

# AGENDA

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**Meeting:** Staffing Policy Committee

**Place:** West Wiltshire Room - County Hall, Bythesea Road, Trowbridge,  
BA14 8JN

**Date:** Wednesday 11 May 2022

**Time:** 2.00 pm

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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](mailto:kevin.fielding@wiltshire.gov.uk)

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

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## Membership:

Cllr Stuart Wheeler (Chairman)  
Cllr Helen Belcher  
Cllr Allison Bucknell  
Cllr Richard Clewer  
Cllr Carole King

Cllr Jacqui Lay  
Cllr Ashley O'Neill  
Cllr Antonio Piazza  
Cllr Ricky Rogers

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## Substitutes:

Cllr Liz Alstrom  
Cllr Caroline Corbin  
Cllr Mel Jacob  
Cllr Simon Jacobs

Cllr Bob Jones MBE  
Cllr Kathryn Macdermid  
Cllr Tamara Reay

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## **Public Participation**

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

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

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

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

# AGENDA

## PART I

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** (*Pages 5 - 12*)

To confirm the minutes of the meeting held on Wednesday 9 March 2022  
(Copy attached)

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

#### Statements

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

#### Questions

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on Wednesday 4 May 2022 in order to be guaranteed of a written response.

In order to receive a verbal response questions must be submitted no later than 5pm on Friday 6 May 2022. 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 **Overtime Policy**

Tamsin Kielb - Assistant Director, HR & OD

7 **Quarterly Workforce Report January – March 2022**

Michael Taylor - Workforce Insight Analyst strategic, HR & OD

8 **Future Meeting Dates - 2022**

- Wednesday 13 July 2022 – 10:30am, Kennet Room, County Hall
- Wednesday 14 September 2022 – 10:30am, Kennet Room, County Hall
- Wednesday 9 November 2022 – 10:30am, Kennet Room, County Hall

9 **Urgent Items**

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

**PART II**

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

**None**

### Staffing Policy Committee

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**MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 9 MARCH 2022 AT THE COUNCIL CHAMBER, COUNTY HALL, TROWBRIDGE, BA14 8JN.**

**Present:**

Cllr Stuart Wheeler (Chairman), Cllr Allison Bucknell, Cllr Richard Clewer, Cllr Carole King, Cllr Ashley O'Neill, Cllr Antonio Piazza, Cllr Tamara Reay, Cllr Ricky Rogers and Cllr Liz Alstrom (Substitute)

**Also Present:**

Jo Pitt - Director – HR & OD, Wali Rahman - OD Consultant Inclusion & Diversity Strategic HR & OD, Mike Osment - Unison and Kevin Fielding - Democratic Services Officer

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33 **Apologies for absence**

Cllr Jacqui Lay and Cllr Helen Belcher - (Sub Liz Alstrom)

34 **Minutes of Previous Meeting**

**Decision**

- **That the minutes of the Staffing Policy Committee meeting held on Wednesday 5 January 2022 were confirmed as the correct record**

35 **Declarations of Interest**

There were no declarations of interest made at the meeting.

36 **Chairman's Announcements**

Ask Angela

That Kevin Fielding – Democratic Services had emailed Linda Holland and requested an update on the rolling out of further staff training for the “Ask Angela” campaign and would look to have an update at the next SPC meeting.

## Proposed SPC Sub-Committees March 2022

That after Cllr Simon Jacobs had stood down from Cabinet, in October 2021 at Full Council he was taken off as a full member of Staffing Policy Committee and made a substitute. Cllr Ashley O'Neill was then made a full member of Staffing Policy Committee.

In light of this, membership of the sub committees would need to be updated.

The proposal was to remove Cllr Simon Jacobs as a substitute from Staffing Policy Sub-Committees and replace him with Cllr Ashley O'Neill.

### Proposed Sub Committees

#### Senior Officers Employment Sub Committee

Cllr Stuart Wheeler, Cllr Richard Clewer, Cllr Helen Belcher

Substitutes: Cllr Allison Bucknell, Cllr Carole King, Cllr Jacqui Lay, Cllr Ashley O'Neill, Cllr Antonio Piazzo, Cllr Ricky Rogers

#### Appeals Sub-Committee

Cllr Stuart Wheeler, Cllr Richard Clewer, Cllr Carole King

Substitutes: Cllr Allison Bucknell, Cllr Carole King, Cllr Jacqui Lay, Cllr Ashley O'Neill, Cllr Antonio Piazzo, Cllr Ricky Rogers

#### Grievance Appeals Sub- Committee

Cllr Stuart Wheeler, Cllr Allison Bucknell, Cllr Carole King

Substitutes: Cllr Allison Bucknell, Cllr Carole King, Cllr Jacqui Lay, Cllr Ashley O'Neill, Cllr Antonio Piazzo, Cllr Ricky Rogers

### **Decision**

- **That the changes were noted and agreed**

## 37 **Public Participation**

There was no public participation.

38 **Annual Inclusion and Diversity Employment Monitoring Report 2020-21**

Wali Rahman - OD Consultant Inclusion & Diversity Strategic HR & OD outlined the updated annual inclusion and diversity employment monitoring report.

**Points made included:**

That the council were required to produce this information annually as part of the Public Sector Equality Duty (PSED) in line with the Equality Act 2010.

That in March 2021 Wiltshire Council published its [inclusion and diversity employment monitoring report 2018/19](#) on the Wiltshire Council website.

That the council was required to publish the updated inclusion and diversity employment monitoring report for 2020/2021 by the 31 March 2022. The headcount figures in the report had been based on workforce data as at 1 October 2021 or, where monitoring information is reviewed over a year, the reference period used was 12 months up to 1 October 2021 (for recruitment, leavers etc). There was no set reference date for the collection of workforce data as there was for the gender pay gap.

That although the national census was undertaken in 2021 the data was not yet available to use in this year's report, so the report compared data with the 2011 census for Wiltshire which may not accurately reflect the current profile of the Wiltshire population of 2021.

The report contained non-school council workforce data and then a breakdown of this information by each of the protected characteristics where information was available.

Information on gender pay gap in line with the requirements of the PSED was contained in a separate gender pay gap report.

As part of its PSED, the council was required to publish equality objectives. The council had identified several service and workforce (HR) related equality objectives, and these had been subject to public consultation and were regularly reviewed. The equality objectives were monitored by the Equality, Diversity, and Inclusion (EDI) steering group.

As part of its PSED the council was required to publish data on service users. This information would continue to be collected and published by the executive office support team.

It was also noted that Wiltshire Council had just been shortlisted for the Diversity and Inclusion award at the [LGC Awards 2022](#) for working to create an inclusive workplace.

Points made by the Committee included:

- A good and very readable report.

- That the pandemic had made a lot of older people re-think what they wanted in life.
- That most people were generally cynical re giving out personal information.
- That the labour market was definitely a buyers market at the moment.
- The importance of Wiltshire Council working with schools and young people.

## Decision

- **That the Staffing Policy Committee noted the contents of the report and that this information would be fed into the action plan linked to the new Inclusion strategy**

The Chairman thanked Wali Rahman for his report.

The Committee had requested further background on the “Unstated” figures included in the report.

*The most obvious factor affecting our 'Unstated' percentages in this year's report is the staff that TUPE'd into Leisure on 1 October 2021.*

*The report of staff is taken each year on 1st October so these 338 contracted staff are included.*

*However, we don't have information for them other than ethnicity and they represent a 7% increase in staff.*

*The report generally shows slightly higher Unstated percentages than last year, however if you exclude these staff there would instead have been a fall.*

*The Disability Unstated figure is 19.42% in the report but excluding the TUPE'd staff it would have been 13.62% (it was 14.59% last year).*

*The Religion/Belief Unstated figure is 26.20% in the report but excluding the TUPE'd staff it would have been 20.82% (it was 24.91% last year).*

*The other figures (apart from Ethnicity) are similarly affected.*

*By surveying our existing staff, we do improve our figures each year and will expect to make a significant improvement for this service (and the Council as a whole) when we do that.*

**David Thorne**  
**Business Data Specialist**  
 HR&OD team



## 39 **Gender Pay Gap Report March 2021**

Jo Pitt – Director, HR&OD outlined the gender pay gap data and report required to be published on behalf of Wiltshire Council for the reference date of 31 March 2021.

Points made included:

That Gender pay gap reporting came into effect from April 2017 and required organisations with 250 or more employees to publish and report specific figures about their gender pay gap – the difference between the average earnings of men and women, expressed relative to men’s earnings.

That these obligations had been introduced alongside the public-sector equality duty’s (PSED) existing publishing requirements for public bodies.

That Public Sector organisations must publish a set of figures via the government’s online reporting service each year. For Wiltshire Council, the figures must be based on the reference date of the 31 March to be published by the 30 March the following year.

The set of figures required include:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

That the figures must be published on the council’s external website to ensure accessibility to employees and the public. They must remain on the website for a period of 3 years from the publication date.

It was noted that different authorities published slightly different data when trying to compare how Wiltshire Council matched up to other Local Authorities.

### **Decision**

- **That the Staffing Policy Committee noted the contents of the gender pay gap infographic report and action plan, and the obligations placed on the council with regards to the publication of gender pay gap data**

The Chairman thanked Jo Pitt for her report.

40 **Terms and Conditions of Employment – negotiations update**

Jo Pitt – Director, HR & OD gave a brief verbal update.

Points made included:

That Wiltshire Council had been involved in negotiations with the Trade Unions since December 2021.

That the Trade Unions were currently consulting with their members.

That Wiltshire Council were looking to set up a working group re allowances.

The Chairman thanked Jo Pitt for her update.

41 **Quarterly workforce report October – December 2021**

It was agreed that Quarterly workforce report October – December 2021 would be circulated with the minutes of the 9 March 2022 minutes.

42 **Urgent Items**

There were none.

43 **Any Other Business**

Quarterly Workforce Report - July – September 2021

*Stress-related absence had continued to increase this quarter, however the increase was less significant (+7%) to last quarter. The increase in stress-related absence was largely due to a significant increase in non-work related stress, with other stress-related reasons (depression/anxiety, neurological and work-related stress absences) all experiencing reductions compared to the previous quarter (April – June 2021). The increase in non-work related stress appeared predominantly in social care (both adults and childrens) and Joint Commissioning. Work was currently underway to deliver an action plan to reduce sickness absence in general across social care, with a particular focus on reducing stress related absence in these areas.*

It was agreed that Jo Pitt would circulate to the Staffing Policy Committee further information on this issue.

Ways of Working Policy

It was agreed that the decision from the Ways of Working Policy agreed at the 5 January 2022 Staffing Policy Committee meeting would be circulated.

*Cllr Richard Clewer advised that he was not comfortable to agree the Ways of Working Policy report presented to the Committee, and advised that Paragraphs 41-44 of the report were still being discussed at Wiltshire Council Cabinet level, and that the report should be deferred to the March 2022 Staffing Policy Committee meeting.*

*After a discussion it was agreed:*

**Decision**

***That the Staffing Policy Committee approved the amalgamation of the Homeworking and Flexitime policies to create the Ways of Working policy, with the exception of paras 41-44, (set out below) which would be discussed and agreed by Jo Pitt - Director HR&OD, Cllr Ashely O'Neil - Cabinet Member for Governance, Licensing, Staffing, Communities and Area Boards, and Cllr Stuart Wheeler - Chairman of the Staffing Policy Committee.***

(Duration of meeting: 10.30 - 11.10 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](mailto:kevin.fielding@wiltshire.gov.uk)

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## WILTSHIRE COUNCIL

Staffing Policy Committee  
11<sup>TH</sup> May 2022

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### Overtime Policy

#### Purpose

1. The purpose of the report is to update Staffing Policy Committee on the policy updates for the Overtime Policy.

#### Background

2. Since December 2021 the council has been in negotiations with our recognised Trade Unions (UNISON, Unite the Union and GMB) on proposed changes to terms and conditions.
3. The changes aim to deliver savings of £2.1m as part of an overall savings target of £10.1m that needs to be found from staffing budgets over the next 2 years.
4. Proposed changes to the overtime policy have recently been approved following Trade Union negotiations and subsequent consultation with members. The proposals have now been included in an updated overtime policy.

#### Main considerations and specific amendments proposed

5. Revisions of the policy as detailed below:

Policy	Current	Proposed
Overtime	<p>Grades B-H</p> <ul style="list-style-type: none"><li>• Plain time up to 37 hours</li><li>• 1.5 times normal contracted hourly rate for hours worked over 37</li><li>• 2 times normal contracted hourly rate for hours worked on a Sunday (or equivalent rest day for staff whose normal working week includes Sunday)</li></ul> <p>Grades I and above</p> <ul style="list-style-type: none"><li>• Only where agreed by Corporate Director</li><li>• Plain time up to 37 hours</li><li>• Hourly rate based on spinal point 17 (top point of grade H) for 80% of hours worked over 37.</li></ul>	<p>All grades:</p> <ul style="list-style-type: none"><li>• Plain time on any additional hours worked in excess of normal contractual hours on any day of the week</li><li>• For any overtime hours worked on Bank Holidays staff will also be entitled to time off in lieu for those hours or in exceptional circumstances where TOIL is not feasible they</li></ul>

		can be paid at double time.
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6. Proposed changes to the overtime policy have recently been approved following Trade Union negotiations and subsequent consultation with members. The proposals have been included in the updated overtime policy.

**Environmental impact of the proposal**

7. It is anticipated that this policy will have a neutral environmental impact.

**Equalities impact of the proposal**

8. This policy was taken to an equality impact assessment panel on the 21<sup>st</sup> April and no updates to the policy was required.

**Risk Assessment**

9. Risks have been considered as part of the trade union negotiations

**Financial Implications of the proposal**

10. There will be savings to the councils' wage bill in relation to overtime and additional hours.

**Recommendations**

11. It is recommended that Staffing Policy Committee confirm their agreement to the update to the overtime policy with a proposed implementation date of 1 June 2022.

**Tamsin Kielb  
Director HR&OD**

Report Author: Janice Hiscock, HR consultant, strategic projects and policy

# Wiltshire Council Human Resources

## Overtime Policy

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

### What is it?

This policy details the payments made by Wiltshire Council to employees who work overtime at the request of their manager.

### Who does it apply to?

This policy applies to all Wiltshire Council employees, unless a separate TUPE contractual policy applies. This policy does not apply to staff employed in maintained schools or academies.

### Main points

1. Where an employee works additional hours, over and above their normal contractual hours, this must be agreed in advance with their manager.
2. Employees who participate in the flexitime scheme cannot record overtime during flexitime scheme operating hours. Instead this should be recorded as credit in line with the council's flexitime policy.
3. Wherever possible authorised additional hours worked should be taken as time off in lieu within a reasonable time of doing them e.g. 4 weeks.
4. All authorised additional hours worked, which cannot be taken back as time off in lieu or through the flexi scheme, will be paid at plain time. This includes hours worked over and above their normal contractual hours. The only exception is where these hours are worked on a bank holiday.
5. It is an expectation that where overtime is paid this will be primarily for operational frontline roles where taking time off in lieu would adversely impact the delivery of the service.

### Additional hours / overtime worked on bank holidays

6. Hours worked on a bank holiday will be paid at plain time, including any hours which are in excess of 37, but the equivalent number of hours worked will also be given as time off in lieu.
7. In exceptional circumstances managers may agree instead to pay all the hours worked on a bank holiday at double time, where giving time off in lieu would adversely impact on service delivery.

8. All claims must be made using the appropriate overtime and additional hours payment form. [LINK TO FORM](#) here
9. Holiday entitlement accrued on any overtime will be paid in the form of a plussage on the overtime hours worked.

#### **Working time directive/health and safety considerations**

10. Employees must not work more than 48 hours per week averaged over a 17 week period including rest breaks.
11. Managers are required to ensure that an employee does not work more than the required maximum hours per review period, which applies under the working time directive.

DRAFT



### Quarterly Workforce Report

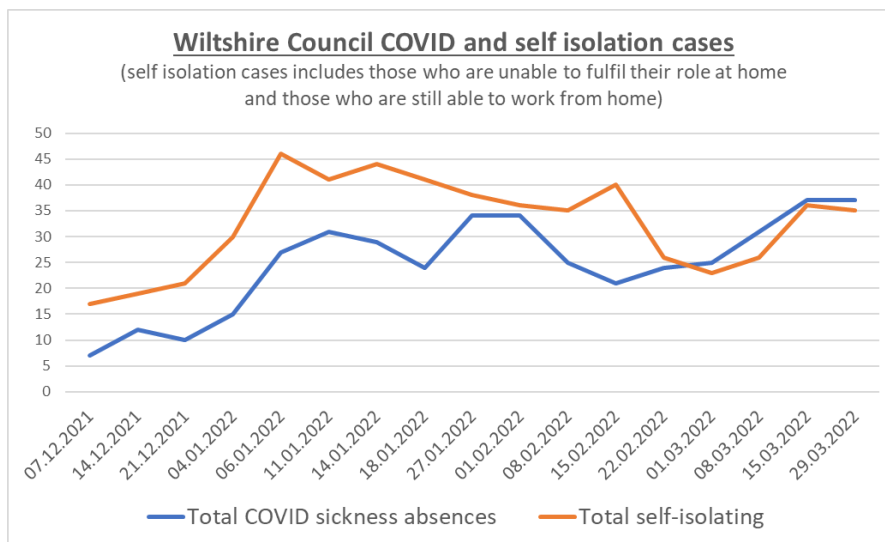
January – March 2022



#### Observations and Exceptions

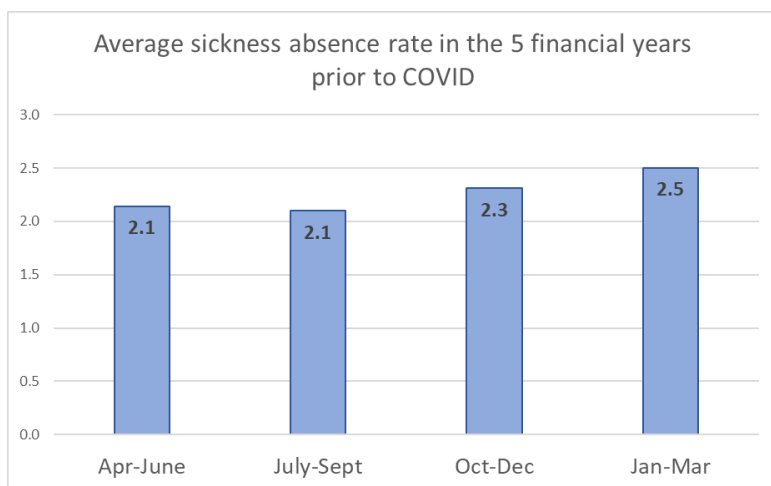
During this quarter the ‘living with COVID-19’ guidance was introduced, which detailed the government’s plan for removing the remaining legal restrictions. Wiltshire Council buildings were also fully re-opened to all staff, however operating in line with our new ways of working. Utilising the new desk booking app integrated in Microsoft Teams, staff are able to book a desk in their allocated area with additional functionality to view which colleagues are in on the same day and on which desks, to enable interaction and collaboration and support wellbeing.

The impact of the Omicron variant was outlined in the previous October – December report with cases steadily increasing towards the end of the quarter; resulting in all adults being offered a booster jab to help mitigate the risks. The spread of Omicron, and this increasing trend, continued into the January – March 22 quarter, with cases peaking in early January and experiencing another increasing trend in March, as demonstrated by the graph below. This trend broadly followed the national trend during the same period.



#### SICKNESS ABSENCE

The January – March quarter has historically, prior to COVID, reported the highest sickness absence. This is due to the influence that the seasons have on sickness absence, consistently reporting higher absence in the colder months (the October – December and the January – March quarters), influenced by increased cold/flu absences, than in the warmer months. The graph below details the average sickness absence rate reported per quarter in the five financial years prior to COVID and demonstrates this seasonal trend.



However the January – March 2022 quarter experienced a significant reduction in absences attributed to cold/flu (-34%), which goes against this typical seasonal trend. It may be that with remote working now a considerable part of the new ways of working for most, the seasons may no longer influence sickness absence as significantly as they have in the past and this seasonal trend will no longer be something

to benchmark against. This will be something to monitor in the coming financial years to establish if there is no longer a seasonal trend to sickness absence due to new ways of working and therefore reduced transmissibility, or whether the seasonal trend has changed.

In addition to a significant reduction in cold/flu this quarter, stress related absence also experienced a significant reduction, reducing by around 620 absence days (-21%), the largest reduction in total days lost of any reason. Non-work related and work related stress both experienced significant reductions of 326 days and 115 days respectively. The biggest reductions in stress related absence were from both Adults and Children’s Social Care, Finance, ICT and Procurement & Commissioning. Almost half (43%) of the total reduction in stress related absence corporately was from Adult Social Care (in particular from the Wholelife Pathway directorate). Sickness absence has been a key area of focus at the Adult Social Care senior management team meetings (SMT’s), with particular areas of focus highlighted to management and, in response, an action plan to reduce sickness absence has been reintroduced. Despite this significant reduction in stress related absence corporately, it still remains the biggest contributor to sickness absence at the council, contributing 27% of all sickness absence days. Services should continue to reflect on how best to support their staff by using information from the September 2021 wellbeing survey to identify and target specific areas of concern and ensuring managers regularly check in on their staff. We will continue to monitor this and enable the HR Business Partners to engage in constructive discussion with services about mitigating action.

As mentioned earlier in this report, cases of the Omicron variant continued to increase during the January – March 22 quarter, in line with a national trend. This resulted in absences related to COVID-19 increasing by 87% during the quarter and contributing the second highest number of absence days corporately (21% of all absence days lost). However despite this, COVID-19 never affected more than 1.7% of the workforce at any one time in the quarter. During the same period, the ONS reported estimates of a high of 7.6% of the population testing positive for COVID-19 (an average of 5.3% during the period), meaning the council rates were significantly lower than national rates during the period and suggests the continued efforts to safeguard council staff have made an impact.

### **EMPLOYEE TURNOVER**

We can see from the graphs and metrics below that employee turnover has increased this quarter, with: voluntary turnover, leavers under the age of 25 and leavers within a year of service all increasing. Almost 1 in 5 voluntary leavers (18%) this quarter were from Leisure, who also contributed the largest number of leavers under 25 (71% of all leavers under 25 were from Leisure) and leavers within a year of service (19%). The majority of leavers from Leisure left without giving a reason. Voluntary turnover

is typically higher in Leisure due to the nature of the work and the demographics of the workforce, and with the insourcing of 'Places Leisure' last quarter this will naturally influence and increase the rate.

The biggest increase in voluntary leavers compared to last quarter was predominantly in social care (both children's and adults). Families and Children's Services experienced the biggest increase from the October – December 21 quarter (+9 voluntary leavers). This increase was primarily from Support and Safeguarding South, Children in Care North and the Emerald Team, in some cases losing experienced social workers to other authorities or for work outside of local government. The Ageing and Living Well directorate had the second biggest increase in voluntary leavers (+8) compared to the previous quarter. This increase was primarily from the North and the South Locality Hospital Team's within the Ageing Well service, who also witnessed social workers leave for both another authority and for work outside of local government. A recent benchmarking exercise has highlighted that Wiltshire Council are a median payer for social workers, this is in line with our pay policy approach. This means that some local authorities are offering higher salaries to social workers and are therefore likely to attract more interest, however some are also offering lower salaries than Wiltshire Council. There are known recruitment and retention issues, particularly for experienced social workers, and this is a national challenge. The HR business partners are currently working with the services to explore possible recruitment and retention strategies.

### **FINANCE AND COSTS**





Over this quarter, employee costs (both permanent and casual) have increased, despite a reduction in headcount. This is due to the national pay award of 1.75% (and 2.75% for those on spinal point 1 of grade B) across all NJC (grades B – O) and HAY grades and backdated to April 2021. The council are likely to experience a slight reduction in salary costs next quarter (April – June 22) as the costs in this quarter are inflated by the additional cost to backdate to April 2021. The pay award has also impacted casual costs. However casual costs are also driven by demand, which also appears to have influenced casual costs this quarter, particularly in Leisure. Casuals are used effectively in this service to cover lost capacity through things like sickness, self isolation, leavers and annual leave and has likely led to this slight increase.

Significantly, agency costs have reduced, predominantly due to making a senior role covered through agency in Finance, permanent.

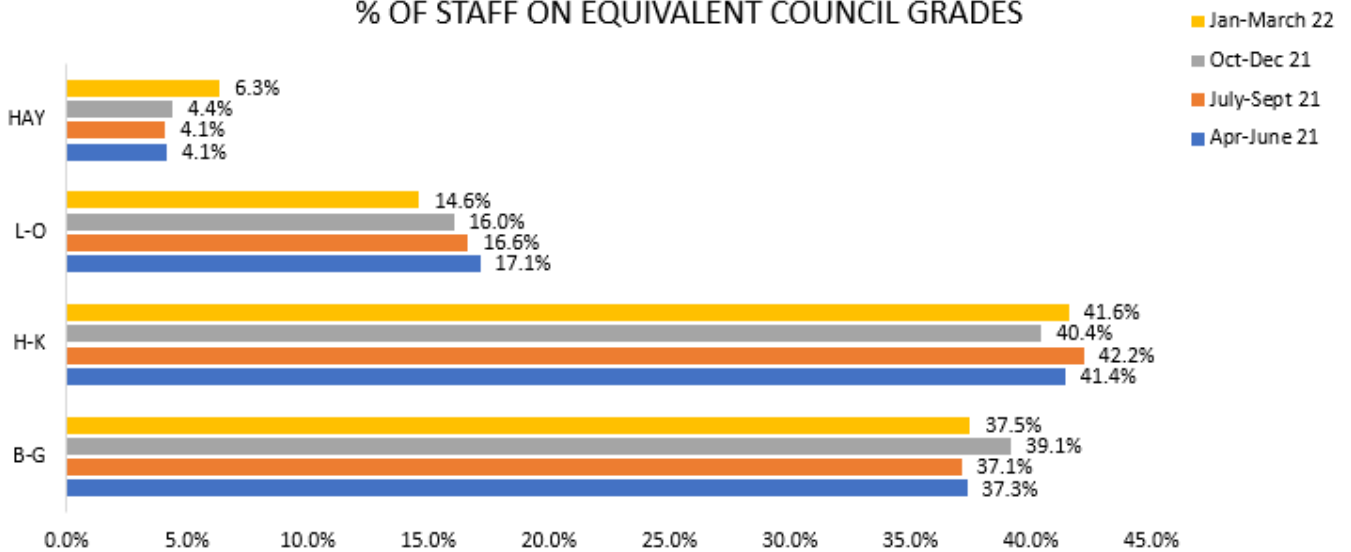
### **ADVISORY CASES**

Disciplinary cases have increased corporately by 9 this quarter, predominantly due to 6 new cases in Families and Children's Services, this is split across the directorate and not from one discernible team. This will be something to monitor in the next quarter to ascertain whether there are any underlying trends or reasons.

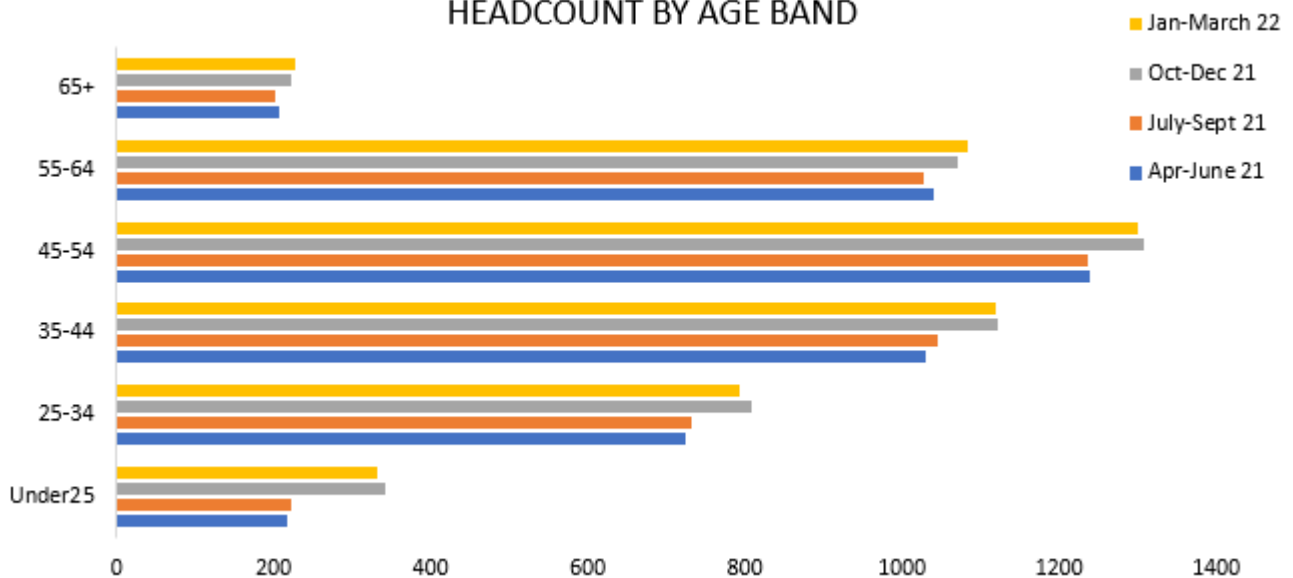
WORKFORCE DEMOGRAPHICS

 Headcount	Current quarter	<b>4854</b>	 FTE	Current quarter	<b>3675.1</b>	 Disability	Current quarter	<b>8.8%</b>	 Ethnicity (BME)	Current quarter	<b>4.0%</b>
	Oct-Dec 21	<b>4869</b>		Oct-Dec 21	<b>3688.4</b>		Oct-Dec 21	<b>7.0%</b>		Oct-Dec 21	<b>3.2%</b>
	July-Sept 21	<b>4463</b>		July-Sept 21	<b>3495.2</b>		July-Sept 21	<b>7.9%</b>		July-Sept 21	<b>3.3%</b>
	Apr-June 21	<b>4461</b>		Apr-June 21	<b>3468.5</b>		Apr-June 21	<b>8.2%</b>		Apr-June 21	<b>3.1%</b>

% OF STAFF ON EQUIVALENT COUNCIL GRADES



HEADCOUNT BY AGE BAND



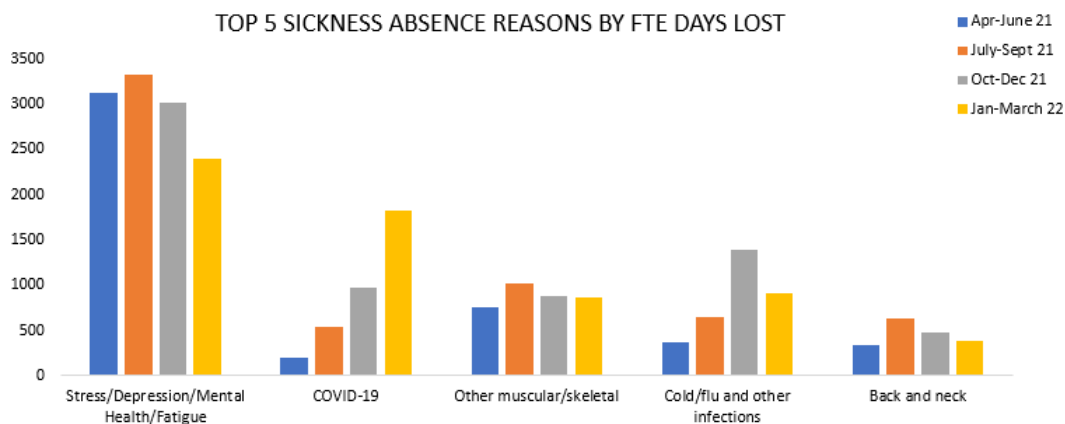
# SICKNESS ABSENCE

Working days lost per FTE for directorate

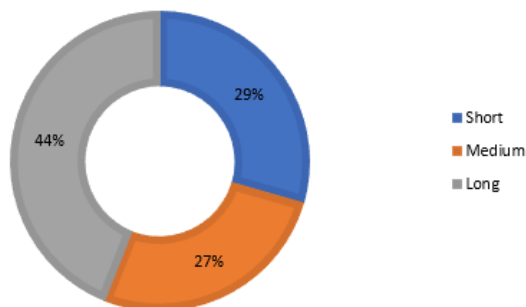
Jan-March 22

2.4

↓ an decrease from last quarter (2.6)



## SICKNESS ABSENCE BREAKDOWN JAN - MARCH 2022



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

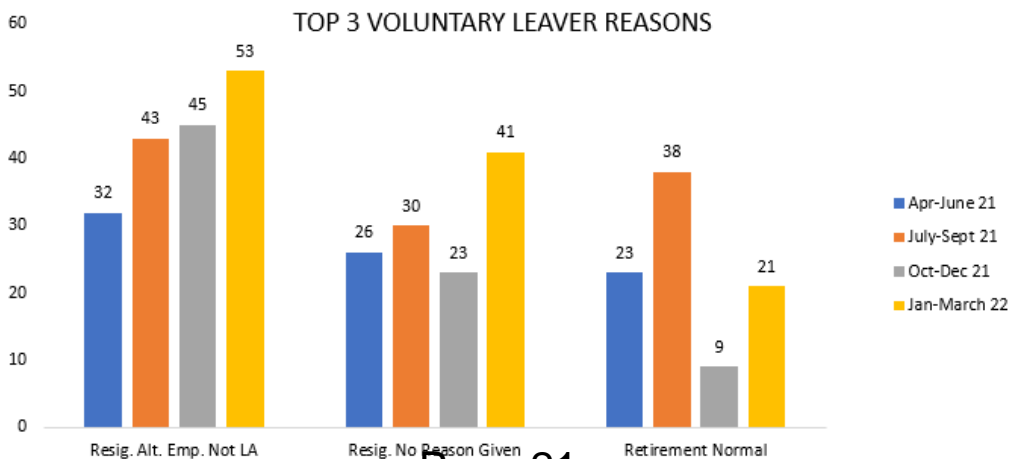
# TURNOVER

Leavers under 25 years old

Current quarter	24
Oct-Dec 21	14
July-Sept 21	29
Apr-June 21	15

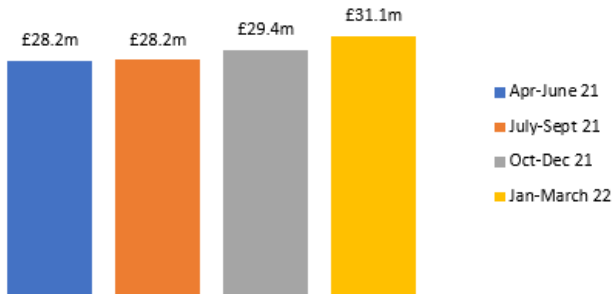
Leavers with less than 1 years' service

Current quarter	37
Oct-Dec 21	16
July-Sept 21	20
Apr-June 21	15

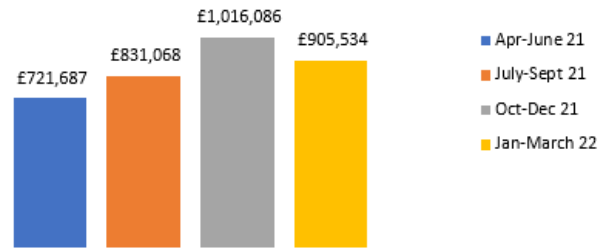


# EMPLOYEE COSTS

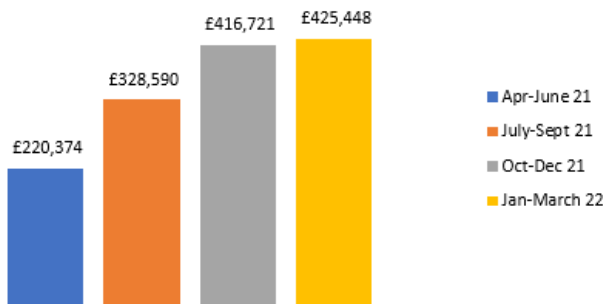
PERMANENT EMPLOYEE SALARY COSTS



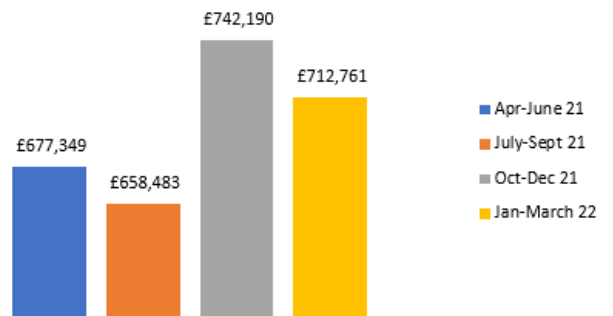
SICKNESS ABSENCE COSTS



CASUAL EMPLOYEE SALARY COSTS



AGENCY COSTS



# ADVISORY CASES

Disciplinary

	New cases this quarter	Variance from previous quarter
Current quarter	22	9
Oct-Dec 21	13	-5
July-Sept 21	18	6
Apr-June 21	12	-6

Absence & Health

	New cases this quarter	Variance from previous quarter
Current quarter	163	5
Oct-Dec 21	158	8
July-Sept 21	150	10
Apr-June 21	140	11

Grievance

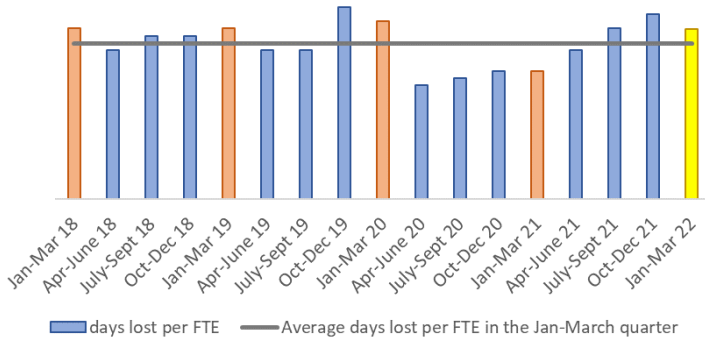
	New cases this quarter	Variance from previous quarter
Current quarter	3	-2
Oct-Dec 21	5	0
July-Sept 21	5	2
Apr-June 21	3	-5

Improving Work Performance

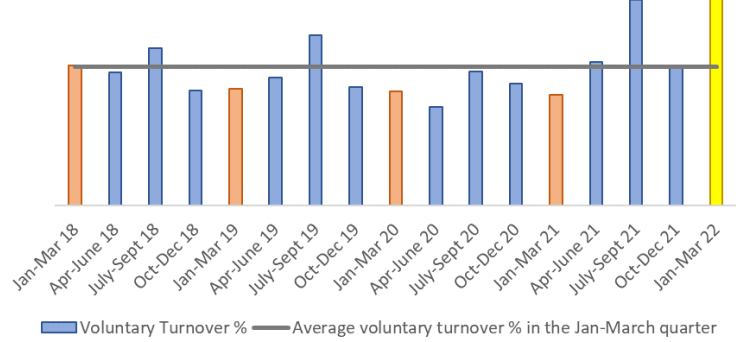
	New cases this quarter	Variance from previous quarter
Current quarter	5	1
Oct-Dec 21	4	-2
July-Sept 21	6	1
Apr-June 21	5	0

# LONG TERM TRENDS

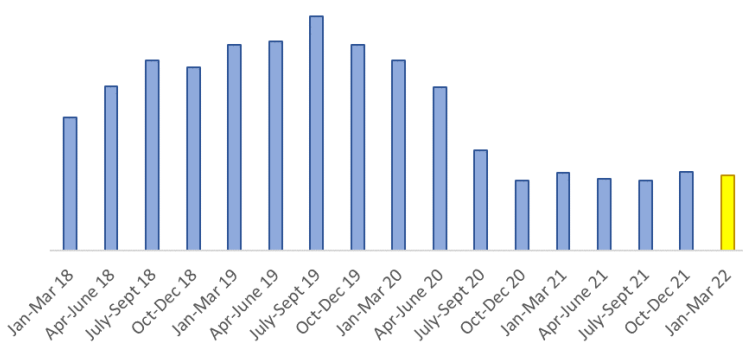
Days lost per FTE over the last 4 years



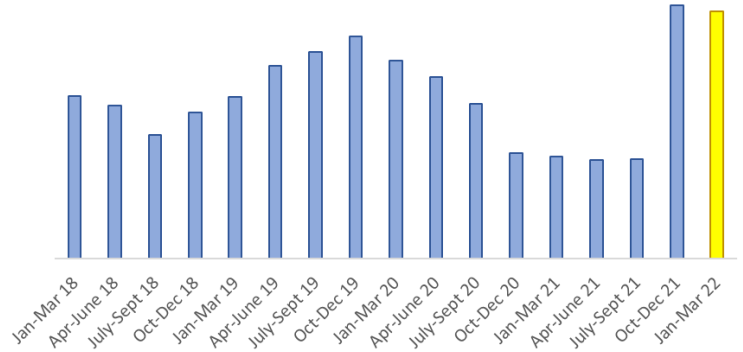
Voluntary Turnover % over the last 4 years



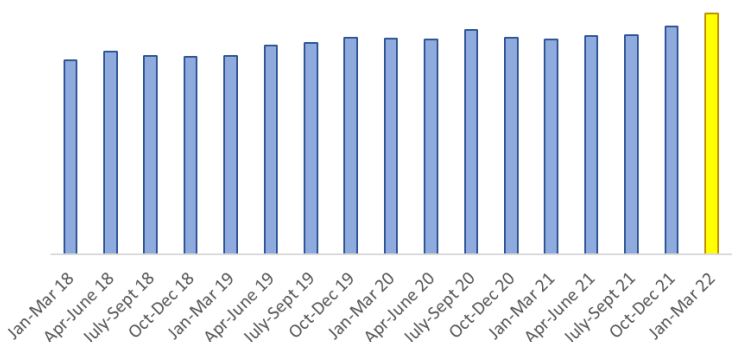
Agency spend over the last 4 years



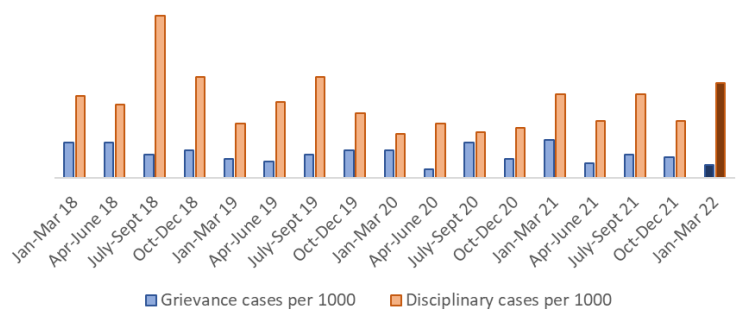
Headcount change over the last 4 years



Permanent staffing cost change over the last 4 years



Disciplinary and Grievance cases per 1000 employees over last 4 years



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