

STAFFING POLICY COMMITTEE

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 25 SEPTEMBER 2019 AT WEST WILTS COMMITTEE ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Richard Clewer, Cllr Mike Hewitt, Cllr Hayley Illman, Cllr Ricky Rogers, Cllr Peter Evans (Substitute) and Cllr Tony Trotman (Substitute)

31 Apologies for absence

Apologies for absence were received from:-

Cllr John Smale, who was substituted by Cllr Peter Evans.

Cllr Ian Thorn

Cllr Philip Whitehead, who was substituted by Cllr Tony Trotman

32 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 8 May 2019.

33 Declarations of Interest

There were no declarations of interest made at the meeting.

34 Chairman's Announcements

The Chairman made the following announcement:-

CIPD People Management Awards CIPD People Management Awards

The HR & OD team were shortlisted for HR Team of the Year in the CIPD People Management Awards for 2019.

The CIPD (the Chartered Institute of Personnel & Development) was the professional association for human resource management professionals and awarded chartered status to individual HR and L&D professionals

The CIPD People Management Awards took place annually and celebrated and rewarded the outstanding achievements and contributions made by HR and L&D professionals

This year there were 19 awards categories with the Team of the Year being the most prestigious. Across all categories Wiltshire was one of only two Councils shortlisted for any of these awards, and in the HR Team of the Year category the team were up against Lloyds Banking Group, The Royal Navy, The Dorchester Collection, Mitchell and Butlers, Network Homes and Brighterkind. Announcements were made in London the previous evening when Brighterkind was awarded Team of the Year.

Members warmly congratulated the HR & OD team on being shortlisted.

35 **Public Participation**

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

36 **Appointment of Sub-Committees**

Resolved:

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

(a) Senior Officers Employment Sub-Committee

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

(Substitute Members: Cllr Jon Hubbard, Cllr Bob Jones

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

(b) Appeals Sub-Committee

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

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

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

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

(c) Grievance Appeals Sub-Committee

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

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

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

37 **HAY Amended Grades**

The Committee received a report by the Director, Human Resources & Organisational Development concerning proposals to amend the Council's pay scales for HAY grades in order to bring them in line with the new pay and grading model for NJC staff which was implemented on 1 April 2019.

It was explained that the current HAY grade pay scales were based on four incremental points, with progression through those pay scales annually based on performance and approval of the relevant executive director or director.

A new pay and grading structure for staff on NJC terms and conditions had been introduced on 1 April 2019 and this had included a change in the number of increments in each grade with all grades now containing three rather than four increments (except for Grade B which contained two increments). As part of this change for most grades the bottom increment had been removed with the result that staff now started higher in the grade and had fewer increments to reach the maximum of the grade, which resulted in higher average pay in those grades than before.

Incremental progression for HAY graded staff was therefore now inconsistent with the progression for NJC graded staff in terms of the time it took to reach the grade maximum.

After some discussion,

Resolved:

To agree the removal of the bottom increment of the HAY grades to create a pay and grading model with three increments per grade which would be consistent with the changes to the pay and grading model for NJC staff at the Council. This would also remove the overlap with grade O and T3 and would benefit the Council in remaining competitive in the marketplace.

38 **Early Resolution Procedure**

Consideration was given to a report by the Director, Human Resources & Organisational Development which outlined a proposal to pilot an early resolution procedure for staff and plans to replace the grievance procedure with a resolution procedure.

It was noted that representatives from Human Resources, Occupational Health and the Legal Team had met to discuss concerns about the effectiveness and impact of the current grievance procedure and had been looking at possible

new approaches of resolving disputes, developing constructive relationships and encouraging positive conversations at work.

There was substantial evidence to suggest that the Council should be investigating the option to replace the current grievance policy with a resolution procedure, increasing the use of formal mediation at an early stage and putting in place an internal early resolution procedure. Whilst work was now taking place to develop a new resolution procedure it was proposed that the pilot of such an early resolution process be introduced so that the results could be analysed to understand the impact of this approach before rolling it out.

The early resolution procedure pilot would be available either before a grievance was raised, or as part of the informal grievance procedure, and would be entirely voluntary. This would provide an opportunity for staff to take part in a process led by a facilitator, which was designed to promote communication and increased understanding between staff. The aim was to improve individual relationships, team unity and wellbeing for individuals and the wider team. At all times, employees would have a choice whether to use the early resolution procedure or the formal policy and procedure. It was a flexible informal process and was designed to suit the needs of the people involved.

The pilot would run for six months initially from September 2019. Meanwhile, work would be ongoing to develop a new resolution procedure to replace the current grievance procedure and this would be brought back to this Committee in due course.

During discussion there was much support for the proposal.

Resolved:

To approve:

- (1) The introduction of a pilot for an early resolution procedure and to receive an update in due course on how the pilot was progressing.**
- (2) Work to develop a new resolution procedure to replace the current grievance procedure.**

39 **Quarterly Workforce Report: April to June 2019**

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

It was noted that as expected salary costs had increased during the quarter due to the cost of living rise of 2% in April and the salary scales restructure.

It was pointed out that although there had been a downward trend, headcount had begun to rise over the last three quarters. From September 2018 to June

2019 there had been a rise of 4%. There had been an overall increase in headcount of 80 since the previous quarter and of this Leisure Operations had seen an increase of 60 staff of which 50 had been part time posts. Other less significant increases had been scattered across other services.

In answer to a question, it was reported that the majority of agency staff were employed in social care, and children's safeguarding teams.

Resolved:

To note the Quarterly Workforce report.

40 **Date of Next Meeting**

Resolved:

To note that the next meeting of this Committee was due to be held on Thursday 14 November 2019 at County Hall, Trowbridge, starting at 10.30am.

41 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.30 am - 11.15 am)

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

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