AGENDA

Meeting: **Staffing Policy Committee**

Place: **West Wilts Committee Room - County Hall, Trowbridge BA14 8JN**

Date: **Wednesday 8 May 2019**

Time: **10.30 am**

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

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

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

Membership:

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

Substitutes:

Cllr Fleur de Rhé-Philipe   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

Recording and Broadcasting Information

Wiltshire Council may record this meeting for live and/or subsequent broadcast on the Council's website at http://www.wiltshire.public-i.tv. At the start of the meeting, the Chairman will confirm if all or part of the meeting is being recorded. The images and sound recordings may also be used for training purposes within the Council.

By entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and/or training purposes.

The meeting may also be recorded by the press or members of the public.

Any person or organisation choosing to film, record or broadcast any meeting of the Council, its Cabinet or committees is responsible for any claims or other liability resulting from them so doing and by choosing to film, record or broadcast proceedings they accept that they are required to indemnify the Council, its members and officers in relation to any such claims or liabilities.

Details of the Council's Guidance on the Recording and Webcasting of Meetings is available on request.

Parking

To find car parks by area follow this link. The three Wiltshire Council Hubs where most meetings will be held are as follows:

County Hall, Trowbridge
Bourne Hill, Salisbury
Monkton Park, Chippenham

County Hall and Monkton Park have some limited visitor parking. Please note for meetings at County Hall you will need to log your car's registration details upon your arrival in reception using the tablet provided. If you may be attending a meeting for more than 2 hours, please provide your registration details to the Democratic Services Officer, who will arrange for your stay to be extended.

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 - 8)*

   To confirm the minutes of the meeting held on 6 March 2019.   (Copy attached)

3   **Declarations of Interest**

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

4   **Chairman's Announcements**

5   **Public Participation**

   The Council welcomes contributions from members of the public.

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

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

   Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Wednesday 1 May 2019** 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 3 May 2019**. 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 9 - 12)*

         To receive and note the minutes of the Senior Officers Employment Sub-
         Committee held on 27 March and 9 April 2019. (Copies attached)

7   **ASYE - Assessed and Supported Year of Employment policy and
         procedure** *(Pages 13 - 36)*

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

8   **Quarterly Workforce Report: January to March 2019** *(Pages 37 - 40)*

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

9   **Staff Survey 2018** *(Pages 41 - 64)*

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

10   **Date of Next Meeting**

         To note that the next meeting of this Committee is due to be held on Wednesday
         10 July 2019, starting at 10.30am at County Hall, Trowbridge.

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.

<div align="center">

PART II

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

None

</div>

Wiltshire Council
Where everybody matters

STAFFING POLICY COMMITTEE

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 6 MARCH 2019 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Richard Clewer, Cllr Mike Hewitt, Cllr Ian Thorn (Substitute) and Cllr Tony Trotman (Substitute)

10 **Apologies for absence**

Apologies for absence were received from:-

Cllr Hayley Illman, who was substituted by Cllr Ian Thorn
Cllr David Jenkins
Cllr Ricky Rogers
Cllr Baroness Scott of Bybrook OBE, who was substituted by Cllr Tony Trotman
Cllr John Smale

11 **Minutes of Previous Meeting**

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 9 January 2019.

12 **Declarations of Interest**

There were no declarations of interest made at the meeting.

13 **Chairman's Announcements**

The Chairman made the following announcements:-

- **National Apprenticeship Week** National Apprenticeship Week 2019 was taking place during this week from 4 to 8 March 2019.

This annual celebration of apprenticeships brought the whole apprenticeship community together to celebrate the impact of apprenticeships on individuals, employers and the economy.

- **No Smoking Policy** The Committee was reminded that the revised policy was being brought into operation with effect from 13 March 2019. From that date Wiltshire Council premises and grounds would be smoke-free.

- **Staff Survey Update** It was reported that 63.3% of staff had responded to the Staff Survey and a detailed report would be presented to the next meeting.

14   Public Participation

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

15   Diversity and Inclusion Monitoring Report

The Committee received a report by the Director, Human Resources & Organisational Development which presented the updated annual Equality and Diversity Employment Monitoring Report. It was noted that the Council was required to produce this information annually as part of the Public Sector Equality Duty (PSED) in line with the Equality Act 2010.

In March 2018 Wiltshire Council published its Equality and Diversity Employment Monitoring Report 2016/17 on the Wiltshire Council website.

The Council was required to publish the updated Diversity and Inclusion Employment Monitoring Report 2017/18 by 31 March 2019. The report previously contained some gender pay gap information in line with the requirements of the PSDED but this information was now contained in a separate report to be considered later in the meeting.

During discussion, Members noted that there were five main categories included under the Disability heading, namely:-

- Disability % by headcount
- Disability by impairment
- Disability by full-time/part-time
- Disability by age
- Disability by length of service

It was explained that further detailed information could now be obtained and staff had the ability to tick more than one box.

Members were pleased to note that some e-learning was going to be made available on harassment and bullying.

Resolved:

To note the contents of the report.

16   **Gender and Pay Gap Report**

The Committee considered a report by the Director, Human Resources & Organisational Management which set out gender pay gap data which was required to be published on behalf of Wiltshire Council.

It was explained that gender pay gap reporting came into effect from April 2017 and required organisations with 250 or more employees to publish and report specific figures about their gender pay gap - the difference between the average earnings of men and women, expressed relative to men's earnings.

These obligations had been introduced alongside the public-sector equality duty's (PSED) existing publishing requirements for public bodies where some gender pay information had previously been published as part of the annual equality and diversity workforce statutory monitoring report.

It was noted that more male staff were taking advantage of flexible working practices but generally not shared parental leave which could be shared with their partners.

After further discussion,

Resolved:

To note the contents of the gender pay gap report and the obligations placed on the Council with regards to the publication of gender pay gap data.

17   **Quarterly Workforce Report: October to December 2018**

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 31 December 2018.

it was noted that the recent transfer of waste collection staff under TUPE (Transfer of Undertakings (Protection of Employment) Regulations) had resulted in an agency spend reduction of £60,000. The waste collection teams had previously been heavily reliant on agency workers to meet the demands on the service. However, it was pointed out that an increased use of agency workers in other areas, including children's social care and IT, had offset some of this reduction.

Members noted that almost 1 in 4 new starters this quarter was in the under- 25 age group. Increasing employment opportunities for those aged under 25 was acknowledged in the Council's current People Strategy. The current rate of

6.9% of staff in this age group was the highest proportion of under 25s at the Council for the last three years.   An investigation would take place as to whether this was due to the work undertaken to enhance the Council's social media presence and attraction initiatives.

Resolved:

To note the Quarterly Workforce report.

18   **Date of Next Meeting**

Resolved:

To note that the next scheduled meeting of the Committee was due to be held on Wednesday 8 May 2019, starting at 10.30am at County Hall, Trowbridge.

19   **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.30 am - 11.30 am)

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

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

Wiltshire Council
Where everybody matters

SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

MINUTES OF THE SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE MEETING HELD ON 27 MARCH 2019 AT COUNTY HALL, TROWBRIDGE.

Present:

Cllr Allison Bucknell, Cllr Baroness Scott of Bybrook OBE and Cllr Ian Thorn

1   **Election of Chairman**

        Resolved:

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

2   **Apologies for Absence**

        There were no apologies for absence.

3   **Minutes**

        Resolved:

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

4   **Declarations of Interest**

        There were no declarations of interest.

5   **Chairman's Announcements**

        There were no Chairman's Announcements.

6   **Public Participation**

        There were no members of the public present.

7   **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 Item Number 8 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.

8   **Termination of Employment following the Senior Management Restructure**

        The Sub Committee considered a report from Terence Herbert, Corporate Director, with a recommendation to terminate the employment of a Director on the grounds of redundancy.

        It was explained that costs for the redundancy and pension strain costs would be met from a corporate budget, the payment in lieu of notice would be met by the directorate budget.

        Resolved:

        To approve the termination of the employment of Mrs Laurie Bell on the grounds of redundancy with effect from 31 March 2019, subject to consultation with the Leader and Cabinet members in accordance with the Officer Employment Procedure Rules.

        (Duration of meeting: 9.00 am - 9.15 am)

    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
Where everybody matters

SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

MINUTES OF THE SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE MEETING HELD ON 9 APRIL 2019 AT LEADER'S OFFICE, WILTSHIRE COUNCIL, BA14 8JN.

Present:

Cllr Richard Clewer, Cllr Baroness Scott of Bybrook OBE and Cllr Ian Thorn

Also Present:

Alistair Cunningham (Executive Director - Growth, Investment and Place), Joanne Pitt, Terence Herbert (Executive Director - Children and Education) and Cllr Bridget Wayman

---

1   **Election of Chairman**

       Resolved:

       To appoint Baroness Scott of Bybrook OBE as Chairman for the meeting.

2   **Apologies for Absence**

       There were no apologies for absence.

3   **Minutes**

       Resolved:

       To agree the minutes of the meeting held on 27 March 2019.

4   **Declarations of Interest**

       There were no declarations of interest.

5   **Chairman's Announcements**

       There were no Chairman's announcements.

6   **Public Participation**

       There were no members of the public present.

7   **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 Items No. 8 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.

8   **Termination of Employment following the Senior Management Restructure**

        The Sub Committee considered a report from Alistair Cunningham, Corporate Director with a recommendation to terminate the employment of a Director on the grounds of redundancy.

        Resolved:

        To terminate the employment of Ms Tracy Carter on the grounds of redundancy with effect from 31 March 2020, subject to consultation with the Leader and Cabinet members in accordance with the Officer Employment Procedure Rules.

                    (Duration of meeting: 1.00 pm - 1.15 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

WILTSHIRE COUNCIL

Staffing Policy Committee

8 May 2019

ASYE – Assessed and Supported Year of Employment policy and procedure

Purpose

1. The purpose of this report is for Staffing Policy Committee to consider the proposed changes to the ASYE (Assessed and Supported Year of Employment policy and procedure) policy. The ASYE policy has been updated and revised to change the way the council deals with performance issues for trainee social workers so that should action need to be taken the probationary policy is used rather than the SOSR (some other substantial reason) procedure.

Background

2. The ASYE procedure is a 12-month programme that newly qualified social workers (NQSWs) need to successfully complete in order to practise as qualified social workers.   It is designed to enable NQSWs develop their professional competence and confidence alongside their skills, knowledge and capability and to make the transition from formal study to practise.

3. The current ASYE policy uses the SOSR (some other substantial reason) procedure should there be performance issues with a NQSW but after discussions with the legal team and HR operations team, it was felt that using SOSR was not appropriate as the ASYE is a probationary programme and the policy should reflect this.

Main considerations

4. The ASYE programme has formal assessments and reviews based on the professional capabilities framework (PCF) developed by the college of social workers, which outlines the skills, knowledge and capabilities newly qualified social workers are expected to attain. In addition to the required ASYE formal reviews and assessments regular one to ones and reviews take place with the NQSW and their assessor and line manager.

5. The council's standard probationary policy also requires reviews to take place to enable early interventions should issues be identified so that appropriate action and support can be put in place. By clearly making the ASYE programme a probationary policy it would mean that NQSWs are treated similarly as other new employees to the council who have to successfully complete the council's standard probationary policy.

6. As with the council's standard probationary policy the ASYE policy explains that if issues with conduct or performance are identified appropriate support and adjustments will be made to encourage the NQSW to improve.

7. The revised ASYE policy also makes it clear that if the NQSW has continuous local authority service and has already completed a probationary period satisfactorily they will not be subject to another probationary period but they would still need to successfully complete the ASYE programme. In this situation if any problems with performance or conduct are encountered one of the council's conduct policies would need to be followed i.e. disciplinary or improving work performance. This would be in line with other employees who join us with previous local authority service and who have already successfully completed a probationary period.

8. The revisions to the policy were agreed with the trade unions at JCC on 27 March 2019.

Environmental Impact of the proposal

9. There is no environmental impact arising from this policy.

Equalities impact of the proposal

10. The policy will be equality impact assessed at a forthcoming EIA panel.

Risk Assessment

11. None

Financial Implications of the proposal

12. There are no financial impacts arising from revising this policy.

Recommendations

13. It is recommended that Staffing Policy Committee note the contents of the report and agree the revisions to the policy and procedure.

Joanne Pitt
Director HR&OD

Report author: *Margaret Roots – HR Policy Officer*

Wiltshire Council Human Resources

Assessed and Supported Year in Employment Policy and procedure

This policy can be made available in other languages and formats such as large print and audio on request.

What is it?

This policy and procedure sets out the process that applies to newly qualified social workers (NQSWs) undertaking their Assessed and Supported Year in Employment (ASYE) programme.

The ASYE programme for NQSWs is a 12 month programme that must be successfully completed for an NQSW to practise as a qualified social worker at Wiltshire Council. If the NQSW is a new entrant to local government service the ASYE programme is a 12-month probationary period. If the NQSW has successfully completed a local government probationary period and has continuous local authority service the NQSW will not be subject to another probationary period but must still complete the ASYE programme successfully to practise as a social worker.

The ASYE programme is an employer led programme to support NQSWs to consolidate learning and confidence to practise as a qualified social worker. Wiltshire Council has adopted the national system for all social workers and has its own internal moderation and monitoring panel. Therefore, any guidance documents provided as links from within this guidance document itself which refer only to NQSWs social workers working in Adult Care should be taken to refer also to NQSWs social workers working in Children's Services and vice versa.

Holistic assessment is the principle that is used to assess a NQSW's performance during the ASYE against the domains of the professional capabilities framework (PCF) and either the knowledge and skills statement for child and family social work or the knowledge and skills statements for social workers in adult services and the standards of proficiency (SOPS) .

Internal moderation and monitoring is a key element of a national system of quality assurance, incorporated within the http://www.skillsforcare.org.uk/Learning-development/The-ASYE-adults/The-Assessed-and-Supported-Year-in-Employment-Adults.aspx

Go straight to the section:

- **Who does it apply to?**
- **When does it apply?**
- **When does it not apply?**
- **What are the main points?**
- **Reviews**
- **Documents for the programme**
- **Key functions and purpose of ASYE programme**
- **Formal reviews**
- **Unsatisfactory progress/serious concerns**
- **Assessment framework**
- **Monitoring and moderation panel**
- **Extensions/Breaks to the 12 month ASYE programme**
- **Successful completion**
- **Roles and responsibilities**
- **Frequently asked questions**
- **Definitions & Links**
- **Equal opportunities**
- **Data protection**
- **Legislation**
- **Advice and guidance**
- **Further information**

Who does it apply to?

This policy applies to all Wiltshire Council employees, unless a separate contractual policy applies to a transferred employee to whom separate TUPE terms and conditions of employment apply. This policy does not apply to teaching and non-teaching staff employed in maintained schools or academies.

The ASYE programme is mandatory for NQSWs, both those working part time and full time within Wiltshire Council. This policy applies to all newly qualified and registered social workers undertaking their first year of professional practise from date of registration with the Health & Care Professions Council (HCPC)/Social Work England. The ASYE programme is designed to enable NQSWs develop their professional competence and confidence alongside their skills, knowledge and capability and to make the transition from formal study to practice.

When does it apply?

This policy applies to all NQSWs at Wiltshire Council who are registered with the Health & Care Professional Council (HCPC) for the ASYE in adult's

2

services after April 2015 and after 1st July 2015 in children and family services. The NQSW will have less than one year's post qualification experience as a social worker and have not completed the ASYE with another organisation.

If the NQSW has started an ASYE programme elsewhere but not completed the ASYE programme within two years of starting it this situation will need to be discussed with the potential manager and the ASYE Co-ordinator.

When does it not apply?

The policy will not apply to social workers who have successfully completed an ASYE programme either with Wiltshire Council or another employer or to qualified social workers who have successfully completed an alternative NQSW programme prior to September 2012 or any social worker who qualified before 2012.

If the NQSW has failed an ASYE programme with another authority the NQSW is not eligible to be considered as a NQSW with Wiltshire Council or work as a Qualified Social Worker for Wiltshire Council.

What are the main points?

Reviews:

1. Under the ASYE programme there will be a number of formal reviews but also the ASYE assessor / line manager will carry out supervisions and one to one meetings on a regular basis between the formal reviews. This is to review progress and identify any training needs or issues promptly.

2. The ASYE assessor / line manager will provide weekly supervision for the first six weeks of the ASYE programme, fortnightly supervisions from week 7 to six months service and monthly thereafter. For these supervisions, each service area will need to use their own supervision policy and any portfolio documentation to record the NQSWs development which is different from the formal reviews paperwork for the ASYE programme.

3. The formal reviews are at 4 weeks, 3 months, 6 months and 11 months with an additional 9-month review as an option.

4. The formal review and portfolio documentation for the ASYE programme for each service area is on grow [Saba: ASYE programme](#)

5. If there are serious concerns or unsatisfactory progress with a NQSW's development it is not necessary to wait for a formal review assessment

3

before action can be taken. See section on <u>unsatisfactory</u> progress/serious concerns.

Documents for the programme

6.   There are a number of tools and documents which are part of the ASYE programme. These need to be signed and dated at the review points by the NQSW, the ASYE assessor and the line manager. The link to the documents is:

Saba: ASYE programme

Adults Services documents

7.   There is a Critical Reflection Log (CRL) where the NQSW provides evidence of professional development alongside comments from the ASYE assessors on the direct observation of practice. This includes:

- Part 1: beginning the ASYE, with the record of dates for supervision, study days and training days for the ASYE year
- Part 2: reflection on learning in the first three months, with the direct observation of practice and the professional development plan, feedback resources
- Part 3: reflection on learning, three to six months, with the direct observation of practice and the professional development plan, feedback resources
- Part 4: reflection on learning, six to twelve months, with the direct observation of practice and the professional development plan, feedback resources
- Professional development plan; end of ASYE
- Professional documentation
- Optional 9-month review template and professional development plan

8.   There is a record of support and progressive assessment (ROSPA) which needs to be completed by the ASYE assessor. This includes:

- Part 1: beginning the ASYE – support and assessment agreement which covers supervision, workload management, protected development time, requirements and responsibilities, assessment, reviews and quality assurance, additional considerations, records of discussions regarding expectations of NQSWs
- Part 2: the first three months review
- Part 3: three to six-month review
- Part 4: six to twelve-month final review and recommendation
- Optional nine-month review

4

9.   **Childrens Services documents**

10.   These documents include the following:

- Learning agreement
- NQSW assessment tool for the 3, 6 and 12 month reviews
- Professional development plan (PDP)
- ASYE assessment reports for 3, 6, 12 months with an optional 9 month review report
- Service user feedback x 3
- Professional feedback x 3
- Direct observation x 3

Key functions and purpose of the ASYE Programme

11.   The ASYE programme will run for a period of 12 months and will commence from the date you are registered with the HCPC / Social Work England as a NQSW.

12.   It is not possible to complete the programme before the 12 months period has elapsed.

13.   Reviews and assessments of knowledge, skills and performance will take place throughout the ASYE year and will be measured against the professional capabilities framework (PCF) and the knowledge and skills statements (KSS) for the contracted service area.

14.   If the NQSW is new to local government service and is failing the ASYE programme at any point, the appropriate action will be taken in line with this policy as necessary. If the NQSW has continuous local government service and has already successfully completed a local authority probationary period and they are failing the ASYE programme the appropriate conduct policy i.e. Disciplinary policy and procedure or Improving work performance policy and procedure will be followed.

15.   The line manager will be responsible for setting objectives and performance standards in accordance with the requirements of the ASYE programme and will participate in reviews of progress against these.

16.   The ASYE co-ordinator will provide support and will also participate in the formal reviews where required.

17.   If the NQSW fails the ASYE programme there will not be an opportunity to retake the ASYE either with Wiltshire Council or with another employer at a later stage. See section on unsatisfactory progress/serious concerns.

18. If the NQSW joins Wiltshire Council part way through completing an ASYE with another employer, the line manager in conjunction with the ASYE co-ordinator will consider the evidence presented for the ASYE assessment, including any statements from the previous employer about progress and the standards achieved, and this will be considered along with the service and against the KSS. Consideration will be given to any remaining elements that need to be completed for the NQSW to successfully complete the ASYE programme. The timescale for completion of the remainder of the ASYE programme will consider the period already completed and the total time will not be less than one year.

19. If the NQSW leaves the employment of Wiltshire Council part way through completing the ASYE programme, the council will, on request from the new employer to the ASYE co-ordinator, provide details of the NQSW's ASYE progress and assessments completed to date.

20. This process should be read in conjunction with the ASYE flowchart which highlights the key meeting points.

21. All reports and portfolio documents for the ASYE programme are stored on the ASYE portal as this is a secure and electronic system which has restricted access to the NQSW, ASYE assessor / line manager and the panel members.

22. The ASYE programme consists of reviews, reflections, development plans, feedback and direct observations of practice evidence

Formal Review Meetings

23. **Within the first month**: (refer to documents for the programme)

   - At the start of the ASYE programme and before the fourth week, the assessor / line manager and the ASYE co-ordinator will meet with the NQSW to complete the learning agreement.

   - The ASYE co-ordinator will advise on all appropriate documents, templates and set submission dates for portfolio documentation to be completed during the ASYE year.

   - The NQSW will be set up on the ASYE portal system and directed to the GROW site for the tools and resources for the ASYE programme.

   - An agreement of regular supervision and formal review dates with a qualified social worker throughout the ASYE programme will be set up. This will usually be with the ASYE assessor and / or line manager.

- An induction plan which identifies the learning and development and supports the NQSW continual professional development plan (CPD) will be provided.

- Protected time will be available, equal to one half day every two weeks or one day per month, for the NQSW to support personal development and is specifically for reflection and writing up CPD. Responsibility for ensuring that this happens is jointly shared between the NQSW and the ASYE assessor. If any problems are encountered the manager and the ASYE co-ordinator needs to be informed. If necessary for part time staff, line managers may adjust the timescales for the interim reviews and final assessment so they occur at appropriate points. Part time staff will still be subject to a 12 month ASYE review.

- Workload over the course of the ASYE should be 10% less than that expected of an experienced social worker in the same role. This will be weighted over the course of the year by factors such as case complexity, risk and the NQSW growing in proficiency in the role. Part time workers will have a case load which is reduced according to the hours they work.

- If the NQSW is struggling to complete the ASYE paperwork as a result of their caseload, the manager and the ASYE Co-ordinator need to be informed.

24. **Formal Review Meeting: 3-month Review** (refer to documents for the programme)

- The ASYE assessor / line manager will meet no later than three months from the start date to review and record progress to date on the ASYE programme. The standards set out in the PCF and KSS for each service area and the progress against these will be discussed, and the professional development plan (PDP) will also be reviewed. By this stage there will have been the opportunity for the NQSW's practice to be directly observed and feedback on this will be included as part of the review meeting.

- The NQSW needs to have all of the 3 month portfolio documentation completed for the service area they are contracted to.

- The ASYE assessor / line manager will complete the ASYE 12 week assessment report with a record of the discussions that have taken place. All documents to be agreed and signed off by the NQSW to be uploaded on to the ASYE portal system.

7

- If unsatisfactory progress has been achieved, the gaps of knowledge and skills need to be identified using the PCF, KSS and the supportive action plan tool to record the discussions and detail actions that may need to be put in place such as additional training, extra support and possible reasonable adjustments. Agreed timeframes need to be identified and recorded with monthly supervision. See section on unsatisfactory progress/serious concerns.

25. **Formal Review Meeting: 6-month Review.** (refer to documents for the programme)

- At the 6-month stage, a further review meeting will be held with the ASYE assessor / line manager to review progress to date on the ASYE programme. Progress against the standards set out in the PCF and KSS for the NQSW service area will be discussed and the NQSW's professional development plan (PDP) will also be reviewed. By this stage there will have been the opportunity for their practice to be directly observed and feedback on this will be included as part of the review meeting.

- The NQSW needs to have all of the 6 month portfolio documentation completed for the service area they are contracted to.

- The ASYE assessor / line manager will complete the ASYE assessment report with a record of the discussions that have taken place. All documents to be agreed and signed off by the NQSW and uploaded on the ASYE portal system.

- If unsatisfactory progress has been achieved, the gaps of KSS need to be identified using the PCF and using the supportive action plan tool to record the discussions and detail actions that may need to be put in place such as additional training, extra support and possible reasonable adjustments. Agreed timeframes need to be identified and recorded with monthly supervisions. See section on unsatisfactory progress/serious concerns.

26. **Optional formal Review Meeting: 9-month Meeting.** (refer to documents for the programme)

- If there are concerns about performance being satisfactory a 9-month review may be carried out. This will be where there have been developmental concerns, unsatisfactory progress or where there have been support issues within the teams or with the ASYE assessors / line manager that have been raised at an earlier point. Additional areas for development and support will have been provided and detailed on the supportive action plan tool to support the discussions.

- All documents need to be agreed and signed off by the NQSW and uploaded on the ASYE portal system.

- See section on unsatisfactory progress/serious concerns.

27. **Final review and assessment meeting: 11-month Meeting for suitability as a social worker** (refer to the ASYE programme documents for the programme)

- At this stage, the assessor will meet with the NQSW to ensure everything is on track and consider all the evidence gathered and reviews completed to date and will make a judgement of pass or fail in line with the relevant assessment criteria of the ASYE programme.

- The NQSW will ensure all the relevant portfolio documents for the assessment are available for the ASYE assessor / line manager.

- A date will be set for the final review and assessment decision to meet with the ASYE assessor to complete the final assessment review, referring to holistic assessment outcomes, PCF and the KSS relevant to the service.

- The agreed date for submission of the ASYE portfolio documents should be identified to upload onto the ASYE portal at least two weeks prior to the final review to enable the ASYE assessor/line manager to complete the 12-month final review and assessment.

- All portfolio documents need to be uploaded on to the ASYE portal system.

28. **Unsatisfactory progress/Serious concerns**

- Where the performance is not meeting the required standards or there are serious concerns about the performance the assessor will liaise with your line manager, the ASYE co-ordinator, the internal moderation and monitoring panel and the HR advisory team.

- It is not necessary to wait for a formal review or until the end of the ASYE year for action to be taken to bring to the NQSWs attention that they are not meeting the required standards and that the consequences of not reaching the required standards could lead to the NQSW failing the ASYE programme and/or being dismissed. Action to improve performance or requesting the NQSW to attend a formal review meeting can be taken at any time during the NQSWs probationary period providing the formal reviews have taken place; additional reviews have been put in place; any agreed extra training and support measures have been put in place and it has been

explained to the NQSW what they need to do to turn their performance around.

- The ASYE assessor/line manager will need:

    - to clarify concerns with the NQSW to identify any support required
    - to clarify the possible consequences of not achieving the required standards (i.e. failure to successfully complete the ASYE)
    - discuss if any reasonable adjustments are required
    - to have transparent conversations with the NQSW and the moderation and monitoring panel.
    - to seek advice from an HR advisor.
    - put a support action plan in place with set dates for interim review meetings, to review progress.

- The areas of concerns need to be recorded by the ASYE assessor/line manager within the reports and on the NQSW professional development plan (PDP) using the benchmark statement of the PCF and the KSS and using the supportive action plan tool to have clear objectives and recorded timeframes on when the objectives need to be met.

- Additional supervisions will be required to review the progress of the NQSW using the supportive action plan as a tool to record progress.

- If appropriate, an optional direct observation of practice may be organised during the review of the supportive action plan to monitor progression.

- Through supervision and assessment reviews, the ASYE co-ordinator will inform the internal moderation and monitoring panel of progress and any concerns about performance and practice.

- If the above measures have been put in place and no improvements are made and the NQSW does not have previous local authority continuous service they will be invited to attend a formal review meeting with a nominated head of service to consider their options. An HR case adviser will be invited to attend this meeting and the NQSW will have the right to be accompanied by a work colleague who is an employee of Wiltshire Council or a trade union representative (certified by their union as being competent to accompany an employee). See guidance on the right to be accompanied | HR Direct

- After the formal review meeting the NQSW will be informed verbally of the outcome of the meeting which could be that their employment is terminated. The outcome will also be confirmed in writing.

- If the NQSW is to have their employment terminated this will be confirmed in writing and they will be given one week's notice.

- For a NQSW with no previous continuous local authority service the ASYE programme is a probationary period and there is no right of appeal against the decision to dismiss under the ASYE policy

- If the NQSW has previous continuous service with the council or another local authority and becomes an NQSW they still need to successfully complete the one year ASYE programme to obtain a position as a social worker. However, if they have previous continuous local authority service and have already successfully completed a local authority probationary period they will not be subject to another probationary period. Any concerns with their performance or behaviour will be dealt with using the council's Disciplinary policy and procedure or Improving work performance policy.

- In the case of serious concerns, it may be decided to move straight to a formal review meeting.

- Serious concerns include, but are not limited to:

  - gross misconduct
  - failure to comply with the PCF which sets out consistent expectation of social workers at every stage in their career - https://www.basw.co.uk/pcf/
  - failure to comply with the standards of proficiency for social workers (SOPS)   which sets the standards of proficiency for social workers in England and sets out what a social worker should know, understand and be able to do - http://www.hpc-uk.org/aboutregistration/standards/standardsofproficiency/
  - failure meeting the relevant KSS for the service area knowledge and skills statement for child and family social work or the knowledge and skills statements for social workers in adult services

- Termination of employment under the ASYE programme due to performance issues will automatically result in a failure to pass the ASYE programme.

- In the case of a NQSW being dismissed on medical grounds they would be withdrawn from the ASYE programme. The manager or the

Principal Social Worker (PSW) would need to contact the HCPC/Social Work England for advice regarding fitness to practise.

- In the case of an NQSW failing the ASYE programme, employers, managers and the PSW will need to consider appropriate options on a case-by-case basis. If concerns are raised about the NQSW`s fitness to practise, the manager or the PSW should contact the HCPC. For further information about the HCPC Fitness to Practice process http://www.hpc-uk.org/assets/documents/10001FC8TheFTPprocess_cfw.pdf

29. **The Assessment Frameworks**

- Assessment during the ASYE programme for the NQSW will be against holistic assessment outcomes mapped against criteria outlined in the PCF and the KSS for each service area.

- The PCF is designed to develop social workers throughout each stage of their career, in conjunction with the HCPC, Standards of Proficiency (SOP) for Social Workers, which is a requirement for the registration of social workers. These standards are available on the HCPC's website. The PCF should be used in conjunction with the KSS for the contracted service, knowledge and skills statement for child and family social work or the knowledge and skills statements for social workers in adult services

- Evidence for assessment will be obtained from a variety of sources and will include direct observations, critical reflection logs, self-assessments, supervision records, case records, reports written and feedback from, colleagues, other professionals and customers/service users. Refer to collecting feedback.

30. **Internal Monitoring and Moderation Panel**

- The internal monitoring and moderation panel meets every 4 to 6 weeks.

- The panel comprises a principal social worker from the service area, the ASYE Co-ordinator and the OD Consultant. For the Children's Service Panel two operational managers are also invited to attend.

- The panel meet to review progress against the standards, including undertaking a review of all the evidence of progress during the previous 12 months, any concerns with support, a discussion of extensions and confirming the assessment decision.

The purpose of the monitoring and moderation panel is:

- To confirm the assessment outcome through scrutiny of the NQSW's progress.

- To confirm whether the NQSW has reached the standards required for social workers in England and whether the NQSW has or has not passed their ASYE year.

- To arrange a review of the outcomes of the panel with the NQSW`s manager and with the NQSW separately, and then together, to explain their decisions if they do not agree.

- To agree what action should be taken if the internal moderators do not agree with the ASYE assessor's judgement or deem that there is not sufficient evidence to support the assessor's decision. In relation to the NQSW, this may take the form of:
  o A request for more evidence.
  o A reassessment with a view to bringing the assessment up to the expected standard.
  o A request that a second ASYE assessor reassesses the evidence and makes an assessment decision on behalf of the organisation.

- To agree an extension to the probationary period in extenuating circumstances e.g. sickness, maternity absence or parental leave, etc.

- To ensure the assessment decision has been scrutinised through an agreed process and is in line with nationally agreed standards.

- To act if there are concerns that the NQSW has not been assessed correctly in line with the expected standards.

- To take an overview of the quality and consistency of assessment decisions and give feedback to assessors and the organisation, to promote high standards and the continuous development of the ASYE process.

- To ensure all assessment decisions are made in line with the KSS for the service are contracted and are underpinned by the PCF so they can be recognised nationally.

- To provide samples, materials and evidence to the partnership moderation and monitoring process and external moderation and monitoring process, contributing to these processes as required.

- To receive and act on feedback from the partnership and the external moderation and monitoring process.

- To confirm the outcome(s) of their decisions in writing to the NQSW within two weeks, with a copy to the ASYE assessor/line manager.

31.   Further information about the internal monitoring and moderation panel can be found here. The guidance provided is the same for both adults and children's services.

32.   **Extensions/break to the 12 month ASYE programme**

- If the NQSW is absent from work for a prolonged basis period (for example due to ill health, maternity or parental leave) or reasonable adjustments have not been resolved resulting in the NQSW not being able to demonstrate achievement of the necessary standards within the set timescales, their line manager and the ASYE co-ordinator may consider extending/pausing the ASYE period and/or to defer the final assessment.

- This decision needs to be agreed with the internal moderation panel. The moderation and monitoring panel will also review the NQSW`s progress and be involved in any decisions. Any deferment or extension will also be discussed with the NQSW. On return to work the NQSW will still need to successfully complete the ASYE programme before their employment as a social worker with Wiltshire Council can be confirmed.

- The ASYE will not be extended beyond 12 months if the NQSW should consistently fail to meet the requirements of the ASYE assessment standards. Any concerns regarding performance will instead be addressed in supervision and the formal review process with support provided through a supportive action plan. If development is not achieved following the implementation of the "unsatisfactory process" then a decision to fail may be reached and employment may also be terminated using the ASYE policy.

- It may be appropriate for a NQSW to have a supportive break from the ASYE programme for an agreed time. This needs to be agreed with the manager, PSW, HR advisor and the ASYE co-ordinator. On return to the ASYE programme a meeting needs to be arranged with the ASYE assessor, manager, ASYE co-ordinator to agree recommencement of the ASYE programme.

33.   **Successful completion of the ASYE Programme**

- If the decision of the internal monitoring and moderation panel is that the NQSW has successfully completed the ASYE programme this will be confirmed by the panel. Formal feedback will be provided to the NQSW, the ASYE assessor and the service.

- The manager will need to complete a change form to inform HR of successful completion which will be the end of the probationary period.

34. **Roles and responsibilities**

Employee responsibilities - NQSW

- To take full responsibility for undertaking self-directed learning. This means that they own their learning and are expected to take responsibility for it.
- To fully participate in the ASYE process including undertaking identified learning and development opportunities and participating in the formal review and assessment processes.
- To understand the performance requirements as set out in the KSS and PCF at ASYE level.
- Health and Care Professions Council (HCPC) registration requires all social workers to be responsible for their professional development. A NQSW will therefore be expected to 'own' their development and raise any queries, questions or concerns about their own progress with their manager in a timely fashion. Should they not receive a satisfactory answer, they may raise their concerns with their manager's manager.
- A NQSW must evidence their developing professionalism through the tools and the relevant documents.
- They need to upload onto the ASYE portal system for the ASYE assessor/line manager at the agreed review points.
- Demonstration of critically reflective practise is central to completing the critical reflection log. To achieve this, they must gather and make use of feedback from colleagues and people in need of care and support.
- They will be required to develop professional knowledge and practice within a theoretical and research evidence based framework.
- The NQSW is required to attend the Honest, Open & Transparent (HOT) topic sessions which are provided.
- The NQSW must attend all parts of a planned induction, including structured programmes of learning

ASYE assessor responsibilities

- The ASYE assessor will usually be the NQSW line manager/ supervisor.
- To contribute to an initial meeting with the NQSW to establish a clear learning agreement.

- Take responsibility for completing the holistic assessment, evidencing progress against assessment criteria and conducting supervisions.
- Meet with the NQSW when they commence the ASYE and at regular intervals to review progress.
- Formally review progress and complete the assessment documents at 3, 6, 9 (if appropriate) and 11 (final assessment) months and the optional review at nine months (if required).
- To write any supportive plans if required and to arrange reviews accordingly.
- Provide support by:
  - Ensuring protected caseload
  - Addressing development needs
  - Talking about the management of workload
  - Providing reflective supervision and conducting reviews
  - Providing evidence at reviews, progressive feedback and holistic assessment of a pass or fail in line with the assessment critieria.

Line managers responsibilities

- When recruiting a NQSW, to notify the ASYE co-ordinator once a start date has been agreed so that a full induction and ASYE programme can be planned to include formal and informal review dates
- To manage the ASYE, allocating appropriate workload for the NQSW to ensure the requirements of the ASYE programme are met. Where the line manager is not a qualified social worker to allocate a professional supervisor who is a qualified social worker.
- To provide appropriate support to the NQSW throughout the ASYE process, responding to any questions or concerns the NQSW may have about their own progress.
- To be familiar with performance requirements as set out in the KSS and the PCF at ASYE level.
- To conduct the formal reviews of the NQSW's progress during the ASYE programme and to take the lead in the 3, 6, 9 (if appropriate) 11 and 12-month review meetings, with support from the ASYE co-ordinator.
- To provide appropriate information to the internal moderation and monitoring panels as required.
- To complete the appropriate assessment review paperwork as necessary.
- To implement a supportive action plan and to inform the ASYE co-ordinator and HR for advice and support if required.

ASYE co-ordinator responsibilities

16

- To inform line managers about the council's ASYE programme in line with national guidelines.
- To facility the initial meeting with the NQSW and the ASYE assessor to establish a clear learning agreement.
- To quality assure programme requirements are adhered to and be familiar with performance requirements as set out in the KSS and the PCF at ASYE level.
- When requested to participate in the formal review meetings throughout the ASYE (e.g. where NQSW is not meeting requirements or the line manager is new).
- To ensure the support and assessment arrangements identified in the record of support and progressive assessment and feedback is given to the internal moderation and monitoring panel to follow up recommendations.
- To attend and advise, as appropriate, at the internal monitoring and moderation panel.
- To liaise as appropriate with the principal social workers, assessors, NQSW and managers when problems have arisen.
- Organise and manage ASYE support groups, ASYE assessors training, HOT topics with the PSW.
- To attend the regional moderation and business meetings to support the quality assurance process.
- To support the national moderation process.
- To undertake the admin tasks for the grants funds awarded.

Principal Social Worker responsibilities (PSW)

- Responsible for overseeing and confirming assessment decisions of the ASYE assessment process. Elements of this work can be delegated to an appropriate service representative.
- Ensures the council has a process for allocating, developing and supporting a sufficient number of ASYE assessors.
- Develops mechanisms for supporting and developing assessors and managing those who are not able to meet these standards.
- Supports the ASYE coordinator where required in ensuring reviews of the NQSW are completed to agreed timescales and their progress is monitored to ensure that their work is presented in a timely way to the internal moderation and monitoring panel.
- Be a member of the monitoring and moderation panel to consider progress of NQSWs and recommendations regarding assessment decisions.
- Provide additional support to an ASYE assessor/line manager and/or NQSW, where identified.
- Support the management of the ASYE support groups with the ASYE Co-ordinator.

Monitoring and moderation panel members' responsibilities

- Meet regularly as a panel to review the progress of all NQSW's.
- To moderate recommendations regarding assessment at the end of ASYE programme for the NQSW.
- Consider agenda and reports prepared/provided by the assessors and managers and act where necessary.

HR responsibilities

- To advise and support the management where unsatisfactory progress has been identified.

- To manage all aspects related to HR for the NQSW.

Frequently asked questions

➢ **I am a NQSW. Do I have to complete the ASYE in order to be able to register or re-register with the Health and Care Professions Council (HCPC)/Social Work England?**

In order to undertake an ASYE you <u>must</u> be registered with the HCPC/Social Work England. You will be able to register as a social worker following successful completion of a recognised social work degree. And, in order to practise as a social worker, you need to be registered with the HCPC/Social Work England.

➢ **Do all NQSWs have to complete the ASYE?**

Yes, provided that the NQSW registers for the ASYE programme within two years of successfully completing a recognised social work degree programme and qualified since June 2012.

➢ **I have just been appointed to a qualified social worker post but before that have been working in an unqualified care role and it is over two years since I graduated. Would I still be expected to undertake the ASYE?**

The council considers ASYE success as evidence of a new social worker's ability to apply their learning and skills in practice and therefore it is generally expected that you would be required to complete an ASYE. As part of the appointment process the line manager and ASYE co-ordinator (if appropriate) will be able to discuss your skills and experience with you to determine whether completing an ASYE is applicable in your situation. It may be necessary for the council to refer to national guidelines in place regarding post-qualification timescales to determine whether the ASYE is required.

➢ **I qualified more than 2 years ago but have not undertaken any professional practice as I have been on maternity leave. Will I be expected to undertake the ASYE?**

As above, the council considers ASYE success as evidence of a new social worker's ability to apply their learning and skills in practice. As part of the appointment process the line manager and the ASYE co-ordinator (if appropriate) will be able to discuss your skills and experience with you to determine whether completing an ASYE is applicable in your situation. The council will refer to national guidelines in place regarding post-qualification timescales to determine whether the ASYE is required. If you qualified before 2012 you are not able to participate in the ASYE programme.

➢ **Is there a difference in the ASYE programme for NQSWs in children's and adult's services?**

This policy will apply to NQSWs across both service areas. All NQSWs, regardless of the service in which they are employed to work, will be required to complete the ASYE programme. Your line manager and/or the ASYE Co-ordinator will be able to provide details of the ASYE in place within your service and the support you can expect to receive. All documentation for both services is available on grow.

➢ **I was a NQSW when I started with the council in 2011. Am I required to complete an ASYE now?**

If you have already completed an Induction with the council and have been confirmed in post you will not be required to undertake an ASYE. The requirement for NQSWs to complete an ASYE was introduced from September 2012.

➢ **How many capabilities will I need to demonstrate to successfully 'pass' the ASYE?**

You will be required to meet the knowledge and skills statements of the adults or children's Health and Care Professions Council (HCPC)/Social Work England standards of proficiency and provide evidence of capability across all nine domains of the Professional Capabilities Framework (PCF) at ASYE level and that you have satisfied the minimum standard in each domain.

➢ **Will I receive an increment if I successfully pass the ASYE?**

No – there is no entitlement to any form of incremental progression on successful completion of the ASYE programme. You will remain on your same grade and incremental point.

Definitions/Links

NQSW – Newly Qualified Social Worker – The social worker who has completed their studies but who has yet to undertake their first year of professional practice

ASYE – Assessed and Supported Year of Employment – A programme to support and assess NQSWs in their first year of practice.

HCPC – Health and Care Professions Council - The HCPC is the professional regulator for many health and care professions, including social workers. Social workers practicing in England must be registered with the HCPC to hold the protected title of 'social worker' and to practise as such. Further information is available from the HCPC - http://www.hcpc-uk.co.uk/

Holistic assessment - Holistic assessment is the principle that will be used to assess a NQSW's performance during the ASYE against the Knowledge and Skills Statements and the domains of the Professional Capabilities Framework. NQSWs will need to demonstrate integration of their knowledge and capabilities across these different domains. Further information is available on the Skills for Care - https://www.skillsforcare.org.uk/Documents/Learning-and-development/ASYE-adults/Assessors-and-supervisors-toolkit/Holistic-Assessment.pdf

Knowledge and Skills Statements - This is the national framework for the assessment for newly qualified social workers at the end of their first year in practice.
 Adults:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/411957/KSS.pdf
Children's:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/708704/Post-qualifying_standard-KSS_for_child_and_family_practitioners.pdf

PCF – Professional Capabilities Framework
https://www.basw.co.uk/professional-development/professional-capabilities-framework-pcf

Skills for Care – A useful resource for NQSWs and Assessors Support

Social Work England – will become the regulator for social workers in England from 2019

BASW – British Association of Social Workers - BASW
https://www.basw.co.uk/

PSW – Principal Social Worker

HR – Human Resources

Equal Opportunities

This policy has been Equality Impact Assessed (link to EIA for policy) to identify opportunities to promote equality and mitigate any negative or adverse impacts on groups.

Managers will make any necessary adjustments to ensure that all employees are treated fairly. For further information see the guidance on equal opportunities in (link to equal opps guidance)

Legislation

Note any specific pieces of legislation relied on

This policy has been reviewed by an external legal organisation to ensure compliance with (the above legislation and) our statutory duties.

Data protection (privacy notice)
Wiltshire Council processes personal data collected during all stages of this policy and procedure in accordance with its data protection policy as required by GDPR. Data collected is held securely and is only disclosed to and accessed by individuals for the purpose of completing the disciplinary process and procedure.
Inappropriate access or disclosure of employee data constitutes a data breach and must be reported in accordance with the Council's data protection policy. Any such breaches may result in an investigation which could lead to action under the disciplinary procedure. The full privacy notice can be read here. (add in link)

Advice and guidance

If you require help in accessing or understanding this policy [or completing any of the associated forms] 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.

Further information

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

There is also a ==toolkit== including manager guidance and supporting documents to use when following this policy and procedure.

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

Policy author	HR Policy and Reward Team – (Initials)
Policy implemented	DD-MM-YYYY
Policy last updated	DD-MM-YYYY

# Quarterly Workforce Report

January – March 2019

Key Observations

Workforce Stability

Our analysis shows that the current workforce appears to be in a fairly stable position. Staffing levels remain consistent, whilst voluntary turnover is seeing a year-on-year downward trend. This stability may also have been assisted by following workforce measures:

Staffing Levels

The headcount across Wiltshire Council has seen an increase over the last two quarters. The majority of the increase this quarter was from Access and Reablement; in the Reablement and the Advice & Contact, MASH & FAB services. This is due to ongoing recruitment activities to fill vacancies created through the restructure of adult social care.

However, the general trend over the longer term shows the workforce has remained stable over the last two financial years. As you can see from the graph on the right, the orange section (detailing headcount over the last two financial years) is consistent at around 4600 staff, as highlighted by the green trend line.

Change in headcount
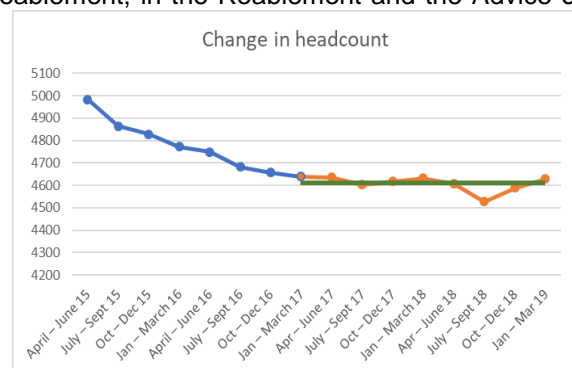
Under 25s Increase

The proportion of staff under the age of 25 has seen a steady but consistent increase over the 2018/19 financial year; and is now at it's highest rate since 2015. This has been aided by the ongoing efforts to exploit the apprenticeship levy; 2 new apprentices started this quarter and 3 in the previous quarter. These apprenticeships form part of a wider improving trend in the number of new starters under 25; a trend which persists even after accounting for the predicted seasonal demand for additional staff in this age group; i.e. in leisure services.

In addition to apprenticeships, HR have also dedicated significant resources to developing staff engagement and improving our social media presence as an employer of choice. Feedback received through our EPIC staff engagement group indicates that these efforts, in conjuction with ongoing improvements to our employer brand, campaigning the benefits of working at the council, plus the ongoing promotion of apprennticeships, have contributed to the increase in attracting successful applicants under the age of 25.

Increase in Agency Use/Cost

Our initial analysis of increased agency spend over the last 18 months indicates that the majority of these increases relate to covering social worker roles in Support and Safeguarding and providing interim executive/director positions. New funding of £1.2m to create additional social work roles in 2018 aimed to provide extra capacity as well as reduce the ongoing need for agency support. The challenges of recruiting to these roles inevitably mean that a requirement for agency workers will remain; however the service and HR have created initiatives to enhance the recruitment process, including the recent "refer a friend" incentive scheme to try and mitigate this.

Quarter ended: 31 March 2019

Staffing Levels

Measure	Apr – June 18	July – Sept 18	Oct – Dec 18	Jan – Mar 19
Headcount	4605	4526	4586	4627
FTE	3458.8	3355.1	3407.5	3434.4
Agency worker use (equivalent number of FTE's used during quarter)	109.8	88.9	67.1	73.5
Ratio of managers to employees	1:10.2	1:10.2	1:10.2	1:10.3
FTE of managers	439.9	429.9	434.5	434.2
Number of redundancies made during quarter	22	11	12	18
Ratio of starters to leavers (FTE)	1:0.8	1:1.8	1:0.7	1:0.7

Sickness Absence

Measure	Apr – June 18	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Jan – March 18
Working days lost per FTE	2.1 days	2.3 days	2.3 days	2.4 days	2.4 days
% of total absences over 20 days	56.9%	56.6%	49.1%	45.6%	43.8%

Health and Safety RIDDOR related injuries

Measure	Apr - June 18	July – Sept 18	Oct – Dec 18	Jan – Mar 19
No. of workplace incidents/injuries reported	2	1	1	1

Voluntary Staff Turnover

Measure	Apr - June 18	July – Sept 18	Oct - Dec 18	Jan – Mar 19	Jan - March 18
% staff turnover	2.4% (111 leavers)	2.8% (130 leavers)	2.1% (95 leavers)	2.1% (97 leavers)	2.5% (117 leavers)
% <1 year turnover rate	4.3%	4.1%	3.8%	4.4%	5.6%
% Under 25's voluntary turnover	3.0%	5.4%	3.1%	2.8%	5.0%
Average leavers' length of service	8.3 years	11.6 years	7.8 years	8.1 years	7.5 years

New Disciplinary, Grievance and Absence Cases

Measure	Apr - June 18	July – Sept 18	Oct – Dec 18	Jan – Mar 19
Disciplinary cases	16	35	22	12
Grievance cases	8	5	6	4
Absence cases	159	151	168	181

Employee costs					
Measure Relating to Quarter	Apr – June 18	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Jan – March 18
Total paid in salaries to employees (non casual)	£26.09m	£25.55m	£25.67m	£25.55m	£25.05m
Total paid in salary to casual employees	£0.52m	£0.59m	£0.41m	£0.49m	£0.48m
Total salary pay	£26.61m	£26.61m	£26.08m	£26.03m	£25.53m
Total paid to agency workers	£1.55m	£1.79m	£1.73m	£1.94m	£1.26m
Median employee basic salary	£21,074	£21,074	£21,074	£21,074	£20,661

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 (If the figure is negative a saving has been achieved)	Apr - June 18	July – Sept 18	Oct – Dec 18	Jan – Mar 19
Cost of sick pay	£0.75m	£0.78m	£0.70m	£0.69m
FTE change due to employee hour changes	-8.2	-2.0	-1.6	-8.5
Cost/saving of employee hour changes	-£234,562	-£84,749	-£20,942	-£224,775

Why this is important: Sick pay amounted to £2,889,362 across Wiltshire Council during the 2017-18 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	Apr – June 18	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Jan – Mar 18
% < 25	6.3%	6.8%	6.9%	7.0%	6.5%
% 55 and over	26.1%	25.7%	25.7%	25.9%	25.7%
% Female	71.0%	72.8%	72.9%	72.9%	70.8%
% Part-time	46.0%	47.1%	46.7%	47.0%	45.4%
% Temporary contracts	5.9%	5.8%	6.3%	6.6%	5.7%
% Black or Minority Ethnic	2.9%	3.0%	3.1%	3.0%	2.8%
% Disabled	8.3%	8.2%	7.8%	7.8%	7.8%

Pulse 360		
Me	**Management**	**Company**
PULSE SCORE	PULSE SCORE	PULSE SCORE
+35	**+44**	**+40**
54% Promoters 68	61% Promoters 77	56% Promoters 71
27% Passives 34	22% Passives 28	28% Passives 35
Based on most recent response from each participant	Based on most recent response from each participant	Based on most recent response from each participant
19% Detractors 24	17% Detractors 21	16% Detractors 20
↓ -4 (pulse score)	↑ +6 (pulse score)	↑ +4 (pulse score)

The above information has been taken from our grow system. This is a new feature that was introduced in August 2018 to regularly understand how staff are feeling towards 3 key areas of their work experience, 'Me', 'Management' and 'Company'. This table displays how positive, neutral or negative staff are feeling towards these 3 key areas, including how the pulse score (displayed in the middle of the circle) has improved or declined.

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
8 May 2019

Staff Survey 2018

Purpose of report

1. To provide the committee with a summary of the results of the 2018 staff engagement survey.

2. A corporate results report for staff and members has been produced (Appendix A - 2018 staff engagement survey results report for staff and members) and should be read in conjunction with this report.

Background

3. The staff engagement survey is a vital aspect of measuring staff engagement, recognising staff voice and giving an opportunity to measure the effectiveness of the action plans generated following the previous survey.

4. The survey also enables the identification of any new issues or opportunities, which can help shape revised priorities for both corporate and service area plans.

5. A staff survey was last undertaken in November 2016 and was completed by 65% of the workforce (2898 responses). Previous surveys were conducted in 2014, 2012 and 2011.

6. The 2017-27 People Strategy identifies a key priority of improving staff engagement. Based on the significance of this priority, the staff survey was redeveloped with reference to a model provided by "Engage for Success", a voluntary organisation that is aligned with the Chartered Institute of Personnel & Development (CIPD) and provides advice and support to organisations to improve employee engagement.

7. A decision was made in 2016 not to benchmark Wiltshire Council results externally through ORC. That decision provided us with an opportunity to be more flexible with the way questions are asked, and to set them in a local context to better reflect our own objectives and workforce.

Timescales

8. The staff survey ran from Monday 10 December 2018 until Monday 7 January 2019, to coincide with the completion of the staff engagement forums.

9. The initial period was subsequently extended, with final responses being accepted up to 5pm on Monday 21 January. To allow for postage times, paper copies were accepted up to Thursday 24 January.

10. Corporate results reports were provided to CLT at the end of February 2019. Service level reports were then issued to directors and service heads at the end of March 2019.

Response rates

11. The response rate was 63.3% (2,729 individual responses). This response rate is slightly lower than the 2016 rate of 65.7% (2,898 responses).

12. Most of this reduced response rate can be attributed to receiving significantly less paper copy surveys in 2018. Just under 5% of responses (129) were received as paper copies compared to almost 8% (229) in 2016.

13. Given the challenges in distributing surveys to the sections of our workforce without readily available access to IT, this is within an acceptable range. Gartner indicate that an appropriate response rate "gives a statistically representative and reliable sample at sufficient levels of the company".

14. Response rates varied widely by service areas; this is not unexpected, particularly in those services where large numbers of staff work variable hours, or in roles with very little corporate contact.

15. As expected, almost two-thirds of responses (63%) came from the council's three main hubs. Responses by location were distributed as follows:

Survey responses by location type

- A main hub
- Other council location
- Home-based
- A Library
- A works/depot
- A Leisure Centre
- Other non-council location (e.g. a hospital)
- A community campus
- Mobile/peripatetic
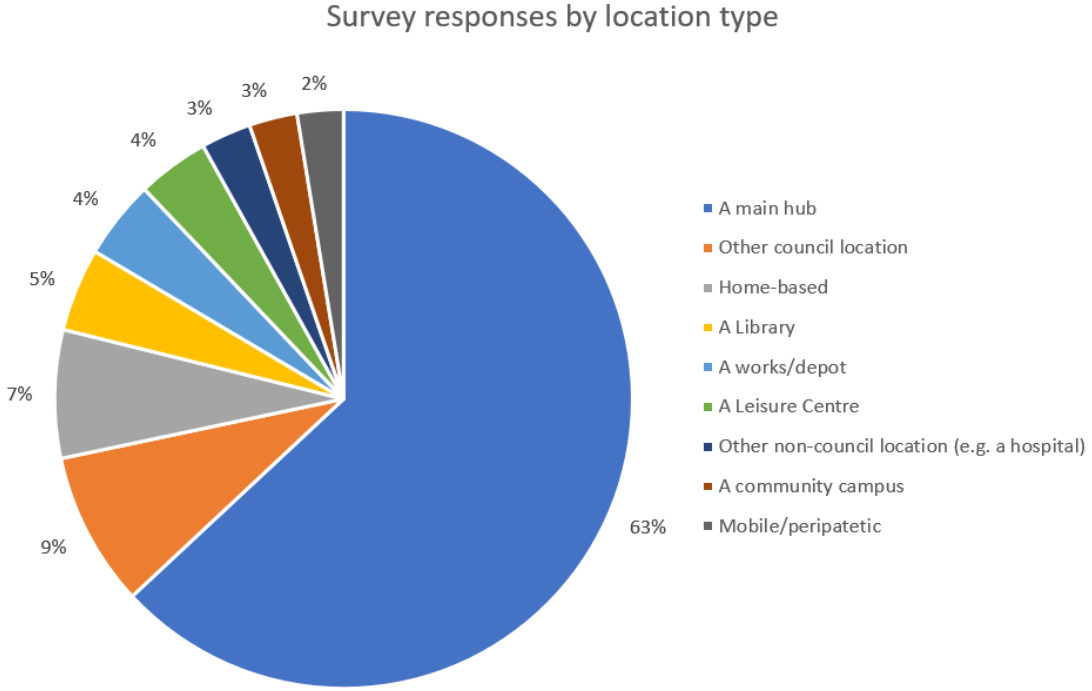
16. As part of the focus on engagement, the 2018 survey gave respondents more opportunities to express their thoughts through an increased number of free-text feedback sections. Whilst this type of feedback can be challenging and time-consuming to analyse, it allows for far better assessment of our "employee voice".

17. Staff submitted over 5,500 free-text comments (compared to only 534 in the 2016 survey). Analysis of these highlighted the main positive and negative themes of the comments, which are presented in the results report at Appendix A.

Engagement index scores

18. The council's engagement index has increased to 70%. This is a significant uplift from the previous score of 58% in 2016, and is also a much larger increase than that seen between previous surveys in 2014 (56%), 2012 (51%) and 2011 (43%).

19. This score compares favourably with the 2017 Civil Service People Survey score of 61%. More significantly, as seen above the council's engagement index has consistently improved, increasing by by 27% overall since 2011, whereas over the same period the Civil Service score increased by only 5%.

20. The continued positive trend of our staff engagement index scores may indicate we should consider benchmarking ourselves against well-known global private sector organisations, or those perceived as aspirational in respect of their employee engagement image. A 2017 report by Expert Training Systems (ETS) plc, based on almost 1.8 million responses across 99 surveys, identifies an engagement average across their clients of 81%. It should be noted that the basis for their figure is slightly different to the council's, so any absolute comparison should be considered as representative only.

21. The ratio of fully engaged staff increased slightly to 32.2% (879 respondents) from 31.7%, and there was a corresponding decrease in the number of fully disengaged staff to just 0.4% (11 respondents), previously 1.2%.

22. Improvements to the 2018 survey mean that it is now possible to analyse engagement rates by respondents' work location (e.g. a main hub, leisure centre, mobile/peripatetic etc.). This has identified that work location does appear to have a degree of influence on levels of staff engagement.

23. Mobile/peripatetic respondents showed the highest engagement scores (but conversely the lowest actual number of responses), and leisure centre-based respondents indicated they are the least engaged areas:

Engagement index score by work location
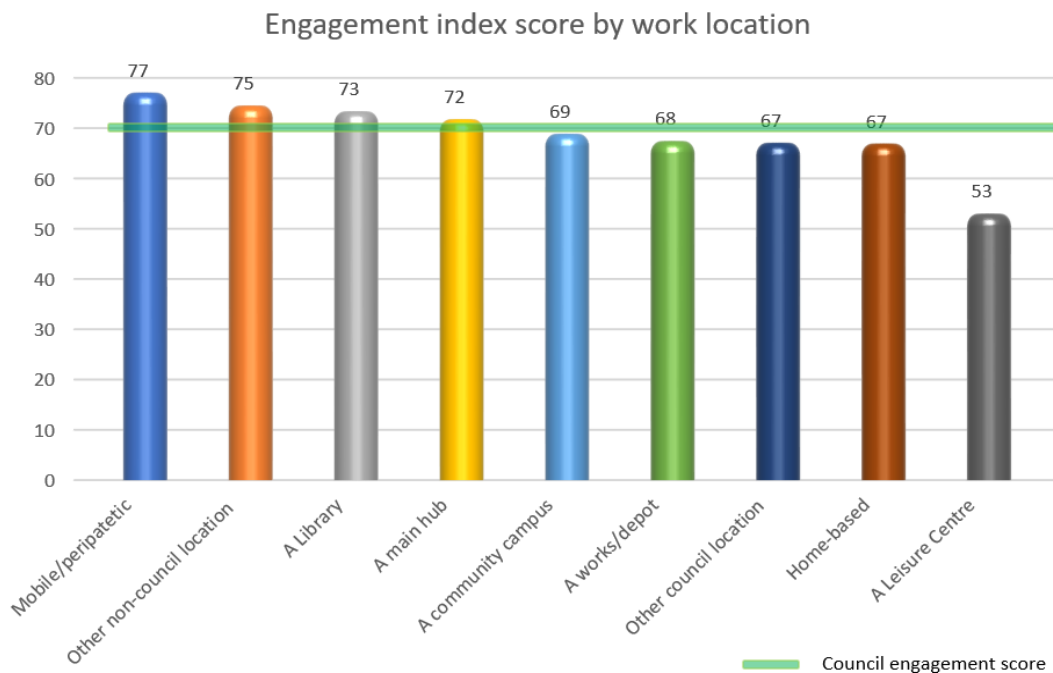
24. The engagement indices across the three main hubs were all very similar: 72% for County Hall, 72% for Monkton Park, and 71% for Bourne Hill; all are slightly above the corporate score.

Page 43

25. To allow for comparison with previous reports, the six control questions used to calculate the council's engagement index score were retained for the 2018 survey.

26. Depending on whether responses were positive or negative, they were used to identify ratios of fully engaged and fully disengaged staff, as well as the overall engagement index score.

27. It should be noted that only around half (49%) of single tier/county councils responding to the 2016/17 LGA workforce survey indicated that they carried out an employee engagement survey in 2016/17. This suggests that employee engagement monitoring is still a developing concept in local authorities.

Engagement enablers analysis

28. As this survey has been aligned to the Engage for Success model of four enablers (strategic narrative, engaging managers, employee voice and integrity), survey results were categorised and analysed accordingly to establish a baseline score for each area.

29. Scores within each of the four enabler areas were further divided into engagement sub-themes to allow for more detailed analysis and better support corporate and service-level action planning.

30. The strongest enabler area was integrity (78% positive), and the lowest scoring area was strategic narrative (66%); this is manifested through lower scores in response to questions concerning corporate priorities and goals and the effectiveness of corporate communications:

Engagement enabler / sub-theme	Positive responses score
Strategic Narrative	**66**
Priorities and goals	63
Motivation	71
Communication	65
Engaging Managers	**73**
Management effectiveness	83
Performance	63
Employee Voice	**72**
Me and my team	75
My work environment	64
Integrity	**78**
Workplace values	74
Workplace experience	84
Overall council score	**70**

31. As these are new categorisations, there is no comparison with previous survey results available.

Reflecting on corporate priorities from 2016

32. Whilst the 2018 survey focused on staff engagement, it is also important to review survey responses against the corporate priorities identified following the 2016 survey, to assess whether the actions that were put in place have had a positive impact.

33. In 2016 four corporate priorities were agreed by the leadership team and communicated to staff:

- Improving learning and development opportunities
- Having access to the resources needed for the role
- Improving the visibility of senior management
- Improving our communication tools

34. The results of the 2018 survey in relation to these areas have been calculated as follows:

a) Availability of opportunities to learn and develop in the current role, and to support career development:

Question	2018 % positive	2016 % positive	Change in % Positive Responses (2016 to 2018)
I can find the right training and development opportunities to improve my skills	58	45	+13%
The learning and development I have received over the last 12 months has helped to develop my career	71	41	+30%

35. As can be seen, following significant efforts to address this issue the results relating to the availability and efficiency of our learning and development offer have shown a significant increase, and have returned to levels that are on a par with, or exceed, the previous highest scores.

b) Access to the resources required to effectively undertake the role

Question	2018 % positive	2016 % positive	Change in % Positive Responses (2016 to 2018)
I have the resources I need at work to do the best job I can	73	58	+15%

36. Whilst availability of resources continues to be one of the main themes mentioned in staff comments, this area also saw a significant increase in positive responses compared to 2016 and is in fact the highest score recorded since 2012.

37. It should be noted, however, that there has been considerable feedback in the comments relating to concerns about ICT. Comments indicate that concerns relate to the capacity of the ICT service to support staff and services, rather than the quality of the equipment itself as a commodity or resource as suggested by the 2016 survey.

38. This improvement in the score could also be indicative of improvements in resourcing elsewhere, including the recent £1.2m investment in children's social work roles,

improved safety and security equipment for civil enforcement officers, and service redesigns in areas such as adult social care (e.g. reablement) which staff may associate with facilitating better outcomes for customers; however further analysis of the results in services will be required to fully understand the reason for this increase.

c) Visibility of senior management

Question	2018 % positive	2016 % positive	2014 % positive	2012 % positive	Change in % Positive Responses (2016 to 2018)
I feel our Directors and Corporate Directors are interested in our service area and the work we do [n.b. this question was previously: "Our leaders (associate directors and corporate directors) are sufficiently visible"]	76	30	36	37	+46%

39. As part of the development of this staff engagement survey some questions were reviewed and changed so that staff could consider a more relevant and recognisable perception of management interest, rather than the more subjective concept of management visibility. Despite the change in the wording in the question, it still retained the original sentiment.

40. Whilst it is likely that the change in the wording of this question has improved the level of positive responses it should also be recognised that, from an engagement perspective, the score is also a very positive indicator of how senior managers are now better meeting staff expectations of "being visible".

d) Effective communication

Question	2018 % positive	2016 % positive	2014 % positive	2012 % positive	Change in % Positive Responses (2016 to 2018
The information I receive from my managers (line manager, service head, director or corporate directors) about what is going on in the council helps me do my job effectively	53	60	63	58	-7%
Senior Management (service heads, directors and corporate directors) are open and honest with staff	69	47	49	38	+22%
The corporate information I receive (including on The Wire, Electric Wire updates and global emails) is relevant, useful and informative	45	61	63	67	-16%

41. The significant increase in staff feeling that senior managers are open and honest with staff aligns with the improvements in senior management visibility described above, as these two perceptions are closely linked.

42. However, there have been reductions in positive responses relating to corporate communication/information, and to information cascaded by managers. As a result, a more comprehensive review of the current arrangements for providing and distributing corporate information and communications is required.

People Strategy values update

43. The previous publication of the 2016 staff survey results coincided with the introduction of the council's People Strategy for 2017-27. This strategy describes our employer brand values: Empowering People, Innovation and Collaboration (EPIC).

44. The degree to which staff identify with these values and can positively recognise them within the workplace is a significant driver of staff engagement. The 2016 survey results were used to establish initial baseline scores for each of these values, and since then there have been several EPIC staff engagement initiatives launched.

45. The 2018 survey gave us the opportunity to identify how effectively these values have become embedded in the organisation over the last two years. The results indicate that staff recognition and understanding of these values has improved consistently across each of them:

People strategy value	2018 % positive	2016 % positive	% change	2018 % negative	2016 % negative	% change
Empowering People	79	72	+7 ▲	3	10	-7 ▼
Innovation	62	46	+16 ▲	7	24	-17 ▼
Collaboration	74	71	+3 ▲	4	9	-3 ▼

46. These scores were measured by assessing responses to 13 questions split across the three values. 10 of the 13 questions saw increases in positive responses, and all 13 questions saw a reduction in the negative responses.

47. This indicates that the people strategy values and the EPIC brand are becoming effectively embedded in our working practices, and that corporate efforts to improve staff engagement since the last survey are taking effect.

48. The overall results show positive trends in engagement and the embedding of the people strategy values, but there are still some areas where scores have reduced since 2016 or, in some cases, through a reducing trend from previous surveys.

49. The questions that saw significantly reduced positive responses can be grouped into three broad categories:

    a. Corporate priorities and goals;
    b. Internal communications and information sharing;
    c. Performance and feedback

50. The reduction in scores for these areas influences our overall engagement index score, and therefore addressing these areas is likely to lead to a further improvement in the council's engagement index score, and ratio of engaged/disengaged staff.

51. These categories are also reflected in the themes identified through the analysis of free text comments, which, as well as issues relating to ICT, include "performance

management", "corporate communications" and "management support" amongst the more prevalent negative themes. The positive themes in the free text comments include "staff engagement" and "training opportunities" as well as "encouraging managers".

Corporate priorities for 2019/20

52. To continue building on the significant improvements in the council's staff engagement scores over the last two years, the following areas have been proposed as the corporate staff engagement priorities:

- **Promoting the corporate priorities and goals (enabler: strategic narrative**) - The council's business plan sets out the organisation's vision and describes its priorities and goals. It is a vital aspect of engagement that all staff are aware of these, that they are visible and frequently communicated, and staff can see how the work they are doing supports the organisation to achieve them. This must also provide ongoing clarity and engender a sense of ownership around new corporate initiatives and projects designed to deliver the vision (for example, the digital programme) as they develop.

- **Internal communications (enabler: strategic narrative)** - Helping staff clearly and consistently relate to the corporate priorities requires effective and compelling communication that reaches all levels of the organisation. This must be inclusive, accessible and engaging, and should help every member of staff feel they have a stake in a common story. This means they are more likely to recognise and demonstrate our corporate values and gives staff confidence they are being listened to and their views heard.

- **Performance management (enabler: engaging managers**) – Performance management is more than completing annual appraisals; staff need to see that promoting good performance and managing poor performance is part of the council's culture. Managers need to have access to the right support and tools to help them develop staff who are performing well and be able to give effective feedback on those that are not performing as they should. Engagement (and the performance gains that can be had from it) needs managers to give regular, thoughtful, and constructive feedback on performance. An "inspiring performance" toolkit is being created and a programme of work to roll this out to all staff, along with appropriate training and support, should be considered.

53. It is further proposed that the council's staff engagement index should be measured more frequently than every 2 years, and so future staff engagement surveys will take the form of shorter, more frequent surveys based on each of the four enablers of engagement. This approach, on conjunction with more prevalent use of the Pulse employee sentiment tool introduced in 2018, will support more timely and regular feedback from staff and will establish how effective corporate and service action plans are.

Recommendations/Decisions

54. It is recommended that Staffing Policy Committee notes the contents of the report.

Joanne Pitt
Director HR&OD
April 2019

Report author: Stuart Honeyball, HR Systems and Insight Manager

Appendices:

Appendix A - Corporate results report for staff and members.

This page is intentionally left blank

Staff engagement survey 2018

MAKE YOUR VOICE HEARD

ask
listen
action
Staff Survey 2018

Corporate Results

Report to staff and members

LIVE·WORK·LISTEN

Wiltshire Council
Where everybody matters

Introduction

Welcome to the results report for the 2018 staff engagement survey. Firstly, we would like to say a big thank you to every member of staff who took the time to tell us how they feel about working for Wiltshire Council; your views really do matter. The information contained in this report, and the actions and priorities we agree as a result, will help us continue to make this a better place to work.

This survey brings an increased focus on staff engagement and the factors that influence staff experiences of working here. Recent research shows strong links between the performance of our teams and how engaged they are, and that increasing engagement can lead to improved performance, ultimately improving service outcomes for our customers.

We define staff engagement as the emotional commitment people have to delivering organisational objectives, while enjoying a sense of purpose and focused energy in their delivery. This encourages a sense of wellbeing, a feeling of cultural belonging and the use of innovation, collaboration and persistence towards our organisational objectives.

"Engaged people are our biggest asset. Staff engagement is essential if we are to effectively deliver our corporate priorities, successfully deliver our transformation programmes and ensure the benefits are realised. As leaders and managers, our role is to support the organisation in engaging staff with these and other programmes, and to support us in transforming the Council."

**Alistair, Carlton and Terence
Corporate Directors**

To achieve this, we listened to feedback from various staff groups, redesigning the survey against a model provided by "Engage for Success", a voluntary organisation aligned with the Chartered Institute of Personnel & Development (CIPD). By measuring and assessing staff feedback against this model and its four enablers of engagement, we can steer corporate action to target the aspects of working here which you told us are less well developed.

Our People Strategy continues to underpin this approach through its three main themes, which include a commitment to encouraging and developing staff engagement at all levels within the council, as well as improving recognition and communication. The strategy culminates in the fulfilment of our employee promise:

"We empower our people to innovate and collaborate in order to build stronger communities"

We also recognise that results from previous surveys are an important reference point in measuring our progress and the same control questions used previously have been incorporated into this survey to allow for comparison.

This report aims to summarise the views of the respondents against the engagement model and allow for comparison with previous results. It is divided into three main sections:

✓ The first section summarises the engagement results from the survey, including scores against the Engage for Success model, which is made up of four enablers of engagement: strategic narrative, engaging managers, employee voice and integrity.

✓ The second section shows a summary of the key themes identified through staff feedback and comments captured in the survey, as well as a comparison of scores for our people strategy values back to 2016. These will be reviewed by the leadership team to inform and guide corporate action plans and support discussions with directors and service heads.

✓ The third section of the report provides a full breakdown of positive, neutral and negative responses for each survey question. This will be used to highlight positive feedback and support discussions about areas requiring improvement or corrective action.
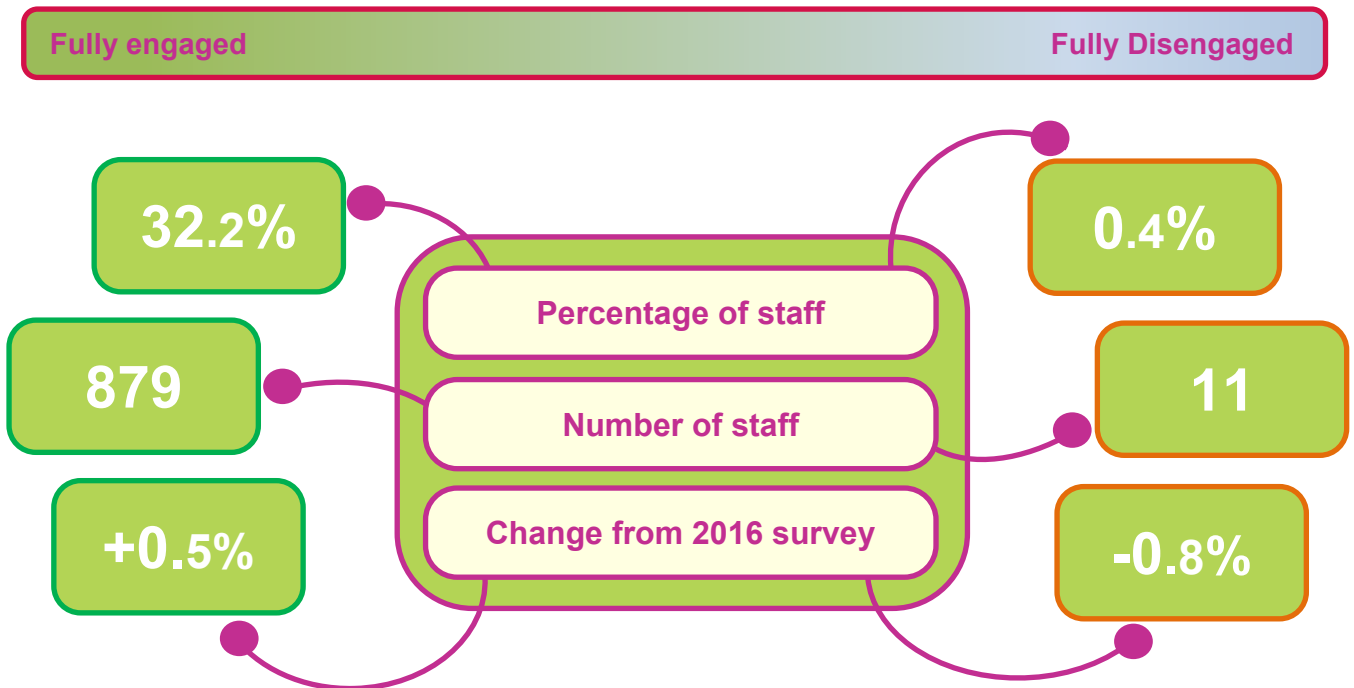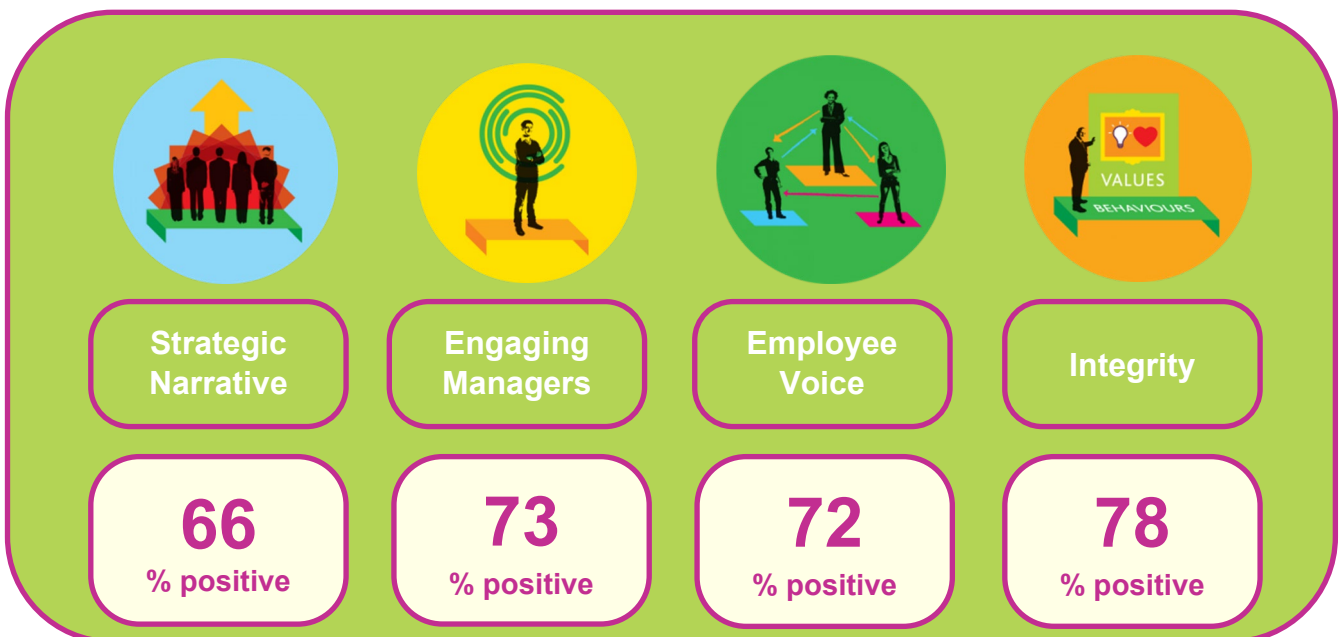
Results – summary for Wiltshire Council

How many people responded?
2729

Workforce response rate
63%

How did they respond
95% online
5% paper

Responses by staff type

Senior Manager
3%

Employee
78%

Manager or Supervisor
19%

2016 engagement index
58

Wiltshire Council 2018 engagement index
70

Local government benchmark
65

Change from 2016 index
+12

Engagement score top performing service
Family Learning

Top performer engagement score
93

Important notes:
- ✓ Lower % response rates could mean that survey results don't fully represent the views of staff across all directorates or service areas.
- ✓ These figures do not include casual or agency workers.

Results – engagement scores

How engaged are our staff?

| Fully engaged | | Fully Disengaged |

32.2% — Percentage of staff — **0.4%**

879 — Number of staff — **11**

+0.5% — Change from 2016 survey — **-0.8%**

How we scored using the Engage for Success model's four enablers of engagement:

Strategic Narrative	Engaging Managers	Employee Voice	Integrity
66 % positive	**73** % positive	**72** % positive	**78** % positive

Important notes:

- ✓ Staff engagement figures and index are based on responses to six control questions in the survey.
- ✓ Fully engaged staff are defined as those who responded positively to all of these questions.
- ✓ Fully disengaged staff are defined as those who responded negatively to all of these questions.
- ✓ Definitions of positive and negative responses can be found in the last section of this report.
- ✓ The engagement index figure is based on positive responses to the control questions; the average of these responses is calculated to give our engagement index.

To help prioritise which areas may need additional development, the four enablers of engagement were further divided into sub-themes. These help us narrow our focus, support more effective action planning and allow identification of corporate engagement priorities. Scores were calculated for each of the sub-themes based on the percentage of positive responses to the appropriate questions:

Strategic Narrative (66)

Priorities & goals	Motivation	Communication
63	71	65

Engaging Managers (73)

Management effectiveness	Performance
83	63

Employee Voice (72)

Me & my team	My work environment
75	64

Integrity (78)

Workplace values	Workplace experience
74	82
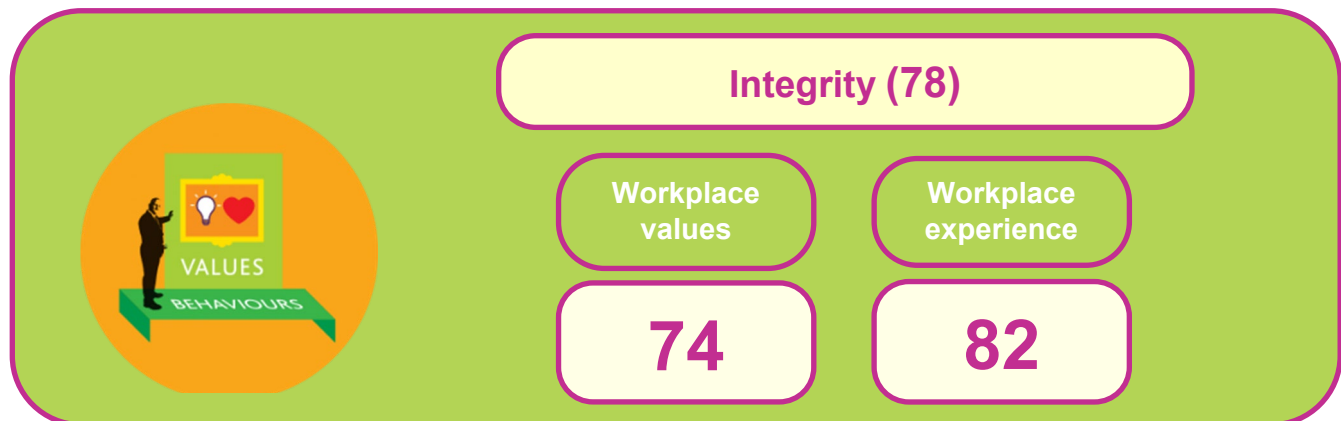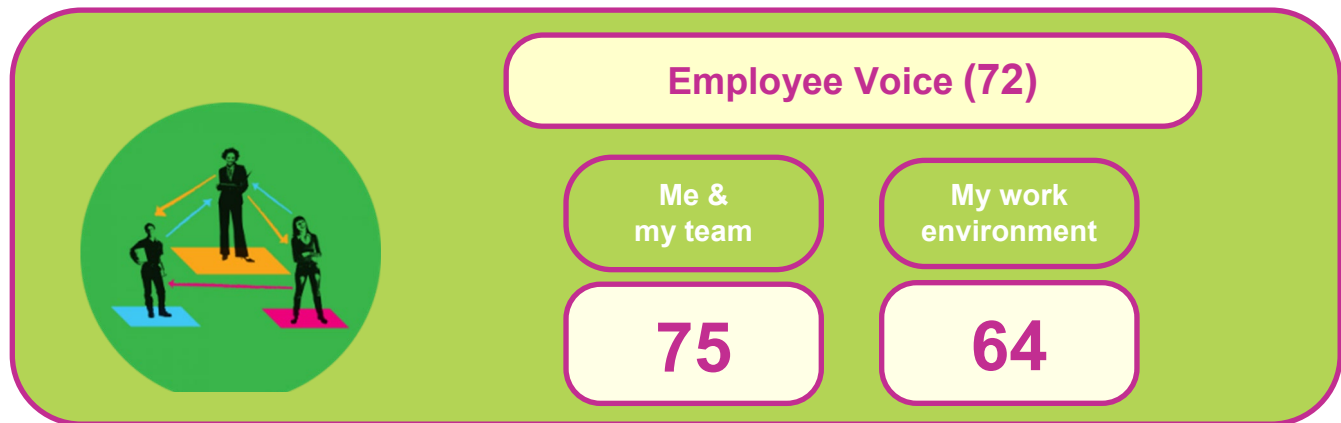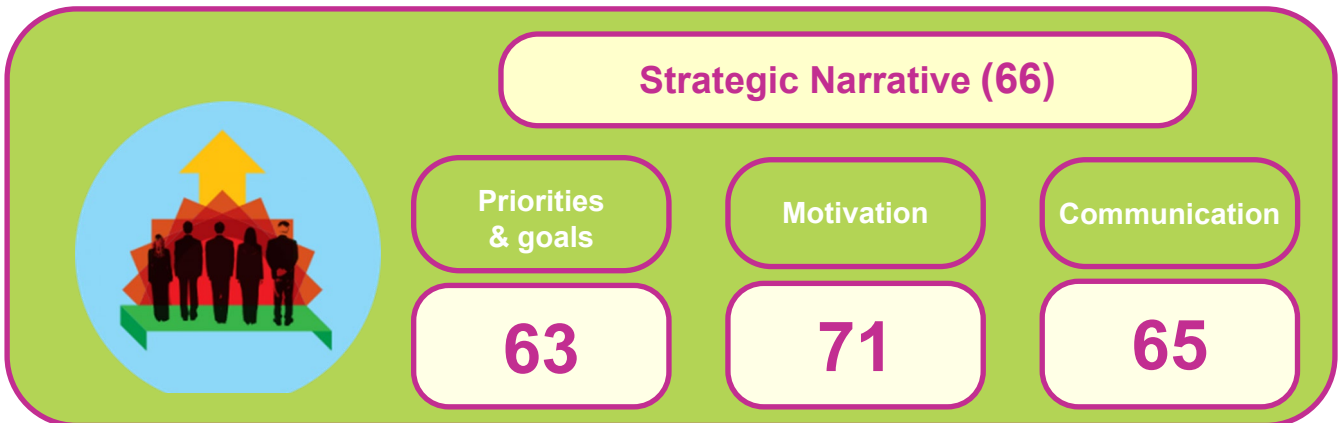
Important Notes:

- ✓ More information about which survey questions make up each theme, as well as full scores for each of the questions, can be found in the last section of this report.

One of the enablers of staff engagement describes listening to "employee voice", encouraging and supporting staff to be involved, listened to, and invited to contribute their experience, expertise and ideas. This was an important aspect in developing the 2018 staff engagement survey so, as a result, more opportunity was provided for staff to tell us in their own words about their experiences of working for Wiltshire Council.

These free text responses have been reviewed and categorised into key themes or areas; the word clouds below provide a powerful view of what themes are most important to our staff, based on their own direct feedback. In these word clouds, the larger the word the more times that theme was referenced in the comments. The leadership team will use this to inform and guide corporate action plans:

What we do well

Progression
Management feedback
Flexible working
Valued Appraisals
Encouraging managers
Training opportunities
Staff engagement
Resources & Environment
Wellbeing

What we need to do better

Appropriate training
IT systems
Restructures Staff forums
Working environment
Performance management
Worklife balance
Parking Budget & Funding
Benefits Incentives Pay
Management support
Corporate comms

Important Notes:

✓ These word-clouds show how often particular themes were mentioned in free text comments sections. The larger the word, the more references were made to that theme.

Results – key themes

Employee engagement can be influenced by many factors, including those relating to work environment, personal development and work/life balance. It is also important to reflect on the effects of actions taken to address the priorities identified through previous surveys. This section highlights how respondents felt regarding both of these areas.

Staff have the resources they need to do the best job

73% always or frequently

+15 from 2016

Senior management are open and honest with staff

69% always or frequently

+22 from 2016

Corporate directors and directors are interested in the work we do

76% positive

Staff can find training & development opportunities

58% always or frequently

+13 from 2016

Staff feel empowered to deliver the council's priorities & goals

73% positive

Staff feel there is effective collaboration between teams

68% positive

Staff view of their own team/service performance over the last 12 months

➕ Improved   ➖ Same   ➖ Declined

55%   **34%**   **10%**

How many staff use flexible working?

63%

How many staff have had an appraisal in the last 12 months?

61%

Staff have experienced bullying or harassment?

No 90%   **Yes 7%**

Important Notes:

✓ Some scores will not total 100% as not all respondents answered every question.

People Strategy 2017 – 2027

The 2016 staff survey coincided with the introduction of the council's new people strategy for the next ten years. The strategy describes our corporate values of Empowering People, Innovation and Collaboration, represented by the acronym EPIC. The degree to which staff identify with our corporate values and can positively recognise them within their workplaces is a significant driver of staff engagement, so the 2016 survey was used to establish initial baseline scores for each of the three EPIC values:

Empowering People

"Our staff are empowered to deliver services to our customers and are encouraged to find new ways of working to improve the customer experience. Suggestions are welcomed and opportunities are explored in order to maximise service delivery."

Innovation

"Our systems, practices and policies are progressive and enable our staff to have improved flexibility in their roles, transparent career opportunities and the ability to share knowledge and expertise with each other for the benefit of our communities."

Collaboration

"We provide a supportive culture where we work together to achieve more. We listen to our staff, partners and communities and do things with, rather than to, them. We use our strengths to help each other, and welcome new perspectives. Put simply, we know we can achieve much, much more when we work closely with, listen to and support others."

This new survey gives us the opportunity to consider how well these values have become embedded in the organisation over the last two years. The results indicate that staff recognition and understanding of these values has improved consistently when compared to the initial baseline:

	2018 Positive %	2016 Positive %	% change
Empowering People	79	72	+7 ✓
Innovation	62	46	+16 ✓
Collaboration	74	71	+3 ✓

	2018 Negative %	2016 Negative %	% change
Empowering People	3	10	-7 ✓
Innovation	7	24	-17 ✓
Collaboration	4	9	-5 ✓

The thematic scores above are made up of the following questions and their respective positive and negative scores. The improvement in scores across the board is a result of increases in both positive responses (10 of the 13 questions saw increases) making up the values, as well as notable reductions in the number of negative responses to all 13 questions.

The consistency of these changes reinforces the suggestion that the principles of the people strategy are becoming embedded in our working practices, and that the corporate focus on engagement since the last survey is beginning to take effect:

	Positive %			Negative %		
	2018	2016	Change	2018	2016	Change
Empowering People						
The decisions I make are trusted and supported	91	60	▲	1	16	▼
My manager is open to my ideas and suggestions	73	78	▼	4	7	▼
I understand how my work contributes to the priorities and goals of the council	77	86	▼	3	4	▼
My manager helps me to be effective in my job	75	62	▲	4	12	▼
Innovation						
The council manages change effectively	57	43	▲	4	24	▼
I can find the right training and development opportunities to improve my skills	58	45	▲	7	31	▼
Working here motivates me to contribute more than is normally required in my work	53	44	▲	8	15	▼
I have the resources I need at work to do the best job I can	73	58	▲	3	25	▼
The learning and development I have received over the last 12 months has helped to develop my career	70	41	▲	13	23	▼
Collaboration						
I understand how my role contributes to my team/service objectives	91	83	▲	0	5	▼
I get feedback on how satisfied our customers are with our work	39	54	▼	13	19	▼
We act on the feedback we receive from customers	81	65	▲	2	7	▼
I believe my job makes a difference to the community	84	81	▲	1	4	▼

Important notes:

✓ Want to know more? You can get further information on the results in this report by contacting the HR Insight Team or emailing staffsurvey2018@wiltshire.gov.uk.

✓ You can also speak to your HR Business Partner with specific service related questions.

Results – detailed responses

This section of the report provides a summarised breakdown of responses to each question in the staff engagement survey. This can be used for more detailed analysis to support the development of corporate priorities, identify potential issues around a particular area or behaviour and identify opportunities to learn from those areas with positive feedback. For comparison and benchmarking purposes, questions were matched back to the 2016 survey and the corresponding scores shown next to each question.

We define staff engagement as:

"the emotional commitment people have to delivering organisational objectives, while enjoying a sense of purpose and focused energy in their delivery"

These results should be reviewed in the context of our definition of staff engagement; this will help ensure that any actions or priorities agreed, either corporately or within individual service areas, support our aims of improving performance through increasing staff engagement.

The tables on the following pages show how respondents answered each of the questions. The answers to the questions are divided into percentages, representing one of four categories: positive, neutral, negative and blank/no response. The way answers were matched to these categories is shown below:
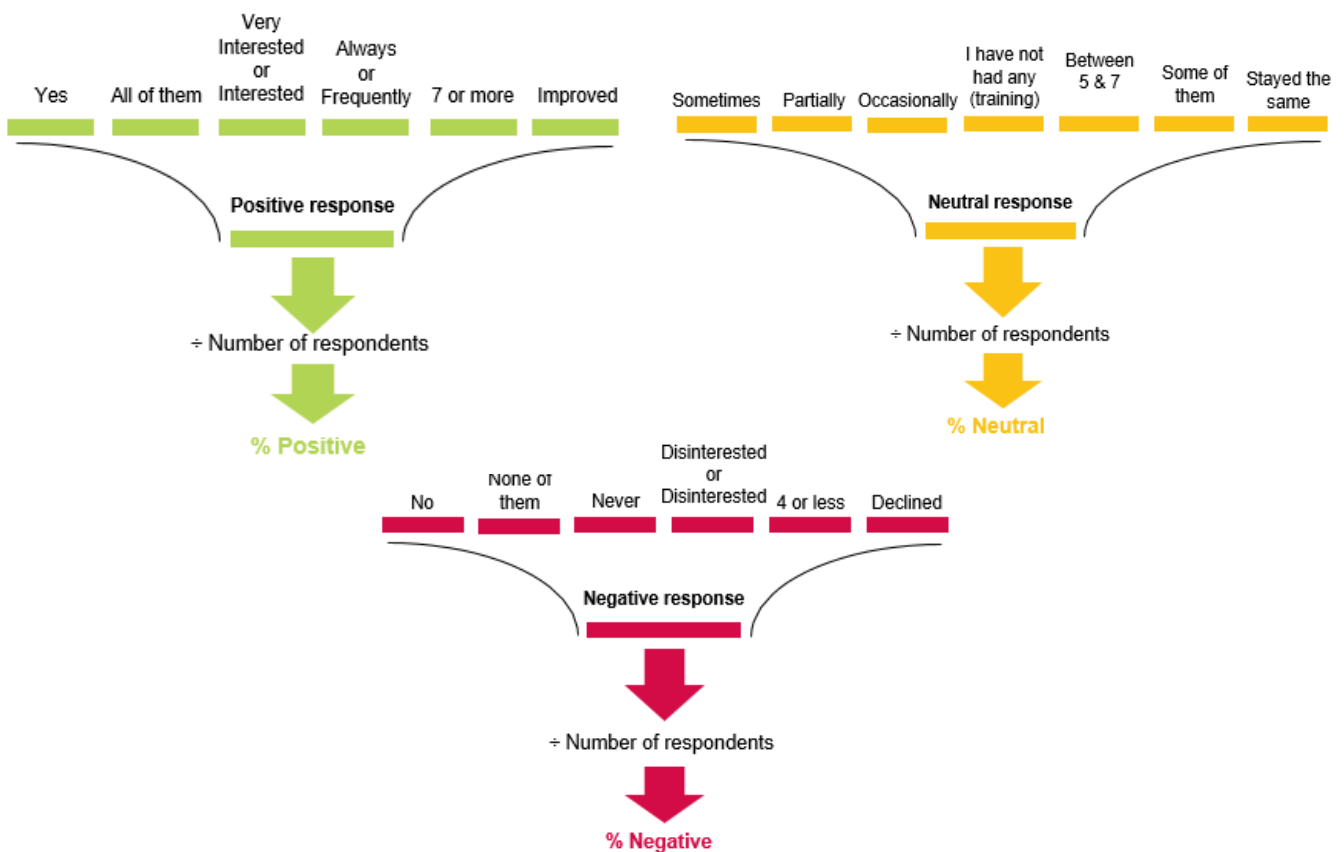
Important notes:

✓ Results are presented as whole numbers to make the results easier to read.

✓ Original values have been rounded down (.00 to .49) or rounded up (.50 to .99) at the final stage of calculating the results.

✓ This rounding means that some results may total slightly more or less than 100%

Strategic Narrative

% Positive	% Neutral	% Negative	% Blank

			% Positive 2018	% Positive 2016
02	The council's priorities and goals have been made clear to me	73 / 22 / 5	73	80*
03	I understand the council's priorities and goals	70 / 26 / 4	70	n/a
04	I feel committed to achieving the council's priorities and goals	58 / 39 / 2	58	72
05	I believe in the approach the council is taking to achieve its priorities and goals	51 / 43 / 4	51	n/a
Sub section 'Priorities & Goals' average			***63***	
06	I feel our Directors and Corporate Directors are interested in our service area and the work we do	76 / 19 / 4	76	n/a
07	Our Head of Service promotes the work of our team across the wider directorate and council	67 / 22 / 4 / 7	67	n/a
08	Working here motivates me to contribute more than is normally required in my work	53 / 38 / 8	53	44
09	I understand how my work contributes to the priorities and goals of the council	77 / 19 / 3	77	86*
10	I believe my job makes a difference to the community	84 / 15 / 1	84	81
Sub section 'Motivation' average			***71***	
11	It has been made clear to me how I am expected to behave at work	97 / 2	97	96*
12	Senior Management (service heads, directors and corporate directors) are open and honest with staff	69 / 24 / 2 / 5	69	47*
13	The information I receive from my managers (line manager, service head, director or corporate directors) about what is going on in the council helps me do my job effectively	53 / 40 / 6	53	60*
14	The council helps me to understand why changes are made	66 / 30 / 3	66	74*
15	The council manages change effectively	57 / 38 / 4	57	43
16	The corporate information I receive (including on The Wire, Electric Wire updates and global emails) is relevant, useful and informative	45 / 49 / 4	45	61**
Sub section 'Communication' average			***65***	

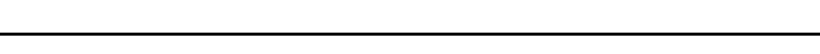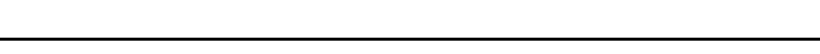*Question is slightly amended from the 2016 survey

**Question (and/or its meaning) is significantly amended from 2016 survey

Engaging Managers

	% Positive	% Neutral	% Negative	% Blank

% I don't know my team/service objectives*
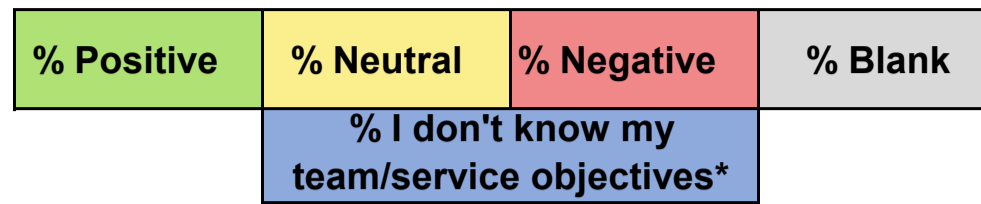
*only relates to Q19

			% Positive 2018	% Positive 2016
17	I know what is expected of me in my role	92 / 7 / 1	92	82**
18	My manager trusts me to take responsibility for my work	92 / 7 / 1	92	90*
19	I understand how my role contributes to my team/service objectives	91 / 7	91	83*
20	My manager helps me to be effective in my job	75 / 21 / 4	75	62*
21	The decisions I make are trusted and supported	91 / 8 / 1	91	60**
22	I receive constructive feedback from my manager about my performance	73 / 22 / 4	73	64**
23	My manager gives me the recognition I deserve when I have done my job well	64 / 27 / 6	64	76**
Sub section 'Management Effectiveness' average			**83**	
24	My manager supports staff to improve their performance where required	67 / 26 / 6	67	34**
25	I get feedback on how satisfied our customers are with our work	39 / 46 / 13	39	54*
26	I am encouraged to look for ways of improving services to customers	68 / 24 / 7	68	76*
27	My manager is open to my ideas and suggestions	73 / 23 / 4	73	78*
28	My ideas and suggestions are escalated when appropriate	67 / 26 / 5 / 3	67	65**
29	My manager supports me to develop my own career	68 / 21 / 9	68	n/a
30	I can find the right training and development opportunities to improve my skills	58 / 33 / 7	58	45**
Sub section 'Performance' average			**63**	
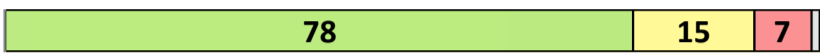
*Question is slightly amended from the 2016 survey

**Question (and/or its meaning) is significantly amended from 2016 survey

Employee Voice

	% Positive	% Neutral	% Negative	% Blank

#	Question	Chart	% Positive 2018	% Positive 2016
31	I am proud to be part of Wiltshire Council	86 / 10 / 3	86	62
32	Please rate how you would recommend working at Wiltshire Council	78 / 15 / 7	78	54
33	I enjoy the work I do	88 / 11	88	n/a
34	My job makes good use of my skills and abilities	87 / 12 / 1	87	72
35	I can influence how I best perform in my job	86 / 13 / 1	86	n/a
36	The learning and development I have received over the last 12 months has helped to develop my career	70 / 15 / 13	70	41
37	Over the last 12 months I feel that my performance at work has	58 / 36 / 4	58	n/a
38	Over the last 12 months I feel that my team's/service's performance has	55 / 34 / 10	55	n/a
39	I would feel comfortable approaching my manager to discuss any work-related concerns	93 / 6	93	n/a
40	Our team meetings are effective	52 / 37 / 10	52	64*
Sub section 'Me and My Team' average			**75**	
41	I have had an appraisal in the last 12 months	61 / 37	61	59
42	I find appraisals useful	70 / 26 / 4	70	52**
43	Considering my duties and responsibilities, I am satisfied with the total benefits package (e	57 / 34 / 7	57	53
44	My working conditions and environment are appropriate for the work I do	68 / 25 / 6	68	63**
Sub section 'My Work Environment' average			**64**	

*Question is slightly amended from the 2016 survey

**Question (and/or its meaning) is significantly amended from 2016 survey

Integrity

		% Positive	% Neutral	% Negative	% Blank		% Positive 2018	% Positive 2016

No.	Question	Bar	% Positive 2018	% Positive 2016
45	I feel a sense of belonging to Wiltshire Council	80 / 18	80	50
46	Working here makes me want to do the best job I can	67 / 29 / 3	67	63
47	I feel valued and recognised for the work I do	68 / 28 / 4	68	66
48	I feel empowered to deliver the council's priorities and goals	73 / 22 / 3	73	n/a
49	There is effective collaboration between my team and other teams we work with	68 / 27 / 4	68	69*
50	We act on the feedback we receive from customers	81 / 15 / 2	81	65
51	I think the council is committed to customer satisfaction	82 / 15 / 1	82	68*
Sub section 'Workplace Values' average			**74**	
52	I feel supported when I have to prioritise my work	75 / 16 / 8	75	n/a
53	I have the resources I need at work to do the best job I can	73 / 23 / 3	73	58**
54	Good performance is recognised where I work	71 / 24 / 4	71	n/a
55	In the last year, have you personally experienced bullying or harassment whilst at work?	90 / 7	90	91*
56	In the last year, have you personally experienced discrimination whilst at work?	95 / 3	95	95*
57	I would feel confident reporting bullying, harassment or discrimination	88 / 10	88	74**
58	I believe that bullying, harassment or discrimination would be dealt with effectively when reported	82 / 15 / 4	82	n/a
59	I believe that appropriate action will be taken on the outcomes of this survey	70 / 26 / 4	70	37*
60	Health and Safety is taken seriously at the council	91 / 7	91	83*
Sub section 'Workplace Experience' average			**82**	

*Question is slightly amended from the 2016 survey

**Question (and/or its meaning) is significantly amended from 2016 survey