

AGENDA

Meeting: Staffing Policy Committee

Place: [Access the On-Line Meeting here](#)

Date: Wednesday 6 January 2021

Time: 10.30 am

Please direct any enquiries on this agenda to Kevin Fielding, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 or email kevin.fielding@wiltshire.gov.uk

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

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

Membership:

Cllr Stuart Wheeler (Chairman)
Cllr Tony Jackson (Vice-Chairman)
Cllr Richard Clewer
Cllr Mike Hewitt
Cllr Hayley Illman

Cllr Carole King
Cllr Ricky Rogers
Cllr John Smale
Cllr Philip Whitehead

Substitutes:

Cllr Fleur de Rhé-Philippe MBE
Cllr Peter Evans
Cllr David Halik
Cllr Bob Jones MBE

Cllr Gordon King
Cllr Ian McLennan
Cllr Jo Trigg
Cllr Tony Trotman

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Public Participation

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

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

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

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

AGENDA

PART I

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting**

To confirm the minutes of the meeting held on Wednesday 4 November 2020

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 **Tuesday 29 December 2020** 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 **Thursday 31 December 2020**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent

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

6 **Health and Safety Policy**

Written report contained in the agenda pack

7 **Pay Policy Statement**

Written report contained in the agenda pack

8 **Quarterly Workforce report (Q2 July - Sept)**

Written report contained in the agenda pack including information relating to the attached staff wellbeing survey corporate results (Oct 2020)

9 **Organisational Recovery Programme**

A verbal update on activity under this programme

10 **Close**

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 4 NOVEMBER 2020 AT ON-LINE MEETING.

Present:

Cllr Stuart Wheeler (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Richard Clewer, Cllr Mike Hewitt, Cllr Carole King, Cllr John Smale and Cllr Philip Whitehead

Also Present:

Jo Pitt - Director HR & OD, Wiltshire Council
Kevin Fielding – Democratic Services Officer, Wiltshire Council

30 Apologies for absence

Apologies were received from Cllr Hayley Illman, Cllr Ricky Rogers and Mike Osment - Branch Secretary, UNISON.

31 Minutes of Previous Meeting

Resolved:

To confirm and sign the minutes of the last meeting held on the 26 August 2020.

32 Declarations of Interest

There were no declarations of interest made at the meeting.

33 Chairman's Announcements

There were no Chairman's Announcements made at the meeting.

34 Public Participation

No statements or questions were received.

35 Appointment of Sub-Committees

The following Sub-Committees were agreed for 2020-2021:

Senior Officers Employment Sub Committee

Cllr Stuart Wheeler, Cllr Philip Whitehead, Cllr Hayley Illman

Substitutes: Tony Jackson, Mike Hewitt, Richard Clewer, John Smale, Carole King, Jo Trigg, Bob Jones, Ian Thorn.

Appeals Sub-Committee

Cllr Stuart Wheeler, Cllr Richard Clewer, Cllr Hayley Illman

Substitutes: Tony Jackson, Mike Hewitt, Philip Whitehead, John Smale, Carole King, Jo Trigg, Bob Jones, Ian Thorn.

Grievance Appeals Sub- Committee

Cllr Stuart Wheeler, Cllr Tony Jackson, Cllr Hayley Illman

Substitutes: Mike Hewitt, Richard Clewer, Philip Whitehead, John Smale, Carole King, Jo Trigg, Bob Jones, Ian Thorn.

36 **Update on Covid response**

Jo Pitt - Director – HR & OD, Wiltshire Council gave a brief presentation, points made included:

- That staff were now being deployed into the wellbeing hub
- That a Business grants team, T&Cs Enforcement team and a Pandemic Covid team had now been set up
- That HR teams had been working re-deploying staff to teams more relevant to the second lockdown
- That HR were looking at all staff who needed to access Wiltshire Council buildings – the importance of trying to keep covid-19 out of the hubs and other buildings. Business cases would be needed to access the hubs etc

The Chairman thanked Jo Pitt for her update.

37 **Organisational Recovery programme update**

Jo Pitt - Director – HR & OD, Wiltshire Council gave a brief presentation, points made included:

- That there would be a single program lead – Paula Marsh - HR & OD Strategic Delivery Manager
- That a desk booking pilot was currently being trialled at the Monkton Park hub

- That a review looking at better utilisation of all Wiltshire Council hubs and buildings was being carried out, this would also look at how to maximise estate commercial opportunities
- That a second staff survey had just been carried out – an update would be given at next Staffing Policy meeting
- Work was ongoing looking at the Wiltshire Council workforce and how services work with local colleges
- Looking at working patterns, and at different operating models
- Looking at digital services – how Wiltshire Council takes payments from its customers

The Chairman thanked Jo Pitt for her update.

38 **Agile deployment of staff**

The written report contained in the agenda pack provided an update on new approaches being introduced through the “agile workforce” workstream of the organisational recovery programme to support more flexible deployment of staff within the council.

Points made included:

- Two outcomes of the council’s Organisational Recovery Programme were that Wiltshire Council could deploy staff and resources to meet business need as well as ensuring that the council was financially sustainable.
- In July, CLT introduced controls to manage spending, increase savings, reduce costs and improve efficiency. These controls included a halt on spend on new agency workers or extensions to existing contracts and a freeze on all external recruitment unless approved by CLT.
- This had meant that wherever possible vacancies were being filled through the identification of resource from within our existing workforce. Since spending controls had been in place external adverts for council roles had reduced from an average of 36 live per week to 6 live per week. This approach, alongside other spend control measures, had been successful in helping to address the current financial position.
- Through the response to the pandemic, it had become clear that there was strength in having confident, skilled people who were willing to work in an agile and flexible way. This had enabled Wiltshire Council to deploy staff from across the organisation into critical service areas with a specific business need and support our most vulnerable residents.

Decision

- That the Staffing Policy Committee noted the approaches that were being developed to support the more agile deployment of staff, in support of the council's Organisational Recovery Programme outcomes.
- That the Staffing Policy Committee noted the extension of internal opportunities to Wiltshire Care Leavers to support the fulfilment of the council's Corporate Parenting responsibility.
- That the Staffing Policy Committee recognised that there was not another committee meeting until January 2021, Staffing Policy Committee delegate approval of policy changes to the relevant senior officer (the Director of HR&OD) in order to enable approaches outlined in this paper to be implemented as soon as possible, following consultation and agreement with the recognised unions where applicable.

The Chairman thanked Jo Pitt for the report.

39 Recruitment Policy update

The written report contained in the agenda pack report provided the Staffing Policy Committee with information about updates to the council's recruitment policies.

Points made included:

- That Wiltshire Council's recruitment policy was last fully reviewed and updated in 2016.
- Whilst there had been no changes to the policy since then additional guidance documents, FAQs, templates and forms had been produced as required, either to support managers or where changes to processes had been required in line with either legislation or best practice.
- Feedback from managers, and the council's operational HR teams, was that information had become difficult to find and in some cases was duplicated across a number of different guidance documents.
- A review had therefore been undertaken to streamline and reduce the number of guidance documents, combine all related information together into one place and to ensure the main policy clearly points managers to relevant guidance, depending on the type of recruitment being undertaken.
- As part of the review, the equalities and inclusion language within the policy and associated guidance documents had been updated to ensure it aligned with current practice, and also with other HR information.

- The policy and guidance documents had also been updated to ensure that any sections relating to the old behaviours framework had been replaced with new EPIC values and reference to the code of conduct policy, as presented at Staffing Policy Committee in June 2020.

Decision

- **That Staffing Policy Committee noted the report and the planned updates to the council's recruitment policy and associated guidance documents.**

The Chairman thanked Jo Pitt for the report.

40 **Exit Payment Cap**

Jo Pitt - Director – HR & OD, Wiltshire Council gave a brief presentation, points made included:

- That the cap would be enforced from the 4 November 2020
- That it was acknowledged that there were issues with the Local gov pension scheme
- That Wiltshire Council were unable make anyone redundant over the age of 55

The Chairman thanked Jo Pitt for her presentation.

41 **Close**

(Duration of meeting: 10.30 - 11.15 am)

The Officer who has produced these minutes is Kevin Fielding of Democratic Services, direct line 01249 706612, e-mail kevin.fielding@wiltshire.gov.uk

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

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WILTSHIRE COUNCIL

AGENDA ITEM NO.

STAFFING POLICY COMMITTEE

6 January 2021

Revision of Corporate Health and Safety Policy

Purpose of report

1. The local authority is required by the Health and Safety at Work Act 1974 to set out its policy on health and safety.
2. The policy statement should set out a statement of intent from the most senior person(s); should set out the organisation that exists to carry out the policy; and make reference to the detailed arrangements for specific risks.
3. It is the responsibility of the Head of OH&S to keep this policy under review and to revise wherever necessary.
4. This paper outlines the latest revisions to the policy for consideration and agreement by Staffing Policy Committee.

Main considerations

5. The changes in this revision are principally to reflect changes to the senior management structure. Wording has been amended to refer to the new Chief Executive post and to the Corporate Leadership Team, as the respective parties with primary responsibility for the health and safety of employees and others affected by the work undertakings of the local authority.
6. In addition, the opportunity has been taken to streamline the responsibilities set out for each of the roles of:
 - Cabinet and Portfolio holder
 - Chief Executive
 - Directors and the Director of Public Health specifically
 - Heads of Service and the Head of Occupational Health and Safety specifically
7. The detailed arrangements for the management of risk in regard to specific work tasks and settings are set out in policy/guidance documents that can be found on [HR Direct](#). Each of these sections is kept under review by the H&S team and they are updated as and when necessary due to changes in legislation or HSE guidance, or because of any internal accident or liability history.
8. At this stage there are no significant changes to these parts of the corporate policy.

Consultation

9. The amendments to this policy were reviewed and agreed by JCC on 9 December 2020.

Recommendation

10. That Staffing Policy Committee review the changes outlined in this report and agree the revised Health and Safety Policy (attached at appendix 1)
11. Following agreement at Staffing Policy Committee the updated policy will be brought to the attention of all managers and employees.

Kate Blackburn
Director Public Health

Report author:
Paul Collyer – Head of Occupational Health and Safety

Wiltshire Council

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Health and Safety Policy

VERSION CONTROL

Date of issue	January 2021
Date of review	January 2022
Owner	Health and Safety Service

1. Guide to the Health and Safety Policy

This policy sets out Wiltshire Council's general approach to the management of health and safety and the way in which managers and employees should control risks. It is not a comprehensive reference of all work activities undertaken by council employees or the risks involved in those activities. Each service area, team and responsible person of any building is expected, where necessary, to produce more detailed information and guidance on the control or mitigation of the risks that its own staff and customers face. However, no amount of written advice can be a substitute for the application of common sense, care and vigilance by individual employees at all levels.

2. Statement of Intent

The Corporate Leadership Team (CLT) led by the Chief Executive accepts its responsibility for ensuring that the people who work for Wiltshire Council can do so in a safe manner and in a healthy environment. It also recognises that the people we provide services to, and those we work with, should have confidence that services are provided in such a way that risks are minimised as far as is reasonably practicable. These are important responsibilities and we are committed to ensuring that they are met.

Our statement recognises that the success of this policy must also rely upon the co-operation of employees to contribute to the health and safety standards of their own workplace and to follow the advice and instructions that are given for this purpose. It is our view, that all employees, at every level, have a personal role to play in achieving the health and safety standards we expect. It is through a combination of good management and individual commitment that we can best achieve a safe and healthy working environment for all of our employees and customers.

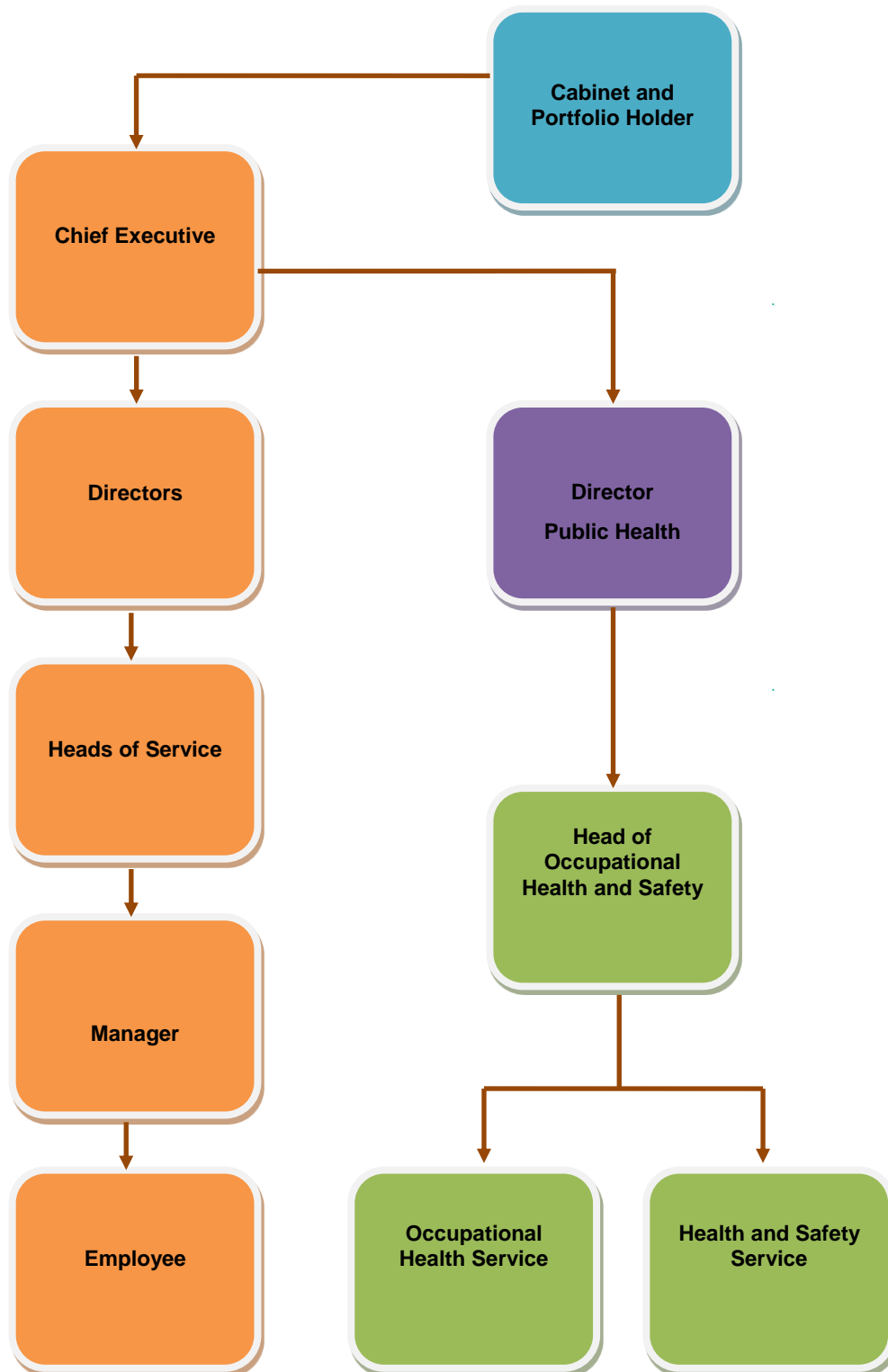
The council will seek to adopt a health and safety management system in line with best practice as described by the Health and Safety Executive (HSE) in its document and microsite HSG65 'Managing for Health and Safety' <https://www.hse.gov.uk/managing/index.htm>. The council will aim to apply this approach within a culture of continuous improvement and through consultation with employee representatives, and others affected by its activities.

This corporate policy contains clear information regarding responsibilities and arrangements in respect of the significant risks that may be faced in carrying out the work of the council. It underpins all other supporting specialised policy and guidance produced by service areas. It is to be applied whenever and wherever it is relevant. If there is no direct reference to a specific risk, then it is intended for that issue to be addressed in line with the same principles of sensible risk management espoused throughout the rest of the policy.

The health and safety of employees and that of our customers, clients, visitors, contractors, school children and others affected by our work undertakings are integral priorities in everything we do.

January 2021

Organisation Structure for Health and Safety



3. Responsibilities

The following are the principal duty holders for health and safety in Wiltshire Council.

Members of the Cabinet and the portfolio holder for health and safety will:

- (i) ensure that suitable resources and strategic direction are available to discharge the Council's health and safety responsibilities.
- (ii) monitor, via reports, the overall performance of the Council's health and safety management system.

The Chief Executive will:

- (i) allocate and prioritise resources to be able to apply this corporate policy.
- (ii) promote an effective safety culture throughout the organisation through his words and actions and by his direction of CLT and Directors.
- (iii) be accountable for compliance with statutory duties and corporate negligence.

The Director responsible for health and safety (currently Director of Public Health) will:

- (i) appoint competent persons and advisers in line with the Management of Health and Safety at Work Regulations 1999.
- (ii) keep the corporate risk profile associated with health and safety under regular review and ensure action is taken to address them or escalate to CLT if mitigation cannot be achieved.
- (iii) monitor regular and annual data indicators to assess the effectiveness of health and safety performance.

Each Director will:

- (i) be accountable for ensuring that their services comply with corporate health and safety policy.
- (ii) establish any additional local policies, management organisation and procedures necessary to ensure safe service delivery.
- (iii) ensure that all risks within their service are assessed and control measures are introduced to minimise the risks as far as reasonably practicable.
- (iv) monitor health and safety performance in their area of control.

Each Head of Service / senior manager will:

- (i) implement the corporate and specific service health and safety policies in their area of responsibility.
- (ii) ensure that all staff are trained, or otherwise competent, to be able to apply the identified control measures designed to protect the health and safety of themselves and others affected by their work.
- (iii) ensure that suitable personal protective clothing and equipment is provided and used in accordance with the relevant safe system of work.
- (iv) ensure that all incidents and accidents are reported and appropriately investigated; and that measures are taken to prevent a recurrence.

The Head of Occupational Health and Safety will:

- (i) provide advice to the CLT and other senior managers.
- (ii) provide managers and employees with timely information on changes to legislation, best practice and guidance.
- (iii) maintain the corporate health and safety policy and ensure that the policy, and revisions made to it, is made available to all staff.
- (iv) provide a training programme for managers and employees to ensure that core competencies are understood.
- (v) ensure that adequate arrangements are made for consultation with staff, including trade union and employee representatives.
- (vi) monitor and report upon health and safety compliance to the CLT.
- (vii) ensure that all reports of incidents and accidents are appropriately investigated, that remedial actions are appropriate; and that lessons learned are communicated across services.
- (viii) represent the CLT during health and safety inspections and investigations by enforcement agencies.
- (ix) have the delegated authority to suspend activities and services where there is a risk of serious injury or ill health to staff or others.

Managers and supervisors shall:

- (i) be accountable for health and safety performance in their area of control.
- (ii) consider health and safety matters as an integral part of their role.

- (iii) ensure all significant risks are recorded, assessed and that the necessary controls are identified and adopted.
- (iv) ensure all employees under their control are competent via the provision of adequate information, instruction, training and supervision to enable them to work safely and without risk to health.
- (v) continually develop and monitor safe working practices.
- (vi) ensure the health and safety of non-employees is considered in the planning of work activities.
- (vii) ensure all accidents, near misses, incidents of violence, aggression or verbal abuse and any other significant hazard at work are reported and investigated in line with corporate and service area policy.
- (viii) implement the various council policies relating to health, safety and welfare at work.

Employees shall:

- (i) work safely and not put themselves or others at risk.
- (ii) remedy any unsafe situation within their competence or report such to their manager or supervisor.
- (iii) not misuse or interfere with anything that is provided for health, safety and welfare purposes.
- (iv) use machinery, equipment, substances and any safety device according to their training or instruction and in compliance with health and safety law.
- (v) co-operate with managers by following agreed working practices and safety procedures.
- (vi) report any accident, near miss, incident of violence, aggression or verbal abuse and any other significant hazard at work through the appropriate channels.

Specialist Responsible Persons

Named individuals will have specific responsibilities for the management of risks associated with:

- legionella
- asbestos

‘Responsible Persons’ (RPs) must bring actions arising from their areas of responsibility to the attention of their Head of Service so that priorities can be agreed, and the necessary resources found.

4. Health and safety documentation and procedures

Consultation procedures

All corporate health and safety policy is determined via formal consultation procedures to give employees the opportunity to contribute to the agreed standards of health and safety.

The Council will maintain a full and regular consultation process via the Joint Consultation Committee. Trade union safety representatives, that are nominated by recognised trade unions, may carry out their duties as defined by the Safety Representatives Regulations 1977. If necessary, nominees from groups of employees not represented by recognised trade unions can exercise similar rights as defined by the Health and Safety (Consultation with Employees) Regulations 1996.

Health and safety documentation

Level 1 - Corporate

Corporate policy, procedures and arrangements apply throughout all work undertakings and set out minimum and mandatory standards in respect of significant common risk areas. All corporate health and safety policies along with other supporting guidance, policies and procedures are owned by the Occupational Health and Safety service and are available on the OHS pages of [HR Direct](#).

Level 2 – Service Areas

Service area policy and procedures apply throughout that service and set out additional instruction and guidance in respect of significant risks pertinent to the that service. All service area arrangements are complementary to corporate arrangements and are the responsibility of the relevant director.

Level 3 – Local

Local arrangements may be in place for specific roles or sites. Arrangements may be in the form of risk assessments, safe systems of work and instructions. All local arrangements are complementary to corporate and service area arrangements and are the responsibility of the local manager.

5. Health and safety assistance

The corporate Occupational Health and Safety service comprises health and safety advisers, business support officers and occupational health advisers. They will assist and advise managers and individual employees in achieving the highest standards of health, safety and well-being in the workplace.

6. Contact details

By email: healthandsafety@wiltshire.gov.uk

By telephone: 01225 713185

Director of Public Health: kate.blackburn@wiltshire.gov.uk

Head of Occupational Health and Safety: paul.collyer@wiltshire.gov.uk

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WILTSHIRE COUNCIL

AGENDA ITEM NO.

STAFFING POLICY COMMITTEE

6 January 2021

Pay Policy Statement 2021/22

Purpose of Report

1. The purpose of this report is to present an updated pay policy statement for the financial year 2020/2021 for agreement by Staffing Policy Committee, prior to sign off by Council on 23 February 2021 and publication on the council's website.

Background

2. Under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year 2012/13 and each subsequent financial year.
3. Wiltshire Council originally published its pay policy statement in February 2012 and the updated policy is now required to be published on the website by 1 April 2021

Main Considerations for the Council

4. The main updates to the policy are outlined below:
 - Throughout the policy
 - amendments to reflect the change of senior management structure and titles
 - updated total number of council employees, pay rates and pay ratios
 - Introduction:
 - Reference to the implications of Covid19 and the Council's Organisational Recovery programme.
 - Updated information regarding the use of the apprenticeship levy. There has been no new apprenticeship starts since March 2020 due to Covid-19. We have had to pause the current leadership and management cohort and completion dates for some current apprentices have been pushed back due to them having a break in learning either due to capacity or redeployment into critical roles to support Covid-19 response.

- Para 7 – removal of the number of evaluators on Hay panels. Due to capacity in the HR&OD team it has not always been possible to have 3 trained Hay assessors on each panel. There are always two, and usually three.
 - Para 9 – showing an increase in the number of Hay grades from 8 to 9. In March 2020 an additional Hay grade (Grade 2a) was introduced following a senior management restructure, which resulted in a new Director of Children’s Services post which incorporated the designated statutory role of DCS for the council, a role which was previously undertaken at tier 1. The Council is currently operating with an interim senior management structure, following the move to a single Chief Executive post at tier 1 in June 2020. In this interim structure the interim Corporate Director posts are currently aligned to the grade 2a pay band.
 - Para 26 - reference to the fact that the relocation policy has been updated since the previous pay policy statement was published to clarify eligibility criteria.
5. The annual budget will be set in January/February in time for approval at full Council and the policy will be updated to reflect.
 6. Recent legislative changes relating to the exit payment cap of £95k and the subsequent changes required to the LGPS scheme rules mean that the council’s redundancy policy will need review in early 2021. If the situation changes prior to Full Council on 23 February this section of the policy will be updated to reflect.

Consultation

7. The draft pay policy was taken to Joint Consultative Committee on 9 December 2020 for review.
8. The pay policy will require full council approval (23 February 2021) prior to publication.

Recommendation

9. That Staffing Policy Committee review and agree the amended Pay Policy Statement for 2021/22.

Joanne Pitt
Director HR&OD

Report author - Paula Marsh, Head of Service – Strategic Delivery, HR&OD

Wiltshire Council Human Resources Pay Policy Statement

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

What is it?

The pay policy statement sets out the council's approach to pay and reward for senior managers and the lowest paid employees for the financial year 2021-22.

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

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

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

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

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

- basic salary
- any other allowances arising from employment

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

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

The term "lowest paid employees" refers to those employees on the lowest pay point of our grading system, which is currently spinal column point 1, £17,842 per annum.

Go straight to the section:

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

Introduction

Wiltshire Council is a large and complex organisation providing a wide range of services to the community, with a current annual net budget of around **£344m** (2021/22).

In order to deliver these services around 4540 people work for the council (non-schools) on permanent and variable hours contracts in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

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

The coming year will be challenging as the council moves from response to the Covid-19 pandemic into recovery. Alongside external recovery programmes focused on the communities of Wiltshire, we have an internal organisational recovery programme focused on our workforce, our workplaces and the way that we work. The aim of this programme is to ensure that we learn from response and recover to emerge leaner and stronger. Our vision is to have confident and skilled people working flexibly and utilising the tools available so that we are a resilient, efficient and inclusive organisation.

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

To date 44 new apprentices have been recruited, 18 of these have now completed and all stayed at the council and moved into their target posts. 205 employees have started an apprenticeship through upskilling of which 49 have now completed. Due to the impact of Covid-19 there has been a decrease in the number of apprenticeships starts in 2020 and also a delay in completion rates for some apprenticeships.

Who does it apply to?

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

When does it apply?

This pay policy statement was first published in February 2012 and is updated on an annual basis. It has now been updated for the financial year 2021/22.

What are the main points?

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

The level and elements of remuneration for employees

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

HAY job evaluation scheme:

6. The HAY job evaluation scheme is used to evaluate senior manager jobs within the council (currently 136 employees), which include the following roles:
 - Chief Executive

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

Greater London Provincial Council job evaluation (GLPC) scheme:

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

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

Remuneration on recruitment

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

Market supplements

27. The council has a market supplement policy which stipulates that if there are recruitment and retention difficulties for a particular post, and it is shown that the council are paying below the market rate for the job, a market supplement or market pay scale may be applied.
28. Market supplements/market pay scales are only payable to a small number of jobs which are evaluated using the GLPC or HAY schemes.
29. Where skills shortages exist in specific areas, or where despite paying at the median market rate for the role the pay rate for the role is still not sufficient to recruit and retain the skills required, a rate higher than the market median may be paid. This could be an additional increment, a percentage market supplement, or a market pay scale and requires the authorisation of the Director, HR&OD in conjunction with the Chief Executive.
30. The level of market supplement applied to GLPC posts is determined by analysing market data from an external source e.g. Croner Solutions.
31. The data used for assessing market pay scales for HAY graded posts is the HAY pay databank for the public and not for profit sector. The HAY databank provides the market median, upper quartile and upper decile pay range for each HAY pay grade.

Salary protection

32. As a result of service redesign, employees may be redeployed to a role which is one grade lower than their current role. In this case, the employee will be in receipt of salary protection for a period of 12 months. Incremental progression and any negotiated pay award will not be applicable during the period of salary protection. Redeployment (and salary protection) is subject to the following criteria:
 - transferable skills,
 - knowledge of work / experience
 - agreement to undertake relevant training, which may include formal qualification
 - match behaviours framework and skills profile
 - working hours
 - location
33. In exceptional circumstances, where there is a national shortage of skills and experience in a particular role, employees may be redeployed to a role more than one grade lower than their current role. This would be authorised by the Director HR&OD.

Increases and additions to remuneration

34. The council's policy is to apply the nationally negotiated NJC pay award for GLPC graded employees which takes effect from 1st April each year and which applies to the national pay spine.
35. NJC employees received a pay award of 2.75% in April 2020, applied across all pay points.
36. For GLPC graded employees, increments are awarded automatically up to the maximum of the grade unless formal proceedings are taking place under the Improving Work Performance Policy. Increments are paid on the 1st April each year, or six months after the start date (if the starting date is between October and April). There is no provision for the payment of an increment at any other time, unless there are recruitment or retention difficulties.
37. The council's policy for HAY graded employees is to cap any pay award in line with the NJC pay award unless market pay data identifies a significant drift and difficulties are identified with recruitment and retention of staff at this level.
38. For HAY graded employees, incremental progression through the grade is based on satisfactory performance measured over a 12 month period. Increments are paid on 1st April each year subject to satisfactory performance, and a minimum of 6 months in post at that time. There is no provision for the payment of an increment at any other time unless there are recruitment or retention difficulties.
39. The council also employs a small number of specialist employees covered by either Teachers or Soulbury salary scales which are also negotiated nationally.

The use of performance-related pay

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

The use of bonuses

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

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

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

44. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.
45. There is no discretion to make redundancy payments which do not comply with the policy.
46. If employees choose to volunteer and are accepted for redundancy, they are entitled to a payment calculated as follows:
- Statutory weeks x normal weekly pay x 2.5, capped at 40 weeks, with a minimum payment of £3000 (pro rata for part time staff).
47. If employees choose not to volunteer for redundancy, and cannot be redeployed, they will leave on compulsory grounds. The payment is calculated as follows:
- Statutory weeks x weekly salary (capped at £525), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).
48. If employees are aged 55 or over, and have been a member of the pension scheme for at least 2 years, they are able to receive their pension and lump sum early if their employment is terminated on grounds of redundancy.
49. No augmentation to pension will apply for any employee.
50. If employees are dismissed on redundancy grounds, and receive a voluntary (enhanced) redundancy payment, they may be considered for re-employment to posts within Wiltshire Council after the minimum statutory period of four weeks has elapsed subject to the following conditions:
- The post did not exist or was not foreseeable at the time of the dismissal.
 - The vacancy has been advertised in accordance with Wiltshire Council policy and procedures.
 - The appointment was made on the basis of the best person for the job with regard to the usual selection procedures.
 - The appointment has corporate director approval.
51. These conditions apply for twelve months from the date of the dismissal, after which the employee may be considered for re-employment to any post within Wiltshire Council.
52. Under the Council's Constitution, the dismissal of chief and senior officers is delegated to the Senior Officers' Employment Sub-Committee which determines severance packages in accordance with the Council's policies. The Sub-Committee may, however, refer the matter to full Council for final determination in exceptional circumstances.

The pension scheme

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

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

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

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

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

Any other allowances arising from employment

Payment for acting up or additional duties

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

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

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

Unsocial hours allowances

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

working and range from 10% to 33% in addition to normal hourly rate.

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

Overtime allowances

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

Standby and callout allowances

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

Sleeping in allowance

63. The council pays a sleep-in allowance to employees required to sleep in on the premises. This includes up to 30 minutes call out per night, after which the additional hours provisions will apply. The sleep-in allowance payable is currently £37.07, and increases in line with the NJC pay award.

Local election duties – Acting Returning Officer

64. The role of Acting Returning Officer is carried out by the Chief Executive. Fees are paid in line with the relevant legislation and guidance.

Governance arrangements

65. The council's policy is to apply the nationally negotiated NJC pay award to the pay scales for jobs evaluated using the GLPC job evaluation scheme.
66. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector.
67. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.
68. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.

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

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

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

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

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

- Senior employee salaries which are £50,000 and above. This is updated on a monthly basis.
- A list of their responsibilities
- An organisational chart of the staff structure for the top three tiers of the local authority, to include each individual's job title, contact details, grade, salary in a £5,000 bracket, grade maximum and whether each individual is a permanent or temporary employee. This is updated on an annual basis or more frequently if a significant restructure takes place

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

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

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

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

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

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

	Annual FTE Salary November 2019	Ratio November 2019	Annual FTE Salary November 2020	Ratio November 2020
Highest Paid	£157,376		£180,388	
Lowest paid	£17,364	9.1:1	£17,842	10.1:1
Mean Salary	£28,262	5.6:1	£29,936	6.0:1
Median Salary	£26,317	6.0:1	£27,041	6.7:1

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

77. The apprentice rate of pay varies according to the age and level of apprentice and ranges from £8,740 to £16,823 per annum at the lower levels. The apprentice payrates have not been taken into account when calculating the highest to lowest pay ratios as the apprentice rate of pay reflects the requirement for all apprentices to spend 20% of their working week undertaking learning away from the job, and therefore this is not a viable comparison with other jobs.

78. The current ratio of highest to lowest paid employees is well within the guidelines and is 10.1:1. The ratios for the mean and median salary levels are also slightly higher than last year at 6.0:1 and 6.7:1

Definitions

NJC – National Joint Council

JNC – Joint Negotiating Committee

GLPC – Greater London Provincial Council

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

Equal Opportunities

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

Legislation

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

- Local Government Transparency Code 2015
- Equality Act 2010

Further information

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

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

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

Policy author	HR Strategic Delivery Team
Policy implemented	28 February 2012
Policy last updated	23 February 2021 (PM)

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Quarterly Workforce Report



July - September 2020

Observations and exceptions

The COVID-19 pandemic continues to impact how and where the council and its staff deliver services. During the July – September quarter, nationally we saw the first lockdown ease as numbers testing positive reduced over the summer months, although uncertainty around further restrictions remained.

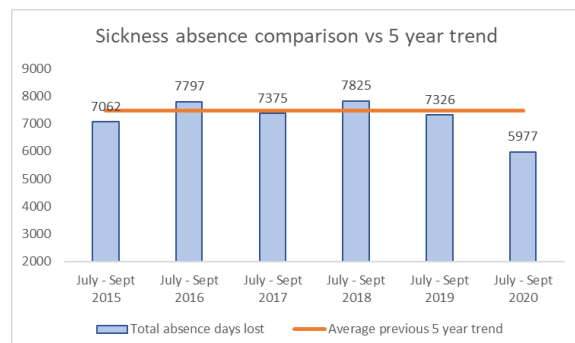
The council moved from response to recovery phase and commenced planning and implementation of an Organisational Recovery Programme whilst allowing more staff to return to the office for specific business requirements or for wellbeing reasons. However for a large proportion of staff working from home continued during this quarter, evidenced by 82% of staff who responded to the wellbeing survey (conducted at the end of September 2020) identifying that they had been working from home for most or all of their time. As the pandemic continues to require different ways of working, it is critical to continue to monitor the affect on our workforce.

Our records show the coronavirus illness had very little impact on sickness absence this quarter, contributing only 1 absence spanning 3 working days (0.1% of the total absence days lost in the quarter). However during this time new absence codes were introduced to monitor staff who were self-isolating (but where this was not counted as “sickness” absence). Throughout the quarter there were a further 39 staff self-isolating where it impacted their ability to do their job and were therefore unable to work. A further 21 in the quarter were required to self-isolate however were still able to work from home.

These figures compares to 253 days lost in the previous quarter (April – June) which contributed around 4% of total absence - however this is likely to have encompassed all of the different absence reasons covered above.

Through the response phase of the pandemic we were monitoring the impact of COVID-19 on team capacity on a daily basis, and in the July – September quarter only 1% of the workforce were impacted to the point that they weren’t able to perform the duties of their role, and therefore it has had little direct impact.

Although there has been minimal absence impact the response to the wider pandemic appears to have other effect on workforce data. The previous 5 year trend in sickness absence over the July – September quarter has remained fairly stable, however the absence recorded in the July – September 2020 quarter is 20% lower than the average over the previous 5 year trend.



The largest reductions were seen in musculo-skeletal issues, likely linked to reduction or closure of services during this period where manual tasks are most prevalent (e.g. Leisure, Adults Learning Disabilities Provider Services and Passenger Transport). The other area where there was a significant reduction was for stomach related absences, likely linked to the significant number of staff working from home during this period and therefore reduced opportunities for transmission between staff.

This trend has continued from the April – June quarter which saw similar reductions in musculo-skeletal and shorter term virus/flu's. Previous analysis has also shown that staff working from home are less likely to feel the need to take sickness absence for minor illness.

During quarter 1 (April – June) the council saw a significant reduction in stress related absence (-14%). Perhaps not surprisingly, although still of concern, the prevalence of stress related absence appears to have increased at the council in the July – September quarter, returning to a level in line with the normal trend for this quarter (an increase of over 300 absence days - contributing 45% of all absence days lost). Although the figure has returned to a level in line with the normal trend, it is still a marked increase that requires monitoring.

Analysis of the recent wellbeing survey identified almost 2/3rds of staff who responded stated an increase in their workload since the COVID-19 pandemic, with almost 1/3rd stating it has increased 'a lot', this was reinforced by staff stating their single greatest work related concern right now is 'workload'. This may explain the increase in stress related absence, as work-related stress absences had the biggest increase of all the stress related absences compared to the April – June quarter. However there are also other factors that may affect stress related absence that cannot be ignored, 'future uncertainty' was identified as one of the top work related concerns in the wellbeing survey, encompassing themes such as; job security, the financial situation of the council and wider uncertainty surrounding the impacts of COVID-19 and additional restrictions.

At the end of this quarter (running from 28th September to 19th October) the council undertook a second wellbeing survey to understand and identify any continued or additional support required by council staff as they continue to navigate the pandemic and work in a significantly different way, and also understand how initiatives introduced as a result of the first survey in May 2020 have impacted our staff.

As a result of the first survey, Occupational Health put in place processes to distribute over 500 chairs, 300 keyboards and 400 monitors to help create more recognisable and comfortable workstations for staff at home, which appeared to improve the 'physical workspace' of some staff responding.

In addition, although working from home comes with limitations, the survey results indicate that generally staff would like to continue working from home more often, with over 2/3rds only wanting to come back into a council office 2 days a week or less, and with over a quarter stating that they would be happy to attend only for essential meetings (i.e. less than once a week).

However social isolation continues to be an issue for staff, although as mentioned above due to large proportions not wishing to return to the office in the same manner as pre-COVID, it appears returning to an office will do little to alleviate the feeling of social isolation suggesting there are wider implications of this. Whilst communication with colleagues and not feeling part of the organisation have both increased as an issue in the most recent survey, it appears there is some improvement required in both our formal and informal communication with our staff from managers and corporate communications, and these increased issues may be associated with staff feeling more isolated.

The result of the survey have been shared corporately, and directors have been provided with their own directorate reports to discuss with their management teams. The results of the survey, together with relevant workforce information is being used to inform the work of a number of workstreams under the Organisational Recovery Programme. A copy of the wellbeing survey results from October can be found in Appendix 1.

Advisory cases have increased this quarter compared to the April – June quarter, especially for formal Absence and Health cases which increased to 132 new cases this quarter (+38 cases) although this is not as high as pre-COVID trends, and there have been 8 new grievance cases this quarter (+6 cases). The increase in formal Absence and Health cases are partly due to managers referring staff to Occupational Health as part of normal day to day business, but also may have been lower last quarter due to staff being furloughed. However, it appears the potential impact of COVID-19 on stress related absence may have also caused this increase in referrals as a number relate to anxiety and mental health.

The impact of COVID on the financial situation of the council continues to be cited by staff as one of their greatest work related concerns and is also a key driver for improvements being led under the

Organisational Recovery programme. The council has introduced several initiatives in order to improve the situation, including addressing the spend on agency staff, through prohibiting contract extensions for agency staff introduced in early June. This has resulted in a reduction in agency spend of 38.3% (-£592k) from the previous quarter, and a reduction of almost £1m since the October – December 2019 quarter, and now sits at around £950k a quarter. The largest reduction was seen in Access & Reablement (-£126k), followed by IT (-£122k). There has been a real concerted and collaborative effort between HR and these services to permanently resource the agency roles that have ended. In addition to this, as a result of the pandemic, certain IT projects have been ceased meaning the services of agency staff deployed to these projects are no longer required. With such scrutiny over the council's finances, the increase in permanent staffing costs may appear to be a concern, however in September council staff received a pay award of 2.75% across all NJC (grades B – O) and HAY grades and backdated to April, were this pay award not agreed the permanent wage bill would have reduced by around 2%.

Workforce Demographics



Current quarter	4610
Apr-Jun	4680
Jan-Mar	4723
Oct-Dec	4787



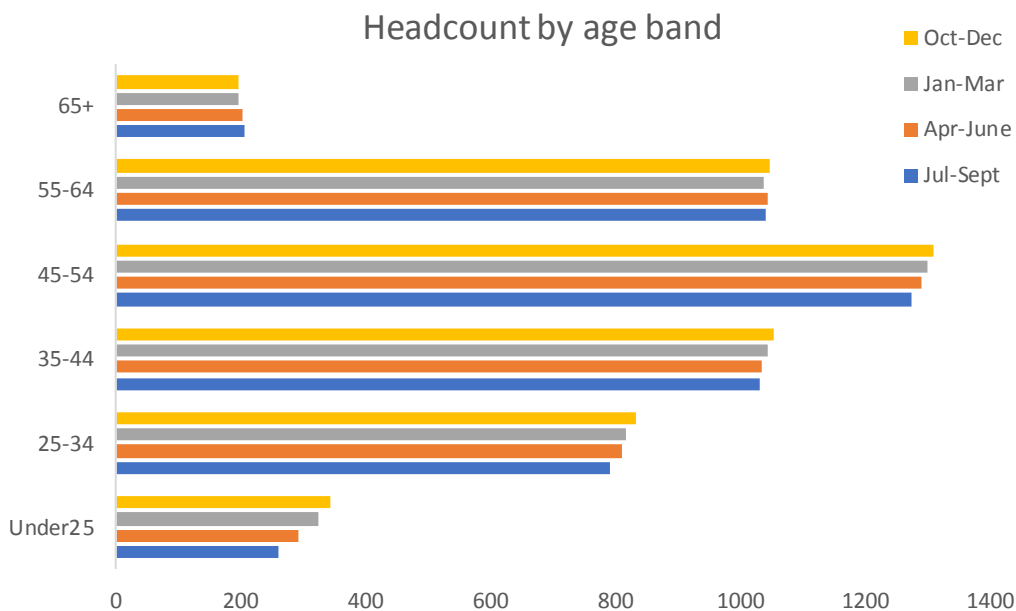
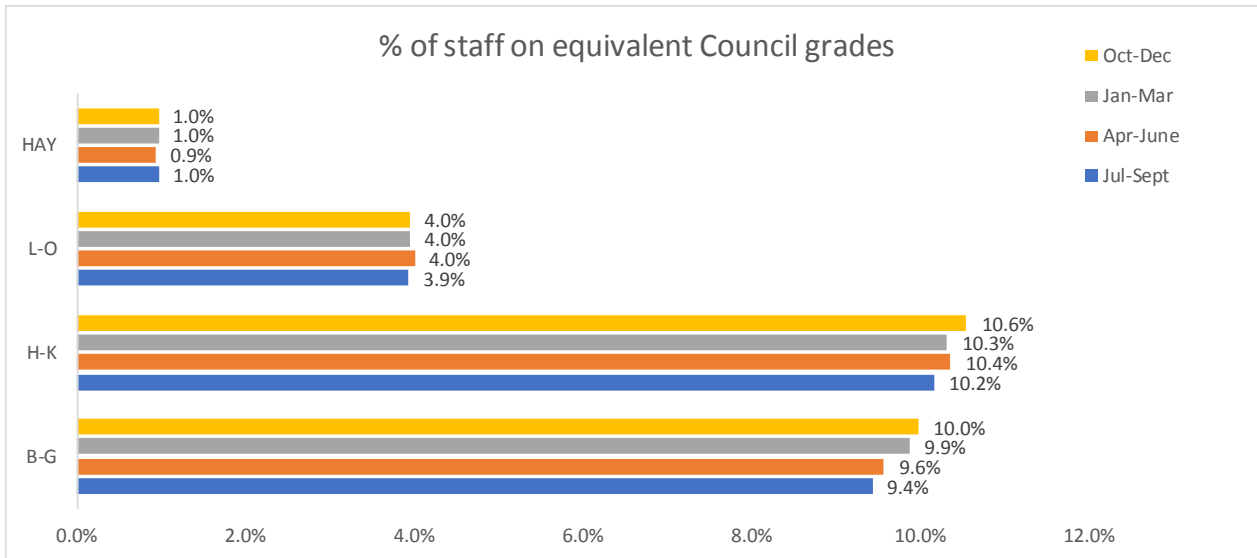
Current quarter	3496.3
Apr-Jun	3545.7
Jan-Mar	3560.8
Oct-Dec	3571.5



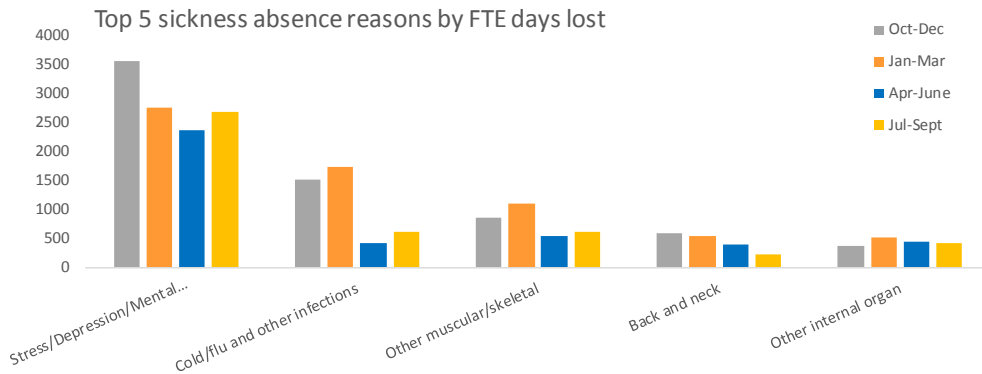
Current quarter	8.0%
Apr-Jun	8.1%
Jan-Mar	8.2%
Oct-Dec	8.5%



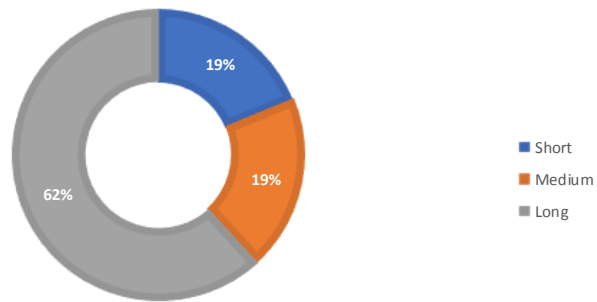
Current quarter	3.0%
Apr-Jun	3.0%
Jan-Mar	3.0%
Oct-Dec	2.9%



Sickness Absence



Sickness absence breakdown July - Sept 2020



Long term absence = 20 calendar working days or more in the quarter
 Medium term absence = more than 5 days (less than 20)
 Short term absence = 5 or less

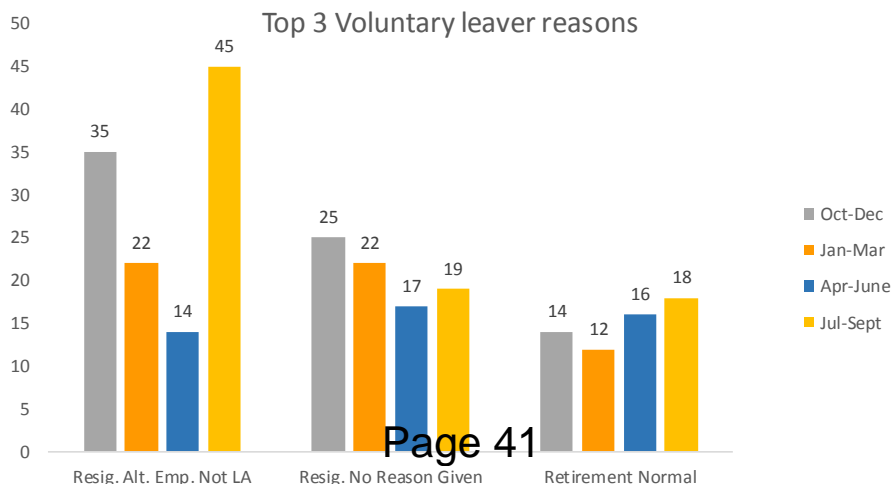
Turnover

Leavers 'under 25 years old'

Current quarter	18
Apr-June	13
Jan-Mar	15
Oct-Dec	11

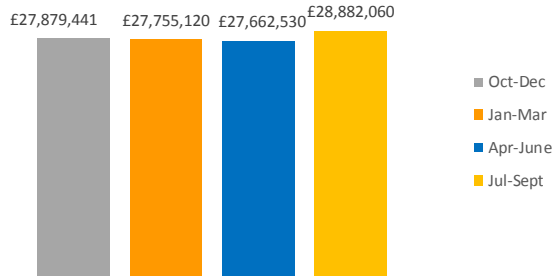
Leavers with less than 1 years service

Current quarter	14
Apr-June	14
Jan-Mar	22
Oct-Dec	17

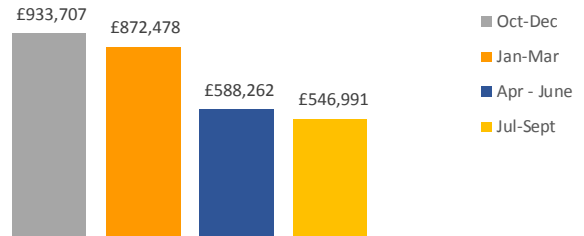


Employee costs

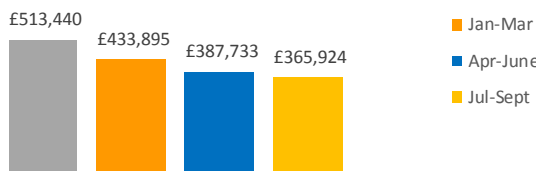
Permanent employee salary costs



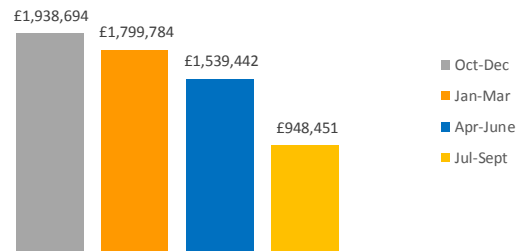
Sickness Absence Costs



Casual employee salary costs



Agency Costs



Advisory Cases

Disciplinarys

	new cases this quarter	Variance from previous quarter
Oct-Dec	15	
Jan-Mar	10	-5
Apr - Jun	12	2
Current Quarter	10	-2

Absence & Health

	new cases this quarter	Variance from previous quarter
	176	
	169	-7
	94	-75
	132	38

Grievances

	new cases this quarter	Variance from previous quarter
	6	
	6	0
	2	-4
	8	6

Improving work Performance

	new cases this quarter	Variance from previous quarter
	4	
	8	4
	2	-6
	4	2

Employee Wellbeing Survey October 2020

Corporate survey results

Introduction

Welcome to the results of the October 2020 wellbeing survey. We would like to say a big thank you to every member of staff who took the time to tell us about their experiences and challenges.

This survey was carried out in order to check-in on the wellbeing of staff and monitor any significant emerging trends in employee wellbeing since the previous survey was conducted in May 2020.

During the last few months, alongside responding to changing national restrictions and requirements, the council has also been planning towards recovery from the effects that the pandemic has had on the council and wider community. This has included setting up both internal and external recovery workstreams, ensuring that buildings are COVID secure to allow some staff to safely return to workplaces and introducing wellbeing tools through our [Flourish](#) website and on [HR Direct](#).

As the council continues to respond to and recover from the pandemic, the results of this survey will be used to inform us of any areas of concern for staff and help to map out what our new normal will begin to look like.

- ✓ The first section summarises responses including response rate, respondent type and the percentage of employees who are either working from home or in different locations.
- ✓ The second section gives a detailed breakdown of data using infographics to represent responses around aspects such as challenges to working from home, how well employees understand what is expected in their role and the impact of COVID-19 on wellbeing.
- ✓ The third section shows a summary of key themes, identified through staff responses and comments, and reflects on how these compare with the key themes from the previous wellbeing survey.

Survey overview

The total number of responses from across the council was 2194, representing around 50% of the workforce. This scale of response is lower compared to the previous survey's 61% response rate; however, given that the results in this report reflect half of the council's workforce, they remain significant.

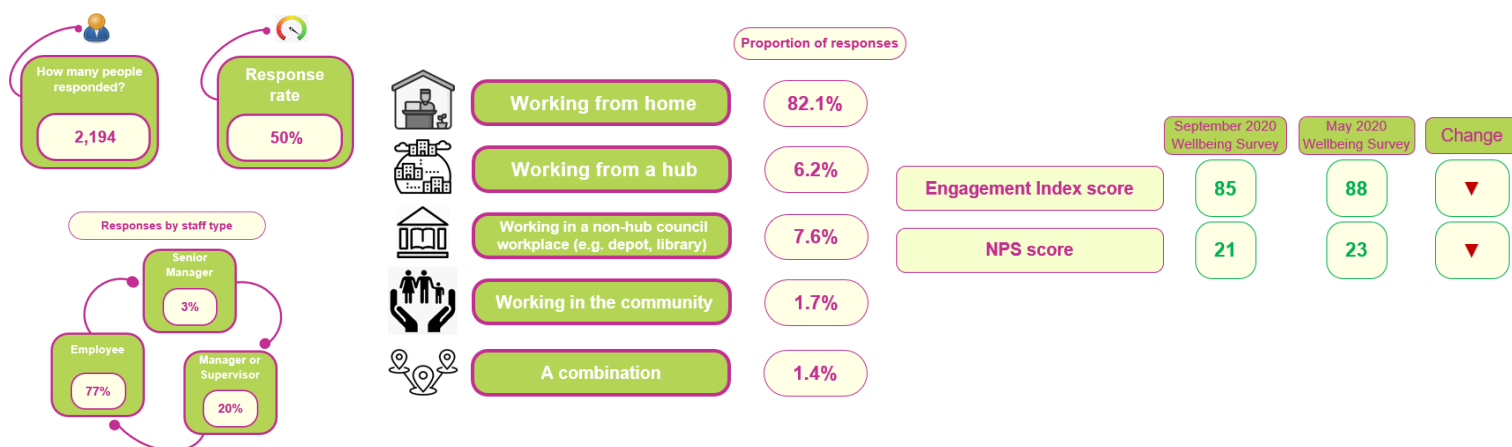
As the outbreak of the virus continues to affect our usual ways of working, results show that the majority of staff are continuing to work from home. Since the previous survey was conducted, fewer staff have highlighted physical workspace as a challenge to working from home. This may be due to the improved distribution of equipment with over 500 chairs, 300 keyboards and 400 monitors provided to staff since the start of the pandemic. This has helped staff to create more recognisable and comfortable workstations at home.

The survey indicates some positive changes related to concerns identified in the previous survey. Responses relating to caring responsibilities, work/life balance and productivity in question 15 have all improved overall since the previous survey, with positive responses to productivity in particular more than doubling. There are many factors that may have influenced this including children returning to school, more staff having access to workplaces and the continuation of working from home, which offers increased flexible working arrangements.

However, the survey also highlights that a lack of empowerment and access to equipment continue to pose challenges to staff. New issues including not feeling part of the organisation and increased workload have been identified and will need to be addressed to support the ongoing wellbeing and engagement of staff.

Results – summary for Wiltshire Council

The first section of results below summarises the responses received from staff, including a breakdown of responses by staff type, current working location and other factors including engagement index score and net promoter score (NPS). The survey results show that the engagement index score has slightly decreased from the previous wellbeing survey from 88 to 85, however this is still a positive increase compared to the previous staff engagement survey in 2018 (70).



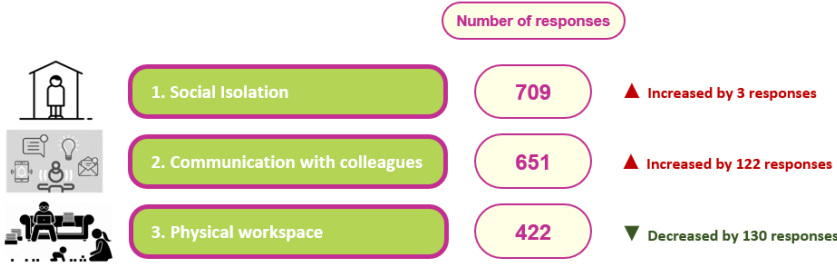
Important notes:

- ✓ Staff engagement figures and Index are based on responses to six control questions in the survey.
- ✓ The Engagement Index figure is based on positive responses to the control questions; the average of these responses is calculated to give your service engagement index.
- ✓ NPS score shows the net difference between whether staff would recommend (promoters) or deter others (detractors) from working for Wiltshire Council. The scale for this runs from -100 (all detractors) to +100 (all promoters), therefore any score greater than 0 means there are more promoters than detractors.

Results – Wellbeing

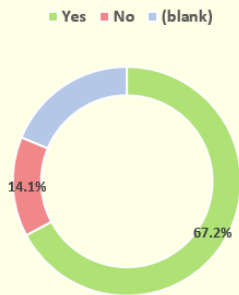
The survey gave staff an opportunity to tell us more about the main things that have impacted their wellbeing, implications of working from home and work-related concerns. We also asked them about what support is needed to help them to be more effective in their role. The infographics below show how staff responded to these questions and will help us to identify areas which require further attention.

Q10. 3 biggest challenges to working at home?



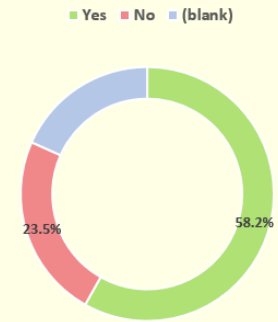
In May 2020 'No significant challenges' was the most frequent response, however this would now only be the 3rd highest response (624 responses)

Q8. Do you have all the equipment you need to be able to work from home effectively?

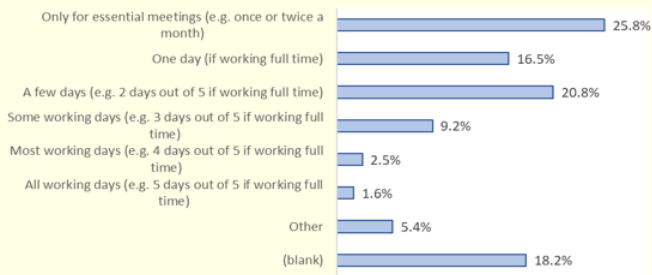


Compared to the previous wellbeing survey numbers indicate less staff feel that they have the equipment they need

Q9. Do you have a dedicated workspace at home?



Q13. If the council were to maintain some of the current working arrangements, how many days per week would you need or want to work in a council workplace?



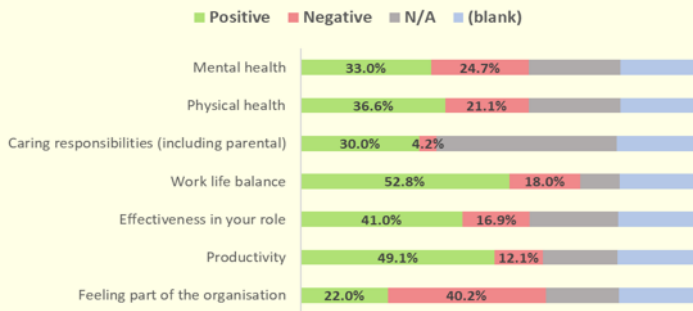
Q14. What would enable you to work at home more effectively?



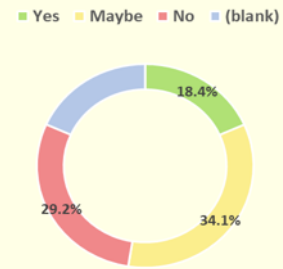
Important notes:

- ✓ Free text responses have been reviewed and categorised into key themes or areas; the word clouds below provide a powerful view of what themes are most important to our staff, based on their own direct feedback. In these word clouds, the larger the word the more times that theme was referenced in the comments.

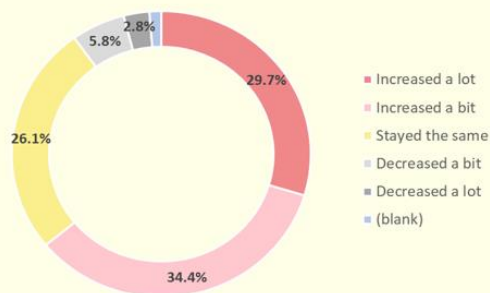
Q15. Should working from home continue for you, what would the implications be for your:



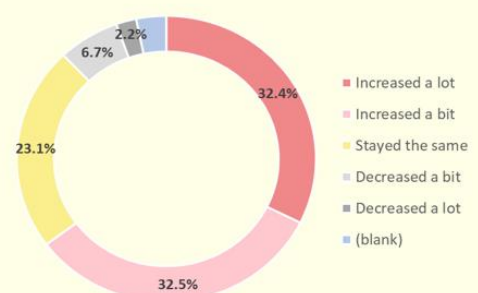
Q16. If more workplaces were available in your local communities (e.g. at partner locations) would you use them?



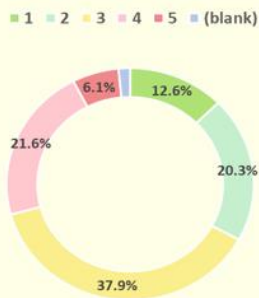
Q19. Since COVID-19 has your workload:



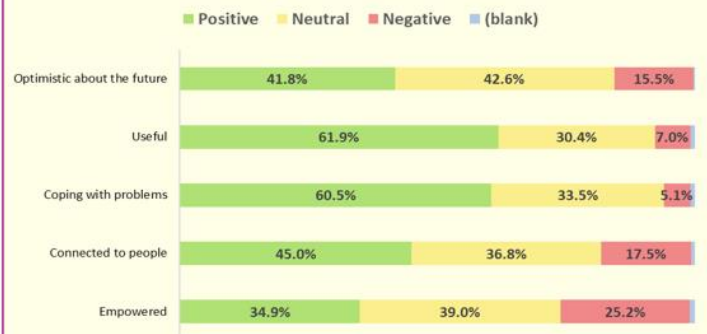
Q20. Since COVID-19 has your team's workload:



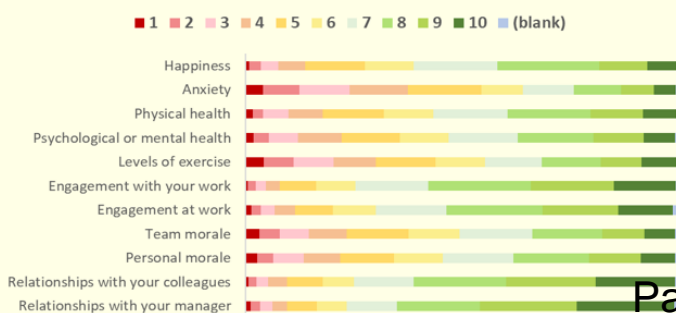
Q21. How worried are you about the impact of coronavirus on you personally? (where 1 is not worried and 5 is very worried)



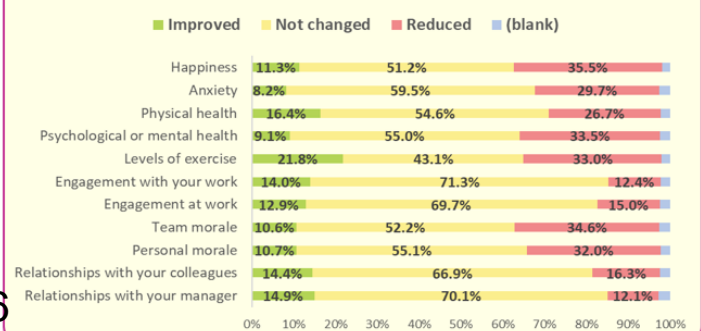
Q22. How are you feeling?



Q23. How would you rate your levels of the following, where 10 is good and 1 is not good:



Q24. Compared to when the last survey went out in May, what affect has the COVID-19 situation had on you:



Q25. What is your single greatest work-related concern right now?

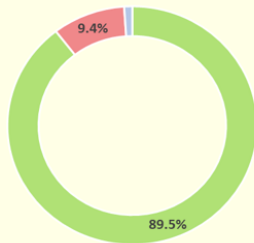


Q26. We know this is a challenging time for everyone, but is there anything about this situation which has been positive for you?



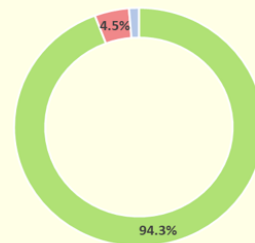
Q28. I feel a sense of belonging to my team

■ Yes ■ No ■ (blank)



Q33. I understand what's expected of me in my role

■ Yes ■ No ■ (blank)



Key themes and observations

Wellbeing challenges

In the May survey the most common response was “no significant challenges”, however in this survey that is now the third most common response, with 207 fewer staff choosing this option. Due to the decrease in numbers of respondents to the survey, it may be that some staff who previously indicated they had no challenges felt less inclined to take part. However, this cannot be confirmed and therefore it is important to ensure we address the concerns and challenges highlighted by staff through this current survey.

Social isolation

As anticipated, based on the council’s approach to minimising the return to workplaces for non-essential reasons, 82% of respondents are working from home. As indicated by 709 respondents, the biggest challenge to working from home continues to be social isolation. This was also the biggest challenge to working from home in the May wellbeing survey. It should be noted that whilst the 709 mentioned above is similar in number to the May wellbeing survey, the overall response rate to this survey was lower so this result is proportionately more significant. Whilst working from home is likely to have some impact on this response, there are likely to be other factors related to the wider effects of the pandemic which also influence this.

Communication

A recurring theme identified by staff throughout this survey is communication, this was the second biggest challenge to working from home identified by staff. There has been a significant increase (+122 responses) in staff indicating that communication is a challenge to working from home. The word cloud in question 25 also indicates that for some staff communication is a concern. These concerns are supported by question 22, which found that staff felt less connected to people and question 23, where team and personal morale have dropped since the previous survey. This may also have impacted on engagement results and feeling part of the organisation, because if staff are feeling isolated and do not feel connected to their team, they may find it hard to feel part of the wider council.

Reflecting on changes since the previous survey, heavy workloads and more pressure could result in employees now having less time to have informal conversations. This is something that would naturally occur in an office environment and can be hard to replicate virtually. Although Microsoft Teams continues to be an important tool for collaboration, engagement with this communication tool for wellbeing purposes such as team chats may have decreased due to increased workloads and pressure. Managers should discuss and monitor this within their teams to ensure that concerns around communication are addressed.

Workspace

The third biggest challenge, physical workspace has reduced in significance since the previous survey, with 130 fewer staff identifying this as an issue. This is likely due to efforts to create a more recognisable workstation at home. For some staff however, work environment, is still an issue, with aspects such as limited space continuing to cause concern with this issue specifically being raised by staff in their comments.

Working from home

Question 13 offers one of the first insights to employee's feelings towards working from home. Results indicate that the majority of staff would prefer increased home working to continue, with two thirds of staff wanting to do 2 days or less a week in the office. The most common response was to be in the office only when essential, with a quarter of respondents choosing this option. The word cloud in question 26 also indicates that working from home has been seen as a positive change for many staff, with this being the most common theme that staff identified as a positive from the outbreak.

There are many reasons that working from home has benefited staff, such as increased work/life balance resulting from less commuting, being more productive in their role and the opportunity to spend more time with family. Although these benefits are a real positive in terms of wellbeing, attention must also be given to factors that have been negative, such as communication with colleagues while working from home, in order to ensure that staff can continue to work from home effectively.

Question 15 signifies that there is still some work to do around supporting staff to work from home; including feeling part of the organisation and mental and physical

wellbeing. Although social isolation continues to be the biggest challenge to working from home, staff have indicated that coming into the office may not necessarily be the solution. Significantly, two thirds of the respondents who stated social isolation as a challenge to working from home would still like to continue working either 2 days or less in the office, suggesting the issue of social isolation is wider than being able to return to an office building. Although, it should be noted that there are pockets of staff who are affected by social isolation who have indicated they would like to return full time. In both instances, managers should be discussing the issue with their staff and putting in place support, however if returning to the office is the main identified solution, managers should be completing a [return to work request](#) with approval from their director, taking into consideration the current government restrictions and council approach. Furthermore, the continuation of social isolation as the foremost challenge to working at home suggests that we need to explore other ways of supporting these staff, this will be reviewed by the wellbeing and engagement workstream in the organisational recovery programme.

Workload

Results from the word cloud suggest that workload is the biggest work-related concern for employees. Additionally, two thirds of employees stated that their personal and team workload has increased since the start of the pandemic (Q19 and Q20). Significantly, 1 in 3 staff who responded stated that their workload had increased by 'a lot'. However, question 26 identifies work life balance as a positive for many employees, suggesting that workload is not impacting this for all respondents. This may be due to factors such as employees spending less time commuting.

It is vital that the workload concern is addressed due to the negative impacts this may have on wellbeing. Increased workload may also be a factor which contributes to stress related sickness absence, burnout and increased staff turnover, which would further limit capacity and reduce employee productivity.

In light of the current recruitment freeze it will be vital to ensure that workforce capacity is maintained, and this will be impacted negatively by any increases in sickness absence or turnover caused by unmanageable workloads. Therefore, this is a critical issue for services to monitor and manage, through the prioritisation of work activities and a recognition that some lower priority activities may need to be postponed or stopped with the agreement of relevant senior managers.

Future uncertainty

Future uncertainty is another theme identified by staff which is having a negative impact on wellbeing. Responses to question 25 indicate that future uncertainty is the second biggest work-related concern that employees are facing, with question 22 also identifying that many employees feel less optimistic about the future than in the previous survey. There are many concerns that could be affecting wellbeing, including job security, finances and COVID restrictions; for example, lack of clarity about when staff might return to workplaces. As this theme has been highlighted as a work-related concern, it may impact the way that staff perceive the organisation. It will be important that wherever possible these concerns are addressed through the relevant workstreams within the organisational recovery programme and for there to

be clear, regular communications with managers and staff to ensure they feel informed and involved with changes.

Not feeling part of the organisation

Question 15 indicates that 40% of staff feel that continuing to work from home would have a negative impact on how much they feel part of the organisation. There are a variety of factors that could contribute to this. Since the previous survey employees now feel less connected to people and as discussed previously, communication with colleagues has been highlighted as an area of concern and may be contributing to this. Also, social isolation may be a contributory factor, with 76% of those identifying social isolation as a challenge to working from home also giving a negative response towards feeling part of the organisation. However, this issue appears to be specific to feeling part of the wider organisation, as almost 90% of those who responded to the survey, responded positively towards feeling part of their team. Therefore, this appears to be something that should be addressed through corporate communications and the wellbeing and engagement workstream in the organisational recovery programme.

May to September significant changes and observations from key themes

The wellbeing and engagement survey conducted in May highlighted several areas of significance; work/life balance, mental wellbeing, systems and equipment and empowerment. This report will now draw on the results of the most recent survey to evaluate if these issues have been addressed and consider which areas need further attention. It should be noted that during the first survey restrictions were significantly tighter on aspects such as mixing households etc, whereas responses to this survey were submitted prior to the more recent national restrictions which came in on 5 November 2020, which may also be a reason that some of these factors have changed.

Work/life balance

In the previous survey, work/life balance was referenced negatively in four different questions, suggesting it was a significant aspect of employee wellbeing. The previous report proposed a number of factors which could have caused this including lack of physical workspace, longer work hours and cancelled annual leave. The results from this survey indicate that work life balance has improved overall for staff.

As discussed earlier in the report, factors that may have impacted work life balance for staff previously such as workspace and childcare arrangements have improved. The government also relaxed restrictions throughout the summer which may have influenced employees to take more annual leave than they had earlier in the year. The organisation also identified ways to address this concern, such as auto setting meeting times to allow staff to take short breaks between meetings and more focused wellbeing communications.

Mental wellbeing

The previous staff survey also indicated that the impacts of COVID-19 had understandably affected employee's mental wellbeing. Results showed that over half of employees felt less happy compared to pre-COVID, however results this time suggest that although there has been an improvement, there is still some work to do around mental wellbeing. Question 24 identifies that happiness levels have improved, however, with the passive option removed since the previous survey from question 15, there has also been an increase of the amount of negative responses towards mental health. [Flourish](#), [HR direct](#) and the [Wellbeing Centre](#) on Wiltshire rewards all have wellbeing tools around aspects such as exercise, food, money and mental wellbeing and also contain useful contacts such as the [employee wellbeing helpline](#) and [external charities](#). Wellbeing Wednesday communications likewise address aspects of mental wellbeing, which provides staff with further information on specific topics. Managers should remind staff that these resources are there for them to use and make sure they are checking in with their teams.

Systems and equipment

Compared to the previous survey, fewer staff now feel that they have the right equipment to be able to work effectively from home, reducing from 78% to 67%, although employees can request additional equipment such as chairs, keyboards and extra monitors and, since the start of the pandemic the council has provided significant amounts of equipment to staff for use at home. Question 14 also found that staff highlighted equipment as the biggest theme in response to what could help them work more effectively at home. Comments highlighted that, due to the continuation of working from home, staff have less access to the equipment needed to carry out their role longer term; such as printers.

With the current government restrictions limiting access to workplaces, employees should speak to their managers if they feel that they do not have the correct equipment to carry out their job. With approval from their director, managers can [request access](#) to one of the council buildings for their staff in order to carry out tasks that they otherwise cannot do at home or they can arrange to collect additional equipment.

Empowerment

Feeling empowered has continued as an issue in this survey, with one quarter of staff responding negatively towards feeling empowered (Q22). This is particularly important as empowerment is a brand pillar in our People Strategy and part of our EPIC culture. Although results indicate that employees feel more useful, it was also found that employees felt less connected to people, less optimistic about the future and more employees now feel they do not have the correct equipment to carry out their job from home. These concerns may affect how empowered employees feel and could be having an impact on their wellbeing. As part of the organisational recovery programme, the wellbeing and engagement workstream will aim to address this issue in order to understand how to better support staff to feel empowered in their role.

Next steps

The results of this survey will be used to identify areas of concern for employees and begin to address these through the organisational recovery programme workstreams. We will engage with staff and managers as part of this, for example through forums such as Team EPIC. The impact of actions to address issues identified will be monitored through further staff engagement surveys to assess how effective these have been. The focus of these surveys may change depending on the outcomes we identify; however, we will continue to monitor some common factors such as the engagement index to give a consistent point of reference.

Alongside this corporate report, directorate dashboards have been produced to enable senior management teams to identify and action plan around specific issues within their own services.