

AGENDA

Meeting: Staffing Policy Committee
Place: North Wiltshire Room - Wiltshire Council Offices, County Hall,
Trowbridge
Date: Thursday 15 November 2018
Time: 11.30 am

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

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

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

Details of the Council's Guidance on the Recording and Webcasting of Meetings is available on request. Our privacy policy can be found [here](#).

Membership:

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

Substitutes:

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

Recording and Broadcasting Information

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

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

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

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

Details of the Council's Guidance on the Recording and Webcasting of Meetings is available on request. Our privacy policy can be found [here](#).

Parking

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

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

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

Public Participation

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

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

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

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

AGENDA

PART I

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** (*Pages 5 - 8*)

To confirm the minutes of the meeting held on 6 September 2018. (Copy attached)

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Thursday 8 November 2018** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Monday 12 November 2018**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Proposed smokefree Wiltshire Council sites** *(Pages 9 - 20)*

A report by the Director of Public Health is attached.

7 **Staff Survey 2018** *(Pages 21 - 50)*

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

8 **Quarterly Workforce Report: July to September 2018** *(Pages 51 - 58)*

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

9 **Date of Next Meeting**

To note that the next meeting of this Committee is due to be held on Wednesday 9 January 2019, starting at 10.30am at County Hall, Trowbridge.

10 **Urgent Items**

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

PART II

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

None

STAFFING POLICY COMMITTEE

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 6 SEPTEMBER 2018 AT KENNET ROOM - WILTSHIRE COUNCIL OFFICES, COUNTY HALL, TROWBRIDGE.

Present:

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Richard Clewer, Cllr Mike Hewitt, Cllr John Smale, Cllr Hayley Spencer, Cllr Jon Hubbard (Substitute) and Cllr Tony Trotman (Substitute)

Also Present:

Cllr David Halik

35 Apologies for absence

Apologies for absence were received from:-

Cllr David Jenkins who was substituted by Cllr Jon Hubbard

Cllr Ricky Rogers

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

36 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 10 May 2018.

37 Declarations of Interest

There were no declarations of interest made at the meeting.

38 Chairman's Announcements

There were no Chairman's announcements.

39 Public Participation

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

40 **Appointment of Sub-Committees**

Resolved:

To appoint members to serve on the sub-committees of this Committee for the ensuing year as set out below:-

(a) Senior Officers Employment Sub-Committee

Cllr Allison Bucknell, Cllr Richard Clewer & Cllr Hayley Spencer.
(Substitute Members: Cllr Jon Hubbard, Cllr David Jenkins, Cllr Bob Jones MBE, Cllr Fleur de Rhe-Philipe, Cllr Baroness Scott of Bybrook OBE, Cllr John Smale, Cllr Ian Thorn & Cllr Tony Trotman.)

(b) Appeals Sub-Committee

Cllr Allison Bucknell, Cllr Richard Clewer & Cllr David Jenkins.
(Substitute Members: Cllr Mike Hewitt, Cllr Jon Hubbard, Cllr Gordon King, Cllr Fleur de Rhe-Philipe, Cllr Baroness Scott of Bybrook OBE, Cllr Hayley Spencer, Cllr Ian Thorn & Cllr Tony Trotman.)

(c) Grievance Appeals Sub-Committee

Cllr Allison Bucknell, Cllr Tony Jackson & Cllr Hayley Spencer.
(Substitute Members: Cllr Peter Evans, Cllr David Halik, Cllr Jon Hubbard, Cllr David Jenkins, Cllr Gordon King, Cllr John Smale, Cllr Ian Thorn & Cllr Tony Trotman.)

41 **Quarterly Workforce Report: April to June 2018**

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 30 June 2018.

It was noted that the overall sickness absence rate had decreased this quarter to 2.1 days per whole time equivalent (WTE) officer, this being reflected by a drop in short term sickness, as would be expected in this quarter due to an end to the cold/flu season.

The overall number of days lost to sickness in this quarter had reduced by 7% compared to the same quarter in 2017. However, an additional 11 people (a total of 109) were absent on long-term sickness (more than 20 days) in the quarter, increasing the number of days lost by 372 days (+12.8%).

Members noted that stress/depression/mental health/fatigue continued to be the most prevalent reason for sickness absence, with more than 1 in 3 days being lost to a stress related absence during this quarter. This was up 3% from the previous quarter. Discussions with the services and with occupational health professionals would be taking place to determine the likely causes. However, it was pointed out that these increases might be partly attributable to raised reporting of stress following efforts to improve the awareness of mental health.

A trend appeared whereby the older bandings of staff (from 45 to 64) had the most stress related absences, the absence type reported more prevalently being female staff. The analysis indicated that the majority of stress cases were identified as “non-work related”. Consideration was being given as to whether the opportunity existed to identify some of these external factors.

Members were informed that managers played a key role in managing sickness and it was important that they fully understood the implications.

During further discussion, Members expressed an interest in receiving further information on absences as a result of injuries. Officers agreed to circulate this information to Members of the Committee.

Resolved:

To note the Quarterly Workforce Report.

42 **Date of Next Meeting**

Resolved:

To note that the next scheduled meeting of the Committee was due to be held on Wednesday 7 November 2018 at County Hall, Trowbridge, starting at 2.00pm but that this might need to be changed due the availability of officers.

43 **Urgent Items**

There were no items of urgent business.

44 **Exclusion of the Public**

Resolved:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute Nos. 45 and 46 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

45 **Local Government Pension Scheme (LGPS) Employer Discretions - Payment of Deferred Benefits**

On considering a confidential report by the Director, Human Resources & Organisational Development,

Resolved:

To approve the request from a member of staff to allow the rule of 85 to be applied on his retirement on 1 October 2018 taking into account that there would be no financial cost to Wiltshire Council.

46 **Local Government Pension Scheme (LGPS) Employer Discretions**

On considering a confidential report by the Director, Human Resources & organisational Development,

Resolved:

To not approve the request from a former member of staff for the release of deferred benefits on compassionate grounds with effect from 1 August 2018 for the following reasons:-

- (1) The Committee did not regard the grounds as being compassionate.**
- (2) The cost to the Council of agreeing to this request which would be disproportionate to the pension.**

(Duration of meeting: 10.30 - 11.30 am)

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

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

WILTSHIRE COUNCIL

Staffing Policy Committee
15 November 2018

Proposed smokefree Wiltshire Council sites

Purpose

1. The purpose of this report is to outline to Staffing Policy Committee that the corporate leadership team has proposed that all Wiltshire Council work sites go smokefree from March 2019. This proposal has also been presented to and agreed by the Joint Consultative Committee (JCC).

Background

2. It cannot be denied that smoking is bad for health, 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. Over the last four years, more and more organisations have implemented smokefree sites in a bid to de-normalise smoking and proactively encourage and support their workforces to be smokefree.
3. Smoking remains the primary cause of preventable illness and premature deaths in the UK and is significantly associated with diseases such as chronic obstructive pulmonary disease (COPD), various forms of cancer, coronary heart disease and stroke. Exposure to second-hand smoke is also known to increase the risk of these conditions and contributes to serious illnesses among children, such as asthma. Smoking is the biggest single cause of inequalities in death rates between the rich and poor. Smoking contributes to approximately 600 premature deaths in Wiltshire per year.
4. Smoking prevalence in the adult population is ever decreasing but reducing smoking in those most vulnerable is still a priority across the county. In 2018 the Wiltshire Smokefree Alliance was established to drive forward the smokefree agenda across the county, promoting a smokefree generation. A smokefree generation is determined where adult smoking prevalence within a given population is 5% or less (currently smoking prevalence in Wiltshire is 14.0%).
5. From January 2019 NHS sites across Wiltshire will become smokefree and this brings a fresh opportunity for Wiltshire Council to consider engagement with the smokefree site agenda.
6. In the context of this paper, Smokefree means a total abstinence from smoking tobacco by employees/contractors/tenants on any council site, workplace and work vehicle; and a commitment to deter non-employees from smoking tobacco whilst upon any council site.

7. In April 2018 Wiltshire Council established the Wiltshire Smokefree Alliance to drive forward the creation of a smokefree generation. The Alliance aspires to achieve the aims set out in the Government's 2017 Tobacco Control Plan for England by the end of 2022. This group is made up of multiple partners including public health, NHS organisations (primary and secondary care) and a range of other health and social care services, police, fire and military. The Alliance supports the aims of the Wiltshire health and wellbeing board strategy to encourage Wiltshire residents to live long, happy and healthier lives through being smokefree.
8. The Alliance has an action plan in place with a key focus on: prevention first, supporting smokers to quit, eliminating variations in smoking rates, and encouraging effective enforcement (to reduce the demand for tobacco and to continue to develop an environment that protects young people and others from the harm of smoking).

Main considerations

9. Smokefree environments are a key priority to achieve the aims of the Smokefree Alliance. Many sites across Wiltshire are already committed to being smokefree environments. These include:
 - a. Places for People run leisure centres
 - b. All Wiltshire schools
 - c. All 30 children's centres
 - d. Over 400 signs have been erected to signify smokefree playparks in at least 39 towns and villages across Wiltshire
 - e. Erlstoke prison
 - f. 7 sports clubs including Calne, Chippenham, Royal Wootton Bassett, Clarendon, Collingbourne and Melksham.
 - g. All Wiltshire Fire and Rescue sites
10. Sites that will be going smokefree within next 12-18 months include:
 - a. Drug and alcohol service - Turning Point
 - b. Military sites – all sites due to be smokefree by 2022
 - c. Salisbury Hospital
 - d. Avon and Wiltshire Mental Health Partnership (staged implementation since 2017)
 - e. Other NHS sites
11. Smoking in almost all enclosed public places and workplaces, including work vehicles, has been prohibited by law since 01 July 2007. The aim of the smoke free legislation is to protect workers from the harmful effects of second hand smoke (SHS) and also offer the potential to influence smoking behaviour and smoking norms. SHS is made up of the smoke emitted from the burning end of a cigarette or from other tobacco products in combination with the smoke exhaled by the smoker. It contains a number of toxins and is carcinogenic to humans. Evidence accumulated over a number of years has shown that exposure to SHS causes death, disease and disability. Research from studies conducted in England in 2011 has shown benefits for health, changes in attitudes and behaviour since the introduction of the legislation. Further to this,

the government passed regulations in March 2015 which made it an offence to smoke in a vehicle carrying children from 01 October 2015. These laws have been put into place to protect people, especially vulnerable individuals from the indisputable harm associated with exposure to tobacco smoke.

12. The implementation of council properties as smokefree sites would encourage employees that smoke who want to stop but struggle to do so, as well as protect those who wish to avoid smoke.
13. Visible smoking in and around public areas could demonstrate smoking as a normalised behaviour and influence children's risk-taking behaviours. Based on the success of the use of smokefree play area signage to discourage smokers from smoking near children, a similar approach could be adopted in and around Wiltshire Council buildings to draw people's attention to the fact that smoking is not considered acceptable or normal behaviour due to its impact on health.
14. There are also secondary effects associated with the litter from smoking which are not simply cosmetic. It may encourage others to litter and cigarette stubs have a negative impact on watercourses and filtration systems. Those who smoke cigarettes and drop the end onto the ground are deliberately creating litter.
15. Wiltshire Council is committed to creating and maintaining a healthy workforce. In order to support this, sites need to be developed with health in mind. Supporting smoking areas contradicts the public health agenda. Wiltshire Council is one of the county's leading employers and staff should be positive role models.

History of smokefree council sites in Wiltshire

2007	Occupational Health & Safety committee paper prepared at the time of the introduction of smoking law, led to Wiltshire County Council adopting prohibition of smoking anywhere on site. This policy was agreed with unions and led to smoking shelters being removed, smoking areas discontinued and the cessation of 'smoking breaks' for employees outside of normal work breaks.
2009	County council policy was treated as the default policy and was applied to all ex-district sites post unitary.
2011	Policy was reviewed under the harmonisation of ex-district policies and following concerns over public image of staff smoking off-site and also reports of littering. The revised policy re-introduced smoking areas and by default 'smoking breaks'.
2014	Staff health and wellbeing survey suggests there are approximately 400 smokers across the staff workforce which accounts for 10% of the workforce. As part of the workplace health project Wiltshire Council began the accreditation process for Public Health England's Workplace Wellbeing Charter and revisions were made to the council employee smoking and vaping policies. A recommendation to have completely

	smokefree council sites was well received by CLT but was rejected by Staffing Policy Committee.
2017	Workplace health survey results suggest that of those that responded 9% staff currently smoke, which is roughly 200 of respondents. These figures may under-report the extent of smoking however due to the disproportionately low number of survey responses from depots and those without access to work computers.

Why should Wiltshire Council go smokefree?

16. Wiltshire Council has the opportunity to join many other sites going smokefree to support the smokefree generation objectives of the Alliance.
17. YouGov Surveys by Action on Smoking and Health (ASH 2014) have shown widespread public support in the South West for going completely smokefree on hospital grounds. Adopting this policy would greatly improve how Wiltshire Council is perceived by the public and avoid the mixed message of promoting health but 'allowing' smoking. This links to NHS organisations going smokefree but mixed messages if the council does not support this with similar action.
18. There will be strength in all STP areas with NHS organisations and local authorities implementing this policy at a similar time in terms of consistency of message to service users and public, continuity of care and the learning and support that can be shared across organisations to help with implementation.
19. Wiltshire Council has already undertaken considerable work on improving staff health and wellbeing in recent years and has existing structures and supportive plans in place already. Going completely smokefree would improve the health and productivity of the workforce and contribute to the Wiltshire Council being seen as a leader in promoting staff health and wellbeing. It would also make it more likely that staff will actively encourage fellow colleagues and service users to abstain from smoking whilst on council sites. Supporting staff to abstain from smoking during working hours will impact on sickness absence and time off for smoking breaks. Staff who smoke take on average 2.74 additional sick days, compared to non-smokers.
20. In the context of tightening health and social care budgets evidence-based tobacco control measures have a critical role to play in improving people's health and wellbeing now and therefore preventing the need for paid for care in the future. It is estimated that smoking has a financial impact of approximately £12m to the adult social care system in Wiltshire (ASH ready reckoner toolkit, 2018).

Implementation of smoke free sites

21. We recognise that going smokefree is not without its challenges and will work across the organisation to understand these challenges and look at reasonable

solutions. Many of the challenges that we will face as a local authority will already have been discussed and considered as part of the smokefree NHS work, so we will be able to build upon their lessons learnt. We recognise the main concerns from previous smokefree council discussions include the congregation of smoking staff in public view which has some potential reputational risks to the council, although messages to mitigate these will be addressed as part of the pre-smokefree campaign. Other concerns included the enforcement of such as smokefree policy and potential litter.

22. To go smokefree Wiltshire Council will need to commit to:

- a. Wiltshire Council sites being smokefree including cars and car parks. Sites will be prioritised to include those that have the higher levels employee footfall. These will include the three main hubs: County Hall, Monkton Park, Bourne Hill (see appendix 2a,b,c), in the first stage and then all campus sites, leisure centres and libraries.
- b. Clear and positive signage thanking people for not smoking on site.
- c. Employees and contractors based at any council site being actively discouraged from smoking; this means that smoking shelters/areas must be removed; staff will be unable to smoke on site, in uniform or on paid breaks and should be self-policed and actively enforced by council management.

23. To ensure effective and sustainable implementation Wiltshire Council will need to:

- a. Engage with those that do smoke to deliver the vision of going smokefree and seek buy-in.
- b. Support staff to be smokefree through promotion of access to local smoking cessation services.
- c. Enable staff to undertake training in Making Every Contact Count.
- d. Learn from the lessons of the NHS in the challenges to having smokefree sites and use this learning to build an effect implementation plan.
- e. Review and actively enforce its smokefree policy. This includes reviewing the vaping policy and removing the smoking policy (and thus removing the ability to take smoking breaks).
- f. Ensure corporate leadership level engagement with the policy and regular reports to CLT on implementation of the policy.
- g. Identify a director-level champion to lead this agenda (Director of Public Health).
- h. Engage and communicate the policy to service users, staff, contractors, volunteers and the public.

24. The, human resources, public health and occupational health teams within the council can ensure support with the following:

- a. Training for staff in smoking cessation and training for managers in dealing with policy breaches.
- b. Guidance on the evidence base/good practice/what works.

- c. Support in developing a joined-up prevention and care pathway across the system.
- d. Support with effective design of communication for staff and visitors.
- e. HR policy review and implementation - including smoking and vaping policies.

25. The implementation of smokefree sites across council estates will require a joint effort of many teams. Key teams already involved in the smokefree agenda and will have an important role to play in smokefree policy implementation includes public health, human resources, communications, occupational health and facilities management. Public health and occupational health teams both have a role in targeting help for those that currently smoke.

Use of e-cigarettes / vaping

26. It should also recognise that while smoking is legal, it is only illegal in certain areas (e.g. public buildings, cars with children inside). There is strong evidence that vaping is 95% safer than cigarettes.

27. The council will support the Public Health England (PHE) guidance by promoting vaping (but not inside buildings) as a smoking cessation tool. PHE's guidance that will be reflected in the smokefree campaign will be: if you smoke then move to an e-cigarette.

Proposed timescale

August-September 2018	Corporate Leadership Team (CLT) approval achieved 03 September 2018
October 2018	Approval of proposal achieved at JCC on 03 October 2018
November 2018	Consideration of proposal by Staffing Policy Committee (15 November 2018)
October - January	Development and implementation of phase 1 staff-focussed smoking cessation campaign to encourage smokers to quit or switch to vaping.
January 2019	Removal of smoking policy and implementation of revised vaping policy (including removal of smoke breaks and promotion of vaping)
January-March 2019	Implementation of phase 2 staff-focussed smoking cessation campaign encouraging staff to stop smoking / switch to vaping. Phase 2 of the campaign would highlight that council sites are going smokefree from 13 March 2019 (to be launched on No Smoking Day)
13 March 2019	National No Smoking Day and aspirational date for Wiltshire Council sites to go smoke free

Environmental Impact of the proposal

28. A reduction in the prevalence of smoking amongst the workforce will reduce the impact upon the environment. This includes reducing air pollution and potential health harm as a result of second hand and third hand smoke, and it will also reduce cigarette related litter which can potentially damage the environment.
29. It is expected that the removal of smoking shelters on site will cause staff to move to other areas off site to smoke but as part of the policy change staff will be made aware that they must take responsibility to dispose of any cigarette related litter.

Equalities impact of the proposal

30. An equalities impact assessment will be undertaken on the revised policy. The new policy will apply to all workforces who are directly employed by Wiltshire Council, and this will also apply to co-located organisations including Wiltshire Police and any organisations which rent council space. See Appendix 1

Risk Assessment

31. There is a risk that if the council did not go smokefree it would not reflect favourably on the council to be encouraging other sites to go smokefree.
32. The risk of staff complaints should be minimised by having a staggered campaign to introduce the concept of going smoke free and giving smokers a 6-month initial opportunity to seek smoking cessation support and / or consider strategies once the smokefree policy comes into place. Wiltshire Council's public health team will be developing a 6-month campaign to promote the benefits of going smokefree and signpost / provide additional smoking cessation support via the Health Trainer programme.

Financial Implications of the proposal

33. There are no identified financial implications from implementing this policy. Resource to support the campaign elements of going smokefree will be provided by an already established smokefree working group which includes representation from public health, occupational health, human resources, and facilities management. Low level funding will be required corporately to support the development of smokefree signage as required. Currently the funding for smokefree signage and promotional activities is estimated at around £10k.
34. With a reducing prevalence of smokers within the workforce, staff absence due to smoking related sickness should be reduced and productivity should be increased.

Conclusions

35. It is proven that going smokefree is the best thing anyone can do to improve their overall health outcomes. Employees that are smokers are at higher risk of smoking-related illness which can have an impact on productivity and staff absence.
36. A plan has been drafted to take into account that NHS organisations go smokefree from January 2018. This gives the opportunity for the council to learn from the NHS in regard to smokefree implementation across large sites and build upon their successes.
37. A staged plan of implementation will allow the time needed to promote smokefree messages across the workforce and for employees to seek smoking cessation services and / or develop coping strategies well in advance of going smokefree. Additional smoking cessation support will be promoted during the transition to smokefree and access to the health trainer service will provide staff with the behavioural change support needed to successfully quit smoking in advance of going smoke free.

Recommendations

38. It is recommended that Staffing Policy Committee approves the proposal for Wiltshire Council sites to go smoke-free. This includes:
 - a. The removal of the council smoking policy (including supporting the removal of smoking breaks for staff during work time)
 - b. The revision of the council vaping policy to allow vaping onsite away from public view.
 - c. The support for all council sites to go smokefree starting as a rolling programme in March 2019, beginning with the three hubs (phase 1): Monkton Park (Chippenham), County Hall (Trowbridge) and Bourne Hill (Salisbury) including carparks (see maps in Appendix 2). Phase 2 will follow this for all campus sites, leisure centres and libraries to go smokefree if not already done so. The aspirational time line for this is to have the majority of council sites smokefree by the end of financial year 2019-20.

Tracy Daszkiewicz
Director of Public Health

Report author: Steve Maddern – Public Health Consultant (Acting)

This report has been developed in conjunction with: Mary Devers (smoking cessation and tobacco control specialist), Paul Collyer (occupational health), Amanda George (HR&OD), Mike Dawson (Facilities Management).

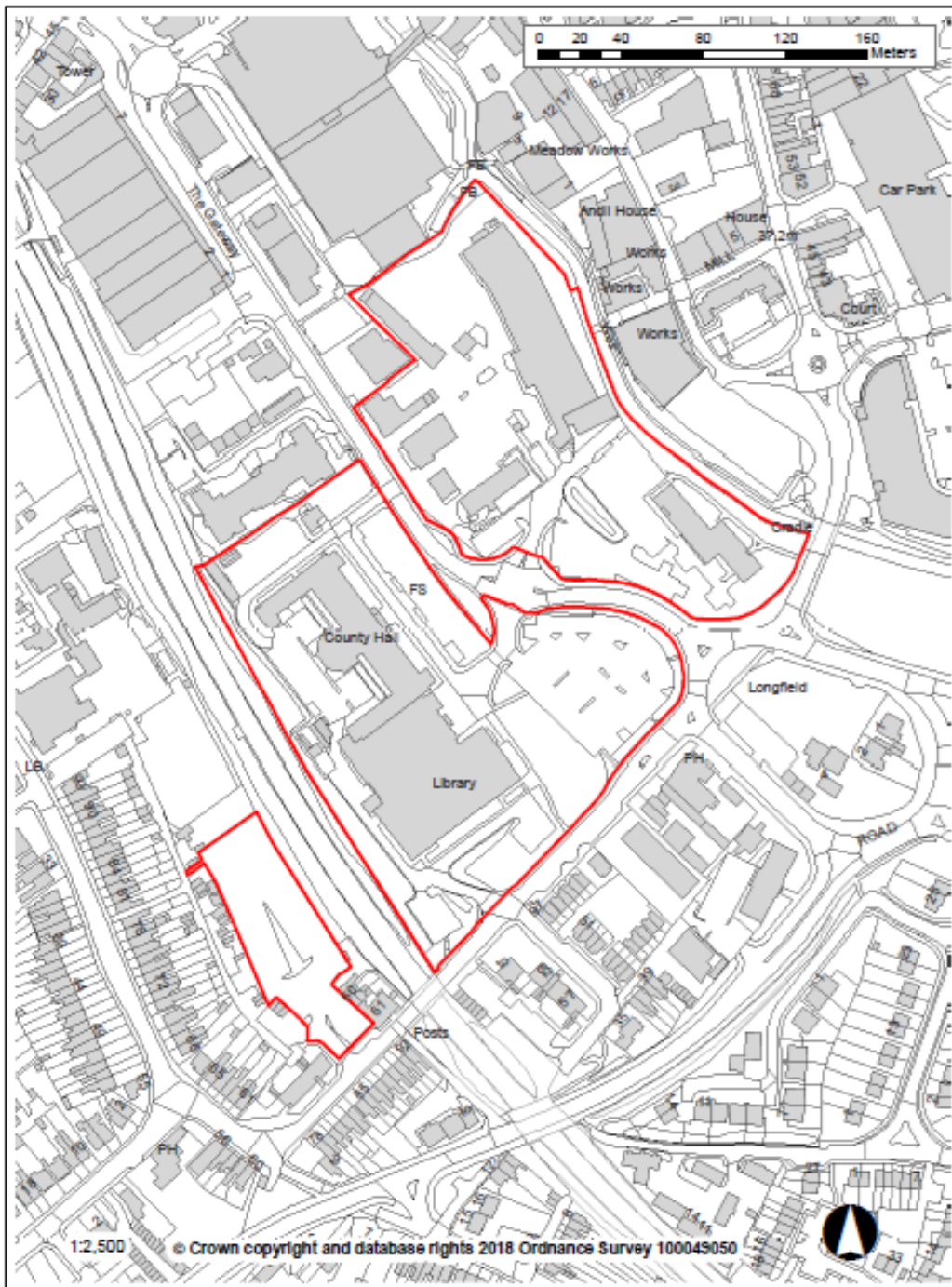
30 October 2018

Appendix 1: Affected Partners and Organisations

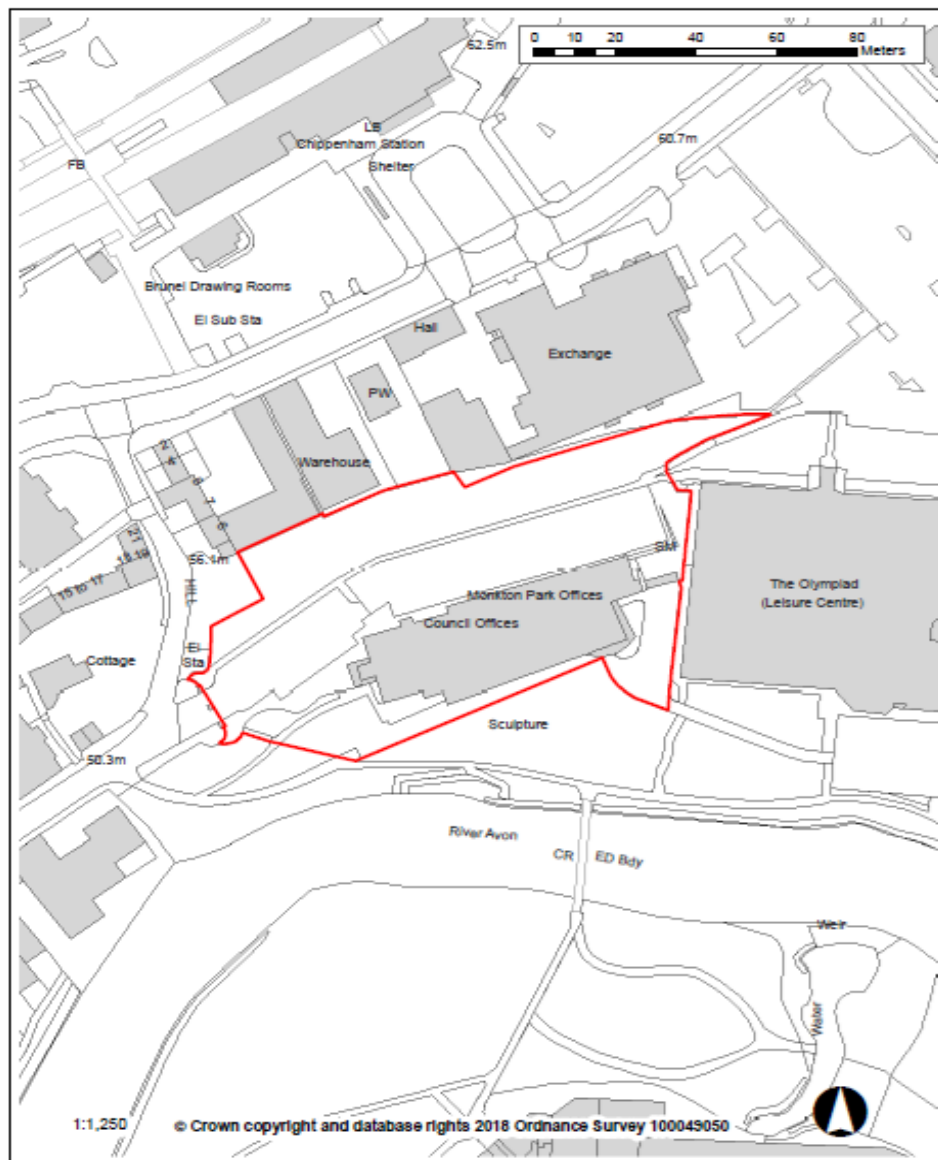
	Monkton Park	County Hall	Bourne Hill
Wiltshire Police	✓	✓	✓
Avon Wiltshire Mental Health Partnership (AWP)	✓	✓	✓
Wiltshire Health and Care	✓	✓	✓
Good Energy	✓		
SWLEP	✓		
Visit Wiltshire			✓
Salisbury City Council			✓
Virgin Care		✓	
Adoption West		✓	
Motiv8		✓	
Probation Service		✓	
Microsoft		✓	
SWAP		✓	

Appendix 2: Site Maps

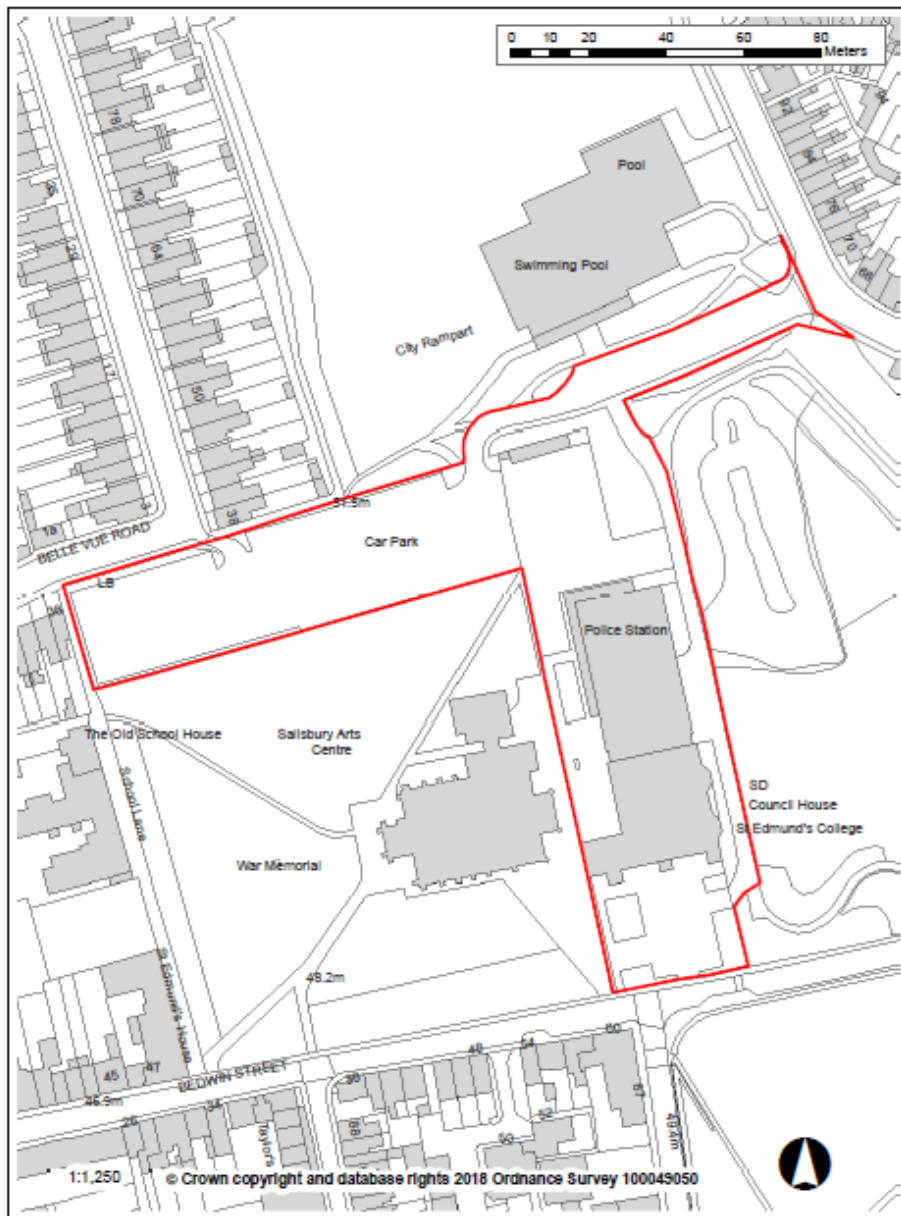
Appendix 2a: County Hall, Trowbridge



Appendix 2b: Monkton Park, Chippenham



Appendix 2c: Bourne Hill, Salisbury



Staff Survey 2018

Purpose of report

1. To confirm arrangements for the 2018 staff engagement survey.

Background

2. The staff survey is a valuable tool in recognising staff voice and gives an opportunity to measure the effectiveness of the action plans generated following the previous survey. It also enables the identification of any new issues or opportunities, which can help shape revised priorities for both corporate and service area plans.
3. A staff survey was last undertaken in November 2016 and was completed by 65% of the workforce (2898 responses).
4. The 2016 survey results were presented in a corporate report for staff and members, and service-specific reports were provided to service heads, linking results to people strategy themes.
5. Based on the outcomes of the 2016 staff survey, four corporate priorities were agreed and communicated to all managers.
 - Learning and Development
 - Visibility of Senior Management
 - Corporate Communications
 - Resources
6. The 2017-27 People Strategy introduced an increased focus on developing and measuring staff engagement, and its associated benefits, as a key priority. To support delivery of this priority, a specific employee engagement officer post was created in HR.

Main points

Timescales

7. The staff survey will run from Monday 10th December 2018 until Sunday 6th January 2018, to coincide with the completion of the staff engagement forums.
8. Forums are scheduled to take place between 21st November and 6th December 2018. They will include a brief review of the 4 corporate priorities from the 2016 survey, updates on action taken towards these, and staff will be encouraged to complete the new survey.

9. It is envisaged that corporate level reports summarising the outcomes of the survey will be available to CLT by the end of February 2019, and presented to Staffing Policy Committee on 6th March 2019.

Survey amalgamation

10. Both the staff survey and the health survey are full staff surveys which take place bi-annually.
11. Public Health and HR have agreed that it would be helpful to have the opportunity to take the pulse of the organisation regarding specific areas of these surveys annually, by including repeat questions from the other survey.
12. The health survey is due to run again in late 2019. Ahead of that, the service head for occupational health and safety has asked that we repeat 2 questions from the most recent Health and Wellbeing workplace health survey in the 2018 staff engagement survey.
13. Staff responses to the repeated questions will not be included in staff engagement survey results, but will be fed back to the health and wellbeing team for them to review and analyse.

Context of the 2018 survey

14. The 2017 People Strategy identifies a key priority of improving staff engagement. Based on the significance of this priority, we have repositioned the 2018 survey to focus on the themes and enablers of staff engagement. The survey will therefore be launched to staff as the 2018 staff engagement survey.
15. The decision was made in 2016 not to benchmark Wiltshire Council results externally through ORC. This decision provides us with an opportunity to be more flexible with the way questions are asked, and to set them in a local context to better reflect our own objectives and workforce.

Approach to the survey

16. To support this, we have reviewed the survey sections and questions to better align them to supporting effective measurement of engagement. This has been undertaken with reference to an externally verified model provided by "[Engage for Success](#)", who are a voluntary organisation aligned with the Chartered Institute of Personnel & Development (CIPD) and provide advice and support to organisations to improve employee engagement.
17. This model also forms the core of the work undertaken with staff through our HR engagement officer and the staff engagement group, EPIC.
18. The model describes 4 areas which are considered as the enablers of employee engagement. The survey structure will be aligned to these 4 areas, with a fifth section covering equality and diversity information:

Strategic Narrative	Engaging Managers	Employee Voice	Integrity
Visible, empowering leadership providing a strong strategic narrative about the organisation, where it's come from and where it's going.	Engaging managers who focus their people and give them scope, treat their people as individuals and coach and stretch their people	Employee voice throughout the organisation, for reinforcing and challenging views, between functions and externally. Employees are seen not as the problem, rather as central to the solution, to be involved, listened to, and invited to contribute their experience, expertise and ideas.	Organisational integrity – the values on the wall are reflected in day to day behaviours. There is no 'say –do' gap. Promises made and promises kept, or an explanation given as to why not.

19. Engage for Success also advocate developing a range of additional ways to “take the temperature” of either the whole or parts of the organisation on a more frequent and focused basis.
20. It is proposed that, following the 2018 survey, HR&OD develop this approach of more frequent focused surveys, to obtain staff feedback going forward. This will be augmented by the data available from the recent launch of our Pulse employee sentiment tool.
21. Staff engagement results from previous surveys are still recognised as an important measure, so the 6 benchmark questions will be spread through the engagement survey to enable comparison back to previous engagement results.
22. By assessing staff feedback against these 4 enablers, we can steer corporate action towards those elements which are less well developed. This will ensure that we can continue to improve our overall levels of staff engagement.

Questions

23. Appendix 1 shows the draft proposed questions for the 2018 survey, aligned under the four engagement enablers outlined above. For reference purposes, Appendix 2 shows the questions from the 2016 survey.
24. The questions are colour coded in Appendix 1 to identify changes, as follows:

No change – coloured green

25. These questions replicate those asked in the 2016 survey.

Minor amendments – coloured yellow

26. These questions are similar to those asked in the 2016 survey. However, the wording, responses or both have been slightly revised to ensure they are easily understood within the Wiltshire context.
27. These changes are minimal and will still provide responses which can be internally benchmarked against the 2016 survey.
28. These include the 6 questions which together formed the overall engagement score for the organisation in previous years.

Major changes – coloured orange

29. These questions or response criteria replicate themes that were included in the previous survey, however they have been considerably altered to provide more specific insight and greater depth of understanding in relation to the engagement section of the survey in which they appear.
30. These questions have been piloted with the EPIC staff group and a wider group of managers to test their relevance and clarity. Some changes have been made based on the feedback from this group.

Deleted questions – coloured red

31. These questions have either been superseded by amended questions, replaced by alternative questions or are no longer relevant.

New questions – coloured blue

32. These are questions that have not been asked in previous surveys but will give greater insight into specific areas of engagement, support measurement of the effect of engagement on performance, or allow more in depth understanding of a specific issue that has been asked about previously.
33. These questions have also been tested with both the EPIC staff group and a focus group of managers from across the organisation.

“About you” questions

34. This section of the survey has been retained as it provides valuable data both for survey analysis but also in support of meeting our public sector equality duty.
35. In 2016 we extended this section of the survey to include a question on religion and belief.
36. For 2018 we have amended the response options for the questions related to gender identity and sexual orientation to reflect changes to the equalities monitoring questionnaire this year. These were made following consultation

with the LGBT staff network and to reflect best practice recommended by organisations such as ACAS and Stonewall.

37. We have also included 3 new questions within this section designed to support us in meeting our public-sector equality duty. As part of this duty we are required to have equality objectives; one of our published objectives includes a focus on embedding an inclusive workplace culture for all employees. One of the requirements of equality objectives is that they should be measurable and the new questions will enable us to measure the views of staff in relation to this. This will be helpful to us in terms of understanding and targeting areas where change is most needed and measuring any improvements in forthcoming years.
38. A further two questions have been included to allow for data and results to be broken down by level of responsibility (staff, team manager, senior manager) and by main work location. This is to enable actions to be targeted to more discrete groups within the Council.

Piloting approach

39. To support the development of the revised questions and the new format of the survey, pilot sessions were held with staff in the EPIC group and with a wider group of managers. The survey content has been amended to incorporate their feedback wherever possible.
40. To best reflect the focus on engagement for this survey, the proposed questions were then reviewed by an external consultant, sourced through Engage for Success. Feedback from this review has been assessed and incorporated into the survey where appropriate.

Process

41. As in previous years, SNAP survey will be used to build and run the survey. This will mean that costs will remain low as no external support will be required.
42. A link to the survey will be sent out through global wire messages, the Friday Electric Wire each week and placed on grow, The Wire home page and HR Direct. This will allow all individuals who have access to a computer to complete the survey on-line.
43. Staff without access to a computer will be given the opportunity to complete a paper survey. These will be distributed by contacts within each area and will be accompanied by freepost return envelopes.
44. We will continue to use an external partner to collate paper-copy responses into an electronic format and return this to us.
45. The previous survey achieved response rates of 65.7% of staff. Service response rates for the 2018 survey will be made available regularly to managers and staff, encouraging competition between service areas. The intention is that this will improve the overall response rate.

46. To preserve anonymity, where responses to any question could be used to identify individuals a report will not be supplied at that level, for example in small teams/services with low numbers of staff.

Communications

47. HR will work closely with the communications team to create a comprehensive communication plan during the months leading up to the launch of the staff survey.
48. Following on from this there will be communications to highlight the actions, both corporately and within individual services, which took place following the 2016 survey to remind staff that their views are listened to and acted upon. This will include a brief review during the 2018 staff engagement forums.
49. The Corporate Leadership Team have been asked to emphasise the importance of completing the survey in meetings with managers, through their leadership blog and in discussions with staff.
50. Comenius (providers of the council's grow system) have again agreed to sponsor the survey to the value of £100. It is proposed that we offer a first prize of £50, second prize of £20 and 3 prizes of £10 gift cards through Wiltshire Rewards to encourage staff to respond to the survey.

Recommendations/Decisions

51. Staffing policy committee are asked to confirm their support for carrying out a staff survey in 2018, as outlined above.
52. Staffing policy committee to note that a report of results will be presented to them in March 2019.

Joanne Pitt
Director
HR & OD

Report Author: Stuart Honeyball, HR Systems and Insight Manager

Colour key:

	Question same as in 2016 survey
	As above, but denotes previous Benchmark questions for engagement score - must be kept.
	Question slightly amended from 2016 survey
	Question (and/or its meaning) significantly amended from 2016 survey
	New question that was not in previous surveys
	Deleted question not carried forward from 2016 survey

Section 1

THIS INFORMATION WILL NOT BE USED TO IDENTIFY YOU OR ANY INDIVIDUAL.

This section provides us with important information about your role in the council. We use this to ensure the council treats everyone fairly and identify any trends in responses across groups of employees. This helps us develop the most appropriate actions as a result of the survey.

Your responses will ALWAYS remain anonymous, and any details you provide will be kept strictly confidential and secure at all times. We will not analyse or present any information you give in such a way that allows you or any individual to be identified.

Question	Answer Set
Into which of these groups does your current role fit?	Senior Manager (service head, director, corporate director), Manager or Supervisor, Employee
Approximately how long have you worked for Wiltshire Council (including service prior to April 2009 with Wiltshire County Council, North Wilts District Council, Kennet District Council, Salisbury District Council or West Wilts District Council)?	Less than 2 years, between 2 and 5 years, between 5 & 10 years, More than 10 years, Prefer not to say.

Which of these places would you consider to be your main work location/base?	A main hub (please specify which one from list) - Bourne Hill, County Hall, Monkton Park, A community campus (please specify which one), A works/depot (please specify which one), A Leisure Centre, A Library, Home-based, Mobile/peripatetic, Other council location (please specify), Other non-council location (e.g. a hospital).
[IF ANY OPTION OTHER THAN "HOME-WORKER" IS SELECTED] On average, how often do you work from home?	Frequently (more than 60% of your time per week/month), Sometimes (regularly but less than 60% of your time per week/month), Occasionally (e.g. less than twice a month), Never
Have you had any of the following flexible working arrangements in place in relation to your main job in the last 12 months. These can be permanent or temporary, formal or informal arrangements. Choose all that apply.	Part-time hours (working less than 37 hours per week) Job-share (2 people covering a single role) Term-time only (having some or all school holidays as non working time) Condensed or compressed hours (e.g. a 9 day fortnight) Annualised hours (calculating hours across the year to cover peaks and troughs in work) Flexi-time (being able to flex your start / finish / break times and take back extra hours accrued as a flexi day) Other arrangements - please tell us about them [FREE TEXT, max 100 words]

Section 2

In this section, we would like to hear your views on the communication of the council's priorities and goals.

Question	Answer set
The council's priorities and goals have been made clear to me.	Yes, Partially, No
I understand the Council's priorities and goals	Yes, Partially, No
I feel committed to achieving the Council's priorities and goals	All of them, some of them, none of them

I believe in the approach the council is taking to achieve its priorities and goals	Yes, Partially, No
I feel our Directors and Corporate Directors are interested in our service area and the work we do. [HIDE THIS QUESTION IF "SENIOR MANAGER" IS SELECTED AS ANSWER TO Q1]	All of them, some of them, none of them
I feel Heads of Service are interested in the work we do. [HIDE THIS QUESTION IF "SENIOR MANAGER" IS SELECTED AS ANSWER TO Q1]	All of them, some of them, none of them
Working here motivates me to contribute more than is normally required in my work	Yes, Sometimes, No
I understand how my work contributes to the priorities and goals of the Council.	Yes, Partially, No
I believe my job makes a difference to the community	Always, Frequently, Occasionally, Never
It has been made clear to me how I am expected to behave at work	Yes, No
Senior Management (service heads, directors and corporate directors) are open and honest with staff [HIDE THIS QUESTION IF "SENIOR MANAGER" IS SELECTED AS ANSWER TO Q1]	Always, Frequently, Occasionally, Never
The information I receive from my managers (line manager, service head, director or corporate directors) about what is going on in the Council helps me do my job effectively.	Yes, Sometimes, No
The council helps me to understand why changes are made	Always, Frequently, Occasionally, Never

The Council manages change effectively	Always, Frequently, Occasionally, Never
The Corporate information I receive (including on The Wire, Electric Wire updates and global emails) is relevant, useful and informative	Yes, Sometimes, No
I am aware of, or already use, the Council's social media channels	Aware and use, Aware but do not use, Not aware.
Please use this space to tell us anything else or add more detail about your answers to the questions in this section.	Free text, max 300 words - CONSIDER THIS ON EVERY PAGE DEPENDING ON LAYOUT
Our leaders (directors and corporate directors) are sufficiently visible	
I have confidence in our leaders (directors and corporate directors)	
I use "The Wire" (intranet) regularly to obtain information?	
Section 3	
In this section, we would like to hear how managers support and engage you at work.	
Question	Answer set
I know what is expected of me in my role.	Yes, Partially, No
My manager trusts me to take responsibility for my work	Yes, Sometimes, No
I understand how my role contributes to my team/service objectives	Yes, Partially, No, I don't know my team/service objectives
My manager helps me to be effective in my job	Yes, Sometimes, No
The decisions I make are trusted and supported	Always, Frequently, Occasionally, Never

I receive constructive feedback from my manager about my performance	Always, Frequently, Occasionally, Never
My manager gives me the recognition I deserve when I have done my job well	Yes, Sometimes, No
My manager supports staff to improve their performance where required	Yes, Sometimes, No
I get feedback on how satisfied our customers are with our work	Yes, Sometimes, No
I am encouraged to look for ways of improving services to customers	Yes, Sometimes, No
My manager is open to my ideas and suggestions	Yes, Sometimes, No
My ideas and suggestions are escalated when appropriate	Always, Frequently, Occasionally, Never
My manager supports me to develop my own career	Yes, No
I can find the right training and development opportunities to improve my skills	Always, Frequently, Occasionally, Never
I know I can request coaching to support my own learning and development?	Yes, No
Please use this space to tell us anything else or add more detail about your answers to the questions in this section.	Free text, max 300 words - CONSIDER THIS ON EVERY PAGE DEPENDING ON LAYOUT
If Yes: I believe that a coaching culture benefits my development at work.	-
If No: I am likely to seek further information about coaching via <u>The Wire</u> in the next 12 months	
I have the support I need at work to do the best job I can	

Section 4

In this section, we would like to hear how we communicate, listen, capture and act on your thoughts and ideas.

Question	Answer set
I am proud to be part of Wiltshire Council	Yes, No
Please rate how you would recommend working at Wiltshire Council	NPS scale 10 down to 1, 10=fully recommend
I enjoy the work I do	Always, Frequently, Occasionally, Never
My job makes good use of my skills and abilities	Always, Frequently, Occasionally, Never
I can influence how I best perform my job	Yes, Sometimes, No
The learning and development I receive helps to develop my career	Yes, Sometimes, No, I have not had any
Over the last 12 months I feel that my performance at work has:	Improved, Stayed the same, Declined
Over the last 12 months I feel that my team's/service's performance has:	Improved, Stayed the same, Declined
I would feel comfortable approaching my manager to discuss any work-related concerns	Yes, No
Our team meetings are effective	Yes, Sometimes, No
I have had an appraisal in the last 12 months	Yes, No

I find appraisals useful	Yes, No
[IF NO TO ABOVE] How could we make appraisals work better for you?	Free text Max 100 words
Considering my duties and responsibilities, I am satisfied with the total benefits package (e.g. salary, pension, flexible working) that I receive	Yes, Partially, No
My working conditions and environment are appropriate for the work I do.	Yes, Partially, No
Tell us how you would value and recognise staff for the work that they do?	Free text, max 300 words
Please rate how engaging you found the recent staff engagement forums	NPS scale 10 down to 1 (10=most useful), did not attend
What would make them better?	Free text, max 100 words
Please use this space to tell us anything else or add more detail about your answers to the questions in this section.	Free text, max 300 words - CONSIDER THIS ON EVERY PAGE DEPENDING ON LAYOUT
I am aware of the Wiltshire Rewards staff benefits scheme	
If you answered yes to question 27, do you think that the Wiltshire Rewards scheme enhances the council's benefits package?	
Did you complete a staff survey last time?	-

If yes: I found the staff forum useful and informative

-

If no: Please explain why:

Section 5

In this section, we would like to hear your feedback on the values and behaviours at the council.

Question	Answer set
I feel a sense of belonging to Wiltshire Council	Yes, No
Working here makes me want to do the best job I can.	Yes, Sometimes, No
I feel valued and recognised for the work I do	Always, Frequently, Occasionally, Never
I feel empowered to deliver the Council's priorities and goals	Always, Frequently, Occasionally, Never
I feel able to collaborate to support the Council's vision and aims	Always, Frequently, Occasionally, Never
There is effective collaboration between my team and other teams we work with	Always, Frequently, Occasionally, Never
We act on the feedback we receive from customers	Always, Frequently, Occasionally, Never
I think the council is committed to customer satisfaction	Always, Frequently, Occasionally, Never
I feel supported when I have to prioritise my work	NPS scale 1 to 10, 10=fully committed

I have the resources I need at work to do the best job I can	Yes, No
[IF NO TO ABOVE] What resources would help you to do your job better?	Free text Max 100 words
Good performance is recognised where I work	Always, Frequently, Occasionally, Never
In the last year, have you personally experienced bullying or harassment whilst at work.	Yes, No
If so, was the person who bullied or harassed you (choose all that apply):	<ul style="list-style-type: none"> A member of your team Your Manager Another member of staff Another Manager An Elected Member A third party (e.g. customer, supplier, contractor, public etc.)
[If yes] Was the bullying or harassment in regard to your: (please tick all that apply)	<ul style="list-style-type: none"> Disability Gender or gender identity Ethnic origin Religion or beliefs Caring for an elderly or disabled person Age Sexual orientation Pregnancy or maternity Marital or Civil Partnership status Other
In the last year, have you personally experienced discrimination whilst at work.	Yes, No
[If yes] Was the discrimination in regard to your: (please tick all that apply)	<ul style="list-style-type: none"> Disability Gender or gender identity Ethnic origin Religion or beliefs Caring for an elderly or disabled person Age Sexual orientation

	Pregnancy or maternity Marital or Civil Partnership status Other
I would feel confident reporting bullying, harassment or discrimination	Yes, No
[If No] Please tell us why not?	Free text, max 100 words
I believe that bullying, harassment or discrimination would be dealt with effectively when reported.	Yes, No
I believe that appropriate action will be taken on the outcomes of this survey	Yes, No
Health and Safety is taken seriously at the council	Yes, No
Overall do you feel you have achieved a healthy work-life balance	Yes, Mostly, Slightly, Not at all
What has been the overall effect upon your health and well-being over the last 12 months as a result of your 'at work' experience?	Positive, Neutral, Negative
[IF POSITIVE TO ABOVE} If you said positive can you say why?	Free text, max 300 words
[IF NEGATIVE TO ABOVE} If you said negative can you say why?	Free text, max 300 words
Please use this space to tell us anything else or add more detail about your answers to the questions in this section.	Free text, max 300 words - CONSIDER THIS ON EVERY PAGE DEPENDING ON LAYOUT
I am treated with fairness and respect by colleagues at Wiltshire the Council	
The people in my team we co-operate collaborate to get the work done	
I am able to strike the right balance between my work and home life	
I have enough time to do my job effectively	

My workload is manageable without regularly working excessive hours about right for the time that I have

I can meet the requirements of my job without regularly working excessive hours

Section 6

THIS INFORMATION WILL NOT BE USED TO IDENTIFY YOU OR ANY INDIVIDUAL.

This section provides us with important information about you that we use to ensure everyone is treated fairly. It is important that we can identify any trends in responses across groups of employees, so we can develop the most appropriate actions as a result of the survey.

Your responses will ALWAYS remain anonymous, and any details you provide will be kept strictly confidential and secure at all times. We will not analyse or present any information you give in such a way that allows you or any individual to be identified.

Question	Answer Set
Which of these age groups are you in?	16-19, 20-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59, 60-64, 65 or over, prefer not to say
How would you identify your gender?	Female, male, prefer to self-describe (please specify if you wish) [50 char Free-text box if this option selected], prefer not to say
Is your gender identity the same as the sex you were assigned at birth?	Yes, No, Prefer not to say
Do you consider yourself as disabled?	Yes, No, Prefer not to say
[If Yes to above] Which of these would best describe your disability or impairment?	Physical or mobility impairment Sensory Impairment Mental health condition Learning disability / difficulty Long standing illness or health (e.g. cancer, HIV, diabetes, chronic heart disease or epilepsy) Other Prefer not to say

<p>How would you describe your ethnic origin?</p>	<p>White (English/Welsh/Scottish/Northern Irish/British) White: Irish White: Gypsy or Irish Traveller White: Other White Mixed: White and Black Caribbean Mixed: White and Black African Mixed: White and Asian Mixed: Other Mixes/ Multi Ethnic Background Asian / Asian British: Indian Asian / Asian British: Pakistani Asian / Asian British: Bangladesh Asian / Asian British: Chinese Asian / Asian British: Other Asian Background Black / Black British: African Black / Black British: Caribbean Black / Black British: Other Other Ethnic Group: Arab Other Ethnic Background Prefer not to say</p>
<p>How would you describe your sexual orientation?</p>	<p>Heterosexual (attraction towards people of the opposite sex) Gay woman / lesbian Gay man Bi sexual Prefer to self-describe (Please specify if you wish) [50 char Free-text box if this option selected] Prefer not to say</p>
<p>With which of the following religions, bodies or belief systems, if any, do you belong or affiliate yourself?</p>	<p>Christian Muslim Buddhist Hindu Jewish Sikh No religion Other Prefer not to say</p>

Do you give help or support to family members, friends, neighbours or others because of their long-term physical or mental health or disability, or problems related to old age? (do not include anything you do as part of paid employment)	Yes, No, Prefer not to say
<p>The Council values diversity in the workforce and strives to be an inclusive employer. We aim to actively include everyone at work and comply with the requirements of the Equalities Act. which defines 9 Protected Characteristics:</p> <ul style="list-style-type: none"> Age Disability Gender reassignment Marriage and civil partnership Pregnancy and maternity Race Religion and belief Sex Sexual orientation <p>In addition, the council also is supportive of employees with caring responsibilities.</p> <p>Based on your own protected characteristics, do you feel the council is an inclusive place to work?</p>	Yes, No, Prefer not to say
Do you feel that the council is an inclusive place to work in relation to any protected characteristics which are different to your own?	Yes, No, Prefer not to say
Is there anything that you think prevents you or others from feeling actively included at work?	Free text, max 300 words
Please use this space to tell us anything else or add more detail about your answers to the questions in this section.	Free text, max 300 words

This page is intentionally left blank

Section 2 - Change

How much do you agree or disagree with the following statements?

- Q2 Wiltshire Council manages change effectively**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q3 I am able to make decisions without fear of being blamed if things go wrong**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q4 I am aware of the council's vision and aims**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q5 My line manager is open to my ideas and suggestions for change**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q6 I understand why changes are made**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 3 - Your role

- Q7 My line manager has made it clear about what I am expected to achieve in my role/job**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q8 I have had an appraisal in the last 12 months**
 Yes No I have not finished my probationary period
- Q8a If you answered yes to question 8 was this appraisal:**
 Online (through grow) Offline (recorded outside grow or on paper) Informal (not recorded)
- Q8b The appraisal process is a useful tool in aiding personal development and/or improving performance**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q9 I receive regular and constructive feedback from my line manager which helps me to focus on improving my performance**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

- Q10 My work load is about right for the time that I have**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q11 My job makes good use of my skills and abilities**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q12 I am able to strike the right balance between my work and home life**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q13 I understand how my work contributes to the success of the organisation**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q14 I have enough time to do my job effectively**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q15 I can meet the requirements of my job without regularly working excessive hours**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 4 - Culture, wellbeing and safety

- Q16 Where I work I have the resources I need to do my job effectively**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q17 I am satisfied with my working conditions (e.g. noise, light, decoration, cleanliness, temperature and space)**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q18 I am treated with fairness and respect at Wiltshire Council**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q19 The council has made it clear about how I am expected to behave**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q20 Health and Safety is taken seriously in this organisation**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q21 In the last year, I have personally experienced bullying or harassment whilst at work. By bullying or harassment, we mean someone threatening, intimidating, frightening you or creating a hostile, humiliating or offensive environment**
 Yes No

- Q21a** **If you answered yes to question 21, was the person whose inappropriate behaviour lead to the bullying or harassment you personally experienced:**
- Another member of staff (including managers)
 - A third party (including customers, clients, visitors, contractors, elected members etc)
- Q21b** **If you answered yes to question 21, was the bullying or harassment in regard to you: (please tick all that apply)**
- Disability
 - Sex (male/female)
 - Ethnic origin
 - Gender identity
 - Religion or belief
 - Caring for an elderly or disabled person
 - Age
 - Sexual orientation
 - Pregnancy or maternity
 - Marriage or Civil Partnership
 - Other
- Q22** **In the last year, I have personally experienced discrimination whilst at work. By discrimination, we mean someone treating you unfairly or differently to other people because of who you are**
- Yes No
- Q22a** **If you answered yes to question 22, was the discrimination in regard to you: (please tick all that apply)**
- Disability
 - Sex (male/female)
 - Ethnic origin
 - Gender identity
 - Religion or belief
 - Caring for an elderly or disabled person
 - Age
 - Sexual orientation
 - Pregnancy or maternity
 - Marriage or Civil Partnership
 - Other
- Q23** **I would feel able to report bullying/harassment or discrimination without worrying that I would be treated in a negative way**
- Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 5 - Reward and recognition

- Q24** **My line manager recognises and acknowledges when I have done my job well**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q25** **I feel valued and recognised for the work I do**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q26** **I think that corporate awards are a good way to value and recognise staff for the work that they do**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q27** **I am aware of the Wiltshire Rewards staff benefits scheme**
 Yes No
- Q27a** **If you answered yes to question 27, do you think that the Wiltshire Rewards scheme enhances the council's benefits package?**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q28** **Considering my duties and responsibilities, I am satisfied with the total benefits package (e.g. Pension, salary, flexible working) that I receive**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 6 - Communication

- Q29** **I am satisfied that the information I receive from management within my service on what is going on in Wiltshire Council enables me to do my job effectively.**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q30** **Senior Management (Head of service and above) are open and honest in their communication with staff**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q32** **The information contained in the Electric Wire (weekly email newsletter) is useful and informative**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q33** **I use "The Wire" (intranet) regularly to obtain information?**
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q34** **Did you attend one of the recent staff forums**
 Yes No

Q34a If yes: I found the staff forum useful and informative
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Q34b If no: Please explain why:

Q35 Are you aware of the following Wiltshire Council social media channels

	Yes, I contribute to these	Yes, I follow / like these	Yes but don't follow / like	Not aware
Twitter (@wiltscouncil)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facebook (Our Wiltshire)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wiltshire Council LinkedIn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 7 - Management and leadership

Q34 I am confident that on important matters my thoughts are communicated upwards by my line manager
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Q35 My line manager motivates and inspires me to be more effective in my job
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Q36 My line manager trusts me to take responsibility for my work
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Q37 Our leaders (associate directors and corporate directors) are sufficiently visible
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Q38 I have confidence in our leaders (associate directors and corporate directors)
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Q39 Poor performance is dealt with effectively where I work
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 8 - Learning and development

- Q40** There are sufficient opportunities for me to receive training and development to improve my skills in my current job
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q41** The learning and development I have received is helping to develop my career
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q42** I am aware of the opportunity to request coaching to support my own learning and development?
 Yes No

If Yes: I believe that a coaching culture benefits my development at work.

- Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

If No: I am likely to seek further information about coaching via The Wire in the next 12 months

- Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 9 - Employee engagement

- Q42** I am proud to work for Wiltshire Council
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q43** I would recommend Wiltshire Council as a great place to work
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q44** I feel committed to the organisation's goals
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q45** I feel a strong sense of belonging to this organisation
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q46** Working for Wiltshire Council makes me want to do the best job I can
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q47** Wiltshire Council motivates me to contribute more than is normally required in my work
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 10 - Team work

- Q48** There is good co-operation between teams I work with
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q49** I am clear how the objectives of my role link to my team's/service's objectives
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q50** The people in my team co-operate to get the work done
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q51** Where I work we have effective team meetings
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 11 - Customers

- Q52** Where I work we get feedback on how satisfied our customers are with our work
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q53** We act on the feedback we receive from customers
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q54** My team regularly looks for ways of improving services to our customers
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q55** I believe my job makes a difference to the community
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree
- Q56** In my opinion the council is committed to customer satisfaction
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 13 - Action

- Q58** Did you complete a staff survey last time?
 Yes No
- Q59** I believe that action will be taken on problems identified in this survey
 Strongly Agree Agree Neither agree nor disagree Disagree Strongly Disagree

Section 14 - About you

It is important that we can identify similarities and differences in responses between groups of employees in the council to inform the actions we may need to take as a result of the survey.

To help us understand any differences that may exist please could you take some time to answer the following questions.

Please be assured that your details will be kept strictly confidential and secure at all times.

Your responses will remain anonymous; we will not analyse or present the information you give in such a way that you can be identified individually.

The council supports 3 staff forums which provide mutual peer support, help raise awareness of equality issues and provide a consultative voice. See the [Wiltshire website](#) to join or find out more.

Q60 Do you have line managerial responsibilities?

- Yes No

Q61 Are you?

- Male Female Prefer not to say

Q62 Is your gender identity the same as the sex you were assigned at birth?

- Yes No Prefer not to say

Q63 Do you consider your sexual orientation to be

- Heterosexual (attraction towards person of the opposite sex).
 Lesbian/Gay woman
 Gay man
 Bisexual
 Other
 Prefer not to say

Q64 How old are you?

- | | |
|--------------------------------|--|
| <input type="checkbox"/> 16-19 | <input type="checkbox"/> 45-49 |
| <input type="checkbox"/> 20-24 | <input type="checkbox"/> 50-54 |
| <input type="checkbox"/> 25-29 | <input type="checkbox"/> 55-59 |
| <input type="checkbox"/> 30-34 | <input type="checkbox"/> 60-64 |
| <input type="checkbox"/> 35-39 | <input type="checkbox"/> 65+ |
| <input type="checkbox"/> 40-44 | <input type="checkbox"/> Prefer not to say |

Q65 I would describe my ethnic origin as:

- | | |
|--|--|
| <input type="checkbox"/> White | <input type="checkbox"/> White English/Welsh/Scottish/Northern Irish/British |
| | <input type="checkbox"/> White Irish |
| | <input type="checkbox"/> White Gypsy/Irish Traveller |
| | <input type="checkbox"/> Other white background |
| <input type="checkbox"/> Mixed background | <input type="checkbox"/> White and black Caribbean |
| | <input type="checkbox"/> White and black African |
| | <input type="checkbox"/> White and Asian |
| | <input type="checkbox"/> Other mixed/multiple ethnic background |
| <input type="checkbox"/> Asian or Asian British | <input type="checkbox"/> Indian |
| | <input type="checkbox"/> Pakistani |
| | <input type="checkbox"/> Bangladeshi |
| | <input type="checkbox"/> Chinese |
| | <input type="checkbox"/> Other Asian background |
| <input type="checkbox"/> Black or black British | <input type="checkbox"/> Caribbean |
| | <input type="checkbox"/> African |
| | <input type="checkbox"/> Any other black/African/Caribbean background |
| <input type="checkbox"/> Other ethnic group | <input type="checkbox"/> Arab |
| | <input type="checkbox"/> Any other background |
| <input type="checkbox"/> Prefer not to say | |

Q66 Do you consider yourself to be disabled?

- Yes No Prefer not to say

Q66a If you answered yes to question 66, please select the definition/s from the list below that best describes your impairment:

- Physical or mobility impairment
- Sensory Impairment
- Mental health condition
- Learning disability / difficulty
- Long standing illness or health (e.g. cancer, HIV, diabetes, chronic heart disease or epilepsy)
- Other
- Prefer not to say

Q67 To which of the following religions, bodies or belief systems, if any, do you belong or affiliate with?

- Buddhist
- Hindu
- Jewish
- Christian
- Muslim
- Sikh
- Other
- Prefer not to say

Q68 Do you give help or support to family members, friends, neighbours or others because of a long-term physical or mental health or disability, or problems related to old age? (do not count anything you do as part of paid employment)

- Yes No Prefer not to say

Q69 Any further comments on any aspect of this survey:

Q70 If you would like to participate in the prize draw for ADD PRIZE please enter your email address or telephone number here. This will only be used to contact you if you are a winner and you can be assured that your survey answers will remain anonymous.

Thank you for taking part in the 2016 Wiltshire Council staff survey.

Please return your survey form by xxxxxx to Wymann Dillon in the pre-paid envelope provided.

Quarterly Workforce Report

July – September 2018



Key Observations

Disciplinary Cases



The number of disciplinary cases this quarter has more than doubled which, although concerning, is as a result of some complex casework. Leisure Operations (8), Learning Disabilities Provider Services (8) and Streetscene South (5) contributed the most to this. Whilst Streetscene South are consistently high (4 last quarter), Leisure Operations (+5) and Learning Disabilities Provider Services (+7) both saw substantial increases from the previous quarter. HR advisory are aware of these cases and are

providing ongoing support to these services. They also continue to put on disciplinary workshops with managers to ensure they have the tools to effectively manage disciplinary cases.

Agency

As mentioned in previous reports, the Waste Collection teams were TUPE'd out in August 2018. As a result of this, we saw a large reduction in the number of agency staff being used this quarter, reducing by around 21 FTE. However, although the number of agency staff used is reduced, the cost of agency staff has increased this quarter (+£244k). This is due to an increase in more costly agency staff, i.e. in the social work field and also project managers.



Under25 Turnover



The voluntary turnover rate of staff under the age of 25 has seen an increase this quarter to 5.4% (+2.4%). However, this is slightly less than the same quarter last year (6.1%). This is largely as a result of staff in this age range leaving from Leisure Operations (an increase of 4 leavers from last quarter), which could be attributed to staffing arrangements due to the

school summer holiday ending. This quarter we would expect to see a reduced demand on our leisure centres due to the summer months coming to an end part way through the quarter. This is reinforced by the fact that over half of the leavers were in September. However, this issue isn't solely in Leisure, there were leavers in other key areas such as adults and children's social care. An article by [Gallup](#) labelled millennials as 'The Job Hopping Generation' citing that their research found that 60% of millennials are open to a new job. From a recent survey by [ManPower](#), 80% of millennials rate the opportunity to learn new skills as a primary factor in considering a new job.

Learning and Development

The 2016 staff survey highlighted 'Learning and Development Opportunities' as a corporate priority

The aims of the 2017 – 2027 People Strategy are to ensure that our systems, practices and policies are progressive and innovative, and we develop and enable our staff to work together and in partnership to deliver our services to build stronger communities. Our learning and development offer is supported by the apprenticeship levy to not only improve the education of our young people, provide employment opportunities, and grow the Wiltshire economy but it will also enable us to invest in existing staff and ensure we have high performing, capable and skilled staff.

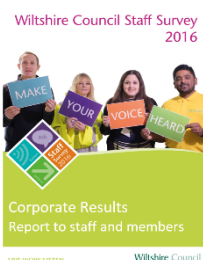
The priorities in the People Strategy were informed by the results of the 2016 staff survey.

The 2016 survey explored how staff felt about the learning & development that was offered to them by the council. In the survey results we saw a significant reduction in the positive responses to questions relating to learning and development, when compared with the results of the previous survey in 2014. See the results table below, taken from the corporate results report.



Learning and development		Section Average: 43% Positive		
		% Positive	% Neutral	% Negative
41	There are sufficient opportunities for me to receive training and development to improve my skills in my current job	45	24	31
42	The learning and development I have received is helping to develop my career	41	37	23
		% Positive 2016	% Positive 2014	% Positive 2012
		45	61	55
		41	52	48

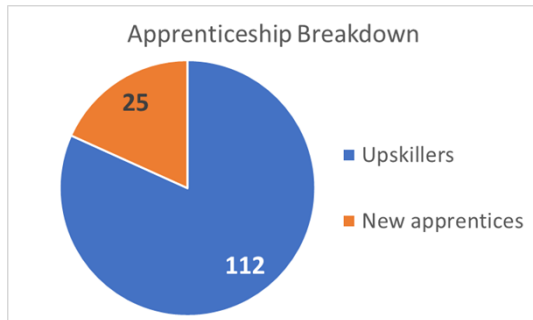
When combining this quantitative data with analysis of the qualitative free text comments regarding learning and development, we can clearly see that staff were not satisfied with the learning & development on offer. The results indicated that staff believed there were fewer opportunities to receive learning and development to improve their skills, and also felt that when they did receive training it was not helping to develop their career. In addition, we could see from the responses that many felt that they were not given enough support, or the relevant time away from their work, to attend or complete training.



As a result of the survey, CLT identified learning and development as a corporate priority, leading to the creation of a statement of intent to review our learning and development offer and help staff to develop a 'your career is your asset' mindset, where staff take responsibility for their own learning & development, supported by their manager. This has been included in the People Strategy 2017 – 2027 which focusses on three key priorities, one of which is workforce development and retention.

Research from [totaljobs](#) has revealed that 2 in 3 UK workers have changed jobs due to a lack of learning and development opportunities. With unemployment rates at their lowest since 1975, employers are increasingly faced with the task of ensuring that they retain their existing talent. This research suggests one such way is through training and development. Alongside building employee morale/engagement, the research shows that the UK workforce is keen to develop in their roles and is looking to upskill. Besides the positive impact on an individual's career, employers are also seeing benefits, with 81% of employers who responded to the research survey agreeing that staff perform better following a focus on learning and development.

“2 in 3 UK workers have changed jobs due to a lack of learning and development opportunities”



This research appears to be reflected at Wiltshire Council, where around 80% of current apprentices (112) are existing staff looking to upskill.

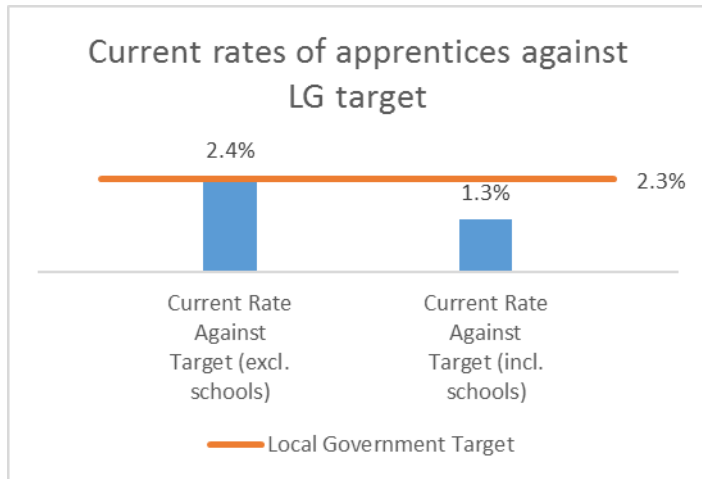
The Organisational Development (OD) team are continuing to grow and develop our apprenticeship programme in line with the increased and anticipated release of apprenticeship standards. In addition, on a weekly basis, any vacancies that have been approved for recruitment are being scrutinised to identify any apprenticeship opportunities.

The apprenticeship levy can support managers in thinking more strategically about their workforce and structure, allowing managers to understand what skills are required and where/how they are going to meet those skills. This supports better workforce planning and succession planning within the service/team. Some managers have been utilising the apprenticeship levy to address roles that have previously proved hard to recruit to or retain by upskilling their current staff. Many organisations are keenly awaiting the release of the social worker degree apprenticeship, which will enable us to invest in and develop our existing staff in an area where it is notoriously hard to retain newly qualified social workers and recruit experienced social workers. Exit questionnaires from newly qualified social workers, attracted to Wiltshire due to the caseload promise, suggest that long commutes coupled with long working hours has caused some to leave for a local authority closer to their home. The social worker degree apprenticeship may help to alleviate this by upskilling current unqualified staff who are already local and familiar with the organisation, helping create a more sustainable social care workforce, and improving morale by providing more opportunities for development.

The social work degree apprenticeship may help to improve the retention of newly qualified social workers

Other services across Wiltshire have been leveraging the apprenticeship levy to improve workforce planning and succession in their areas. The leisure service has previously been known to have difficulty recruiting to several roles across the service, including specialised coaching roles. A training provider has been procured to support our new Leisure Apprenticeship Academy, which will be launched to cover all roles in leisure centres across Wiltshire. Highways and Transport have also been working to build the 'bench-strength' of technicians and engineers through completing an appropriate apprenticeship, improving the succession in a specialist area. All staff in the Energy & Compliance team are also completing a relevant apprenticeship in order to improve knowledge and capability within their role and future proof the service. In the future, employees who may be redeployed as a result of the digital programme could further their careers elsewhere in the organisation through an upskilling apprenticeship.

We have previously published our apprenticeship performance against a local government target of 2.3% of our workforce as new apprenticeship starts. When looking at the figures corporately, we have actually exceeded the target, at 2.4%. However, schools staff are in scope for this target; for which there are currently minimal available/relevant apprenticeship standards. Our performance when taking schools staff into account reduces to 1.3%, still around 100 apprentices short of the government target and we will continue to work with schools to improve these figures.



Our People Strategy and the introduction of the apprenticeship levy has meant that utilising apprenticeships has corporately had strong momentum. However not everyone can commit their time to a formal and lengthy qualification. In these cases, to improve the learning opportunities for all staff at Wiltshire, the OD team have been working to understand what additional training needs are required across the council. Through the analysis of individual training needs and utilising our learning management system, grow, our learning offer has expanded; encouraging the 'career is your asset' mindset.

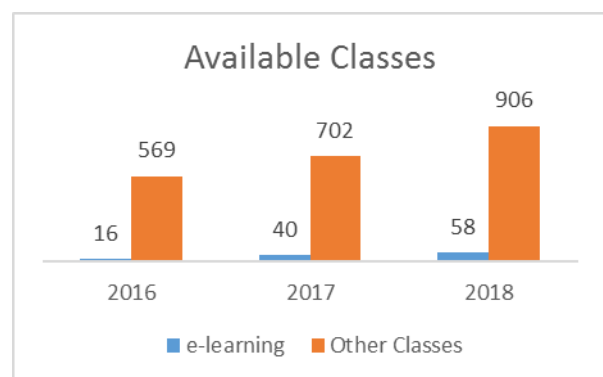
The learning offer in grow has been improved for more timely and regular training goals

The OD team and HR business partners have been supporting services to instil the 'career is your asset' mindset and identify what opportunities are available for their staff, ensuring development is discussed and actioned. For example:

- In Highways and Transport, career roadshows have been run to support development and embed the 'career is my asset' mindset.
- In Families and Children's Services, an evening talk by an external expert was held, aimed at social workers, to raise awareness and offer different kinds of development and also raise the profile of Wiltshire in the wider social work arena.
- Leisure has also seen a big drive, with all centre managers required to attend the following courses; time management, handling conflict and assertiveness, having difficult conversations, effective communication and presentation skills. This is alongside OD working with the service to develop customer services and sales specific skills to help with income generation.
- Adult Social Care - Access and Reablement have undertaken key training on the strengths based approach and on person centred conversations, whilst OD are currently working on a 12 month training programme for all staff.

In addition to this, LearningPool was procured which has enabled an increased number of e-learning modules to be released onto grow, empowering the 'career is your asset' mindset. With the procurement of learning pool, we have seen an increase in available e-learning courses of around 260% between 2016 and 2018. Alongside this, the number of staff completing these e-learning courses has had a similar increase of around 340% between the same dates. This not only demonstrates an increase in our learning offer but also, with these completion rates, suggests the courses available are more relevant and demonstrates a shift in culture towards the 'career is your asset' mindset.

Other face to face learning has seen a similar increase. The number of courses that were available increased by 59% between 2016 and 2018, whilst in the same period the number of people who have completed (or due to complete) a course has increased by 21%.



“Research conducted by Penna found that managers are often ill-equipped to have career conversations”

As mentioned previously, understanding how staff feel about our learning and development offer, could be pivotal to retaining our best talent. Research conducted by [Penna](#) found that managers are often ill-equipped to have career conversations with their direct reports, with nearly a third saying their organisation doesn't provide people management training for managers. This has obvious knock on effects on employee engagement and increases the number of potential flight risks. At Wiltshire Council we have been focussing on developing our current and future

leaders, through the Leadership and Management Programme. Wiltshire Council have partnered with KnowledgeBrief, global leaders in management and leadership innovation, to support delivery of an inspirational, accredited management programme. The accredited qualifications are fully funded via the apprenticeship levy. Current accredited qualifications that are being offered are:

- Chartered Manager Institute (CMI) Level 3 Diploma in Principles of Leadership and Management – ideal for aspiring managers that do not have prior formal management qualifications and/or previous management experience
- CMI Level 5 Diploma in Leadership and Management – suitable for managers or aspiring managers that do not have prior formal management qualifications
- Managers with 3 years managerial experience can also achieve Chartered Manager status upon completing the Level 5 Diploma. Chartered Manager (CMgr) is the highest status that can be achieved in the management profession.
- The Level 6 Chartered Manager Degree Apprenticeship and Level 7 Senior Leaders Master's Degree Apprenticeship's have also now been procured, which are again fully funded by the levy.

We also offer two in-house non-accredited leadership and management programmes:

- Aspiring Leader – for those employees who aspire to become and managers and whose potential, aptitude and ability is recognised by their manager
- Developing Leader – for existing, newer managers who want to develop their management skills and knowledge or managers who want to refresh knowledge, best practice and skills.

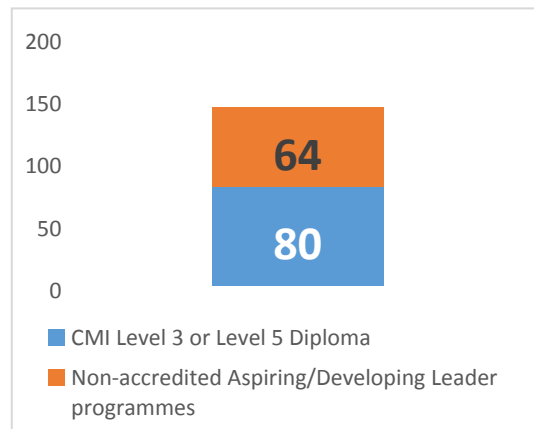
144 employees have been accepted onto the Wiltshire Leader Programme. The breakdown is as follows in the graph on the right.

To support senior leadership, the introduction of a comprehensive 360° feedback assessment is being developed. This will give the opportunity for peers and direct reports to provide feedback on the performance of senior leadership.

In addition, the first annual Wiltshire Leader Awards will take place on 30th January 2019 at County Hall to celebrate all employees who have completed any of the leadership programmes.

These improvements in our development offer and our ability through grow to provide training to people external to Wiltshire Council, also helps support the commercial approach in the Business Plan. The new offer will help to grow the economy and build strong communities by providing the opportunity for all to obtain skills which will encourage highly skilled jobs, as well as supporting an outstanding workforce with a can-do attitude, supported through clear career paths, talent management and learning and development.

In December 2018, we will be conducting the bi-annual staff survey. This will contain several questions around learning and development, through which we will be able to assess attitude towards our learning and development offer, and whether the actions we have taken have improved the employee score on the survey since 2016.



Staffing Levels				
Measure	Oct – Dec 17	Jan – March 18	Apr – June 18	July – Sept 18
Headcount	4615	4630	4605	4526
FTE	3473	3476	3458	3355.1
Agency worker use (equivalent number of FTE's used during quarter)	100.1	103.1	109.8	88.9
Ratio of managers to employees	1:10.2	1:10.2	1:10.2	1:10.2
FTE of managers	440	440	439.9	429.9
Number of redundancies made during quarter	17	10	22	11
Ratio of starters to leavers (FTE)	1:0.8	1:1	1:0.8	1:1.8

Sickness Absence					
Measure	Oct – Dec 17	Jan – March 18	Apr – June 18	July – Sept 18	July – Sept 17
Working days lost per FTE	2.1 days	2.4 days	2.1 days	2.3 days	2.1 days
% of total absences over 20 days	42.3%	43.8%	56.9%	56.6%	49.4%

Health and Safety RIDDOR related injuries				
Measure	Oct – Dec 17	Jan – March 18	Apr - June 18	July – Sept 18
No. of workplace incidents/injuries reported	3	6	2	tbc

Voluntary Staff Turnover					
Measure	Oct – Dec 17	Jan - March 18	Apr - June 18	July – Sept 18	July – Sept 17
% staff turnover	2.0% (91 leavers)	2.5% (117 leavers)	2.4% (111 leavers)	2.8% (130 leavers)	2.6% (119 leavers)
% <1 year turnover rate	3.4%	5.6%	4.3%	4.1%	5.0%
% Under 25's voluntary turnover	4.0%	5.0%	3.0%	5.4%	6.1%
Average leavers' length of service	7.8 years	7.5 years	8.3 years	11.6 years	7.7 years

New Disciplinary, Grievance and Absence Cases				
Measure	Oct – Dec 17	Jan – March 18	Apr - June 18	July – Sept 18
Disciplinary cases	16	18	16	35
Grievance cases	2	8	8	5
Absence cases	153	133	159	151

Employee costs					
Measure Relating to Quarter	Oct – Dec 17	Jan – March 18	Apr – June 18	July – Sept 18	July – Sept 17
Total paid in salaries to employees (non casual)	£25.19m	£25.05m	£26.09m	£25.55m	£25.25m
Total paid in salary to casual employees	£0.56m	£0.48m	£0.52m	£0.59m	£0.55m
Total salary pay	£25.75m	£25.53m	£26.61m	£26.61m	£25.80m
Total paid to agency workers	£1.11m	£1.26m	£1.55m	£1.79m	£1.10m
Median employee basic salary	£20,661	£20,661	£21,074	£21,074	£20,661

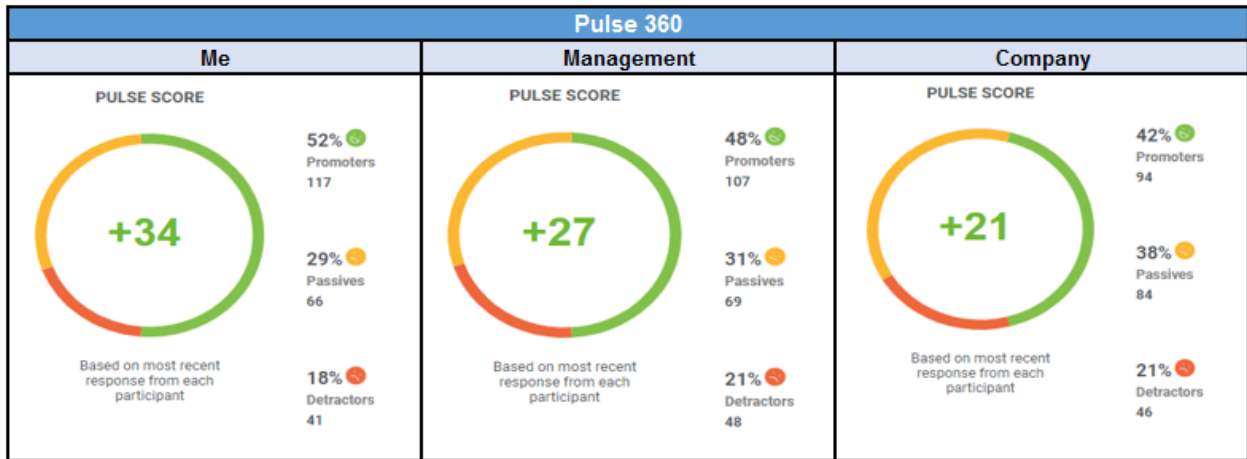
Why this is important: Clear budgetary constraints mean that keeping track of this information is vital. Whilst we are seeing a reduction in contracted employees we may see some services using alternative resourcing options on a more regular basis such as agency workers, consultants or casuals. This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

Additional financial information				
Measure (If the figure is negative a saving has been achieved)	Oct – Dec 17	Jan – March 18	Apr - June 18	July – Sept 18
Cost of sick pay	£0.68m	£0.77m	£0.75m	£0.78m
FTE change due to employee hour changes	-7.3	-9.3	-8.2	-2.0
Cost/saving of employee hour changes	-£200,654	-£227,267	-£234,562	-£84,749

Why this is important: Sick pay amounted to £2,889,362 across Wiltshire Council during the 2017-18 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. FTE changes indicate where services may be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It could also be an indication that services are adopting a more positive approach to flexible working.

Employee Diversity					
Measure	Oct – Dec 17	Jan – March 18	Apr – June 18	July – Sept 18	July – Sept 17
% < 25	6.5%	6.5%	6.3%	6.8%	6.0%
% 55 and over	25%	25.7%	26.1%	25.7%	24.9%
% Female	70.6%	70.8%	71.0%	72.8%	70.9%
% Part-time	44.9%	45.4%	46.0%	47.1%	44.2%
% Temporary contracts	5.5%	5.7%	5.9%	5.8%	5.7%
% Black or Minority Ethnic	2.1%	2.2%	2.2%	2.2%	2.1%
% Disabled	5.8%*	5.7%*	4.0%	4.0%	6.0%*

*These figures have been amended as a result of the collation of multiple data sources.



The above information has been taken from our grow system. This is a new feature that was introduced in August 2018 to regularly understand how staff are feeling towards 3 key areas of their work experience, 'Me', 'Management' and 'Company'. This will be a new feature in this quarterly workforce report going forward, showing a snapshot of sentiments, per quarter. This table displays how positive, neutral or negative staff are feeling towards these 3 key areas. Analysis of this key data will take place in due course once the survey becomes embedded and a higher quantity of data has been received.