

# AGENDA

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**Meeting:** Staffing Policy Committee  
**Place:** West Wilts Committee Room - County Hall, Trowbridge BA14 8JN  
**Date:** Wednesday 25 September 2019  
**Time:** 10.30 am

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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](mailto:roger.bishton@wiltshire.gov.uk)

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

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## Membership:

Cllr Allison Bucknell (Chairman)	Cllr Ricky Rogers
Cllr Tony Jackson (Vice-Chairman)	Cllr John Smale
Cllr Richard Clewer	Cllr Ian Thorn
Cllr Mike Hewitt	Cllr Philip Whitehead
Cllr Hayley Illman	

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## Substitutes:

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

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## **Public Participation**

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

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

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

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

# AGENDA

## PART I

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** (*Pages 7 - 10*)

To confirm the minutes of the meeting held on 8 May 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 18 September 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 20 September 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 **Appointment of Sub-Committees**

The Committee is asked to:

- (i) agree the size, and
- (ii) appoint the members and substitute members (up to four for each Party Political Group) to each of the following Sub-Committees:
  - (a) **Senior Officers' Employment Sub-Committee** – previous members being Cllr Allison Bucknell, Cllr Richard Clewer & Cllr Hayley Spencer.  
(Substitute Members: Cllr Jon Hubbard, Cllr David Jenkins, Cllr Bob Jones MBE, Cllr Fleur de Rhe-Philippe, Cllr Baroness Scott of Bybrook OBE, Cllr John Smale, Cllr Ian Thorn & Cllr Tony Trotman.)
  - (b) **Appeals Sub-Committee** – previous members being Cllr Allison Bucknell, Cllr Richard Clewer & Cllr David Jenkins.  
(Substitute Members: Cllr Mike Hewitt, Cllr Jon Hubbard, Cllr Gordon King, Cllr Fleur de Rhe-Philippe, Cllr Baroness Scott of Bybrook OBE, Cllr Hayley Spencer, Cllr Ian Thorn & Cllr Tony Trotman.)
  - (c) **Grievance Appeals Sub-Committee** – previous members being Cllr Allison Bucknell, Cllr Tony Jackson & Cllr Hayley Spencer.  
(Substitute Members: Cllr Peter Evans, Cllr David Halik, Cllr Jon Hubbard, Cllr David Jenkins, Cllr Gordon King, Cllr John Smale, Cllr Ian Thorn & Cllr Tony Trotman.)

Under Paragraph 2.4.1 of Part 3 of the Council's Constitution, it is a requirement that at least one member of the Senior Officers' Employment Sub-Committee should be a member of the Cabinet when it discharges its function to dismiss and take disciplinary action against certain categories of officer in accordance with the officer employment procedure rules. Accordingly, it is recommended that a second Cabinet member be appointed to this Sub-Committee either as a member or as a substitute member.

## 7 **HAY Amended Grades** (*Pages 11 - 14*)

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

## 8 **Early Resolution Procedure** (*Pages 15 - 22*)

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

## 9 **Quarterly Workforce Report: April to June 2019** (*Pages 23 - 26*)

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 Thursday 14 November 2019 at County Hall, Trowbridge, starting at 10.30am.

11 **Urgent Items**

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

**PART II**

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

**None**

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## **STAFFING POLICY COMMITTEE**

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**DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 8 MAY 2019 AT WEST WILTS COMMITTEE ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

**Present:**

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Mike Hewitt, Cllr Hayley Illman, Cllr John Smale, Cllr David Halik (Substitute) and Cllr Tony Trotman (Substitute)

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20 **Apologies for absence**

Apologies for absence were received from:-

Cllr Richard Clewer, who was substituted by Cllr David Halik.

Cllr David Jenkins

Cllr Ricky Rogers

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

21 **Minutes of Previous Meeting**

**Resolved:**

**To confirm and sign as a correct record the minutes of the previous meeting held on 6 March 2019.**

22 **Declarations of Interest**

There were no declarations of interest made at the meeting.

23 **Chairman's Announcements**

The Chairman made the following announcement:-

**HR Excellence Awards** It was announced that the Wiltshire HR team had been shortlisted for the following three Excellence Awards:-

- Best HR Team
- Outstanding Employee Engagement Strategy
- Most innovative use of HR technology

Presentations were due to be made on 2 July 2019 in London.

24 **Public Participation**

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

25 **Senior Officers Employment Sub-Committee**

**Resolved:**

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

26 **ASYE - Assessed and Supported Year of Employment policy and procedure**

Consideration was given to a report by the Director, Human Resources & Organisational Development concerning proposals to change the ASYE (Assessed and Supported Year of Employment) policy and procedure. The ASYE policy had been updated and revised to change the way the Council dealt with performance issues for trainee social workers so that should action need to be taken, the probationary policy was used rather than the SOSR (some other substantial reason) procedure.

It was pointed out that the ASYE procedure was a 12-month programme that newly qualified social workers (NQSWs) needed to successfully complete in order to practise as qualified social workers. It was 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.

The current ASYE policy used 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.

After some discussion,

**Resolved:**

**To note the contents of the report and agree the revisions to the policy and procedure**



27 **Quarterly Workforce Report: January to March 2019**

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 31 March 2019.

The report showed that the current workforce appeared to be in a fairly stable position. Staffing levels remained consistent, whilst voluntary turnover was seeing a year-on-year downward trend.

Members were pleased to note that the proportion of staff under the age of 25 had seen a steady but consistent increase over the 2018/19 financial year and was now at its highest rate since 2015.

However, it was noted that there had been an increase in agency spend over the last 18 months but this increase mainly related to covering social worker roles in Support and Safeguarding and providing interim executive/director positions.

**Resolved:**

**To note the Quarterly Workforce report.**

28 **Staff Survey 2018**

The Committee received a report by the Director, Human Resources & Organisational Development which provided a summary of the results of the 2018 staff engagement survey.

The Committee also received a presentation which set out the findings in some detail, a copy of which would be circulated to Committee members.

It was noted that the response rate was 63.3% (2,729 individual responses), this being slightly lower than the previous survey rate in 2016 of 65.7% ((2,898 responses). However, it was explained that most of the reduced response rate could 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.

It was generally regarded that 63.3% represented a good return but thought was being given to the format of future staff surveys. Consideration would need to be given as to whether to repeat a survey every two years or to break down the survey into a number of bite sizes.

Members were pleased to note that staff submitted over 5,500 free-text comments, compared with only 534 in the 2016 survey. Attention was drawn to the analysis of these comments which highlighted the main positive and negative themes.

After further discussion,

**Resolved:**

**To note the contents of the report and to thank the staff for the huge amount of work that had been undertaken.**

29 **Date of Next Meeting**

**Resolved:**

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

30 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.30 am - 11.50 am)

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

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

## PROPOSAL TO AMEND THE PAY SCALES FOR HAY GRADES

### Purpose of the report

1. The purpose of this report is to provide Staffing Policy Committee with proposals to amend the council's pay scales for HAY grades to bring them in line with the new pay and grading model for NJC staff which was implemented on 1 April 2019.

### Background

2. The current HAY grade pay scales are based on four incremental points, with progression through those pay scales annually based on performance and approval of the relevant executive director or director.
2. The new pay and grading structure implemented in April 2019 for staff on NJC terms and conditions included a change to the number of increments in each grade with all grades now containing 3 rather than 4 increments (except for grade B which contains 2 increments). For grades I and above the bottom increment was removed with the result that staff now start higher in the grade and have fewer increments to reach the maximum of the grade, resulting in higher average pay in those grades than before.
3. Incremental progression for HAY graded staff is therefore now inconsistent with the progression for NJC graded staff in terms of the time it takes to reach the grade maximum.
4. The change to the pay and grading model for NJC staff has also meant that the top of grade O overlaps with the bottom of HAY grade T3 (specialist grade) creating an inconsistent approach as overlaps have been removed for all other grades.

### Main Considerations

5. The pay scales for each HAY grade are set out in the table below.

SCP	ANNUAL SALARY	LEADERSHIP	TECHNICAL SPECIALIST
4	£157,376.00	L1	
3	£152,496.00		
2	£147,625.00		
1	£142,754.00		
4	£110,084.00	L2	
3	£106,671.00		
2	£103,263.00		
1	£99,856.00		
4	£79,270.00	L3	

3	£76,813.00		
2	£74,357.00		
1	£71,903.00		
4	£66,480.00	L4	T1
3	£64,419.00		
2	£62,361.00		
1	£60,303.00		
4	£58,208.00	L5	T2
3	£56,402.00		
2	£54,601.00		
1	£52,799.00		
4	£49,971.00		T3
3	£48,422.00		
2	£46,875.00		
1	£45,327.00		

6. As outlined above the top spinal point of grade O on the NJC pay and grading model currently overlaps with the first spinal point of the T3 grade, as the range for grade O is £43,622 - £45,591.
7. The removal of the bottom spinal point of each grade would be consistent with the amendments to the NJC pay and grading model in terms of the number of incremental pay points and therefore the time it would take to reach the grade maximum and would remove the overlap between grade O and T3.
8. The potential changes are illustrated below where the bottom spinal point of each grade is shaded out:

SCP	ANNUAL SALARY	LEADERSHIP	TECHNICAL SPECIALIST
3	£157,376.00	L1	
2	£152,496.00		
1	£147,625.00		
	£142,754.00		
3	£110,084.00	L2	
2	£106,671.00		
1	£103,263.00		
	£99,856.00		
3	£79,270.00	L3	
2	£76,813.00		
1	£74,357.00		

	£71,903.00		
3	£66,480.00	L4	T1
2	£64,419.00		
1	£62,361.00		
	£60,303.00		
3	£58,208.00	L5	T2
2	£56,402.00		
1	£54,601.00		
	£52,799.00		
3	£49,971.00		T3
2	£48,422.00		
1	£46,875.00		
	£45,327.00		

9. CLT have agreed to make these amendments to the HAY grades from 1<sup>st</sup> October 2019.
10. Staff currently on the bottom spinal point would receive an increment to the second spinal point early, in October 2019 instead of due to incremental progression in April 2020. These staff would not receive further incremental progression until April 2021. New appointments after 1<sup>st</sup> October 2019 would receive incremental progression in April 2021 in line with the council's policy on incremental progression for HAY grades.
11. The removal of the bottom increment in each of the HAY grades would not only ensure that our pay and grading models for both NJC pay and HAY pay are consistent, but it would also mean that the starting salaries would be more competitive in the marketplace when recruiting for our senior roles.

### **Financial considerations**

12. The amendments to HAY grades would affect 24 staff who are currently on the bottom spinal point incurring an additional cost of £51,000. There will also be an additional cost of new starters appointed after 1<sup>st</sup> October 2019 who would start higher in the grade than currently expected.

### **Recommendation**

13. It is recommended that Staffing Policy Committee agree the following:
- The removal of the bottom increment of the HAY grades to create a pay and grading model with 3 increments per grade which is consistent with the changes to the pay and grading model for NJC staff at the council. This proposal will also remove the overlap with grade O and T3 and would benefit the council in remaining competitive in the marketplace.

**Joanne Pitt**  
**Director HR&OD**

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## **PILOT OF EARLY RESOLUTION PROCEDURE AND PROPOSAL TO REPLACE THE GRIEVANCE PROCEDURE WITH A RESOLUTION PROCEDURE**

### **Purpose**

1. The purpose of this report is to outline to Staffing Policy Committee a proposal to pilot an early resolution procedure for staff and plans to replace the grievance procedure with a resolution procedure.

### **Background**

2. Representatives from the HR, occupational health (OH) and legal team have met to discuss concerns about the effectiveness and impact of the current grievance procedure and have been looking at possible new approaches of resolving disputes, developing constructive relationships and encouraging positive conversations at work.
3. Below are the most common general problems with grievance procedures<sup>1</sup>
  - Traditional grievance procedures do little to resolve disputes. Drawing on a quasi-legal structure, they are inherently formal and profoundly adversarial.
  - They are reactive and are often used at a late stage of a conflict rather than at an early stage.
  - They polarise the parties and cause positions to harden
  - The parties don't have control over the process, or the outcome.
  - They rarely identify the root cause of a conflict.
  - Opportunities for learning and systemic or cultural change are impeded or lost.
  - They reinforce the idea that someone else is responsible for the cause of the problem, and someone else is responsible for fixing the problem.
  - They impede creativity and innovation, which are critical to business success and economic growth.
  - They are often counter-intuitive - they don't offer a common-sense approach to dispute resolution.
  - They lack empathy.
  - They create a dysfunctional 'grievance culture'.
4. Current problems with the grievance procedure experienced at the council include:
  - It is not an uncommon response for an employee, when faced either with a source of conflict (usually with their manager) or a formal procedure (grievance or improving work performance), to report sickness absence and cite workplace stress. Any such absence has costs and service implications. The absence will rarely resolve the issue as the employee eventually has to return to the same environment.
  - It is not uncommon for an employee to tactically miss OH appointments to delay management procedures. This can be indicative of a lack of confidence in the procedure.

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<sup>1</sup> TCM Model Resolution Policy by David Liddle February 2015

- Managers are sometimes tempted to ‘medicalise’ cases of conflict. By referring an employee to OH with ‘stress’ they can deflect the need to apply good management or to use other more suitable methods of resolution to address sources of conflict.
- The current procedure is formal and inflexible, and grievances often take longer than they should have. Invitation letters must be issued, dates of meetings set based on the diary coordination of multiple attendees and the availability of a suitable meeting room. This can mean meeting dates are delayed far beyond an ideal timescale.
- The grievance process itself can be adversarial. The onus often seems set on establishing the guilt or otherwise of the accused party rather than achieving a resolution.
- Grievances can have very wide-reaching implications in terms of cost and support mechanisms required to be put in place.
- Calls received to the confidential employee wellbeing helpline are typically dealt with by signposting to services. The tool most commonly used in situations like this is the corporate employee well-being risk assessment procedure. Whilst this process is designed to instigate a conversation between the employee and the manager, it is less likely to bear fruit if the relationship between the two is part of the problem. As a regular feature of calls to the helpline is some form of conflict with the manager, an alternative tool may be useful.
- The most recent staff survey results show that most directorates had around 15-20% of responders report that work had had a negative impact upon their health over the last year. This will reflect in absence costs, low morale, reduced productivity and staff turnover.
- Whilst staff absence figures often get the headlines, the hidden cost comes from presenteeism. This is where staff continue at work (often with stress related symptoms) and perform to a low level.<sup>2</sup>

### **Main considerations**

5. There is substantial evidence that suggests that the council should be investigating the option to replace the current grievance policy with a resolution procedure, increasing use of formal mediation at an early stage and putting in place an internal early resolution procedure.
6. Whilst work is now taking place to develop a new resolution procedure it is proposed that we pilot the introduction of an internal early resolution process so that the results can be analysed to understand the impact of this approach, before rolling it out.
7. The early resolution procedure pilot would be available either before a grievance is raised, or as part of the informal grievance procedure, and would be entirely voluntary. This will provide an opportunity for staff to take part in a process led by a facilitator, which is designed to promote communication and increased understanding between staff. The aim is to improve individual relationships, team unity and wellbeing for individuals and the wider team. At all times, employees would have a choice whether to use the early resolution procedure or the formal policy and procedure. It is a flexible informal process and is designed to suit the needs of the people involved.
8. It is proposed the early resolution procedure pilot runs on a small scale for a period of 6 months and is led by a staff member who is an accredited and experienced mediator. Referrals to the pilot will be made via HR, OH and the Employee Wellbeing Helpline.

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<sup>2</sup> Two useful articles on the topic and giving indicative costs  
<https://www.highspeedtraining.co.uk/hub/the-cost-of-presenteeism/>  
<https://www.cipd.co.uk/about/media/press/020518-health-wellbeing-survey>



There will be regular reviews during this period. See appendix A for a flowchart of the procedure and appendix B for staff guidance.

9. To establish and evaluate whether the early resolution procedure has positive benefits staff who take part will be asked to complete a simple feedback form to find out:
  - How did staff find the overall process?
  - Was it helpful, if so, how?
  - If it was not helpful, staff views as to why?
  - Any ways staff consider the process could be improved
  - What effect has it had on the situation?
  
10. The potential benefits of an early resolution procedure and the replacement of our grievance policy with a resolution procedure include:
  - Being able to link the dispute resolution with Wiltshire's vision to create stronger communities, and with our employer promise to empower our people to be innovative and collaborative with a 'can do' approach to conflict in the workplace.
  - Demonstrating that the council recognises that a positive working environment and good working relationships have a positive impact on employee well-being and engagement.
  - Maintaining and improving positive working environment which can lead to better performance, improved employee retention and reduced stress-related sickness absence.
  - Promoting positive and constructive behaviours in the workplace.
  - A reduction of the amount of time HR and other professionals spend on grievance case management.
  - Supports the council to transition from a 'grievance culture' to a 'resolution culture'.
  - Provides a process for staff and managers to work together and resolve disputes and conflicts constructively and speedily recognising that conflict in the workplace is normal and, in many cases, inevitable.

### **Environmental Impact of the proposal**

11. None

### **Equalities impact of the proposal**

12. The early resolution procedure will be offered to all staff during the pilot and if successful a policy will be written and will be equality impact assessed.

### **Risk Assessment**

13. Long running staff disputes and grievances carry risks including:
  - Adverse impact on health and wellbeing of those involved and teams in which they work and often lasting damages to the parties.
  - Cost and service implications arising from the absence of staff absence who report sickness when faced with a source of conflict, grievance or disciplinary procedure.
  - Significant time and costs for HR, OH, the individuals and teams involved in conflict and grievances
  
14. The purpose of the early resolution procedure is to reduce these risks. However, on the basis of this limited pilot there is a small risk that the process could make matters worse.

The pilot will be reviewed on an ongoing basis and steps will be taken to minimise any risks which come to light and if the pilot is unsuccessful the existing processes can still be used.

### **Financial Implications of the proposal**

15. The initial trial will be provided with existing resources in legal services, OH and HR.

### **Conclusions**

16. The pilot of the early resolution procedure will run for 6 months initially from September 2019. Meanwhile work will be ongoing with developing a new resolution procedure to replace the current grievance procedure, and this will be brought to Staffing Policy Committee in due course.

### **Recommendations**

17. It is recommended that Staffing Policy Committee approve:

- i. The introduction of a pilot for an early resolution procedure and to receive an update in due course on how the pilot is progressing.
- ii. Work to develop a new resolution procedure to replace the current grievance procedure.

**Joanne Pitt**  
**Director, HR&OD**

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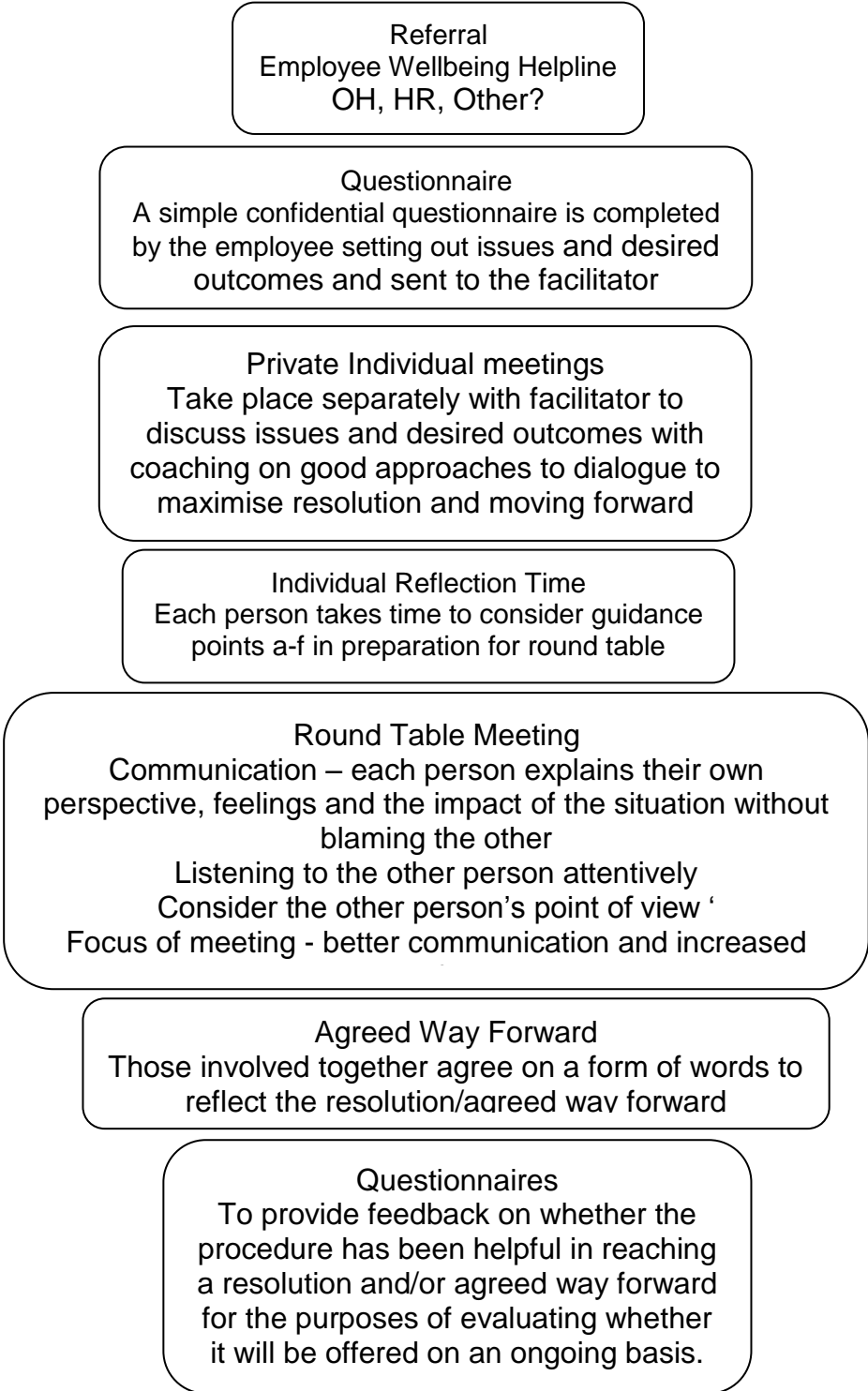
#### *Report Authors*

*Charlotte May, Team Leader Special Projects, Legal*  
*Amanda George, Head of HR&OD Strategic Delivery*  
*Paul Collyer, Head of Occupational Health*

#### Appendix A - Early Resolution Procedure Flowchart

The early resolution procedure is a voluntary informal process. It is an opportunity for staff to take part in a process led by an early resolution facilitator which is designed to promote communication and increased understanding between staff. The aim is to improve individual relationships, team unity and wellbeing for

individuals and the wider team. At all times, employees have a choice whether to use the early resolution procedure or formal policies and procedures. This is a flexible informal process and can be designed to suit the needs of the people involved. The flowchart below gives an outline of the procedure.



## 1. Introduction

The early resolution procedure is a voluntary informal confidential process which is being piloted. It is an opportunity for staff to take part in a process led by an early resolution facilitator which is designed to promote communication and increased understanding between staff. The aim is to improve individual relationships, team unity and wellbeing for individuals and the wider team. At all times, employees have a choice whether to use the early resolution procedure or formal policies and procedures. This is a flexible informal process and can be designed to suit the needs of the people involved.

2. **Referrals** to take part in the pilot will be made via the Employee Wellbeing Helpline, OH and HR.

## 3. Initial Meeting with Early Resolution Facilitator

- Between individual staff member and facilitator
- An opportunity to discuss issues between staff members, work relationships, team unity and wellbeing, the desired outcomes and the best way to have a dialogue with another member of staff to find a solution jointly.

## 4. Reflection Time

- After the initial meeting and before the round table meeting.
- Time for staff to individually consider and reflect on points a-f below, in preparation for the round table meeting.
- The round table meeting will take place on another day as soon as is convenient to both members of staff, the facilitator [and if appropriate the line manager]

## 5. Round Table Meeting

- a) sharing perspectives: staff will each have an opportunity to explain how they have personally felt and the impact of the behaviour or disagreement upon them. Words can be used by an individual to explain how it has been for them from their perspective without blaming the other person.

For example, "When this happened I felt ..." (rather than ... you did .... this or that ... and I think you are ...)

- b) listening: each person shares their perspective while the other person listens carefully without interrupting.
- c) consider how it might be for the other person, as if you were standing in their shoes so to speak.
- d) requests: a person may wish to make a request an apology to help them feel better about something which happened or going forward for an approach or style of working which would promote a positive way of working together.
- e) apology – this is a two-way process. If something has upset one person, they may wish to request an apology for something specific which would make them feel better. Equally, staff can reflect on whether they consider it would be helpful and appropriate to offer an apology and if so, what they would be willing to offer?

- f) the focus of the meeting is to share and consider what will help to rebuild the trust and working relationship between the individuals and/or the wider team. All individuals have unique positive strengths and characteristics. Staff can take time to think about what they do value about the other person. They may not know the ways in which they are valued. Letting each other know how they are valued and appreciated can start to rebuild working relationships.
6. This is an offer for individual members of staff who would like to take part in an early resolution procedure where the aim is to promote and improve relationships between individuals, team unity and well-being.
  7. An early resolution restorative conversation is a flexible informal process and can be designed to suit the needs of the people involved.
  8. The process is confidential which means the facilitator and staff will keep information shared during 1:1 meeting and round table meetings confidential, except where staff involved agree on a way forward and a form of wording which they are happy can be shared. The only exception is if one person discloses information which gives rise to a concern that immediate serious harm is likely to occur, in which case the facilitator may need to take appropriate steps to refer the matter to OH/HR.
  9. Staff taking part in the process will be asked to complete a simple feedback form, so we can evaluate whether it is a positive benefit which should be made available more widely. Results from the evaluation will be anonymised and personal details will not be shared.

To make enquiries about taking part in the early resolution procedure pilot, please contact Charlotte May [charlotte.may@wiltshire.gov.uk](mailto:charlotte.may@wiltshire.gov.uk) or call 01225 713065.

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## Quarterly Workforce Report

April - June 2019



### Key Observations

#### Salary costs

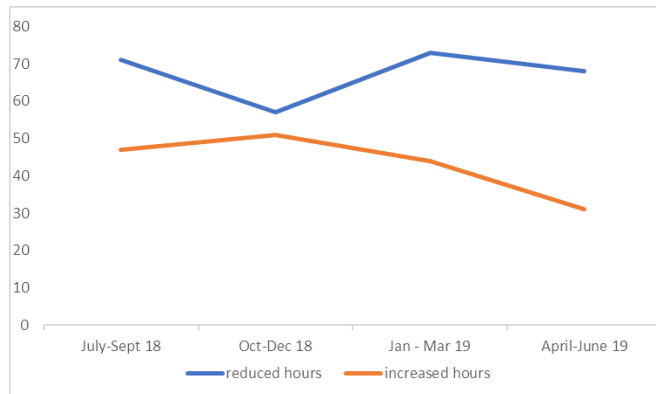
As expected the salary costs have increased this quarter due to the cost of living rise of 2% in April and the salary scales restructure.

#### Working Hour changes

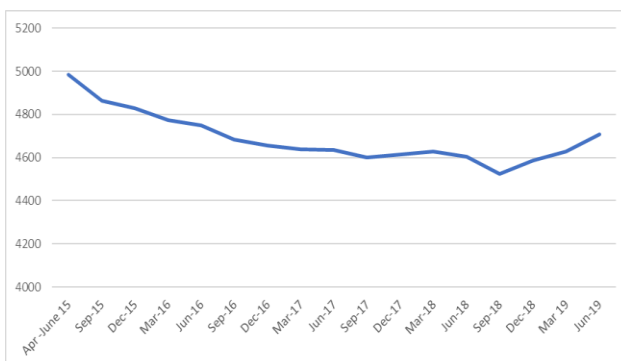
Over the last two quarters there has been an increase in staff reducing their working hours. The trend over the preceding year has been for more people to reduce their hours, while the number increasing their hours has dropped; see graph.

The largest combined reduction in hours this quarter came from Learning Disabilities and Mental Health with a decrease equivalent to 2.1 FTE, with no one increasing their hours in the service.

The flexible working policy may be a factor in influencing more people to reduce their hours.



#### Headcount



Over the last four years the headcount has been on a downward trend, however over the last three quarters this has now begun to increase. From September 18 to June 19 this is a rise of 4%.

There has been an overall increase in headcount of 80 since last quarter and of this Leisure Operations has seen an increase of 60 of which 50 have been part time posts. Other less significant increases have been scattered across the other services.

Staffing Levels				
Measure	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Apr – June 19
Headcount	4526	4586	4627	4709
FTE	3355	3408	3434	3487
Agency worker use (equivalent number of FTE's used during quarter)	88.9	67.1	73.5	73.7
Ratio of managers to employees	1:10.2	1:10.2	1:10.3	1:10.4
FTE of managers	429.9	434.5	434.2	439.8
Number of redundancies made during quarter	11	12	18	4
Ratio of starters to leavers (FTE)	1:1.8	1:0.7	1:0.7	1:0.7

Sickness Absence					
Measure	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Apr – June 19	Apr – June 18
Working days lost per FTE	2.3 days	2.3 days	2.4 days	2.1 days	2.1 days
% of total absences over 20 days	56.6%	49.1%	45.6%	47.5%	56.9%

Health and Safety <u>RIDDOR</u> related injuries				
Measure	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Apr – June 19
No. of workplace incidents/injuries reported	1	1	1	tbc

Voluntary Staff Turnover					
Measure	July – Sept 18	Oct - Dec 18	Jan – Mar 19	Apr – June 19	Apr - June 18
% staff turnover	2.8% (130 leavers)	2.1% (95 leavers)	2.1% (97 leavers)	2.3% (108 leavers)	2.4% (111 leavers)
% <1 year turnover rate	4.1%	3.8%	4.4%	3.5%	4.3%
% Under 25's voluntary turnover	5.4%	3.1%	2.8%	3.3%	3.0%
Average leavers' length of service	11.6 years	7.8 years	8.1 years	7.2 years	8.3 years

New Disciplinary, Grievance and Absence Cases				
Measure	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Apr – June 19
Disciplinary cases	35	22	12	17
Grievance cases	5	6	4	4
Absence cases	151	168	181	164



Employee costs					
Measure Relating to Quarter	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Apr – June 19	Apr – June 18
Total paid in salaries to employees (non casual)	£25.55m	£25.67m	£25.55m	£26.94m	£26.09m
Total paid in salary to casual employees	£0.59m	£0.41m	£0.49m	£0.49m	£0.52m
Total salary pay	£26.61m	£26.08m	£26.03m	£27.43m	£26.61m
Total paid to agency workers	£1.79m	£1.73m	£1.94m	£1.98m	£1.55m
Median employee basic salary	£21,074	£21,074	£21,074	£21,589	£21,074

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

Additional financial information				
Measure <i>(If the figure is negative a saving has been achieved)</i>	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Apr – June 19
Cost of sick pay	£0.78m	£0.70m	£0.69m	£0.79m
FTE change due to employee hour changes	-2.0	-1.6	-8.5	-9.2
Cost/saving of employee hour changes	-£84,749	-£20,942	-£224,775	-£244,471

**Why this is important:** Sick pay amounted to £2,929,393 across Wiltshire Council during the 2018-19 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	July – Sept 18	Oct – Dec 18	Jan – Mar 19	Apr – June 19	Apr – June 18
% < 25	6.8%	6.9%	7.0%	7.1%	6.3%
% 55 and over	25.7%	25.7%	25.9%	25.8%	26.1%
% Female	72.8%	72.9%	72.9%	72.9%	71.0%
% Part-time	47.1%	46.7%	47.0%	47.1%	46.0%
% Temporary contracts	5.8%	6.3%	6.6%	6.8%	5.9%
% Black or Minority Ethnic	3.0%	3.1%	3.0%	2.9%	2.9%
% Disabled	8.2%	7.8%	7.8%	7.4%	8.3%

Pulse 360		
Me	Management	Company
<p>PULSE SCORE</p> <p><b>+40</b></p> <p>Based on most recent response from each participant</p> <p>59%  Promoters 73</p> <p>22%  Passives 27</p> <p>19%  Detractors 24</p>	<p>PULSE SCORE</p> <p><b>+31</b></p> <p>Based on most recent response from each participant</p> <p>51%  Promoters 63</p> <p>29%  Passives 36</p> <p>20%  Detractors 25</p>	<p>PULSE SCORE</p> <p><b>+46</b></p> <p>Based on most recent response from each participant</p> <p>56%  Promoters 69</p> <p>34%  Passives 42</p> <p>10%  Detractors 13</p>
<b>↑ +5 (pulse score)</b>	<b>↓ -13 (pulse score)</b>	<b>↑ +6 (pulse score)</b>

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.