

AGENDA

Meeting: Staffing Policy Committee
Place: Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 8 January 2020
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.

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Membership:

Cllr Stuart Wheeler (Chairman)	Cllr Carole King
Cllr Tony Jackson (Vice-Chairman)	Cllr Ricky Rogers
Cllr Richard Clewer	Cllr John Smale
Cllr Mike Hewitt	Cllr Philip Whitehead
Cllr Hayley Illman	

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 **Membership of Committee**

To report that at its last meeting held on 26 November 2019, Council appointed Cllr Stuart Wheeler as Chairman of the Committee in place of Cllr Allison Bucknell and Cllr Carole King to the vacancy caused by the resignation of Cllr David Jenkins.

2 **Apologies for Absence**

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

To confirm the minutes of the meeting held on 14 November 2019. (Copy attached)

4 **Declarations of Interest**

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

5 **Chairman's Announcements**

6 **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 **Tuesday 31 December 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 January 2020**. 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.

7 **Appointment of Sub-Committees**

To review the membership of the following Sub-Committees following changes made at the last meeting of Council to membership of this Committee:-

The current membership of the three Sub-Committees is as follows:-

(a) **Senior Officers Employment Sub-Committee**

Cllr Allison Bucknell, Cllr Richard Clewer & Cllr Hayley Illman.

(Substitute Members: Cllr Jon Hubbard, Cllr Bob Jones

MBE, Cllr Fleur de Rhe-Philipe, Cllr Philip Whitehead, Cllr John Smale, Cllr Ian Thorn, Cllr Tony Trotman, Liberal Democrat vacancy vice former Cllr David Jenkins.)

(b) **Appeals Sub-Committee**

Cllr Allison Bucknell, Cllr Richard Clewer & Cllr Hayley Illman.

(Substitute Members: Cllr Mike Hewitt, Cllr Jon Hubbard, Cllr Gordon King,

Cllr Fleur de Rhe-Philipe, Cllr Philip Whitehead, Cllr Hayley

Illman, Cllr Ian Thorn, Cllr Tony Trotman, Liberal Democrat vacancy vice Cllr Hayley Illman.)

(c) **Grievance Appeals Sub-Committee**

Cllr Allison Bucknell, Cllr Tony Jackson & Cllr Hayley Illman.

(Substitute Members: Cllr Peter Evans, Cllr David Halik, Cllr Jon Hubbard,

Cllr Gordon King, Cllr John Smale, Cllr Ian Thorn, Cllr Tony Trotman, Liberal Democrat vacancy vice former Cllr David Jenkins.)

8 **Smoke Free Sites - Update** (*Pages 11 - 16*)

A report by the Director, Public Health is attached.

9 **Pay Policy Statement** (*Pages 17 - 32*)

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

10 **Amendments to Business Travel and Mileage Allowances Policy** (*Pages 33 - 48*)

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

11 **Sickness Absence Update** (*Pages 49 - 70*)

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

12 **Apprenticeship Update** (*Pages 71 - 78*)

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

13 **Date of Next Meeting**

To note that the next scheduled meeting of the Committee is due to be held on Wednesday 18 March 2020 at County Hall, Trowbridge, starting at 10.30am.

14 **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

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 14 NOVEMBER 2019 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Richard Clewer, Cllr Mike Hewitt, Cllr Ricky Rogers, Cllr John Smale and Cllr Fleur de Rhé-Philippe MBE (Substitute)

42 Apologies for absence

An apology for absence was received from Cllr Philip Whitehead, who was substituted by Cllr Fleur de Rhe-Philippe.

43 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 14 November 2019.

44 Declarations of Interest

There were no declarations of interest made at the meeting.

45 Chairman's Announcements

The Chairman made the following announcements:-

- **Amanda George, Head of HR & OD Strategy Delivery**
The Chairman reported that Amanda George had been seconded to Bath & North East Somerset Council where she had taken up the post of HR Director, covering maternity leave for a period of seven months.
- **Rebecca Corbin**
The Chairman welcomed Rebecca Corbin to the meeting. She had recently completed an apprenticeship and had been appointed Development Officer, Strategic Delivery.

46 **Public Participation**

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

47 **Removal of Homeworking Allowance**

Consideration was given to a report by the Director, HR & OD which updated the Committee on the decision made by the Corporate Leadership Team (CLT) to remove the homeworking allowance from 1 April 2020 for employees who worked flexibly from home for part of their working week.

In 2010 an interim homeworking allowance had been introduced as a temporary arrangement for staff working at Bourne Hill, Salisbury, which was the first hub to be redeveloped. In 2012 this arrangement was extended to staff in the remaining two hubs in Chippenham and Trowbridge as part of a suite of flexible working policies to encourage staff to work flexibly and to change the culture of staff having fixed desks which they 'owned'.

The allowance was introduced as a temporary arrangement to support the change in working practices so would be removed once the change was embedded. This temporary arrangement had been agreed with the trade unions at the time.

It was pointed out that the homeworking allowance was no longer the key driver in encouraging employees to work flexibly, with the benefits that flexible working outweighing the allowance. For many staff the fact that they did not have to commute to work if they were working from home saved a considerable time and cost with the saving being greater than the homeworking allowance.

The recognised trade unions had been consulted and supported this proposal, agreeing that it was no longer the key driver for staff working at home. It was noted that the annual cost of the homeworking allowance would represent a saving to the Council of £155,746. CLT had therefore decided to remove the temporary allowance from 1 April 2020.

During discussion, Members expressed support for this proposal.

Resolved:

To note the contents of the report.

48 **Quarterly Workforce Report: July to September 2019**

The Committee received a workforce report excluding fire, police, and school staff, for the quarter ended 30 September 2019.

The Committee noted that the number of starters under the age of 25 years had risen during this quarter with only a slight rise in the number of leavers. 58% starters in this age band began work during this quarter which represented 23% of all starters. Comparing this over the last three year period there was a trend for an increase in this quarter. However, there was a slight increase in under 25 leavers during this period but this was not uncommon at this time of year, with 16 year old people returning to full time education after spending their holidays working in libraries and the leisure industry.

Regarding agency staff, there had been an increase of agency staff employed over the last three quarters, with a corresponding increase in cost. It was noted that Families & Children's Services, Digital & Information and Adult Care remained the highest users of agency staff and were covering hard to recruit posts, vacancies pending and one off/extra workloads. It was pointed out that social care and ICT vacancies were being highlighted on the Council's careers site to promote these areas with the aim to fill posts permanently.

During discussion, it was requested that reports on sickness absence and an update on apprenticeships be presented to the next meeting.

Resolved:

- (1) To note the Quarterly Workforce report.**
- (2) To request reports on sickness absence and apprenticeships at the next meeting.**

49 **Update on #Our Day**

The Committee received an update on #Our Day which was due to take place on 19 November 2019. This was an annual event run by the Local Government Association (LGA) in order to celebrate the work that local council officers undertake to improve the lives of their communities and make them thrive.

The event was due to run from midnight on 19 November on Twitter and Facebook with an aim to demonstrate the efforts of local council officers that often go unnoticed in the community.

In Wiltshire, special emphasis would be made on vulnerable children, housing especially for the homeless, street cleaners, highway maintenance and recycling.

Resolved:

To note the update.

50 **Date of Next Meeting**

Resolved:

To note that the next meeting of the Committee was due to take place on Wednesday 8 January 2020 at County Hall, Trowbridge, starting at 10.30am.

51 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.30 am - 11.20 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

Staffing Policy Committee

8th January 2020

Smoke free sites – update

Purpose

1. To provide an update to Staffing Policy Committee regarding the implementation of the Wiltshire Council smokefree sites initiative that was presented and approved by the committee in November 2018.

Background

2. Smoking is bad for health, and the harm caused by tobacco smoke is evident as a contributor to poor health outcomes. As an organisation Wiltshire Council should not be seen to support smoking as a behaviour through policy. Smoking contributes to approximately 600 premature deaths in Wiltshire per year as well as increasing disability caused by smoking related conditions for smokers in later life compared with non-smokers and those who have stopped. This in turn causes a burden on adult social care by smokers needing support earlier than non-smokers and the need for more intensive care in later life.
3. In November 2018 the Staffing Policy Committee agreed the following recommendations for Wiltshire Council sites to become smokefree which included:
 - The removal of the council smoking policy (including supporting the removal of smoking breaks for staff during work time);
 - The revision of the council vaping policy to allow vaping on site away from public view;
 - Support for all council sites to go smokefree starting as a rolling programme in March 2019:
 - Phase1 included Monkton Park (Chippenham), County Hall (Trowbridge) and Bourne Hill (Salisbury) including carparks.
 - Phase 2 included all campus sites, leisure centres and libraries to go smokefree if not already done so.
4. The aspirational time line was to have the majority of council sites smokefree by the end of March 2020.

Implementation Update

Phase 1

5. The main council hub sites went smokefree from 13 March 2019 (National No Smoking Day). A working group to implement the policy included officers from Human Resources, Occupational Health & Safety, Public Health, Facilities Management and Communications teams.
6. A robust communications plan was developed to raise awareness with staff, contractors and the public that the hub sites were going smokefree and to provide information about the support that is available to smokers should they want to stop.
7. Awareness events took place in each of the hubs in January 2019 in advance of the launch in March. Smokefree signage was purchased and installed across the hubs from the Public Health budget.
8. The previous smoking areas at the hub sites were designated vaping areas. The council has followed the guidance by Public Health England (PHE) that vaping is 95% safer than smoking. Despite recent incidents being reported about deaths and harms caused by vaping, particularly in the US, PHE guidance remains unchanged. The incidents being reported have been where substances such as vitamins and THC (from cannabis) have been added to e-cigarettes. UK products follow EU standards with better regulation and incidents have been very rare.
9. There has been high compliance on hub sites amongst staff, with some smokers choosing to switch to vaping during working hours or going off site during their designated breaks to smoke.
10. There have been a few incidents of members of the public smoking on site. Wiltshire Council officers have been able to advise people that the site is now smokefree and most have then moved off site or stubbed out their cigarette.
11. There has been an increase in the number of smokers accessing stop smoking support via the health trainer service.
12. Initial concerns that partners, such as the police teams at Monkton Park, would not comply have not been realised and smoking is not occurring on site (during office hours).

Phase 1 Challenges

13. There were several challenges anticipated during the first phase and mitigating steps were put in place to manage these challenges. Challenges included:
 - Managers and staff not being clear that staff are no longer permitted to take smoking breaks and can only smoke off site during designated breaks
 - An increase in cigarette butt litter at the perimeter to County Hall – particularly in Mortimer Street. Monkton Park and Bourne Hill have not had this problem.

- Smokers gathering in groups and identifiable as council members of staff. The policy requires them to not be identifiable when smoking off site. Lanyards and council branded clothing should be removed and when staff smoke in any location not just the perimeters of hub sites.
- 14 complaints were picked up by the public health team; 9 from staff and 5 from the public. These were mostly about members of the public smoking on site, staff smoking in the car parks or about the increase of litter in Mortimer Street by County Hall.

14. On-going messaging in the Electric Wire after the launch with links to the policy and FAQ sheets were created to reinforce the policy and reminders to staff who smoke to remove lanyards and dispose of cigarette butts appropriately.

15. As part of the council's campaign to reduce litter a 'Bin the Butts' campaign was run in July/August 2019 which is part of the overall Keep Brittan Tidy messaging. Portable cigarette butt pouches were available to staff and members of the public from hub reception areas. These were very popular with smokers.

Phase 2 - Leisure Centres, Libraries, Depots and Enterprise Centres Sites

16. Leisure centres, libraries, depots and some Enterprise Centres sites went smokefree from 1 October 2019 to coincide with the start of Stoptober. The working group was extended to include officers from waste, leisure, places for people and libraries. A further communications plan was developed to advise staff, contractors and members of the public about the extended implementation with amendments to some of the resources from phase 1. Pre-launch events took place in 4 of the depots with health trainers offering blood pressures checks as well as giving stop smoking advice. There was a better uptake by council staff as well as contracted staff at the depots (Hills, Idverde and Ringway) where there are higher levels of smoking than at the main hubs.

17. A further 55 council sites became smokefree from 1 October 2019. These include 21 leisure centres, 15 libraries, 13 depots and 6 other sites including the Enterprise Centres, Salisbury City Hall, Porton Science Park. For information all the Household Recycling Centres are already smokefree sites and display signage and so were not included in phase 2.

18. Since the introduction of Phase 2, the public health team have been made aware of three further complaints. These have been about staff standing outside depot sites and either concerns about staff safety or issues about litter and the public having to walk through groups of smokers. These are being addressed by the appropriate managers and where related to contractors the head of service responsible for commissioning the service has been involved.

Next Steps

19. There are some council sites that were not included in phase 2 for various reasons including; an imminent relocation, in the process of a funding review, or there was

not enough time to work with service users and staff before the launch on 1 October to make the implementation practicable. These sites include, Learning Resources Centres, Children and Family Resources Centres, Special Education Centres and adults social care centres not included in the hubs, leisure centres or campuses. Residential adult social care settings owned by Wiltshire Council have not been included in the current implementation.

20. Next steps would be to work with these sites and service providers with clear direction from the senior leadership team, heads of services and commissioners to implement smokefree sites and support staff and service users to stop smoking. The lead time for implementation for phase 1 and 2 has been approximately 6 months. This allows time to advise those who will be affected, raise awareness about the dangers of smoking and offer stop smoking advice and support to staff and service users prior to the sites going smokefree.
21. Messaging to all staff about the stop smoking support that is available and the latest information and evidence about e-cigarettes will continue to be provided by the public health team via the Electric Wire.
22. The implementation of smokefree sites follows the growing support from the public for smokefree environments and changes in attitudes to smoking being allowed in open public spaces as well as enclosed places. Most NHS sites are now smokefree and other organisations are also introducing smokefree site policies. It is therefore important that Wiltshire Council is doing all it can to create further smokefree environments which will encourage people to make healthy choices by making smoking less convenient.

Environmental impact of the proposal

23. The potential for displaced cigarette litter is being mitigated for. A Keep Britain Tidy Bin the Butt litter campaign was run in August 2019 and portable cigarette pouches have been made available to staff at the three main hubs.

Equalities impact of the proposal

24. Where any move to make sites smoke free may have an impact on service users an equalities impact assessment will be carried out in conjunction with the relevant head of service or service manager to determine any adverse impacts.

Risk Assessment

25. Not Applicable

Financial Implications of the proposal

26. None

Conclusions

27. The implementation of smokefree sites follows the growing support from the public for smokefree environments and changes in attitudes to smoking being allowed in open public spaces as well as enclosed places.
28. Most NHS sites are now smokefree and other organisations are also introducing smokefree site policies. It is therefore important that Wiltshire Council is doing all it can to create further smokefree environments which will encourage people to make healthy choices by making smoking less convenient.

Recommendations

29. It is recommended that Staffing Policy Committee note the contents of this report and confirm their support of the final phase of implementation of smoke free sites.

Tracy Daszkiewicz
Director - Public Health

Report Authors: Mary Devers, Public Health Specialist and Steve Maddern, Public Health Consultant.

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

8 January 2020

Pay Policy Statement

Purpose of Report

1. The purpose of this report is to present an updated pay policy statement for the financial year 2020/2021 for approval by Staffing Policy Committee prior to agreement by Council and publication on the website.

Background

2. Under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year 2012/13 and each subsequent financial year.
3. Wiltshire Council originally published its pay policy statement in February 2012 and the updated policy is required to be published on the website by 1 April 2020.

Main Considerations for the Council

4. The policy (appendix 1) has been updated to include:
 - A revised introduction providing an update on the council's progress with apprenticeships, annual budget and workforce total.
 - An amendment to the reference of Corporate Director following the tier 1 restructure and the change in job title to Chief Executive Officer.
 - An updated total number of council employees and the latest pay ratios.
 - The annual budget will be set in January/February in time for approval at full Council.
 - The role of Acting Returning Officer following the tier 1 restructure will be agreed in time for approval at full Council.

Consultation

5. The pay policy will require full council approval prior to publication.

Environmental Impact of the Proposal

6. None

Equalities Impact of the Proposal

7. All pay policies have been equality impact assessed.

Recommendation

8. That Staffing Policy Committee approve the draft policy to be presented at full council for approval on 25 February 2020.

Joanne Pitt
Director – HR&OD

Report Author: Laura Fisher, HR Pay & Reward Consultant

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

Wiltshire Council Human Resources

Pay Policy Statement

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

What is it?

The pay policy statement sets out the council's approach to pay and reward for senior managers and the lowest paid employees for the financial year 2020-21.

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

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

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

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

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

- basic salary
- any other allowances arising from employment

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

Chief Executive Officer
Director
Head of Service
Some strategic and technical specialist roles

The term “lowest paid employees” refers to those employees on the lowest pay point of our grading system which is currently spinal column point 1, £17,364 per annum.

Go straight to the section:

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

Introduction

Wiltshire Council is a large and complex organisation providing a wide range of services to the community, with a current annual budget of around **£328m (2018/19)**.

In order to deliver these services around 4,798 people work for the council (non-schools) in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

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

The coming year will be challenging with the council having to find innovative ways to deliver services within strict cost parameters. It is now more important than ever to ensure the council has the right people in the right place at the right time to deliver services.

The apprenticeship levy has been in place since April 2017 and the council has been paying a levy of 0.5% of the pay bill monthly into a digital apprenticeship account which is used to fund the cost of training for apprenticeships. As well as focussing on recruiting new apprentices, the council has also used the levy to fund upskilling current employees. To date 26 new apprentices have been recruited, 8 have completed apprenticeships and a further 194 employees have started apprenticeships to upskill.

Who does it apply to?

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

When does it apply?

This pay policy statement was first published in February 2012 and is updated on an annual basis. It has now been updated for the financial year 2020/21.

What are the main points?

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

The level and elements of remuneration for employees

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

HAY job evaluation scheme:

6. The HAY job evaluation scheme is used to evaluate senior manager jobs within the council (currently 134 employees), which include the following roles:
 - Chief Executive Officer

- Director
 - Head of Service
 - Strategic and technical specialists
7. Each job is assessed by a panel of three HAY trained evaluators. The evaluators consider the job against each HAY element and sub-element and apply the description and points that best fit the job being evaluated. The values awarded are subsequently added together to give a total job score.
 8. The HAY Group periodically carry out quality control checks to ensure the consistency of job scores in line with the conventions of the scheme.
 9. The job score determines the grade for the job. There are 8 HAY grades each currently containing a salary range over 3 spinal column points.
 10. Details of the HAY evaluation scheme, the points to grades and salary bands are contained on HR Direct.
 11. The council's policy is to pay the median market rate for the jobs evaluated using the HAY job evaluation scheme, and aims to ensure that the pay scales for HAY graded posts are sensitive to labour market pressures. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market pay scale may be applied.
 12. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector and increases are capped in line with the NJC pay award unless market pay data identifies a significant drift or where difficulties are identified with recruitment and retention of staff at this level (this is in line with the market supplements policy).

Greater London Provincial Council job evaluation (GLPC) scheme:

13. The GLPC job evaluation scheme is used to evaluate the majority of jobs within the council.
14. Each job is assessed by a panel of three trained GLPC evaluators. The evaluators consider each job against a suite of agreed role profiles that set out the level of work required of the grade within the relevant job family.
15. The council aims to ensure that the GLPC scheme is appropriately applied and that there is continuity and consistency in the results. The evaluation process has been checked externally by job evaluation specialists in the South West Councils organisation.

16. There are eight job families each containing a set of evaluated role profiles stating the requirements at each grade.
17. For jobs evaluated using the GLPC job evaluation scheme the national pay spine determined by the National Joint Council (NJC) for Local Government Services forms the basis of the council's pay and grading model, and changes to the national pay spine are subject to annual pay negotiations.
18. In April 2019 a new nationally agreed pay spine was implemented and staff were mapped across to a new pay spine in a new pay and grading model, implemented following collective agreement with the recognised trade unions.
19. The new pay and grading model contains 14 grades, with all grades containing three increments except for the lowest grade which has two increments.

Remuneration on recruitment

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

26. Where it is necessary for any newly appointed employee to relocate more than 15 miles in order to take up an appointment the council may make a contribution towards relocation expenses.

Market supplements

27. The council has a market supplement policy which stipulates that if there are recruitment and retention difficulties for a particular post, and it is shown that the council are paying below the market rate for the job, a market supplement or market pay scale may be paid.

28. Market supplements/market pay scales are only payable to a small number of jobs which are evaluated using the GLPC or HAY schemes.

29. Where skills shortages exist in specific areas, or where despite paying at the median market rate for the role the pay rate for the role is still not sufficient to recruit and retain the skills required, a rate higher than the market median may be paid. This could be an additional increment, a percentage market supplement, or a market pay scale and requires the authorisation of the Director, HR&OD in conjunction with the Chief Executive Officers.

30. The level of market supplement applied to GLPC posts is determined by analysing market data from an external source e.g. Croner Solutions.

31. The data used for assessing market pay scales for HAY graded posts is the HAY pay databank for the public and not for profit sector. The HAY databank provides the market median, upper quartile and upper decile pay range for each HAY pay grade.

Salary protection

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

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

33. In exceptional circumstances, where there is a national shortage of skills and experience in a particular role, employees may be redeployed to a role more than one grade lower than their current role. This would be authorised by the Director HR&OD.

Increases and additions to remuneration

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

35. Most NJC employees received a pay award of 2% in April 2019, whilst those on the lower spinal points (below SCP 18) received a higher percentage increase.

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

37. The council's policy for HAY graded employees is to cap any pay award in line with the NJC pay award unless market pay data identifies a significant drift and difficulties are identified with recruitment and retention of staff at this level.

38. For HAY graded employees incremental progression through the grade is based on satisfactory performance measured over a 12 month period. Increments are paid on 1st April each year subject to satisfactory performance, and a minimum of 6 months in post at that time. There is no provision for the payment of an increment at any other time unless there are recruitment or retention difficulties.

39. The council also employs a small number of specialist employees covered by either Teachers or Soulbury salary scales which are also negotiated nationally.

The use of performance-related pay

40. It is the council's policy that HAY graded employees are subject to a performance appraisal each year. If the performance is measured as satisfactory, an increment may be awarded. If the performance does not meet the required standard an increment may be withheld.

41. For GLPC graded employees, increments are awarded automatically to the maximum of the grade unless formal proceedings are taking place under the Improving Work Performance Policy.

The use of bonuses

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

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

43. Employees who leave the council's employment are entitled to payment of their contractual notice, along with any outstanding holiday pay.

44. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.

45. There is no discretion to make redundancy payments which do not comply with the policy.

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

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

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

Statutory weeks x weekly salary (capped at £525), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).

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

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

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

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

- The appointment has corporate director approval.
51. These conditions apply for twelve months from the date of the dismissal, after which the employee may be considered for re-employment to any post within Wiltshire Council.
52. In accordance with the Localism Act 2011, full council will be given the opportunity to vote on severance packages over £100,000 before they are approved. In line with the council's redundancy pay policy the severance package includes the redundancy payment, and any other non-contractual payments which may be appropriate e.g. outplacement support.

The pension scheme

53. All employees are entitled to join the Local Government Pension Scheme (LGPS).
54. The LGPS changed in 2014 and the benefits structure has moved from a Final Salary basis to a Career Average Revaluation Earnings (CARE) approach for benefits accruing after this date. Employee contribution bandings have also changed and the new regulations have introduced 9 bandings with rates varying between 5.5 – 12.5% according to the employee's salary, with the employer contributions varying on an annual basis.
55. The benefits of the scheme for all members include:
- A tiered ill health retirement package if employees have to leave work at any age due to permanent ill health. This could give employees benefits, paid straight away, and which could be increased if they are unlikely to be capable of gainful employment within 3 years of leaving.
 - Early payment of benefits if employees are made redundant or retired on business efficiency grounds at age 55 or over.
 - The right to voluntarily retire from age 55 (on an actuarially reduced pension)
 - Flexible retirement from age 55 if employees reduce their hours, or move to a less senior position. Provided the employer agrees, employees can draw all of their benefits – helping them ease into their retirement.

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

Any other allowances arising from employment

Payment for acting up or additional duties

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

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

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

Unsocial hours allowances

59. The council provides an additional allowance, expressed as a percentage of the basic rate, for regularly working late evenings / early mornings / nights / Sundays. These payments are graduated according to the degree of unsocial hours working and range from 10% to 33% in addition to normal hourly rate.

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

Overtime allowances

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

Standby and callout allowances

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

Sleeping in allowance

The council pays a sleep-in allowance to employees required to sleep in on the premises. This includes up to 30 minutes call out per night, after which the additional hours provisions will apply. The sleep-in allowance payable is currently £36.08, and increases in line with the NJC pay award.

Local election duties – Acting Returning Officer

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

Governance arrangements

64. The council's policy is to apply the nationally negotiated NJC pay award to the pay scales for jobs evaluated using the GLPC job evaluation scheme.

65. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector.

66. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.

67. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.

68. For these local conditions of employment, the council consults and negotiates with the relevant trade unions, in order to reach agreement. These conditions and allowances are then referred to Staffing Policy Committee for agreement.

69. The role of Staffing Policy Committee is to determine, monitor and review staffing policies and practices to secure the best use and development of the council's staff. This includes the power to deal with all matters relating to staff terms and conditions.

70. The full remit of the council's Staffing Policy Committee is contained within the constitution.

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

71. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to senior employees via the council's website:

- Senior employee salaries which are £50,000 and above. This is updated on a monthly basis.
- A list of their responsibilities
- An organisational chart of the staff structure for the top three tiers of the local authority, to include each individual's job title, contact details, grade,

salary in a £5,000 bracket, grade maximum and whether each individual is a permanent or temporary employee. This is updated on an annual basis or more frequently if a significant restructure takes place

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

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

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

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

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

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

	Annual FTE Salary November 2018	Ratio November 2017	Annual FTE Salary November 2019	Ratio November 2019
Highest Paid	£154,290		£157,376	
Lowest paid	£16,394	9.4:1	£17,364	9.1:1
Mean Salary	£27,294	5.7:1	£28,262	5.6:1
Median Salary	£25,463	6.1:1	£26,317	6.0:1

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

76. The apprentice rate of pay varies according to the age and level of apprentice and ranges from £8,493 to £15,839 per annum at the lower levels. The apprentice payrates have not been taken into account when calculating the highest to lowest pay ratios as the apprentice rate of pay reflects the requirement for all apprentices to spend 20% of their working week undertaking learning away from the job, and therefore this is not a viable comparison with other jobs.

77. The current ratio of highest to lowest paid employees is well within the guidelines and is 9.1:1. The trend continues to reduce year on year due to the increases at the bottom of the pay scale in line with the national living wage. The ratios for the mean and median salary levels are also slightly lower than last year at 5.6:1 and 6.0:1 respectively.

Definitions

NJC – National Joint Council

JNC – Joint Negotiating Committee

GLPC – Greater London Provincial Council

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

Equal Opportunities

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

Legislation

Local Government Transparency Code 2015

Equality Act 2010

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

Further information

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

HAY job evaluation policy and procedure

GLPC job evaluation policy and procedure

Market supplements policy and procedure
Moving home policy and procedure
Redundancy payments policy
Overtime policy
Unsocial hours guidance
Standby and callout policy
Starting salaries and incremental progression policy and procedure
Acting up and additional duties policy and procedure
The Local Government Transparency Code 2015
Trade Union Recognition Agreement

These policies are available from the HR department at Wiltshire Council on request.

Policy author	HR Strategic Delivery Team – AG
Policy implemented	28 February 2012
Policy last updated	13 December 2019 (LF)

WILTSHIRE COUNCIL

Staffing Policy Committee

8th January 2020

Amendments to business travel and mileage allowances policy

Purpose

1. To outline proposed changes to the council's business travel and mileage allowances policy, with the intention to implement this with effect from 1 February 2020.

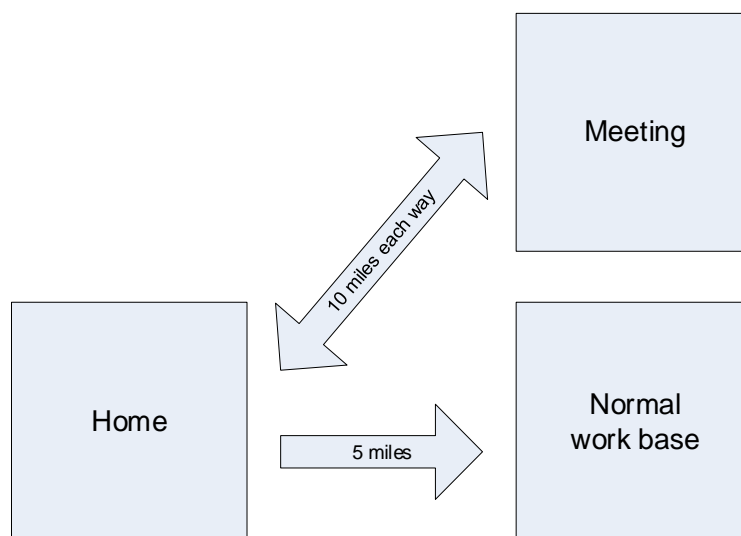
Background

2. In 2012 the council's travel and mileage allowances policy was harmonised to provide a standard business travel procedure and clear guidance on expenses that could be claimed by any employee of the council.
3. The policy allows employees to claim expenses for the full mileage from home or somewhere other than their normal work base to a meeting somewhere other than their normal place of work and back, as long as they did not pass close to their work base.
4. If their journey did take them within 1 mile of their normal workbase then the policy required their normal commute to be deducted from the claim.
5. The primary reason for implementing this approach was to encourage employees to work more flexibly and from different locations, in line with the council's transformation programme at the time and was in line with advice from HMRC received at the time.
6. The policy included FAQs and examples showing how to correctly claim business travel mileage, however there has continued to be regular queries to HR and there is some inconsistency in the way staff in different teams make claims. This suggests that the policy is not easy to understand and to apply.
7. Business travel expenses cost the council approx. £2.2m per annum. The costs of business travel have been rising and this is despite a reduction in full time equivalent employee numbers, an increase in the number of pool cars available and the availability of technology to allow dial into meetings instead of attending in person.

Amendments proposed

8. The updated policy will require that, wherever possible, staff should attend at their normal place of work and use a council pool car for business journeys.
9. Business mileage claims will only be accepted where an employee's role requires regular travel (social work for example), the business travel is essential and where there is no pool car available.
10. The amended policy simplifies the calculation method for mileage an employee can claim when travelling for business purposes if their journey is not starting from their normal place of work and does not include a journey to their normal place of work.
11. Under the new policy employees will be required to deduct their normal home to workplace mileage (their "normal commute") from any business mileage claimed.

E.g. if an employee attends meeting with journey starting and finishing at home:



Total mileage (10 miles each way) = 20 miles

Normal home to permanent workplace mileage (5 miles each way) = 10 miles

Travel claim = Total mileage (20 miles) - Normal commute (10 miles) = **10 miles**

Reasons for changes to the policy

12. Research was conducted on the business travel policies of other local authorities. Of those that responded twelve currently already used the approach of deducting the normal commute and one council was currently changing to this approach.
13. As part of the SAP replacement programme we have found that our current method for calculating travel claims is incompatible with standard ERP systems. However the proposed approach is built in as standard.
14. If we used the proposed approach any new ERP (SAP replacement) system would be able to automate a significant part of the mileage claim process for staff and provide detailed information and statistics on travel information.

15. The recognised unions agreed in principle with the changes to the policy and we are working with them to finalise the policy wording and communications to staff.
16. We intend to give staff reasonable notice of the change to the policy, with an aim to implement in February 2020.

Environmental impact of the proposal

17. This policy will encourage employees to consider whether the travel is necessary, for example to consider opportunities to use technology instead of attending meetings in person, and to use pool cars where available, so will potentially reduce vehicle emissions and contribute positively to the climate change agenda.

Equalities impact of the proposal

18. An Equalities Impact Assessment will be carried out on the new policy once it has been drafted. Unions will be invited to attend and contribute to this meeting.

Risk Assessment

19. The council has consulted their tax adviser regarding potential tax implications of changing to this approach and no issues in relation to tax were identified for either the council or for individual employees.

Financial Implications of the proposal

20. It is expected that there will be a reduction in the number of business miles being claimed by staff. Our existing SAP system does not hold the necessary data to forecast a reliable figure, however if there was a reduction of between 5% and 10% this would represent a saving for the council of between £100k- £200k per annum in service budgets.
21. Any new ERP (SAP replacement) system should be able to support this approach as standard, and therefore this will prevent the cost of having to create bespoke software to support our existing travel expense policy.

Recommendations

22. It is recommended that Staffing Policy Committee confirm their agreement to the proposed changes to the council's business mileage and allowances policy.

Joanne Pitt
Director HR&OD

Report Author: Paula Marsh, HR & OD Strategic Delivery Manager

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Business travel and mileage allowances policy

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

What is it?

This policy provides advice and guidance on business travel expense claims.

Policy statement

Employees should minimise both the cost and environmental impact of business travel wherever possible by utilising technology (e.g. skype meetings) and considering greener forms of transport such as walking, cycling or using electric pool cars.

Where it is necessary to travel, this should be by the most cost-effective mode of transport taking into account journey time and the nature of the journey as well as the monetary cost.

Business mileage can only be claimed for travel that employees make wholly and exclusively for business purposes. All claims must be made in accordance with this policy and should be supported with a VAT receipt where applicable, to ensure compliance for VAT recovery.

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.

When does it apply?

This policy applies to claims for mileage in relation to

- Use of your own vehicle to undertake business travel – car, motorbike, bicycle

This policy also covers

- Making claims for fuel expenses / electric vehicle charging in relation to hire cars, pool cars or other council owned vehicles

This policy also provides guidance on

- Use of council owned vehicles, including pool cars, for business travel
- Use of public transport for business travel

Main points

The main points are as follows:

Driving on behalf of the council

1. If you are driving on behalf of the council, using either a council or privately owned vehicle, you must comply with the [driving at work policy](#).
2. If you cycle to council meetings on council business, your bicycle should be roadworthy and you should wear appropriate high visibility clothing and a helmet. Distances should be 'reasonable' in terms of time and cost.

Using your own vehicle for business travel

3. For employees who are not classified as required drivers (as identified in the "supporting information" section of your role description) every effort must be made to book a council [pool car](#) for business travel, rather than using your own vehicle.
4. If it is not possible to book a pool car you will need authorisation in advance from your manager that your own vehicle may be used.
5. Your manager will consider whether alternative arrangements such as attending the meeting virtually, car sharing, public transport or other options are more appropriate.
6. No business mileage will be paid if you choose to use your own vehicle in preference to a pool car, where a pool car was available for you to use.

Claiming business mileage

7. Where it has been agreed you may use your own vehicle you are entitled to claim a mileage allowance for any business travel undertaken for Wiltshire Council. This allowance covers fuel as well as maintenance costs.
8. You may not claim any business mileage for travel between your home and your permanent workplace(s) as this is your ordinary commute.

9. Your permanent workplace(s) are ones where you spend a significant proportion of your working week, regularly and on an ongoing basis. You may therefore have more than one permanent workplace.

10. If you are travelling:

- from your home to somewhere that is not a permanent workplace without attending at your permanent workplace; and / or
- from somewhere that is not your permanent workplace back to your home without going back to your permanent workplace

you must deduct your normal commute (the mileage from your home to your most frequently attended permanent workplace) from any business mileage claim.

11. The reimbursement of travel expenses is designed to ensure employees are not out of pocket and is not a benefit.

12. You should never claim more mileage than you would have incurred had you started and ended the journey from your permanent workplace.

13. Business mileage claims must be for the shortest reasonable route. The [RAC Route planner](#), via SAP ESS, can be used to give recommended routes.

Making a claim for mileage expenses

14. Claims should be made through [SAP](#). If you do not have access to SAP a completed [expenses form](#), together with relevant documentation, must be submitted for authorisation by your manager.

15. Claims should be made monthly. Claims must be made within 3 months of the travel date otherwise your claim will not be processed.

16. Claims will only be processed if the information requested on SAP or the expense claim form is filled in fully. This includes giving details of the start location of your business journey, the end location of your business journey (with postcodes included) and the reason for the business journey.

17. When completing your claim on SAP it is your responsibility to make the correct selections in the required fields.

Supporting receipts and documents

18. All mileage claims must be accompanied by fuel receipts and, where applicable, parking receipts, otherwise the claim will not be processed.

19. The only exception to this is for fully electric vehicles where receipts are not required for electric charging.
20. Parking and fuel receipts need to be scanned or photographed and emailed to your manager for their approval, together with a completed [employee self-service travel claims receipts form](#). Once checked and approved the manager should forward these to HRpayroll@wiltshire.gov.uk where they will be retained on employee files for auditing purposes.
21. It is the authorising manager's responsibility to check receipts before authorising your claim.

Claiming for fuel for a council owned vehicle or hire car

22. If you use a council owned vehicle or hire car you are not entitled to claim business mileage.
23. You may claim for fuel purchased for business travel purposes, although wherever possible you should use the fuel payment card supplied with council vehicles.
24. You should make claims through [SAP](#). If you do not have access to SAP a completed [expenses form](#), together with relevant documentation, must be submitted for authorisation by your manager.
25. All fuel expense claims (except for electric vehicle charging) will only be processed if the claim is accompanied by a VAT receipt. You will need to ask for a VAT receipt when paying for fuel. For tax purposes, the receipt must pre-date or be on the date of the journey to support the claim.

Business Mileage rates

26. The table below contains the mileage allowances payable:

	First 10,000 miles	Following 10,000 miles
Car	45p	25p
Electric Car (Privately owned)	45p	25p
Motorbike	24p	24p
Bicycle	40p	40p

27. Figures are based on business miles undertaken in the tax year (April to March)

Authorisation of claims by managers

28. Managers are responsible for checking all business travel claims before authorising to ensure that:
- the journey was necessary and the meeting could not have been held using other means, eg skype call;
 - the most direct route has been taken and that the employee has deducted their normal commute for journeys undertaken at the start of end of the working day or directly from home.
 - the route was time and cost effective
29. Managers must check that correct receipts accompany claims.
30. Managers must complete all fields within SAP to maintain an audit trail.
31. Managers need to ensure all appropriate paperwork is passed to HR payroll administration.
32. Claims submitted via SAP should be checked and authorised in SAP by the manager by the 10th of the month to be included in that month's pay and paper claims authorised and submitted by the 1st of the month.

Car Sharing

33. Wiltshire Council encourages you to [share transport](#) when attending business meetings. The driver of the vehicle can claim an additional passenger rate of 1p per mile.

Other charges incurred when driving whilst on council business

34. You may claim back expenses in relation to car parking, congestion charges, tolls and other reasonable business travel costs.
35. Parking and other expenses will only be refunded if you provide the relevant parking tickets or receipts.
36. Any penalties/fines will not be reimbursed as it is your responsibility to ensure the correct parking ticket or congestion charge is paid.

Public Transport

37. Refer to the [rail travel, accommodation and meals policy](#) on HR Direct for information on booking train tickets.
38. Taxis will not be reimbursed unless there is a genuine reason for their use – for example where an employee is put at risk due to early morning or late night travel

following attendance at a course, where no public transport is available, or where there are accessibility issues and reasonable adjustments are required for disabled employees. The use of a taxi will need to be agreed in advance by your manager.

39. Bus/coach travel is reimbursed at cost. This will only be refunded if you provide the relevant tickets or receipts.

Interview Expenses

40. Wiltshire Council does not reimburse interview travel expenses. However, in certain circumstances Wiltshire Council will arrange for overnight accommodation if specified criteria are met. Please refer to the recruitment section on [HR Direct](#).

Roles and responsibilities

Employee responsibilities

41. Provide accurate records and details for all claims and ensure all receipts are provided with your expense claim.
42. Deduct their normal commute from any business mileage claim and ensure they take a “no gain” approach which ensure that expenses genuinely reimburse business travel but are not used as a “benefit”.

Managers responsibilities

43. Confirm with employees their permanent workplace(s) taking advice from the HR advisory team if required.
44. Support employees in calculating the correct deduction to make for their “normal commute”, taking advice from the HR advisory team if required.
45. Ensure that pool cars are the first consideration for all business travel.
46. Discuss appropriate travel arrangements with staff to make best use of the working day without building up unnecessary additional hours.
47. Check thoroughly all business travel claims before authorising, ensuring that any normal commute has been deducted.
48. If a claim cannot be authorised explain to the employee the reasons for this.
49. Make sure receipts accompany claims.
50. Ensure all travel claims, both SAP and paper claims, are submitted on time for payments to be paid to employees.

HR responsibilities

51. Ensure receipts are correctly filed/stored to ensure that claims can be retraced if required.

Definitions

Home Worker – an employee who is defined as a home worker in their Contract of Employment. It is likely that they will also have a council workbase (for example the office where their team are based) which will be an additional permanent workplace as they will attend this on a regular basis.

Flexible Home Working – the ability to work flexibly, including working from home or alternative workplaces, however your contracted workbase will be at a council office, depot or other site.

Business journey – any journey made during the course of the working day for work purposes which includes, but is not limited to, visiting clients, attending sites other than your normal workplace(s) for meetings, training or other business purposes.

Permanent workplace - in line with the HMRC definition your permanent workplace is anywhere that you attend regularly for the performance of the duties of your employment. Even if you do not attend the work place every day, if it is on a regular and frequent basis, and follows a pattern (e.g. one or two days per week) then it would still be considered a permanent workplace. This may mean that some employees have multiple permanent workplaces for the purposes of this policy (e.g. if they work from two locations on a regular basis). Your permanent workplace(s) will be confirmed by your manager. For full home workers your permanent workplaces are likely to be your home and the workplace where you would regularly attend team meetings, 1-2-1 meetings and appraisals. You may not claim for travel between your home and any permanent workplace as this is classed as a “normal commute”.

Temporary workplace – the HMRC defines a workplace as temporary if an employee goes there only to perform a task of limited duration or for a temporary purpose. You may claim mileage to temporary workplaces but should deduct your normal commute.

Normal commute - Your normal commute is defined as the mileage between your home and your permanent workplace(s). This mileage is the amount you will need to deduct from any travel claim that is undertaken at the start or end of the working day. You should deduct mileage equivalent to the journey to your most frequently attended permanent workplace or, if you attend equally at more than one workplace, you should deduct the longest commute.

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

Legislation

This policy has been reviewed by the legal department to ensure compliance with our statutory duties. This policy has also been reviewed by our independent tax specialists to ensure compliance with HMRC guidelines.

Advice and guidance

If you require help in understanding this policy you should contact your line manager or trade union representative if you are a member. If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you.

Further information

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

- [Rail travel, accommodation and meals policy](#)
- [Driving at Work](#)
- [Pool car booking](#)

For further information please speak to your manager or contact the [HR advisory team](#).

Business travel and mileage allowances - frequently asked questions (FAQs)

1. What are the tax implications for business mileage?

Inland Revenue rates for cars and motorbike are not subject to tax. However, the council bicycle rate is 40p per mile, which is higher than the Inland Revenue rate of 20p per mile. This means that the first 20p is not taxable, but the additional 20p is taxable as it is in addition to the HMRC rate.

2. Can I claim any additional tax relief on business mileage?

No. You can only claim tax relief if your employers' rates are below HMRC guidelines. The rates included in this policy are equal to the amounts as detailed by HMRC guidelines for cars and motorbikes, and above the HMRC guideline rate for cyclists.

3. Should any mileage claimed be rounded up or down? E.g. In total I have done 12.9 miles. Does this get rounded down to 12 miles or up to 13 miles?

For all claims you should round up if the journey is .5 miles and above, and down if .49 miles or below. For example: A journey of 2.4 miles is rounded down to 2 miles, and a journey of 5.8 miles is rounded up to 6 miles.

4. I have a fully electric vehicle, do I need to provide a VAT receipt for charging?

You will be reimbursed at the HMRC business mileage rate for electric vehicles and therefore will not be required to submit receipts provided that you are using your vehicle for business mileage and that accurate mileage records are kept.

5. My manager has asked me to work at another hub (Chippenham) for 4-6 weeks to cover the work of another colleague. Can I claim the additional mileage as it is a longer commute for me? I normally only commute from Westbury to County Hall.

The decision as to whether you can claim for the additional travel will depend on the reasons for the request, for how long, and whether it is on an individual or team basis. If you have individually been asked to move for business critical reasons to ensure service delivery needs are met, you are eligible to claim business mileage for up to a **maximum of 8 weeks**. You will need to deduct your normal commute from the claim. If you have any concerns you should discuss them with your manager, to consider whether any alternative arrangements can be made to keep any additional expenses to a minimum. E.g. Increased homeworking.

6. I currently work out of Salisbury, and have applied for a one year secondment to a role based in Devizes. Am I able to claim the additional mileage travel expenses I will incur?

As you have chosen to take the secondment, you will have taken all factors into consideration including location when deciding whether to take the role. You will not be able to claim for any additional travel expenses.

7. I sometimes work from home and go to meetings from there. Where do I claim business mileage from, my home or workplace?

You will have to deduct your normal commute (the distance from home to your permanent workplace) from the mileage from your home to the meeting place.

- 8. I have to attend regular training sessions as part of my role. Sometimes I need to go to a different hub for the training, as I am unable to attend the sessions available at my normal workplace. Am I able to claim travel expenses?**

Where possible, for cost effectiveness, you should attend training at your normal workplace. If this is not possible you should undertake the travel using a council pool car. However if a pool car is not available and your manager authorises you to use your own vehicle you may claim business mileage in line with the policy, deducting your normal commute for any mileage claimed.

- 9. I live out of county and I am asked to attend a course which is also out of county. I intend to travel from my home to the course by train as it is much quicker and the course starts at 8.30am. If I was to drive I would have to leave much earlier and pay for all day parking. Can I claim for the train fare?**

Yes, however you will need to discuss the options with your manager. They will need to consider not just the overall financial costs, but also the time, when considering the claim. The aim of the policy is to ensure that the most cost and time effective modes of transport are used.

- 10. If I have to attend an early meeting at a location which is further than my normal commute, I will have to leave home earlier than normal to get there on time. Can I class this time as additional hours/Flexi/TOIL?**

Yes, you can claim for the time over your normal working day as you are going to a different location. So, for example, if you normally start work at 8.00 and leave home at 7.30, and on such an occasion you need to leave at 7.00 to attend a course or meeting somewhere else, you would claim the additional 30 minutes. However, if this is a regular occurrence, your manager will highlight that appointments should be arranged to make best use of your working hours to avoid unnecessary costs, including the buildup of additional hours.

- 11. I normally leave for work at 7.30 and arrive at the office and start at 8.00. A 30 minute commute. I need to go to a meeting at another office, but the journey is 30 minutes longer. I will leave at 7.30 and hope to arrive for the meeting at 8.30. When does my working day start?**

It would start at 8.00, as this is when you normally start work. Time in addition to your normal commute can be included when calculating the hours of your working day. If you left at the normal time of 7.30 to attend a meeting and the journey was less than your normal commute, meaning that you arrived earlier than envisaged i.e. 7.45, you could start your working day early and hot desk prior to the meeting.

- 12. As part of my role I have on call duties. Can I claim travel expenses when I am called back into work on the same day?**

Employees may receive payments in respect of travelling expenses between their home and normal place of employment on an emergency call-out if they are on an approved standby and callout rota. However, these are seen as taxable earnings unless all the following conditions are satisfied:

- you give advice on handling the emergency on receipt of the telephone call and
- you accept responsibility for those aspects appropriate to your duties from that time and
- you have continuing responsibility for the emergency whilst travelling to your normal place of employment.

13. There is an on-call element to my role which means that outside of my normal working hours I may be called to locations other than my normal workplace. If I have been in to work and done my normal commute, can I claim for the mileage done visiting the other locations?

Yes, you can claim for the additional miles that are not part of your normal commute.

14. I am a key holder for a leisure centre and on rare occasions I may need to attend the building after my normal working hours have finished (e.g. if an alarm goes off). Can I claim for the additional travel?

As with employees that are on call employees may receive payments in respect of travelling expenses between their home and normal place of employment on an emergency call-out. However, these are seen as taxable earnings unless all the following conditions are satisfied:

- you give advice on handling the emergency on receipt of the telephone call and
- you accept responsibility for those aspects appropriate to your duties from that time and
- you have continuing responsibility for the emergency whilst travelling to your normal place of employment.

15. I have a meeting arranged with a colleague in Salisbury and I was planning to travel there from Trowbridge. My manager has told me I should do this via skype but I prefer face to face meetings and I want to discuss some documents. Is this right?

Your manager is right to ask you to do the meeting via skype as it would not be time and cost effective for you to attend the meeting. Skype has video conferencing capabilities and gives you the ability to 'share' documents you want to discuss. Ask your manager to provide some skype training to ensure you can use the technology to its full potential.

16. I live in Trowbridge and always work Monday, Tuesday and Wednesday in Trowbridge. On Thursday and Friday, I work in Devizes. Which is my permanent workplace? Can I claim travel to Devizes? What if I travel to Devizes when I am already in Trowbridge? What if I am asked to do an extra day in Devizes?

In line with this policy, you have 2 permanent workplaces – Trowbridge and Devizes. If you travel between the two locations on the same day, you can claim for the mileage travelled between the two locations. If asked to do an extra day in one or other workplace you are unable to claim for your commute on that day as it is a permanent workplace. HMRC guidelines say it cannot be claimed because it is a normal commute, even though you are undertaking it on a day when you do not normally work at that workplace.

17. If I do the same journey twice in one day, do I have to deduct the commute each time?

Primarily, you should review why you are doing the same journey twice in one day, as journeys should be cost and time effective. Can you hot desk or use skype? However, if the same journey is essential, and you have already deducted your commute once, you will not need to deduct it again.

18. A member of my team works regularly (up to 3 days per week) at another office as it is nearer to where they live. Is this an additional permanent workplace?

If the manager agrees that the employee is performing the duties of their role from an alternative workplace on a regular basis this would then be classed as a permanent workplace for the purposes of the travel and expenses policy.

In addition, if the employee

- Chooses to work from a different workplace for their convenience the mileage from home to this workplace is a commute for which they cannot claim business mileage, regardless of whether this workplace meets the definition of a “permanent workplace”.
- Travels from a permanent workplace to a different workplace for their own convenience (rather than for a genuine business reason) they will not be allowed to claim business mileage

19. If I choose to work at another hub, rather than my permanent workplace as it is nearer to where I live, can I claim business mileage there if I travel there from home?

No. This is not a business requirement and purely for your own convenience, so it does not qualify as a business journey.

20. I am a contracted home worker but as part of my role I have to travel to a number of different centres. Can I claim business mileage when I travel to the centres?

If you are classed as a permanent home worker (i.e. this is in your contract of employment), and you do not have an office base any journeys made to other workplaces will be classed as business travel and you will not be required to deduct any commute from your claims. However if you are travelling to another workplace on a regular basis (e.g. for team meetings, training or regular activities) it is likely this may be classed as a second “permanent workplace” and you will not be able to claim mileage when you travel to this workplace.

21. I overstayed in a car park because my work meeting went on longer than expected. Will the council pay for my parking fine?

No, this policy only covers legal parking charges. The council will not reimburse the cost for penalty notices occurred for illegal parking.

22. When out on business, how do I claim my parking back if I have paid using the MiPermit system via my mobile or the internet?

To buy a parking stay (ticket) using MiPermit, you have to register your details and car registration. This creates an account for you and you will then have easy access to your parking stay statements. You can also ring 0845 520 7007 for a receipt. Your manager can use these to authorise your claims and a suitable copy should be submitted to payroll, as with any other receipt.

23. Due to my disability I do not drive but have a support worker who drives my vehicle. Does this policy apply to me?

Yes, this policy is applicable; however, you will be responsible for ensuring your driver holds a current driving licence and is insured to drive your car.

WILTSHIRE COUNCIL

Staffing Policy Committee

8th January 2020

Sickness absence update

Purpose

1. The purpose of this item is to provide Staffing Policy Committee with an update on the council's sickness absence position following a request for more detailed analysis of sickness absence at the meeting of the committee on 14 November 2019.
2. The detailed analysis report is attached at Appendix 1.

Background

3. Sickness absence is a key workforce metric and it is important that we can identify where workforce capacity is likely to be affected through absenteeism as this can impact on service delivery and on staff morale.
4. When looking at sickness absence our analysis is split by long term (>20 continuous working days), medium term (5 – 20 continuous working days) and short term (<5 continuous working days)
5. The impact of long-term absence is easier to mitigate as arrangements can be made to cover the lost productivity, however it is the more frequent patterns of short, and medium-term absences that are most challenging to manage and therefore can cause the greatest disruption.
6. A high sickness absence rate teams may also be an indicator of other underlying workforce issues. For example, we know that employee relations issues in teams (disciplinary, improving work performance, grievance) can cause an increase in absenteeism, as can the impact of service restructuring.
7. Multiple sources of research have identified positive correlation between increased employee engagement and improved performance against common workforce metrics and this includes sickness absence.

Main considerations

Sickness absence at Wiltshire Council

8. At Wiltshire Council, the absence rate over the 2018/19 financial year was 9 days lost per FTE, which cost the council around £3m; this is consistent with the previous long-term trend.

9. The current 2019/20 financial year absence rate is projected to be around 8.7 days lost per FTE, indicating an improvement from the consistently stable long-term trend.
10. A report by the Local Government Association stated the average absence rate for single/upper tier authorities only is 10.2 days, which is significantly above our absence rate.
11. The council's sickness absence follows a very clear seasonal trend; with an increase in short term absences in the latter 2 quarters (October to March) of the financial year due to the cold and flu season. This is especially prevalent in frontline areas that are working closely with the public or vulnerable residents.
12. Regular analysis shows that sickness absence across the council's workforce is proportionately more common in staff over the age of 55, in females and in part-time staff.
13. There is also a correlation between those teams where staff are able to take advantage of working from home (as indicated by the 2018 staff survey) and lower sickness absence rates. According to the 2017 Occupational Health Survey staff felt that flexible working was the principal component that supported a healthy work life balance.
14. Stress related absence (reasons that include work and non-work related stress, chronic fatigue syndrome, depression and anxiety, and other mental health issues) continues to be the most common reason for absence, with around 1 in 3 days attributed to this reason. Management culture is critical to addressing stress related absence as they are the channel to encourage their staff to use the wellbeing initiatives and support provided as part of the council's programme of preventative measures.

Focused Analysis

15. An in-depth analysis of sickness trends and related factors is provided at Appendix 1 and should be read in conjunction with this report.
16. The social care services have the highest absence rates at the council; projecting for the 2019/20 financial year:
 - 22.7 days lost per FTE in Learning Disabilities and Mental Health
 - 19.9 days in Access and Reablement
 - 8.0 days in Families and Children's Services (although this is below the corporate average it is still currently the third highest absence rate; the corporate average is significantly increased by the 2 directorates above)
17. All other directorates are projected to be under the corporate average for 2019/20.
18. This is not an issue exclusive to Wiltshire Council. In a recent report for 2018, the [ONS](#) found that social care has the highest absence rate by profession.

19. Families and Children's Services have been working diligently to address management culture to reduce stress related absence. During this time, alongside a consistently reducing absence rate, they have also reduced stress related absence by 20%, improved their employee engagement score and improved their Ofsted rating to 'good'. Details about the actions they have taken are outlined in Appendix 1.
20. The Learning Disabilities & Mental Health and Access & Reablement directorates have both recently undergone a significant restructure to address leadership and management issues. The changes made have increased the level of proactive and robust management of workforce issues and absence rates in these areas will continue to be closely monitored to ensure that an impact is seen.
21. The HR advisory team have run bespoke absence management workshops for adult social care, with more detailed 'case study' style workshops scheduled for early 2020. Initial feedback indicates this is improving line managers confidence in having difficult conversations, decision making and management in respect of absence cases.
22. HR are also supporting managers to be confident and competent in controlling their workforce processes well as we know areas that do this have higher levels of employee engagement, lower sickness absence and reduced employee turnover rates.
23. Whilst all other directorates are projected to be below the corporate average for 2019/20, we have identified some increasing trends of absence rates which we will continue to monitor. The HR business partners will work with these service areas to understand any causes or to address contributory factors. Directors are provided with quarterly workforce reports to enable them to monitor sickness absence and business partners ensure these are discussed at senior management team meetings.

Next Steps

24. The HR insight team will provide information to the HR business partner for adult social care services who will liaise with colleagues in HR, OH and in the services to monitor and support reductions in absence rates.
25. HR will continue to monitor absence trends in other directorates and undertake early interventions where required in conjunction with the relevant heads of service.
26. The HR strategy team are developing a more robust managers induction to provide all new managers with the tools to be able to better manage sickness absence and other workforce issues, and a workshop on the same topics will also be a feature of the leadership and managing programme for aspiring and developing managers in 2020.

Risk Assessment

27. None

Financial Implications

28. As outlined the cost of sickness absence is significant but as with absence due to annual leave any tangible additional cost will only be where staff absence is covered with other resources, either agency or relief staff or due to the payment of additional hours or overtime to other staff.
29. We will continue to monitor the costs associated with sickness absence and report these to the Staffing Policy Committee through the quarterly workforce reports.

Recommendations

30. It is recommended that Staffing Policy Committee note the contents of this report.
31. It is recommended that Staffing Policy Committee consider the detailed analysis at Appendix 1.

Joanne Pitt
Director HR&OD

Report author: Michael Taylor, Workforce Insight Analyst

Sickness Absence Analysis

Background

At Staffing Policy Committee on 14 November 2019 sickness absence was an area of focussed discussion and as a result the committee requested more detailed analysis. Sickness absence is a key workforce metric and identifies where services are left understaffed through absenteeism. Whilst sickness absence is inevitable, excessive absences can affect staff morale as it places additional pressure on staff in managing extra workload, and this can affect service delivery.

The impact of longer-term absence can be easier to mitigate as arrangements can be made to cover absence using relief or agency staff or asking existing staff to work overtime. However, this can place additional strains on service budgets, especially in social care where they are more likely to rely on costly agency staff as cover.

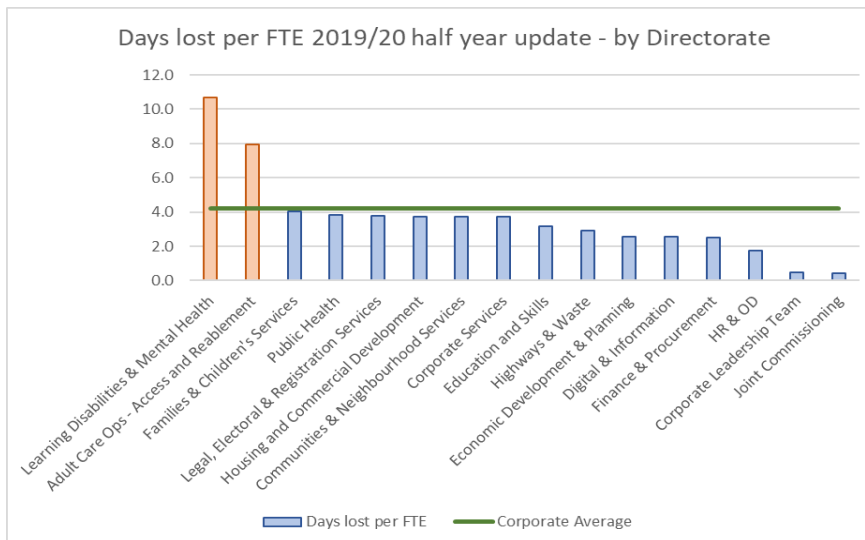
It is the more frequent patterns of short-term absences that are most challenging to manage and as a result can have the greatest disruption and negative effect on colleagues.

Sickness absence in the council follows a very clear seasonal trend; with an increase in short term absences in the latter 2 quarters (October to March) of the financial year due to the cold and flu season. This has a greater impact in some areas more than others, especially areas of higher or variable demand, such as those that are working closely with the public or vulnerable residents. To safeguard vulnerable residents, absence is often imposed as a precaution for certain sickness reasons. Whilst back office staff may have the flexibility to work from home in similar situations, frontline staff are less likely to have this option due to the nature of their work.

There is a correlation between those directorates where staff stated that they never work from home in the recent staff survey and higher sickness absence rates. Flu clinics offering free vaccinations are now part of an annual programme to try to mitigate the seasonal fluctuation. However, this usually requires staff to attend a main hub or campus and often frontline staff do not have or require regular access to these locations, so targeting specifically some of these key frontline areas with access to flu vaccination vouchers to use at outlets locally to them (e.g. Boots) may help to mitigate the impact.

A high level of sickness absence can also highlight, or be a result of, other workforce issues. For example, we know that employee relations issues in teams (disciplinary, improving work performance, grievance) can cause an increase in absenteeism, as can the impact of service restructures.

The sickness absence rate for then 2018/19 financial year was 9 days lost per FTE and was a cost to the council around £3m. This is consistent with the previous long-term trend, as the absence rate has been stable at around 9 days lost per FTE for the last 5 financial years. However, projecting forward for the current 19/20 financial year (adjusting for seasonal variation) the absence rate will be around 8.7 days lost per FTE. This might not seem like a significant reduction, however bearing in mind the rate has stayed consistent for the last 5 years, this does represent a meaningful change and demonstrates the positive impact of the actions taken to reduce sickness absence in the Families and Children's directorate; the details of these activities are described later in this report.



As can be seen in the graph above, the two Adults Social Care directorates currently have the highest absence rates. Furthermore, the levels of sickness absence across all social care services (adults and children's) have a large effect on the corporate absence rate; if we exclude social care from the calculations the projected corporate absence rate for 19/20 would reduce by 22% to 6.8 days lost per FTE (compared to 8.7 days in social care).

In a recent report from 2018, the [ONS](#) found that social care has the highest absence rate by profession, and the public sector is the highest by sector. They also state that public sector workers are 24% more likely to take time off due to sickness than those in the private sector. [HR magazine](#) has previously considered that this might be a result of the more generous occupational sick pay offered in the public sector.

Our absence rate is currently slightly above the ONS public sector benchmark: We would have to reduce our absence days by around 20% to be in line with this public sector average. However, the bodies included by ONS under their 'public sector' heading are not directly comparable to our own unitary authority. When we look at more closely matched comparators, LG Inform states the average absence rate for single/upper tier authorities only is 10.2 days, which is significantly above our absence rate.

Across the council's workforce, regular analysis shows that absence is proportionately more common in older staff, females and part time staff. 10 of the 15 current directorates have a sustained upward trend in absence rate in older staff, meaning this will increasingly become an issue as our overall workforce ages.

The council's latest [JSNA report](#) indicates that the population aged 65 and over in Wiltshire is growing rapidly and will continue to grow for many years to come. By 2030 it is estimated that the county's population of over-65's will increase by around 40%. Consequently, the demand for services to provide for the needs of this population is also very likely to significantly increase. This already has, and will continue to, place increasing pressures on services provided by adult social care; it is probable that this increasing demand is one of the main contributors to the high absence rate.

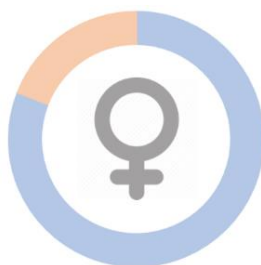
Focused Analysis:

Learning Disabilities and Mental Health Services

Key Functions

- ✓ Supporting over 18s to live or manage their lives
- ✓ Provide day and respite care
- ✓ Support adults with learning disabilities and mental health issues

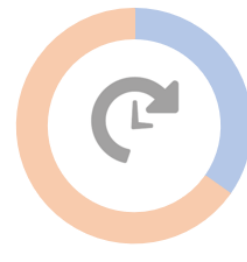
Workforce Profile



81%
of the workforce are female
73% corporately



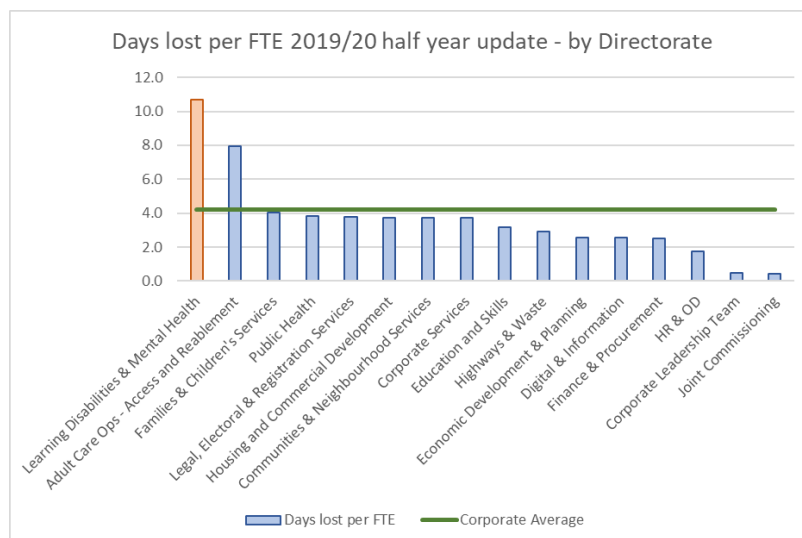
25%
of the workforce are over the age of 55
26% corporately



35%
of the workforce are part time
47% corporately

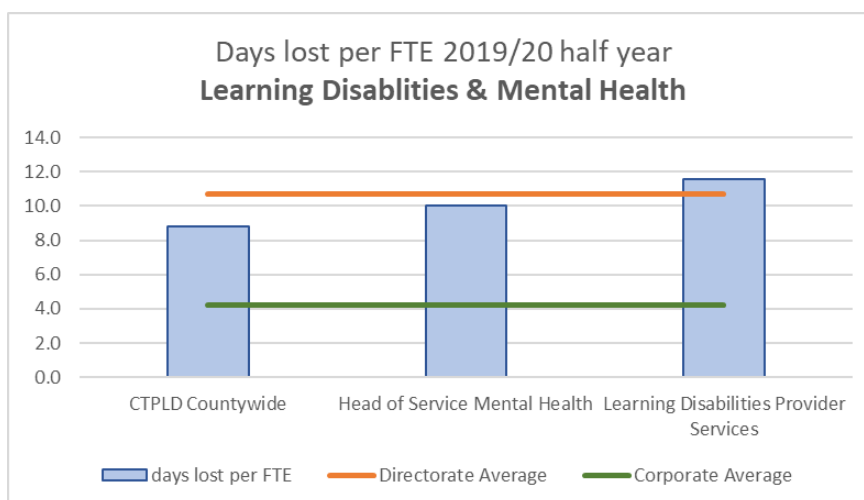
Sickness Absence

Initially, as there is a slightly lower than average rate of staff who over 55 or are part-time workers, the workforce profile above would not normally be synonymous with a high absence rate, however there is a proportionately high absence amongst females and older staff within the directorate.

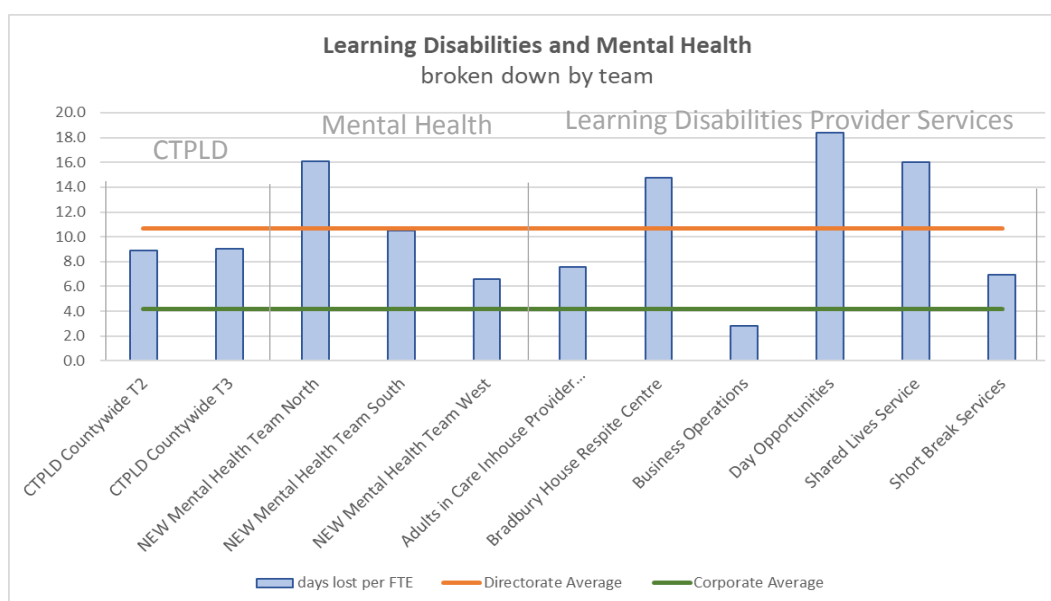


Learning Disabilities and Mental Health currently have the highest absence rate at Wiltshire Council. Projected to be up to 22.7 days per FTE over the 19/20 financial year, this is significantly higher than the corporate average and is an upward trend from previous years. Historically, the absence rate in this directorate has been adversely affected by the Learning Disabilities Provider Services. This has continued into the current year as this service has

contributed the most absence with the absence rate in the first two quarters of the current financial year being much higher than the corporate average across all services in the directorate:



The graph below breaks this down further to team level to gain a better understanding of the areas of concern.



In CTPLD we can see that the absence rate is consistent across both teams. Alongside a higher than average absence rate, CTPLD have also seen a significant number of staff leave during this period. The service has been reviewing whether there are any underlying issues that may be causing this and believe that difficulties with management, the structure and case load management may be contributory factors.

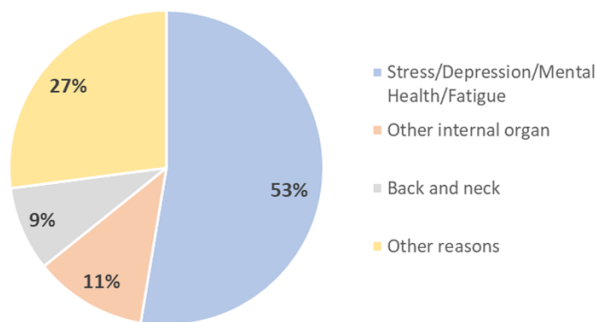
In the Mental Health service, absence in the West team is significantly lower than in the North and the South teams. HR will be working with the service to understand if there is anything that we can learn from the West team that can be applied to the other teams to help reduce their higher absence rates.

As outlined, the Learning Disabilities Provider Services consistently have high absence rates. This affects the overall rate for the directorate due to the size of the service. This absence is largely in Day Opportunities/Adults in Care In-house Provider Services and is a team that has been amalgamated as part of a significant restructure during the last year. In addition, there have been several complex disciplinary cases that are ongoing in this area which we know are contributing to the absence rates. HR business partner intelligence indicates that the new leadership now in place and overseeing the new structure is being more proactive and robust in managing workforce issues and this has led to the increase in disciplinary cases and sickness absences. This is typified by the fact that only 1 ongoing long-term case across the directorate isn't formally being managed by HR. In addition, the Registered Managers in this service are working very closely with the HR advisory team to seek advice and support to improve the management of their absence cases.

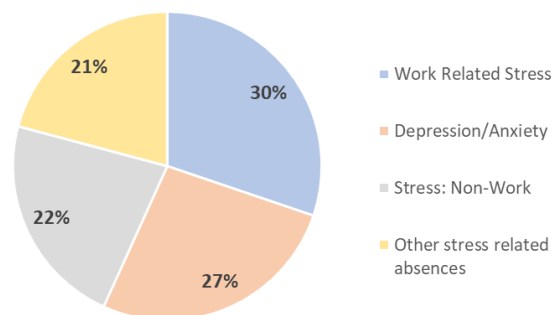
Although these actions have resulted in an increase the absence rate, this should be regarded positively as managers in this area are now actively managing issues of performance and conduct and are using the procedures and processes available to support them with this. In the long run, this is likely to have a positive impact on the morale of the workforce and therefore reduce the levels of sickness absence. Previous analysis of absence had found that areas where managers using the procedures and processes available to support them in managing their staff have better employee engagement, lower sickness absence and reduced employee turnover rates.

Stress/Depression/Mental Health/Fatigue was the most common reason for absences across the Learning Disabilities and Mental Health directorate. Currently over 50% of days lost to absence were due to this reason (compared to around 1 in 3 corporately). Learning Disabilities Provider Services were the only service who specifically noted work related stress as being the highest contributor to stress related absence – with 54% coming from Team Leaders, Community Resource Workers and Support Workers in Day Opportunities/Adults in Care In-house Provider Services.

Breakdown of Top 3 Reasons



Breakdown of Stress related absences



Many sources including [HR magazine](#), state that amongst the most common causes of absence are;

- Bullying ✓
- Disengagement ✓
- Childcare
- Lack of flexibility
- Poor leadership/management style, and ✓
- Change ✓

When looking at other workforce measures, Learning Disabilities and Mental Health have a below the corporate average engagement score, below average scores in the 'management effectiveness' and 'management performance' sections in the 2018 staff survey, and an above average number of staff experiencing bullying. There has also been significant change in the Learning Disabilities Provider Service which has recently undergone a restructure. Although looking holistically at our data there isn't a clear correlation between these factors and sickness absence, in isolation these could be contributory factors and these causes are supported by several different sources. The recent restructure was designed to help remediate these issues, particularly those related to management culture.

The HR advisory team have been working very closely to support the directorate in managing absence. They have been running bespoke absence management workshops, with some more in-depth case study style workshops scheduled over the next few months. Feedback from this has been very positive and managers feel more confident in having difficult conversations to address concerning patterns of absence with staff.

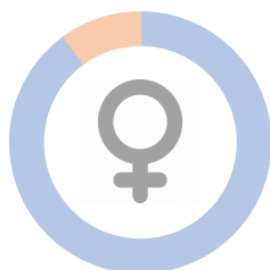
Adult social care has also engaged with a specialist consultancy to introduce the 'partners for change' programme. This is a new client model with an asset-based approach exploring what support network clients have in the community, and whether this can be utilised instead of relying on the services provided by the Council. This is much more aligned with what social workers are trained to do and will not only improve empowerment and motivation of social workers but should also help reduce some demand on our services.

Access & Reablement services

Key Functions

- ✓ Helping physically and mentally impaired adults living independently and back in their home
- ✓ Caring for and supporting adults who don't have the capacity to consent to care
- ✓ Looking after the financial and personal welfare of vulnerable adults who don't have the capacity to do so
- ✓ Working in hospitals and supporting outpatients
- ✓ Helping adults with deteriorating health before it gets to the hospitalisation stage
- ✓ Ensuring the elderly and carers are claiming all benefits they are entitled to
- ✓ Safeguarding of adults

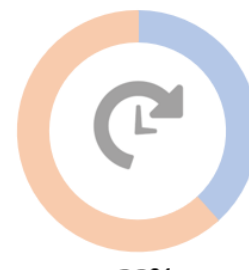
Workforce Profile



90%
of the workforce are female
73% corporately



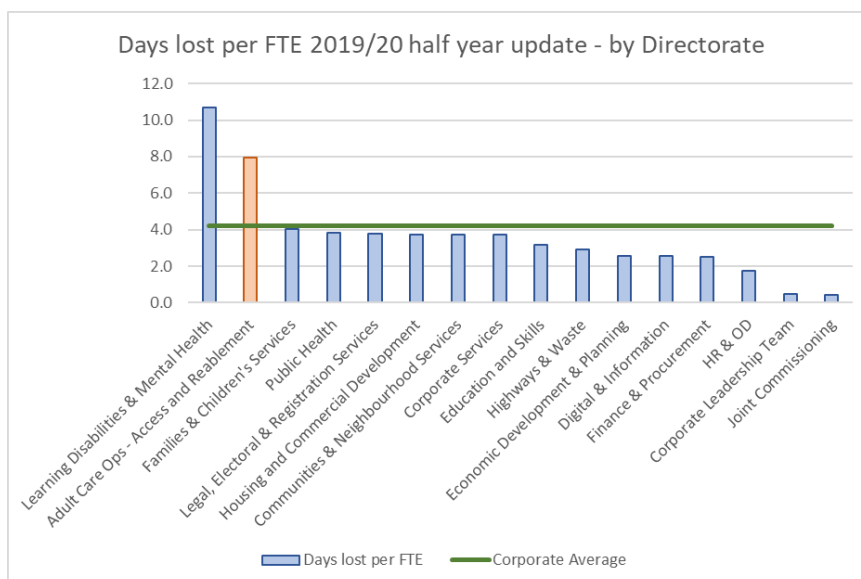
23%
of the workforce are over the age of 55
26% corporately



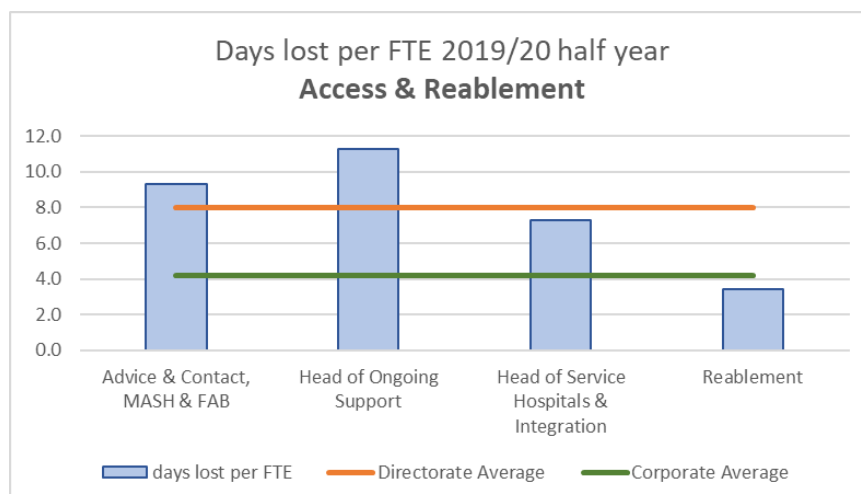
38%
of the workforce are part time
47% corporately

Sickness Absence

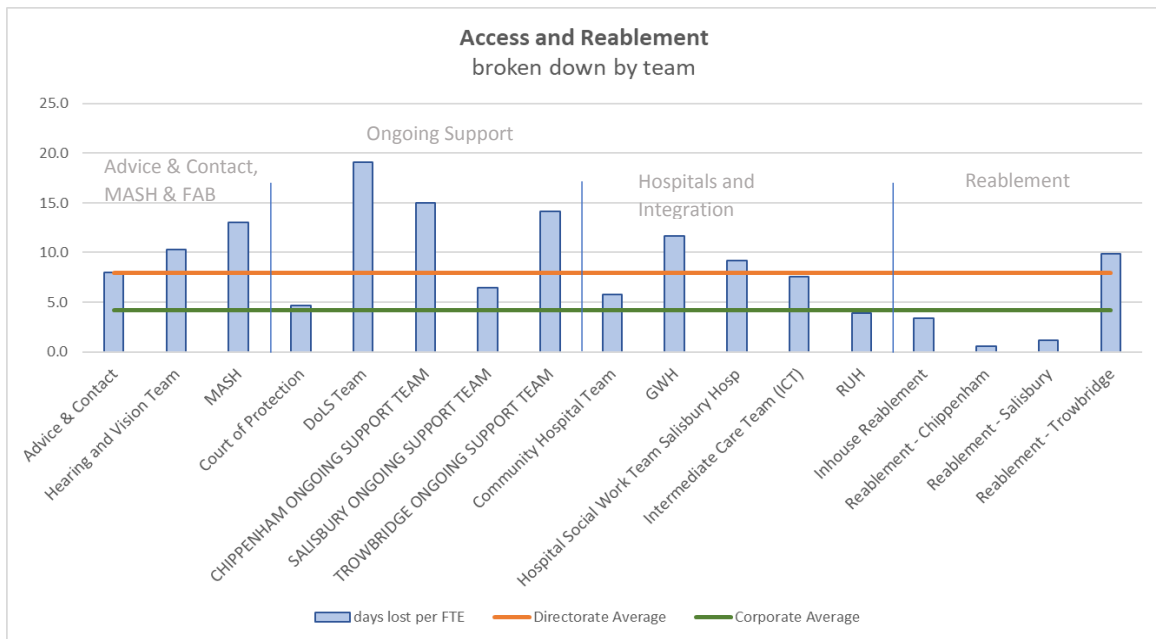
Like Learning Disabilities and Mental Health, the workforce profile above would not normally be synonymous with a higher absence rate, however there is again a proportionately high absence rate amongst females and older staff within the directorate.



Although the sickness absence rate in Access and Reablement is lower than Learning Disabilities and Mental Health, it is still currently around double the corporate average and projections for the current 2019/20 financial year predict a 47% increase from 2018/19.



The overall absence level in Access and Reablement is impacted by the absence levels in the Ongoing Support and the Advice & Contact, MASH & FAB services. In this directorate only the Reablement service currently has a sickness absence rate below the corporate average.



In Advice & Contact, MASH & FAB; looking at absence by team level we can see that the Hearing and Vision Team and the MASH team have higher absence rates, this is predominantly stress related (97% - one long term case - and 42% respectively). It should be noted these are both smaller teams (<15 staff in each) so absence rates are easily affected by a small number of long-term cases.

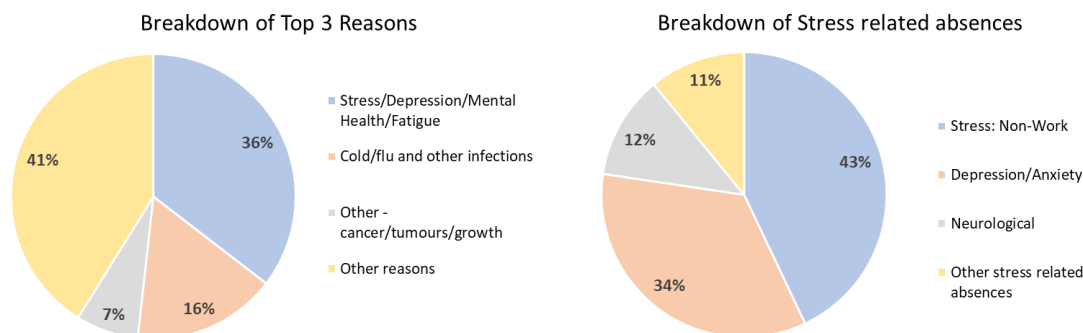
From the graph above there is a clear picture that the absence rate in the Ongoing Support service is being influenced by the Chippenham and Trowbridge teams, largely due to stress related absences (46% and 48% respectively). Interestingly the Salisbury team has a significantly lower absence and stress related absence to these, so the HR business partner will be working with the service to understand the reasons for this and whether there is anything we can use to support the Chippenham and Trowbridge teams. The Deprivation of Liberty Safeguards (DoLS) team also has a very high sickness absence rate, however being a small team, this is skewed by one very long-term case for chest/respiratory reasons, which has now been resolved.

The teams working in the Great Western (GWH) and Salisbury Hospitals also have higher absence rates than the directorate average in the Hospitals & Integration service. There are several pressures on hospital staff now which may be contributing to absence, including delayed transfers of care (DTC) with staff being put under significant pressure to support and enable the discharge patients quickly. Winter pressures will place additional burden on staff; exploring how staff in the RUH hospital (as they have the lowest sickness rates within the service) are dealing with these pressures may help to support the absence levels in the GWH and Salisbury hospital.

Although the Reablement service currently has an absence rate below the corporate average, the Trowbridge Reablement team has a high absence rate. This is largely (75%) from 1 long term absence of a level 2 occupational therapist, which is currently ongoing and support is being provided by the HR advisory team.

Stress related absences are the most contributory reason in Access and Reablement with 1 in 3 days, however this is slightly less prevalent than in Learning Disabilities and Mental Health (1 in 2) and is in line with the corporate average (although the corporate average is being

inflated slightly by social care). Cold/flu and other infections was the second most common reason for absence with around 1 in 6 absence days attributed to this reason. This is likely to increase over the next 2 quarters due to the normal seasonal variation.



Stress related absences are most prevalent in the roles of Information Officers, Customer Coordinators and Team Managers.

When looking at other workforce measures, over half of the respondents to the staff survey from this directorate indicated that they undertake some caring responsibilities; HR magazine state that caring and childcare responsibilities can influence sickness absence as they may be required at short notice to leave work or not come in at all. This information has been fed back to our HR strategy and policy team to ensure our carers policy continues to be appropriate.

The service believes that going through an extensive restructure and transformation program has also had a negative effect on sickness absence. There has also been an increased focus on performance management and robust supervision; with sickness forming a staple part of the supervision conversation, leading to an expected increase in sickness rates due to improved/more consistent reporting of sickness by managers.

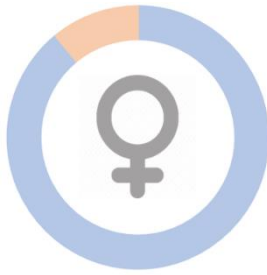
The HR advisory team have delivered bespoke training to managers in the past few weeks to ensure they are confident in following HR procedures and processes. This is evidenced by the fact that all current ongoing long-term absences are being formally managed by HR advisory and the manager. This has also led to an increase in staff leaving the directorate involuntarily, because of more robust management of sickness absence cases.

Families and Children’s Services directorate

Key Functions

- ✓ Supporting young people with disabilities
- ✓ Supporting children in care
- ✓ Kinship and fostering services
- ✓ Emergency duty services
- ✓ Safeguarding children
- ✓ Ensuring quality outcomes for families

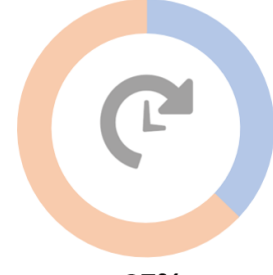
Workforce Profile



89%
of the workforce are female
73% corporately

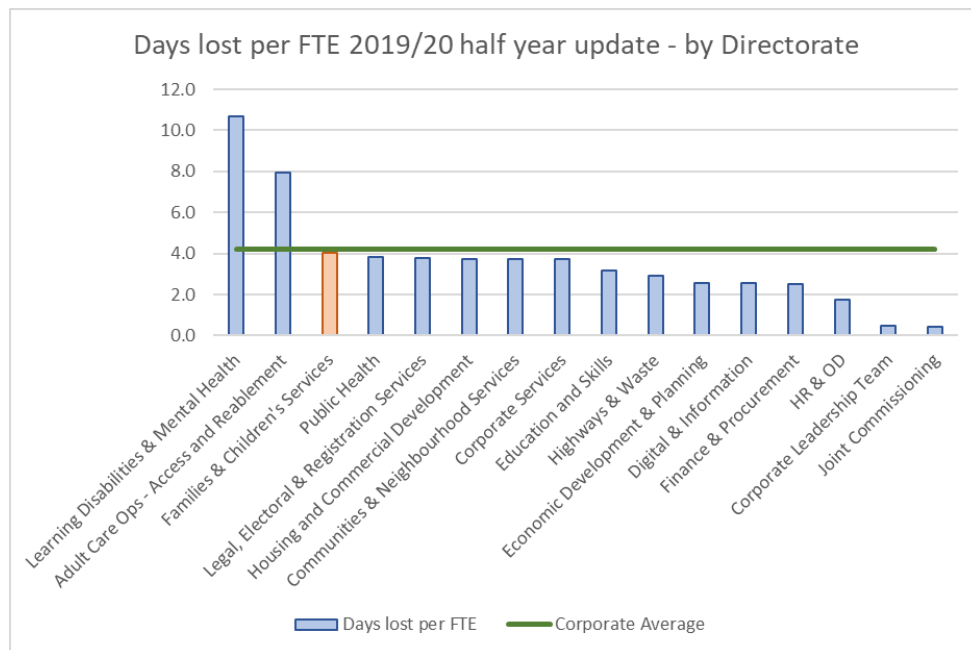


20%
of the workforce are over the age of 55
26% corporately

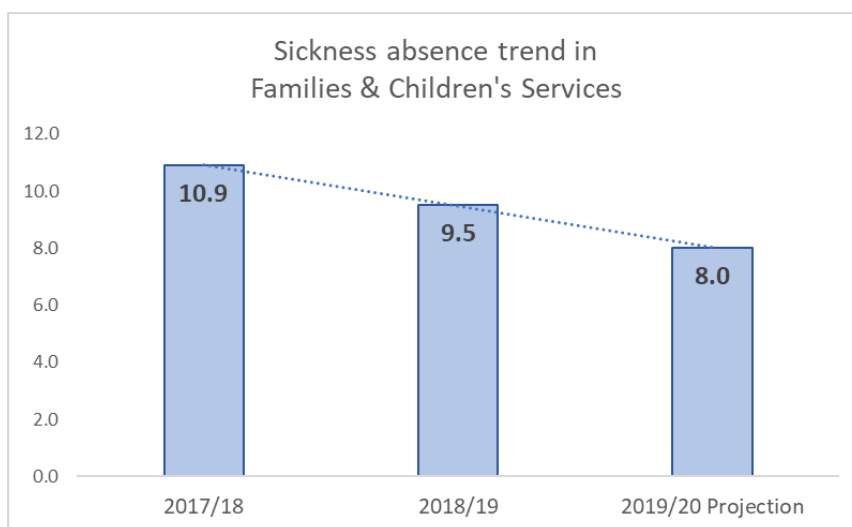


37%
of the workforce are part time
47% corporately

Sickness Absence



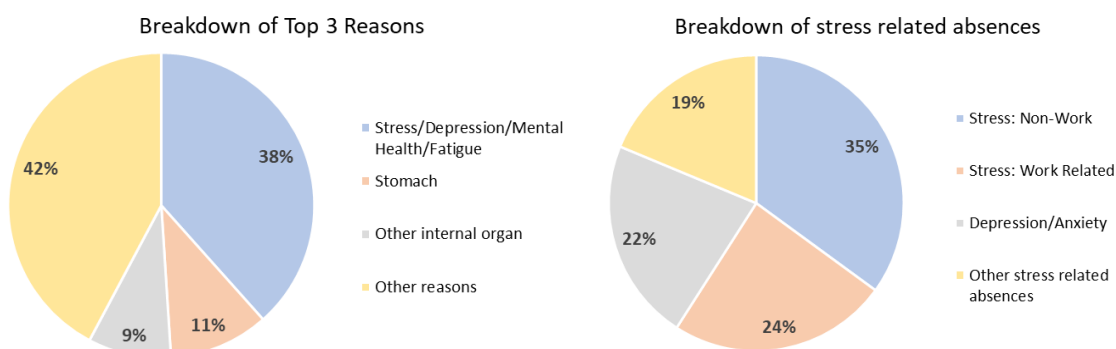
There has been a positive (reducing) trend in sickness absence in this area over the last 3 financial years. Although sickness absence rates have previously been amongst the highest rates, it is now more in line with the corporate average based on the first two quarters of the current financial year. The previous 2-year trend and a forward projection for the 2019/20 financial year is detailed in the following graph:



A projected rate of 8.0 days lost per FTE over the 2019/20 financial year would represent an improved absence rate means that this directorate will be below the current corporate average. This is a very positive message in a high-demand directorate which, in the same period, has also improved its OFSTED rating to 'good'. For a social care function to see consistent reductions in absence is very positive and there may be some lessons learnt that we can be used in adult social care services to support a reduction in absence rates.

Despite this improvement there are still areas that require continued focus. The absence rate continues to be adversely influenced by Support and Safeguarding (particularly in the West 1 team), and there is still a higher absence rate in the Children in Care and Young People service (predominantly from the in-house fostering team). Stress related reasons are the biggest contributor to absence in both services, with depression/anxiety and work-related reasons amongst the most common stress related absence types.

Family Keyworker roles have recorded the most stress related absence in Support and Safeguarding, largely due to depression/anxiety and work-related stress. This is a new role and as such the requirements and demands of it are still emerging. Where appropriate, the duties and responsibilities and workloads may need to be considered and reviewed.



Although still an area of concern, concerted efforts within the service over the last year have reduced stress related absence by almost 20%, and it is now more in line with the corporate

average at around 1 in 3 days lost. The service has been working diligently to address the issue of stress and this now seems to be having a positive effect. It is known anecdotally that stress has other effects on the social care workforce, including 'burn out' which can lead to staff turnover at a critical point in their career at Wiltshire Council.

There has been a significant change programme undertaken to transform the culture, including a focus on improved work-life balance. Managers have been requesting staff leave work on time, don't work over weekends, promoted flexible working patterns and have encouraged more regular leave patterns; all to improve employee's lifestyles outside of work. In the 2018 staff survey (and the previous health survey undertaken by occupational health), social care staff often cited high workload/caseloads as an issue. In response, the service has been creating a more stable management structure; conducting regular supervision meetings, addressing a more manageable workload and reducing email traffic. The service has also cited the flu jab and the promotion of a healthy lifestyle to be having a positive effect on sickness absence.

This change in culture is critical to addressing stress related absence, with line managers being the catalyst for this change; endorsing and enforcing initiatives and policy. Adult social care is trying to address management issues in the recent restructure and it appears the new managers are much more aligned to this culture of encouraging staff to access the initiatives at their disposal to improve their work life balance and are being more robust in preventative action. We will continue to monitor the absence in adults to see if this does improve their position, however it will be essential that the managers continue taking action to drive this change.

Other Directorates

As mentioned in the opening of this analysis if absence rates in social care were discounted the overall absence rate for the council would be 6.8 days lost per FTE. If this was the case then there would be other services with higher than this average absence rate.

Legal, Electoral & Registration Services

Key Functions

- ✓ Supporting and managing the elections process
- ✓ Ensuring the council and the services it provides complies with all legal requirements
- ✓ Registering of marriages, births, deaths

Workforce Profile



80%
of the workforce are female
73% corporately



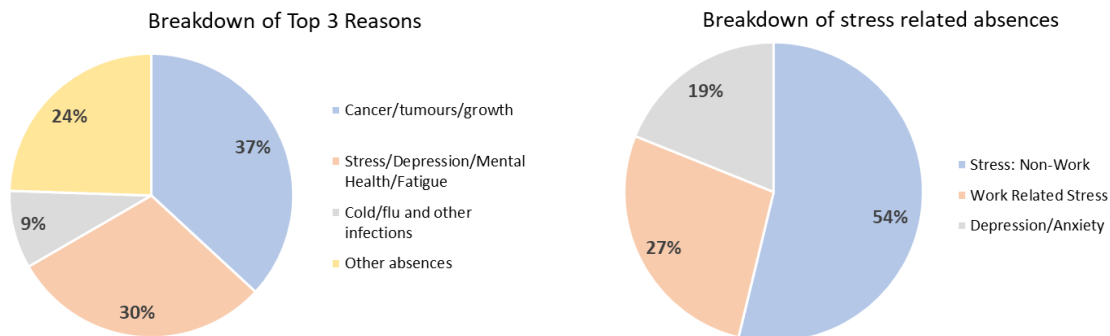
45%
of the workforce are over the age of 55
26% corporately



47%
of the workforce are part time
47% corporately

Corporately we know that sickness absence is higher in the older age bands than in the younger workforce. With an average age of 50 (above the corporate average), almost half of the workforce in this directorate being over 55, and four fifths of staff being female, the demographic profile of Legal, Electoral & Registration Services could be considered as a “higher risk” area for seeing an increased absence rate based on our corporate trends.

However, it should be noted that whilst the age demographics in this directorate are being inflated by an ageing workforce in Registration Services, this service area has the lowest absence rate within the directorate.



Cancer related absence currently contributes the most to absence levels in this directorate. This is due to 3 long term cases in each of the service areas under Legal, Electoral & Registration Services. These absence cases have been recurrent over the last 3 years and have been largely in HAY graded management roles within the directorate. This is a reason over which we have no preventative controls.

As we have little control over them and the cancer cases were discounted from the absence levels in Legal, Electoral & Registration Services; the projected absence rate for this financial year would be around 5.4 days lost per FTE.

Stress related absences have consistently been amongst the most common reason for absence over the last 3 years and contributed the most absence over the 2018/19 financial year. Stress related absence has consistently been a major factor within Legal Services and has largely been due to reasons that were not work related. This has previously been most prevalent in Senior Legal Support type roles, however currently is more prevalent in Complaints Officer and Solicitor roles.

Sickness absence saw a significant increase in 2018/19, the relevant HR business partner is working with the service to understand any reasons behind this increase.

Corporate Services

Key Functions

- ✓ Managing and enforcing the democratic processes and supporting elected members
- ✓ Internal communications
- ✓ Coordination of events
- ✓ Customer services
- ✓ Addressing and improving internal processes
- ✓ Supporting the corporate structure

- ✓ Programme management support
- ✓ Corporate policy and performance

Workforce Profile



71%
of the workforce are female
73% corporately

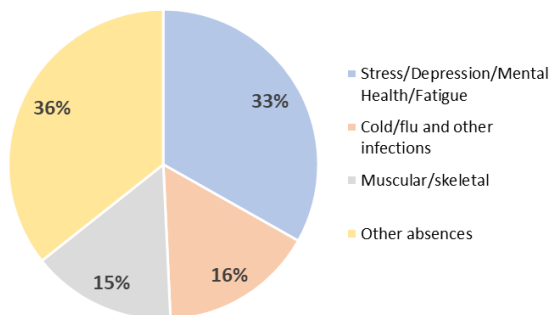


21%
of the workforce are over the age of 55
26% corporately

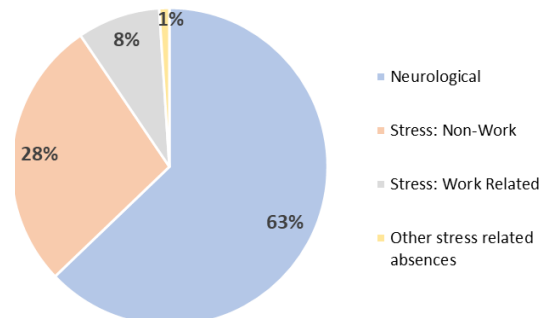


30%
of the workforce are part time
47% corporately

Breakdown of Top 3 Reasons



Breakdown of stress related absences



Respectively, Stress/Depression/Mental Health/Fatigue, Cold/flu and other infections and Muscular/skeletal are consistently the most common reasons for absence in Corporate Services. Currently all the stress related absences are in Customer Services, 99% of which was from a long-term neurological case associated with a single Customer Service Officer.

Sickness absence is on a slight downward trend in Corporate Services and this decrease is largely across the board, however is likely influenced by reductions in Corporate Assurance & Programmes and Customer Insight, DA & Business Improvement.

Highways and Waste directorate

Key Functions

- ✓ Transport planning
- ✓ Parking enforcement
- ✓ Managing our fleet of vehicles
- ✓ Managing the waste collection contracts
- ✓ Delivering the councils waste strategy
- ✓ Minimising and preventing waste
- ✓ Ensuring service compliance with legislation and council policy

Workforce Profile



42%
of the workforce are female
73% corporately



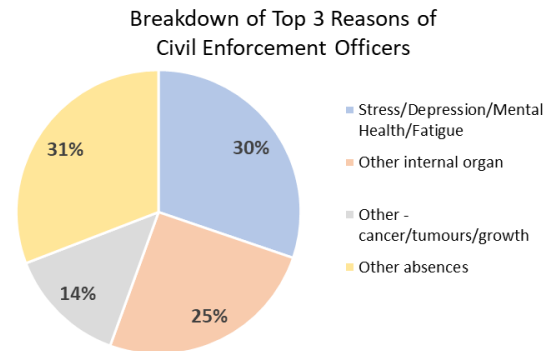
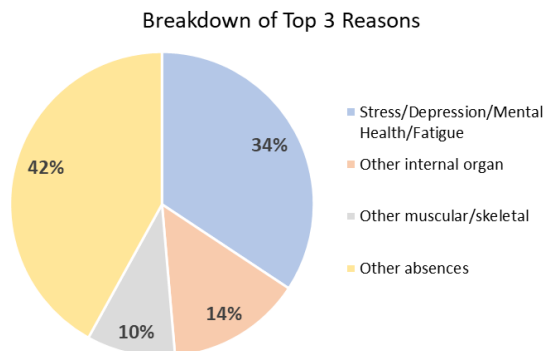
29%
of the workforce are over the age of 55
26% corporately



17%
of the workforce are part time
47% corporately

In previous years the Waste service was the highest directorates due to waste collection staff having a generally high absence rate due to the manual nature of their role. Over the years, on average, waste collection would have inflated the absence rate by around 20%. However, we have not seen this impact the corporate absence rate as this has been stable over the same period. This will likely be due to increases in other large directorate areas such as Adult Social Care and Communities and Neighbourhood Services.

Currently 54% of the sickness absence in Highways and Waste relates to Civil Enforcement Officer's in Parking Services. This represents an increase from the 2018/19 financial year where they were responsible for 31% of the absence in the directorate.



Most (74%) Civil Enforcement Officer absence is in Enforcement Team 3. This is mostly caused by depression/anxiety, followed by work related stress. The 2 cases of work-related stress were both in Enforcement Team 3. The relevant HR business partner for this area is working with the service to understand the reasons for this.

In previous years Highways and Waste have had a high absence rate, however it is projected that there will be a reduction in absence this financial year. This reduction seems across the board, apart from Sustainable Transport who are projected to have a slight increase.

There has consistently been a relatively high number of disciplinary and grievance cases in this directorate; as mentioned previously, this often has links with an increased sickness absence rate.

Other Concerns

The following directorates have been identified as areas to monitor as, although they have an absence rate lower than the corporate average, they have increasing sickness absence levels.

Education and Skills

- The directorate has seen a year on year upward trend over the last 3 financial years.
- The rate is currently projected to be 6.8 days lost per FTE for the 19/20 financial year, if this trend continues at the current rate, the rate in 2020/21 would be around 8 days lost per FTE which would be emerging as a concern.
- This increase has largely been in the Employment and Skills service; predominantly from stress related absences in Employment Support Workers.
- We will be monitoring this to see if this trend continues.

Housing and Commercial Development

- This directorate has also seen a consistent upward trend over the last 3 financial years.
- The rate is currently projected to be 8.6 days lost per FTE. This would be roughly in line with the corporate average, if this trend continues at the current rate, the rate in 2020/21 would be around 9.5 days lost per FTE which would represent a high absence rate that would require early intervention.
- This increase has mainly been seen in the Housing Operations and People service and relates primarily to muscular/skeletal issues.
- We will be monitoring this to see if this trend continues.

Communities and Neighbourhood Services

- The directorate is projected to see a significant increase (30%) in sickness absence this financial year.
- The rate is currently projected to be 8.5 days lost per FTE. This would be roughly in line with the corporate average, however before this the rate was stable at around 6.6 days
- This increase is largely projected based on an increase in Passenger Transport. HR are reviewing this increase with the Head of Service to identify any underlying factors that can be mitigated early.
- We will be monitoring this to see if there is a trend developing or if it is an anomaly.

Public Health

- The directorate is projected to see a significant increase this financial year.
- The rate is currently projected to be 7.6 days lost per FTE. Whilst this is a below-average absence rate it does represent a large increase (over double) from the previous year, so requires further investigation to understand the contributory factors.
- There has been a significant restructure in Public Health which may be affecting sickness absence rates in the short term, however;
- This increase is mostly derived from a few isolated long-term cases such as cancer or muscular/skeletal reasons.

Next steps

We will continue to monitor sickness absence and explore innovative ways to reduce our absence rate.

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WILTSHIRE COUNCIL

Staffing Policy Committee

8th January 2020

Apprenticeship Update

Purpose

1. The purpose of this item is to provide Staffing Policy Committee with an update on the council's apprenticeship programme, including a progress report on the recruitment of apprentices and the use of our apprenticeship levy.
2. This report was requested at the meeting of Staffing Policy Committee on 14 November 2019.

Background

3. The apprenticeship levy came into effect in March 2017. All businesses with a PAYE bill of over £3 million per year must pay 0.5% into the levy. Levy funds can only be used for apprenticeship training. The funds go into the Digital Apprenticeship Service account (DAS) and a monthly direct debit is set up to transfer these funds into the training provider's DAS account.
4. There is a government target for the council to employ 2.3% of its workforce as apprentices. This currently equates to approximately 266 apprentices per year for our organisation.
5. The old style apprenticeship frameworks continue to be replaced by new standards. There are currently 513 standards that have been approved for delivery with an additional 144 in development. All old frameworks will be removed by 1st August 2020.
6. It is the council's strategy to recruit and develop new apprentices who will develop their career within the council. The policy is therefore clear that services should ensure that there will be a budgeted post in the structure for the individual to move into at the end of their apprenticeship, and new apprenticeships are always targeted towards these posts.
7. The council is also committed to providing apprenticeship opportunities for existing employees, upskilling them and providing them with potential future career progression opportunities. An apprenticeship enables the employee to gain a qualification, alongside work experience, which is relevant to the service area / team they are employed in.

Main considerations

Types of apprenticeships

8. The different types of apprentices referred to within this report are:
 - New apprentices - employees recruited into a specific apprenticeship post since the introduction of the levy in March 2017. These apprenticeship roles are linked to substantive posts within the council structure and apprentices move into these posts on successful completion of their apprenticeship.
 - Upskilling apprentices - current employees who are completing an apprenticeship within their current post. They remain in their current post on completion of the apprenticeship, but the intention is that it will afford them greater career progression opportunities in the future.
 - Pre-levy apprentices - started their apprenticeship before the apprenticeship reforms and the introduction of the levy in March 2017. All of them have now completed their apprenticeships.

Apprentice numbers and take-up

9. As at 10 December 2019 the council has 244 individuals undertaking apprenticeship courses eligible for funding from the apprenticeship levy (220 within the council and 24 in maintained schools). The age range across new and upskilling apprentices is from 17 years old to 58 years old. See appendix 1 for list of current apprentices.
10. There are an additional 7 apprentices due to enrol on apprenticeship programmes in January 2020.
11. There is now at least one apprentice in every directorate within the council. See appendix 2 for a breakdown of apprenticeships within each directorate.
12. By January we anticipate having 2.2% of our workforce undertaking apprenticeships. Although this is slightly below our 2.3% apprenticeship target the feedback received from our ESFA (Education and Skills Funding Agency) account manager is that we are doing very well compared to other organisations. If we exclude schools, we are well above the target at 5.4%.
13. As yet there is no published benchmarking information available to enable us to compare our performance with other similar sized local authorities or other employers. However from local networks we know that we are one of the only local authorities to guarantee a job for all our apprentices once they have completed. We also know that we have a higher number of upskilling apprentices than other authorities within our local networks. Other local authorities have higher numbers of apprentices within schools, however we have a larger number of maintained schools than these authorities.

Apprentice progression

14. Eight of our new apprentices have now completed their apprenticeship, and all have moved into the linked substantive post and continued their employment at the council.
15. Three new apprentices resigned before reaching the end of their apprenticeship. They were offered support to continue but, for a variety of reasons, made the decision that this was not the right career or role for them.
16. Two apprentices who completed their apprenticeship pre-levy have progressed to take a further apprenticeship.
17. Two new apprentices have changed roles due to service restructures whilst completing their apprenticeship, however both have been supported to continue with their apprenticeship and have been linked to new substantive posts within the structure to move into on completion.
18. Three upskilling apprentices have been offered secondments whilst undertaking their apprenticeship and all have been supported to continue with their apprenticeships whilst on secondment.
19. Nineteen upskilling apprentices have moved into acting up or more senior roles whilst completing their apprenticeship. A number have cited their apprenticeship as a reason for having the confidence to apply for a more senior role.

Apprenticeship levy transfers

20. Under new apprenticeship rules, employers are now able to transfer 25% of their levy to other organisations to pay for apprenticeship training.
21. HR and OD have worked closely with the BANES, Swindon and Wiltshire Sustainability and Transformation Partnership (BSW STP) group to ensure Wiltshire Council are able to offer transfers for 6 trainee nursing associates who are based in GP Practices around Wiltshire.
22. Wiltshire Council are also funding, using our apprenticeship levy, 11 trainee nursing associates for Wiltshire Health and Care.
23. HR & OD are working closely with Families and Children's social care teams to be able to offer transfer funds to employers willing to employ a Wiltshire care leaver, supported by the Virtual School and Employment and Skills teams.

Care Leavers

24. As part of our apprenticeship offer, if any Wiltshire care leaver applies for one of our apprenticeships and meets the minimum requirements, they are guaranteed an interview and supported through an offer of a mock practice interview. The

care leaver offer has also been expanded to also include CV writing tips from an HR&OD officer.

Joined up working

25. HR&OD are working with the BSW STP (BANES, Swindon, Wiltshire Sustainability and Transformation Partnership) apprenticeship group in joint procurement of apprenticeships, through Salisbury NHS Trust DPS (Dynamic Purchasing System) The group meet on a monthly basis and also share information on apprenticeships. We are the only local authority to have a presence in this group.
26. Originally Wiltshire Council came under the Thames Valley ESFA (Education and Skills Funding Agency) account manager, linking us to local authorities across the South East of the country. Although the areas that ESFA account managers support have changed, we have continued to remain in close contact with our Thames Valley partners (Slough, Bracknell, Oxford, West Berkshire, Reading, Wokingham). We have yet to procure jointly, however still share information about providers and policy.
27. South West Councils holds regular meetings and updates for apprenticeships, we have a strong presence in this group and attend meetings and share information. Although we have not jointly procured we do share information about providers.

Support for apprentices while they are on programme

28. Support for apprentices while they are on programme is vital to ensure they are making good progress and ultimately complete the apprenticeship. All apprentices have a designated mentor, either a manager or someone within their team to support them on a day to day basis. Support is also provided by the OD Consultant for Apprenticeships, and the Apprenticeship and Training Officer and both based in the HR&OD service.
29. Support groups have been encouraged and put into place. We have a Leadership and Management Support group (LAMS) that meets every few months and a “New Apprentices” support group with two strands:
 - A facilitated support session to allow new apprentices to ask questions, share knowledge and support each other, even if they are on different apprenticeships;
 - A social networking group run by the apprentices themselves, providing an opportunity to make contacts across different teams and services.

Training providers

30. We have 37 different apprenticeship standards being delivered by 18 different training providers (see appendix 1 for provider details for each apprenticeship).
31. All providers go through a light touch procurement. The HR&OD team have regular contact with providers and monitor the progress of apprentices to ensure

that they are progressing well. If additional support is needed this can be provided by the training provider or by the HR&OD team.

32. Each training provider provides us with an account manager. The OD Consultant for Apprenticeships and the Apprenticeship and Training Officer meet with these account managers on a bi-monthly basis to monitor progress of apprentices, discuss future plans and any changes that might be needed to ensure the apprenticeship programmes run as smoothly as possible.
33. When monitoring the training providers, we ensure that we consult Ofsted inspection reports and discuss with partners (STP network, ESFA).
34. We monitor the success rates and timely success rate with providers throughout the apprenticeships to ensure quality and value for money.
35. If a provider is not performing, and we are unable to find a resolution we will move them to another provider. This happened with a group of staff undertaking a Civil Engineering apprenticeship, a new provider was procured, and the apprentices were able to move across with minimal disruption.

Financial Implications

36. Since March 2017 the council has contributed a total of £1,763,017.03 into our Digital Apprenticeship Service (DAS) account.
37. Funds in the DAS account are available to draw down to pay training providers to deliver apprenticeships for 24 months from the point at which they go into the account.
38. Funds expire after this period, a process known as “sunsetting”, and are then moved out of the DAS (Digital Apprenticeship Service) account and become available for smaller employers to access via a central government grant scheme.
39. To date we have spent £441,051.72 from the DAS account (excluding transferred funds which are still being processed) and we have a further committed spend of £1,863,205 to fund the current learners on programme. This committed spend will continue to increase as we take on more apprentices.
40. There is a spend of about £37,000 per month from the account (this amount varies depending on new apprentices starting, completing or paying the additional end point assessment fee for each apprenticeship)
41. The DAS account shows a sum of £15,858 due to expire at the end of Dec 2019. However, we have raised a number of technical issues with the DAS account which are currently being investigated by the ESFA so this amount may change. Other organisations are having similar technical issues with their accounts.

Next steps

42. The original Apprenticeship and Training Coordinator role was recently updated and re-graded as an OD Consultant to recognise the more strategic approach needed to fully utilise the apprenticeship levy to support the council's wider workforce planning agenda.
43. In addition a new role of Apprenticeship and Training Officer has been created to support with the increasing demand on the HR&OD service to support apprentices throughout the council.
44. Moving forward we will continue to increase the number of apprentices within the council. We are setting up a new apprenticeship working group in the new year, to develop a 5-year strategic plan to include forecasting and future planning. identifying skill gaps within Wiltshire and how we can use apprenticeships to fill these gaps.
45. A further report will be presented to Staffing Policy Committee in May 2020 to provide more information about our strategic plan for apprenticeships and further update on numbers of apprentices and our levy spend.

Recommendations

46. It is recommended that Staffing Policy Committee note the contents of this report and that a further report will be presented in May 2020.

Joanne Pitt
Director HR&OD

Report author: Nathalie Smith, OD Consultant – Apprenticeships

Appendix 1 – List of current apprenticeships (as at 10 December 2019)

Apprentice Title	Level	Number of sign ups	Committed Spend	Provider	Upskillers	New	School
Assistant Accountant	3	6	£ 54,000.00	Wiltshire College	4	2	0
Accountancy/Taxation Professional	7	3	£ 81,000.00	CIPFA	3	0	0
Associate Project manager	4	3	£ 18,000.00	Wiltshire College	3	0	0
Business Admin	3	20	£ 110,000.00	Wiltshire College	4	14	2
Business admin	4	2	£ 6,000.00	Wiltshire College	0	2	0
Chartered Manager Degree	6	1	£ 18,000.00	UWE	0	0	1
Children and young People's workforce: Social Care	3	3	£ 18,000.00	Wiltshire College	3	0	0
Children, Young People and Families Manager	5	1	£ 6,000.00	Wiltshire College	1	0	0
Civil Engineering	6	8	£ 216,000.00	UWE	7	1	0
Civil Engineering Technician	3	6	£ 72,000.00	Swindon College	4	2	0
Commis Chef	3	1	£ 9,000.00	Wiltshire college	0	0	1
Construction Technical and professional Building control	3	1	£ 6,000.00	Basingstoke College	1	0	0
Customer Service	3	1	£ 5,000.00	Wiltshire College	0	1	0
Data Analyst	4	3	£ 45,000.00	QA	2	1	0
Digital Marketing	3	4	£48,000	QA	4	0	0
Executive MBA (Facilities Management)	6	1	£ 18,000.00	Sheffield Hallam Uni	1	0	0
Exercise and Fitness	3	1	£0	Lifetime	1	0	0
HR Consultant/Business Partner	5	6	£ 54,000.00	Wiltshire College	6	0	0
HR Support	3	1	£ 5,000.00	Wiltshire College	0	1	0
Junior Energy Manager	3	3	£ 27,000.00	NETS	3	0	0
Property maintenance	2	1	£ 9,000.00	Wiltshire College	1	0	0
Payroll Admin	3	1	£ 9,000.00	MBKB Ltd	1	0	0
Learning and development Consultant/Business Partner	5	1	£ 12,000.00	Cake PD	1	0	0
Lesuire duty Manager	3	3	£ 15,000.00	ICON	3	0	0
Lesuire Operations	2	1	£ 2,000.00	ICON	0	1	0
Adult Care	2	6	£ 18,000.00	Wiltshire College	6	0	0
Supporting Teaching and Learning in Schools	2	1	£ 5,000.00	Wiltshire College	0	0	1
Marketing manager	6	1	£ 9,000.00	Cambridge Marketing college	1	0	0
Operational/Departmental Manager	5	68	£ 552,505.00	Knowledge Brief	68	0	0
Professtional Accountancy	4	2	£ 16,000.00	Wiltshire College	2	0	0
School Business Manager	5	3	£ 18,000.00	Educ8 Training	0	0	3
Senior Leaders	7	3	£ 54,000.00	University of Glos	3	0	0
Supporting Teaching and Learning in Schools	3	14	£ 35,000.00	Wiltshire College (13) Swindon college (1)	0	0	14
Swimming Coach	2	2	£ 3,000.00	Dudley College	2	0	0
Teaching Assistant	3	2	£ 10,000.00	Wiltshire College (1) Educ8 (1)	0	0	2
Team Leader/Supervisor	3	59	£ 276,700.00	Knowledge Brief	59	0	0
Vehicle Maintenance and Repair	2	1	£ 3,000.00	Sparshot College	0	1	0

Appendix 2 – List of current apprenticeships (as at 10 December 2019) per Directorate

Directorate	Apprentice New Starts	Apprentice Upskillers	Total
Legal, Electoral & Registration Services	1	5	6
Access and Reablement	0	18	18
Learning Disabilities & Mental Health	0	6	6
Digital, Data & Technology	0	2	2
Public Health	0	4	4
	1	35	36
HR & OD	7	14	21
Families and Children	5	29	34
Education & Skills	3	4	7
Corporate Service	0	21	21
	15	68	83
Finance & Procurement	4	12	16
Highways and Waste	5	27	32
Economic Development and Planning	1	8	9
Housing & Commercial	1	18	19
Communities & Neighbourhood Services	2	17	19
	13	82	95
Joint Commissioning	1	5	6
	30	190	220