement for the assessment and initial training, and the day to attend the approving panel would be one-off entitlements. The five days a year would be applicable in the first year of fostering and in any subsequent years where the employee remained as an active, approved foster carer.

18. There are currently three foster carers who work for the council and so there would be limited impact of the additional leave. If a further 10-15 foster carers were recruited, there would still be small net impact across the whole business of the council.

19. The expectation would be that the service area would in the first instance attempt to cover the absences within their current establishment and that there would only be an additional cost to this policy should there be a need to cover the leave.

Recommendations

20. It is recommended that:

- Staffing policy committee approve the time off for fostering policy and procedure to support current employees who are foster carers and become fostering friendly authority.

Joanne Pitt
Director - HR&OD

Report author: Catherine Coombs, Equalities Officer

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Wiltshire Council Human Resources

Time Off for Fostering

This policy can be made available in other languages and formats such as large print and audio on [request](#).

What is it?

The policy details the time off you are entitled to have from work if you are a prospective/approved foster carer in addition to your substantive role with Wiltshire council. This policy also provides links to other flexible working and time off policies which may be of assistance to foster carers.

Go straight to the section:

- [Who does it apply to](#)
- [When does it apply](#)
- [When does it not apply](#)
- [Main points](#)
- [Roles and responsibilities](#)
- [Frequently Asked Questions](#)

Who does it apply to?

This policy applies to all Wiltshire Council employees, with the exception of those on TUPE terms and conditions and teaching and non-teaching staff employed in maintained schools or academies.

When does it apply?

It applies to employees who:

- have applied to become Wiltshire Council foster carers and are in the process of being formally assessed
- are approved Wiltshire Council foster carers and are actively fostering
- have 26 weeks continuous service with the council.

The council actively supports its employees who take on fostering roles but employees must obtain the approval of their managers before taking time off under this policy.

When does it not apply?

The policy does not apply if you do not meet the eligibility criteria above.

What are the main points?

1. Wiltshire Council recognises and values the contribution that foster carers make to society and especially the lives of children in care. The council understands that foster carers who do other work in addition to fostering need some flexibility in their working arrangements, to meet the needs of their fostered child. The council is committed to supporting any employee who is/is applying to be a foster carer through this policy and other flexible working options where possible.
2. The process of becoming approved as a foster carer is a lengthy one and places a number of reasonable but demanding expectations upon prospective foster carers, particularly in relation to training and the assessment and approval process.
3. Wiltshire Council offers employees the opportunity to work flexibly where this is compatible with the demands of their job. All current policies regarding flexible working, including [family emergencies and compassionate leave](#) for dependents and [ordinary parental leave](#), apply to approved foster carers.
4. If you are eligible for the fostering time off policy as detailed above, you will be entitled to the following paid time off in any 12 month period as follows:
 - Up to three days in total to attend assessment and initial training prior to approval as a foster carer
 - Up to one day to attend the approving foster panel
 - Up to five days in total to attend a child's in care review, annual foster carer review, health and education related meetings associated with the child you care for, foster carer training, foster panel and other associated meetings
5. The entitlements above represent the maximum total amount of time off which can be granted under this policy, if you are involved in the specific fostering activities outlined above. It is recognised that not all of these activities will occur in a 12 month period and some are one off events. You should only claim for the actual fostering activities which you are involved in during any 12 month period and this may be below the total amounts specified for each purpose.
6. You will need to obtain the approval of your line manager for leave under this policy. The leave will be considered and approved on a pro rata basis for part time employees.
7. If you require time off which is additional to the entitlement set out in this policy you should discuss this further with your line manager and consider other options which may be available to you including, annual leave, time off in lieu or unpaid leave.

Roles and responsibilities

Employee responsibilities

8. You must obtain the prior approval of your manager for time off work under this policy. It is your responsibility to discuss this with your manager providing as much notice as possible.

Line manager responsibilities

9. You need to consider requests from employees for time off from work for fostering fairly. If leave is approved employees are entitled to paid leave as set out in this policy and you should record this in SAP.

Frequently Asked Questions:

10. I am an approved foster carer. What other policies are available which offer me flexible working opportunities to assist me with my fostering responsibilities?

You may find it helpful to have a look at the range of options available in the flexible working and time off section in HR direct as follows:

- [Flexible working policy and procedure](#)
- [Flexi-time policy](#)
- [Time off in lieu policy](#)
- [Term time working policy](#)
- [Part time working policy](#)
- [Compressed hours policy](#)
- [Job share policy](#)
- [Annualised hours policy](#)
- [Home working policy](#)
- [Family emergencies and compassionate leave policy](#)
- [Time off for family emergencies and compassionate leave](#)
- [Ordinary parental leave](#)
- [Career break scheme policy](#)
- [Purchase of annual leave](#)
- [Annual leave and bank holiday entitlement policy](#)

Equal Opportunities

This policy was screened for an Equality Impact Assessment on (date)

Managers will make any necessary adjustments to ensure that all employees are treated fairly.

Advice and guidance

If you require help in accessing or understanding this policy you should contact your line manager or trade union representative if you are a member.

If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you.

See [guidance for managers – giving advice on policies](#).

For further information please speak to your supervisor, manager, service director or contact your HR advisor.

Policy author	HR Policy and Reward Team – CC
Policy implemented	
Policy updated	Dec 2017

Quarterly Workforce Report



Introduction

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

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

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

Quarterly Workforce Report

July – September 2017



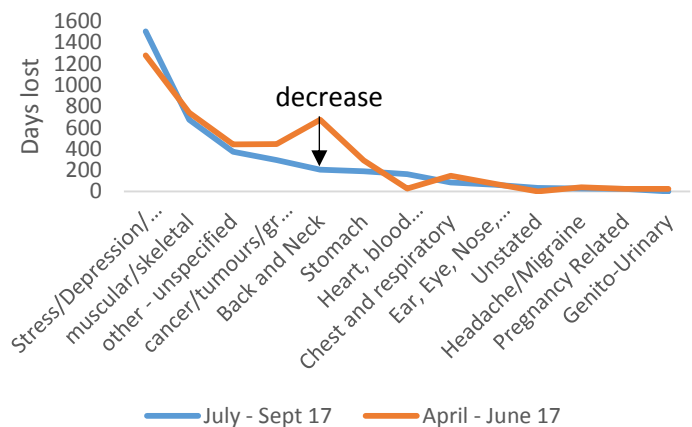
Key Observations

The percentage of long term absences has decreased this quarter from 53.5% to 49.4%.

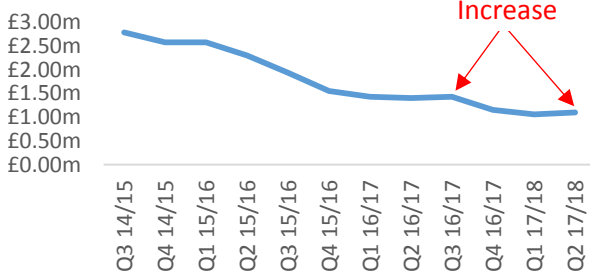
The reason for most long-term absences is still stress/depression/mental health, with the loss of 1503 days (+17%) over the last quarter.

The noted decrease was due to a reduction in absences related to back and neck and muscular/skeletal (-469 and -68 days respectively). Waste and Environment has seen significant decreases in these reasons; during this period, an HR business partner has been working extensively, through a number of training sessions, with team leaders and managers in this area to improve the competence and confidence in managing long term sickness absence. This has positively contributed to the decrease in absences, and HR will continue to explore how this approach can be applied or adapted to positively support other services where sickness rates are considered an issue.

Long Term Absence



Agency Spend Trend



The use of agency staff has increased this quarter. Apart from another slight increase in Q3 2016/17, this quarter is the only other increase over the past 3 years. This is a result of additional agency use in both Corporate Function and Adult Social Care Operations (+£48K and +£37K respectively).

The increase in Corporate Functions was exclusively in the Procurement service, where 2 executive interims on day-rates were acquired in Q2. Adult Social Care Operations

saw an increase due to additional demand for level 3 social workers, going from 4 in Q1 to 7 in Q2. As only one level 3 social worker left the directorate during Q2, this temporary demand may be attributable to the Adult Social Care transformation programme, however the Business Partner is currently considering this with the relevant services.

UNDER 25?

The percentage of under 25s has decreased this quarter to 6%

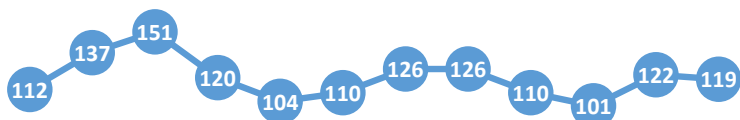
The lowest it has been over the past 5 years

In this quarter, the Under 25s workforce has seen the largest number of new starters for 3 years. 5 of the 46 were social workers in children's services, a traditionally challenging area to recruit to. This growth was, however, partly offset by increased turnover in this age group, which increased to 5.0% (+0.7%) since the previous quarter. In addition, 11 employees moved into the next age bracket between Q1 and Q2 and a further 22 changed to a casual contract (meaning they would be excluded from our reporting but were still retained).

When combined, these changes resulted in the proportion of Under 25s reducing to 6%, the lowest level reported since 2012. This is described further in the Themed Commentary section below.

Employee Turnover

No. of voluntary leavers over the past 3 years



In September 2017, The Office for National Statistics (ONS) reported that Local Government employment had dropped, whilst the private sector had increased jobs from the previous year ([Public sector employment release, UK: September 17](#)). It is pleasing to note that despite this upturn in the private sector the council's rate of turnover has remained broadly consistent.

ONS suggests that the job market is becoming more buoyant in private sector.

Q3 14/15 Q4 14/15 Q1 15/16 Q2 15/16 Q3 15/16 Q4 15/16 Q1 16/17 Q2 16/17 Q3 16/17 Q4 16/17 Q1 17/18 Q2 17/18

Voluntary turnover has remained stable at 2.6% (119 employees) this quarter. 'Resignation to alternative employment not LA' was stated as the most common reason for leaving in this quarter (48 leavers); this has consistently been the most common reason over the past 3 years. It should be noted the graph above suggests a trend where Q1 and Q2 are consistently higher than Q3 and Q4, alluding to a seasonal influence on turnover within Wiltshire Council. Based on this trend we can project that for the 17/18 financial year the turnover rate would be around 9.4%, against around 9.8% and 9.9% for the previous 2 financial years. This is, however, a simple projection and is subject to numerous variables.

To develop our understanding of the drivers behind these turnover trends and observations, HR have invested further in the council's grow learning management system. This will deliver significant new possibilities to identify and respond to workforce sentiment and perceptions at both corporate and service level. This is described in more detail later in this report.

It should also be noted that the ongoing project between HR and Finance to introduce effective establishment controls has resulted in a significant data cleanse exercise in this quarter, particularly around variable hours contracts. For the purposes of this report we have taken this into account and, where appropriate, mitigated any effects on workforce trends.

Service Turnover Observations

The data for this quarter shows the number of leavers in Operational Children's Services was not in line with the expected seasonal trend (with 18% of all voluntary leavers coming from this directorate). As this is a priority area in the council's Business Plan, it is considered a key area of focus for the HR Resourcing Team. This focus has generated a positive result for the service by offsetting the increase in turnover by the successful recruitment of 9 new social workers in this quarter. This resulted in a net increase in the overall number of social workers within OCS. This was achieved through leveraging our relationships with the Guardian and Indeed, as well as maximising exposure and promotion on multiple social media platforms throughout this period. In addition, exit interviews have been conducted with those social workers leaving safeguarding and support, with key themes identified and fed back to heads of service to support retention.

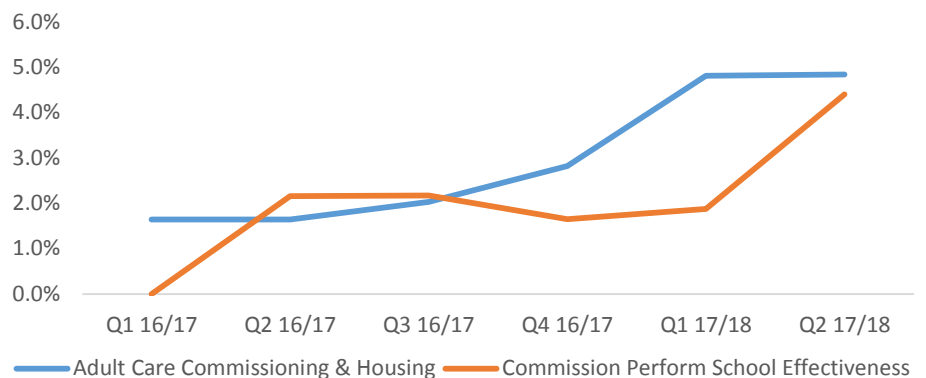
9
Social workers recruited this quarter

Within Operational Children’s Services, the North and East Special Educational Needs and Disability (SEND) locality service showed an increase in the number of leavers due to retirement. HR have investigated this and our flight risk analysis indicates a relatively low average age and low rate of over 55s within the team. We therefore anticipate that this is an isolated occurrence.

Voluntary turnover within both Adult Care Commissioning & Housing, and Commissioning, Performance and Schools Effectiveness has seen a clear upward trend since April 2016. HR have supported these directorates to deliver new structures, to be implemented as part of the new tier 2 restructure; this may have influenced recent turnover rates with the uncertainty associated with impending restructures.

A notable change in the number of retirements for the whole council was seen in this quarter, increasing to 19, from 11 in Q1. Within Commissioning, Performance and Schools Effectiveness, a recent significant issue has been an ageing workforce. Currently School Effectiveness have 1 in 3 staff over the age of 55, with an average age of 49. This is against 1 in 4 and 45 respectively for the whole council. In addition to this, 12% of the workforce are over 59, with many also in higher paid roles (such as lead professionals and SIA’s) so are potential flight risks. This has contributed to the increase in retirements, with 4 staff from this service retiring this quarter. Of these 4 staff, 3 were school improvement advisors (SIA) and the other was an advisory headteacher; all critical roles with a wealth of experience and knowledge. HR Business Partners will discuss Succession Planning with the service, and this area will be monitored closely in the short term.

Voluntary Turnover Trend



Ageing workforce within Schools Effectiveness

In Adult Care Commissioning & Housing, the elevated rate of turnover is predominantly within Housing. There are no significant trends in leaving reasons and without sufficient exit questionnaire data it is difficult to summarise why they are leaving; although, as with other areas, the restructure may have contributed. We can, however, identify that the role of Multi-trade Operative has seen 2 leavers this quarter and 3 in Q1. Three of the five leavers indicated that they left for a job outside of local government, with 1 person leaving the council within a month of joining. We have previously had issues in recruiting to Multi-trade Operative roles. The apprenticeship levy may provide an opportunity to explore this and see if there are relevant frameworks, or if not explore the possibility of trailblazers to support this development need. The HR Apprenticeship Co-ordinator will investigate this further and, as mentioned elsewhere in this report, the exit questionnaire process is being addressed and other steps taken to understand workforce sentiment.

THEMED COMMENTARY

The table below shows potential areas of concern relating to turnover. HR will closely monitor this, with business partners working directly with these services to establish a focus on increased retention, workforce planning and succession planning:

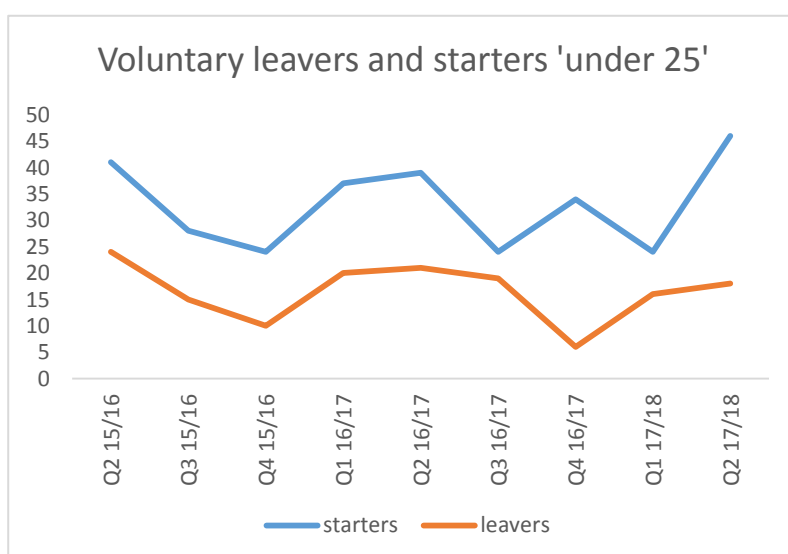
Potential Future Problem Areas for Turnover	
Service	Reason
Passenger Transport	Ageing workforce - 61% over 55 - potential for retirements
Registration Service	Ageing workforce - 59% over 55 - potential for retirements
Housing – Strategy & Assets	Significant upward trend of voluntary turnover
Housing Operations & People	Upward trend of voluntary turnover – from historical data we may also expect to see an increase next quarter
Schools Effectiveness	Upward trend of voluntary turnover (and retirements) - and an ageing workforce in Schools Effectiveness - 33% over 55
Leisure	Consistently high turnover over the last 2 quarters and ongoing restructure
Adult Care Operations	Currently going through a major transformation programme, may see voluntary turnover off the back of this

Almost 1 in 2 staff who leave within a years' service go to work outside of local

The number of staff leaving voluntarily within a year's service has increased this quarter. Whether you look at staff who leave within 6 months of joining or within a year's service, 40% leave for work outside of local government. A large proportion of these tend to be within Leisure due to the nature of the roles within the service.

Under 25s

As mentioned in the key observations section on page 2, the turnover within under 25s increased this quarter. Coupled with the fact that the current percentage of under 25s is lower than previous quarters (6%), this appears to be an area of concern; however, the graph on the right shows that we consistently recruit more under 25s than leave in the equivalent period. We believe that research on under 25s has found career progression and training are both important factors to them remaining in a post. The 2016 staff survey showed that satisfaction with learning and development and career progression within the council had fallen by 14%, with 61 respondents specifically commenting on this.



In response to this HR has invested additional funding into a significant new suite of online e-learning tools, launched the leadership and management programme and circulated a Learning and Development Survey for staff to complete to support further L&D improvements. In addition, HR have a dedicated Apprenticeship Co-ordinator working with services to specifically identify long term career

pathways, with the aim of improving staff retention, as well as providing new training opportunities for

THEMED COMMENTARY

Pulse Surveys

Due to insufficient exit questionnaire data upon which to base conclusions as to why certain staff are leaving or what is driving staff to leave Wiltshire Council, HR have recently reviewed the leavers process and improved our leaving questionnaire using Sharepoint. This will increase exposure to the questionnaire and make it easier to complete, encouraging a higher completion rate to allow identification of leavers sentiments. This would support better predictions of potential problem areas.

To augment these improvements, HR have also identified an opportunity to use the council's grow learning management system to develop our understanding of the drivers behind these turnover trends and observations. This has resulted in the recent implementation of new functionality, called Pulse - a powerful tool used to identify and respond to workforce sentiment and perceptions about three key areas: the employee, their management, and the organisation.

The screenshot shows a survey titled "HOW'S IT GOING?". It is divided into three sections: "Me", "Management", and "Company". Each section has a sentiment indicator (green, yellow, or blue/red) and a feedback question. The "Me" section asks "What could we be doing better?" and "Do you see yourself working here in the next 12 months?". The "Management" section asks "What are we doing well?" and "What could we be doing better?". The "Company" section asks "What could we be doing better?", "Describe our CURRENT CULTURE in three words or less.", and "Describe your preferred FUTURE CULTURE in three words or less.".

Using Pulse enables us to establish an ongoing open and anonymous dialogue with staff across the whole council. The key aims are to understand how cultural aspects and staff sentiment are linked to turnover, and to further support the staff engagement and "employee voice" initiatives resulting from recent staff surveys and engagement forums.

The image to the left shows an example of a brief "pulse" survey, a similar version of which will be launched in January 2018 to all staff with access to the grow system. Staff will be able to complete the survey as many times as they like during its active cycle (likely 6 months or so) with a maximum frequency of once daily if they choose to. A suite of communications will be issued to staff to highlight this new function, and encourage them to share their views and indicate how they are feeling about the three key areas of "Me", "Management" and "Organisation". The EPIC group will be supporting the rollout and communication of this new employee voice tool, building staff awareness and providing reassurance that all feedback is 100% anonymous.

Pulse comes with a powerful set of real-time analytics, which HR Business Partners and the HR Engagement Lead can use to support services and managers in identifying key trends in their areas, optimising positive areas and guiding supportive actions for areas indicating less positive sentiment.

Pulse will also enable us to quickly and easily identify key cultural themes from the workforce perspective – something which has previously been laborious and challenging to undertake – and gives staff the opportunity to suggest future cultural themes for consideration by senior management. This is a powerful enabler for staff to feel they have direct and visible input into the council's culture. As well as at the organisational level, culture mapping will also be available at individual service level,

QUARTERLY WORKFORCE Measures

Quarter ended: 30 September 2017

Staffing Levels					
Measure	Oct – Dec 16	Jan – March 17	Apr – June 17	July – Sept 17	Trend
Headcount	4657	4639	4635	4602	▼
FTE	3547	3527	3511	3489	▼
Agency worker use (equivalent number of FTE's used during quarter)	117	95.9	97.3	104.9	▬
Ratio of managers to employees	1:9.9	1:10.2	1:10.3	1:10.4	▲
FTE of managers	456	445	439	431	▼
Number of redundancies made during quarter	30	25	19	19	▼
Ratio of starters to leavers (FTE)	1:1.4	1:1.1	1:1.4	1:1.1	▬

Sickness Absence						
Measure	Oct – Dec 16	Jan – March 17	Apr – June 17	July – Sept 17	July – Sept 16	Trend
Working days lost per FTE	2.1 days	2.7 days	2.2 days	2.1 days	2.1 days	▬
% of total absences over 20 days	47%	42.9%	53.5%	49.4%	54.5%	▲

Health and Safety <u>RIDDOR</u> related injuries					
Measure	Oct – Dec 16	Jan – March 17	Apr – June 17	July – Sept 17	Trend
No. of workplace incidents/injuries reported	1	2	0	2	▲

New Disciplinary, Grievance and Absence Cases					
Measure	Oct – Dec 16	Jan – March 17	Apr – June 17	July – Sept 17	Trend
Disciplinary cases	15	20	16	14	▼
Grievance cases	0	2	3	3	▲
Absence cases	129	202	131	183	▲

Voluntary Staff Turnover						
Measure	Oct – Dec 16	Jan – March 17	Apr – June 17	July – Sept 17	July – Sept 16	Trend
% staff turnover	2.4%	2.2%	2.6%	2.6%*	2.7%	▲
% <1 year turnover rate	4.8%	3.2%	4.3%	5.0%	3.4%	▬
% Under 25's voluntary turnover	6.1%	1.9%	5.1%	6.1%	6.3%	▬
Average leavers' length of service	9.2 years	8.4 years	8.1 years	7.7 years	7.7 years	▼

*see themed commentary above

Employee costs						
Measure Relating to Quarter	Oct – Dec 16	Jan – March 17	Apr – June 17	July – Sept 17	July – Sept 16	Trend
Total paid in salaries to employees (non casual)	£25.68m	£25.08m	£25.23m	£25.25m	£25.68m	▼
Total paid in salary to casual employees	£0.48m	£0.40m	£0.48m	£0.55m	£0.43m	▲
Total salary pay	£26.16m	£25.49m	£25.71m	£25.80m	£26.11m	▼
Total paid to agency workers	£1.43m	£1.15m	£1.06m	£1.10m	£1.40m	▼
Median employee basic salary	£20,456	£20,456	£20,661	£20,661	£20,456	▲

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

Additional financial information					
Measure <i>(If the figure is negative a saving has been achieved)</i>	Oct – Dec 16	Jan – March 17	Apr – June 17	July – Sept 17	Trend
Cost of sick pay	£0.71m	£0.85m	£0.78m	£0.65m	▼
FTE change due to employee hour changes	-4.9	-6.2	-4.6	-8.2	▼
Cost/saving of employee hour changes	-£80,357	-£165,370	-£125,180	-£210,079	▼

Why this is important: Sick pay amounted to £2,989,600 across Wiltshire Council during the 2016-17 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. FTE changes indicate where services may be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It could also be an indication that services are adopting a more positive approach to flexible working.

Employee Diversity						
Measure	Oct – Dec 16	Jan – March 17	Apr – June 17	July – Sept 17	July – Sept 16	Trend
% < 25	6.5%	6.7%	6.5%	6.0%	6.8%	▼
% 55 and over	24.7%	24.9%	24.9%	24.9%	24.7%	▲
% Female	69.9%	70.0%	70.2%	70.9%	70.1%	▲
% Part-time	43%	43.6%	44.1%	44.2%	42.5%	▲
% Temporary contracts	5.5%	5.5%	5.3%	5.7%	5.9%	▲
% Black or Minority Ethnic	2.1%	2.1%	2.0%	2.1%	2.2%	▬
% Disabled	3.4%	3.6%	3.6%	3.7%	3.2%	▲

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