

# AGENDA

---

**Meeting:** Staffing Policy Committee

**Place:** Kennet Room, County Hall, Trowbridge

**Date:** Thursday 5 January 2023

**Time:** 10.30 am

---

Please direct any enquiries on this Agenda to Tara Hunt, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718352 or email [tara.hunt@wiltshire.gov.uk](mailto:tara.hunt@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](http://www.wiltshire.gov.uk)

---

## 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

---

## Substitutes:

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

Cllr Bob Jones MBE  
Cllr Kathryn Macdermid  
Cllr Tamara Reay

---

## **Recording and Broadcasting Information**

Wiltshire Council may record this meeting for live and/or subsequent broadcast. At the start of the meeting, the Chairman will confirm if all or part of the meeting is being recorded. The images and sound recordings may also be used for training purposes within the Council.

By submitting a statement or question for an online meeting you are consenting that you will be recorded presenting this, or this may be presented by an officer during the meeting, and will be available on the public record. The meeting may also be recorded by the press or members of the public.

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

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

## **Parking**

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

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

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

## **Public Participation**

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

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

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

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

# AGENDA

## PART I

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

1 **Apologies for absence**

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

To confirm the minutes of the meeting held on Thursday 29 September 2022.

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 28 December 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 30 December 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 **Tusker** (Pages 9 - 10)

7 **Corporate Driving at work Policy** (Pages 11 - 24)

8 **Workforce Strategy** (Pages 25 - 26)

[Please click this link for the Workforce Strategy document](#)

9 **Apprenticeship Policy** (Pages 27 - 38)

10 **Pay Policy Statement 2023** (Pages 39 - 54)

11 **Workforce Report - July to September 2022** (Pages 55 - 62)

12 **Urgent Items**

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

## **PART II**

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

**None**

## Staffing Policy Committee

---

### MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 29 SEPTEMBER 2022 AT WEST WILTSHIRE ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

#### **Present:**

Cllr Stuart Wheeler (Chairman), Cllr Helen Belcher, Cllr Allison Bucknell, Cllr Carole King, Cllr Jacqui Lay, Cllr Ashley O'Neill and Cllr Tamara Reay (Substitute)

#### **Also Present:**

Tamsin Kielb – Assistant Director, HR & OD  
Gemma Morrison – Strategic and Delivery Manager, HR & OD  
Helen Strong – Associate Business Partner, HR & OD  
Kevin Fielding – Democratic Services Officer

---

#### 54 **Apologies for absence**

Apologies were received from Cllr Richard Clewer, Cllr Antonio Piazza, Cllr Ricky Rogers and Mike Osment – Unison.

Cllr Tamara Reay sub for Cllr Richard Clewer.

#### 55 **Minutes of Previous Meeting**

The minutes of the meeting held on Wednesday 11 May 2022 were confirmed as the correct record.

*Cllr Carole King advised that she was still waiting for the breakdown of figures of which directorates currently had vacancies – it was agreed that this information would be brought back to Staffing Policy Committee.*

#### 56 **Declarations of Interest**

There were no declarations of interest.

#### 57 **Chairman's Announcements**

There were no Chairman's Announcements.

58 **Public Participation**

There was no public participation.

59 **Key updates (Verbal)**

Gemma Morrison – Strategic and Delivery Manager, HR&OD & Tamsin Kielb - Assistant Director, HR & OD gave brief verbal updates re Recruitment vacancies & Key Strategic Priorities – Cost of living Crisis, Recruitment & Retention and Budget restraints

Points made included:

- That there continued to be key recruitment pressures re Adult and Children’s services.
- That there continued to be difficulties filling vacancies for social workers and occupational therapists – Wiltshire Council were trying hard to fill these rolls.
- That Wiltshire Council were looking at career step policies and apprenticeships where appropriate.
- That there were some 385 posts vacant across Wiltshire Council.
- That Wiltshire Council were promoting its own “Grow your Own” model.

Points made by the committee included:

- That there were concerns re the amount of agency recruitment – *Wiltshire Council were actively trying to address this.*
- That were concerns why people were leaving employment with Wiltshire Council.
- That it would be interesting to know what the national figures were like for all councils.
- That Wiltshire Council should be looking to make Planning Officer roles more appealing – *That Wiltshire Council promoted a good working from home policy and had built a good reputation of training and empowerment of its employees.*
- That were the figures for agency spend for next year – *Figures were not available at the present time.*

Tamsin Kielb - Assistant Director, HR & OD advised the committee that it was proposed that future Wiltshire Council policy documents and reports were now signed off at Assistant Director level for approval.

### **Decision**

- **That the Staffing Policy Committee noted the general policy amendment that Wiltshire Council policy documents and reports would now be signed off at Assistant Director level for approval.**

The Chairman thanked Gemma Morrison and Tamsin Kielb for their updates.

## 60 **Changes to Terms and Conditions**

Tamsin Kielb - Assistant Director, HR & OD presented an update to the Staffing Policy Committee on the Terms and Conditions negotiations relating to Unsocial Hours and Standby and Callout and to outline the proposed pay protection arrangement to support implementation of the changes to the unsocial hours policy for agreement by the Committee.

Points made included:

That the council needed to have clear policies which were standardised, fit for purpose, financially viable and support delivery of the council's business plan whilst ensuring staff were fairly and appropriately rewarded.

Three pay policies – overtime, unsocial hours and standby and callout – were identified as being significantly out of line with this requirement and needed to be updated.

### **Decision**

- **That the Staffing Policy Committee approved for the council to confirm the offer of an exceptional unsocial hours pay protection arrangement, should the unions agree to the policy changes outlined in this report.**

**That the Staffing Policy Committee noted the draft policies attached at Appendix A and Appendix B, together with the minor change outlined to the overtime policy.**

**That the Staffing Policy Committee delegated authority to the Chair of the Committee and the Assistant Director HR&OD to approve changes to these policies, should they be agreed through the Trade Union ballot currently in progress.**

The Chairman thanked Tamsin Kielb for her update.

61 **CCTV and Vehicle tracking Policy**

Gemma Morrison – Strategic and Delivery Manager, HR&OD outlined the changes to the current CCTV and Vehicle Tracking policy which covered the purpose and use of Vehicle Telematics and Handheld Devices, which replaced the vehicle tracking section of the current policy.

The current CCTV and Vehicle Tracking Policy had been agreed in 2015.

A written report was included in the agenda pack.

Points made by the committee included:

- That clear signage should be displayed in all vehicles which were fitted with the new Telematics.
- That Wiltshire Council needed to be clear what it as an employer defined as poor driving.

**Decision**

- **That the Staffing Policy Committee noted the update provided covering the implementation of the Vehicle Telematics and Handheld Devices Guidance for Staff.**

The Chairman thanked Gemma Morrison for her update.

62 **Future Meeting Dates**

- Wednesday 9 November 2022 – 10:30am, Kennet Room, County Hall

63 **Urgent Items**

There were no urgent items of business.

64 **Close**

(Duration of meeting: (2.00 pm - 2.50 pm)

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)

Press enquiries to Communications, direct line (01225) 713114 or email [communications@wiltshire.gov.uk](mailto:communications@wiltshire.gov.uk)



## WILTSHIRE COUNCIL

Staffing Policy Committee  
5<sup>th</sup> January 2023

---

### Tusker

#### **Purpose**

The purpose of the report is to provide an overview of the Tusker green car salary sacrifice scheme which was approved for implementation by CLT on 14<sup>th</sup> November 2022.

This item is presented at SPC for information.

#### **Background**

1. Through the Tusker green car salary sacrifice scheme, staff can sacrifice a fixed amount of their salary each month in exchange for a ULEV (electric or hybrid) vehicle for business and personal use. There is no deposit required, and the amount is 'sacrificed' from the employee's salary before income tax and National Insurance, so employees and employers can save on the contributions they pay. The fixed monthly payments also include road tax, MOT and servicing, fully comprehensive motor insurance, and breakdown cover.
2. This new benefit will be accessible via the Wiltshire Rewards portal. The scheme will be available to all staff, excluding schools' staff, subject to eligibility criteria such as contract length. National Minimum Wage checks will also be undertaken, similarly to the Cycle to Work scheme, to ensure that the amount of salary sacrificed monthly does not result in the employee's salary falling below the National Minimum Wage.
3. A number of local authorities and other public sector authorities currently offer the Tusker scheme as a staff benefit. The adoption of this scheme will align our organisation to comparators within the job market, supporting recruitment and retention.

#### **Equalities impact of the proposal**

4. This scheme was taken to an equality impact assessment panel on 19<sup>th</sup> December 2022. The panel did not have any concerns regarding the scheme.

#### **Risk Assessment**

5. The terms and conditions of the scheme have been reviewed by colleagues within Legal Services, Insurance, and Information Governance. The risk for the council as an employer is minimal, as the employee holds the liability, and the employer acts merely as the facilitator of the salary sacrifice element.

6. Colleagues in Legal Services wished to highlight the responsibility the council has as an employer to support staff to understand the risks of signing up to the scheme, and to fully comprehend their responsibility and liability to Tusker. This will be taken into consideration at the point of implementation.

### **Recommendations**

7. N/A – item presented for information.

**Tamsin Kielb**  
**Assistant Director HR&OD**

---

*Report Author: Francesca Hyde, Strategic Projects and Policy Officer*

## WILTSHIRE COUNCIL

Staffing Policy Committee  
5<sup>th</sup> January 2023

---

### Driving at Work Policy

#### **Purpose**

To present the revised Corporate Driving at Work policy.

#### **Background**

1. This policy and the Driver's Handbook have been reviewed as part of the work relating to the Council's Fleet Strategy. Other associated guidance and information will be updated accordingly e.g. Managers' guidance. The policy now properly reflects the statutory and operational position.
2. Representatives from Fleet Services, Occupational Health, HR&OD (Business Partnering team, Strategy and Insight, and Advisory) have input into these updates, in addition to feedback from various stakeholders.

#### **Main considerations**

3. The key amendments to note:
  - Wording amendments have been made throughout, to improve the clarity and flow of the policy.
  - Roles and responsibilities have been updated for clarity, along with restrictions including personal use. The HMRC rules have been reinforced regarding home storage of vehicles.
  - The driving license 'Trigger Points' table has been simplified, and the differing triggers at the recruitment stage have been removed. Previously these triggers at recruitment differed by driver type. This is now standardised at a maximum of 9. This may broaden the applicant pool, which may be helpful for hard to fill roles; for example, a social worker is a regular driver but applicants are currently excluded from applying if they have 7 points or more. To ensure equity and consistency, managers will be made aware of licence points at recruitment and candidates will be made aware that they may be required to undertake corrective training, if appointed, either before commencing work in the role or within a specified time.
  - The accidents 'Trigger Points' table has been updated detailing the procedure that will be followed when employees have an accident

where they are at fault. This section also notes that job applicants who drive must have less than 4 at fault accidents within a two-year period.

- The policy also now takes account of the introduction of new and emerging technologies within the Fleet industry, for example Electric Vehicles.
- Various extraneous information has been removed, as it has been deemed that the revised policy content is sufficient.

### **Environmental impact of the proposal**

4. This proposal will have a positive environmental impact, as the updated policy aligns to the council's emerging Fleet Strategy 2022-2030 and associated priorities including reinforcing commitment to initiatives such as the introduction of electric vehicles as a new and emerging technology.

### **Equalities impact of the proposal**

5. The policy was taken to an equality impact assessment panel on 19<sup>th</sup> December 2022. There were no concerns noted.

### **Risk Assessment**

6. The current policy was last amended in 2015, and aspects of this are now outdated. The risk associated with not agreeing this revised policy is that drivers will not have access to up to date information regarding appropriate vehicle use including statutory requirements. Driver's and the council may then be at risk of breaching HMRC, statutory or insurance regulations. The updates mitigate risks.

### **Financial implications of the proposal**

7. Adherence to this updated policy will lead to more efficient and cost-effective driving.

### **Recommendations**

8. It is recommended that Staffing Policy Committee support this updated policy.

**Tamsin Kielb**  
**Assistant Director HR&OD**

---

*Report Author: Frances Longmore & Francesca Hyde, Strategy and Insight, HR&OD.*  
*Policy Author: Adrian Hampton, Fleet.*

## **Wiltshire Council Driving at Work Policy**

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

This policy applies to all drivers, irrespective of their employment status, who drive at work on behalf of the council, in a council vehicle, in another third-party provider (contractor, hirer etc) vehicle, or in their personal vehicle (Grey Fleet).

All drivers should also familiarise themselves with other relevant policies and guidance, including the [Drivers Handbook](#), [Pool Car Guidance for staff](#), and [Vehicle Telematics Guidance for staff](#). If unsure about any aspect of these documents, they should speak to their line manager or Fleet.

### **Accountable Officer**

1. The Chief Executive has overall accountability and responsibility for all matters involving health, safety, welfare, and fire appertaining to Wiltshire Council.

### **Directors / Assistant Directors responsibilities**

2. Directors / Assistant Directors should ensure that Heads of Service and managers in their directorate fulfil their responsibilities as outlined in this policy.

### **Heads of Service responsibilities**

3. Heads of Service must provide the necessary resources (both financial / budgetary and people / capacity resources) to allow managers to fulfil their responsibilities.
4. Heads of Service must manage health and safety issues within their functional area.

### **Line Managers responsibilities**

5. Line managers have a duty of care towards their staff and ensure that this policy is implemented and complied with on a day-to-day basis. They should also follow any associated managers guidance.

6. Line managers should bring this policy and associated documents to the attention of all employees within their department who are likely to drive for business purposes, and ensure that they have read and understood these documents. This is an annual requirement.
7. Line managers should check, during induction of new employees, that all potential drivers have passed the required council checks and have approval from Fleet to drive. All drivers should be approved to drive on behalf of the council by Fleet.
8. Line managers need to remind staff to send a copy of their business vehicle insurance to Fleet on a six-monthly basis, as outlined in paragraph 30.
9. Line managers should ensure, six monthly, that their drivers have completed the council's required vehicle checks which monitor driving at work compliance.
10. Line managers will, when required, be involved with the monitoring, reporting and investigation of any work-related accident involving an employee whilst driving at work.
11. Where an employee may require reasonable adjustments to be able to undertake driving duties because of a disability or long-term health condition, the line manager must refer to Occupational Health. The manager should discuss any Occupational Health recommendations with the individual and with Fleet Services to determine achievable modifications. Advice from HR Advisory should also be sought. Funding will be the responsibility of the manager with support from the corporate budget for reasonable adjustments held by the Head of Service for Occupational Health and Safety.
12. Where growth in Fleet provision or specialist service vehicle provision is required, the manager must work with Fleet Services in a joint Revenue and Capital bid for financial approval by the council, with provision undertaken only following council approval.
13. Line managers should ensure that staff who use passenger carrying vehicles are Minibus trained every four years; monitor dates and book training as required.
14. Line managers should ensure that when drivers use council vehicles, they are familiar with the vehicle and have received appropriate training to drive that vehicle where applicable.

15. Line managers should complete relevant, team specific [risk assessments](#) in line with the [risk assessment policy](#).
16. Line managers should monitor the hours that their staff work and drive for business, for example, to ensure they are not required to work a full working day and then drive for long periods, and to meet the relevant legislative requirements for driver's hours.
17. Line managers should ensure that appropriate action is taken if employees meet the [trigger points](#) outlined in this policy.
18. Home storage of a vehicle by members of staff is not normally allowed. When required, the line manager must:
  - Instruct the driver to complete a risk assessment for approval which should be sent to Fleet with the reason for home storage. It is important that accurate records are kept of authorisation. Line managers are responsible for maintaining and annually reviewing records and making these available for audit purposes.
  - Ensure any home storage of a council vehicle is compliant with [HMRC rules](#). Where home storage is compliant with HMRC rules, if the mileage from home to site in a council vehicle is over 15 miles, this requires an additional business case to Fleet.
19. Allocation of sole use of a council vehicle is limited to travellers completing over 8,000 work miles per annum. This does not include commute – commute is home to the place of work as per the contract of employment. Allocation of a vehicle for lower mileage will require the line manager to make a business case to Fleet.
20. When staff are absent from work, council vehicles must be left at a council-approved workplace, unless another location is approved by the manager, in which case Fleet must be advised.
21. When a driver reports that they have a health condition or are taking any medication that has the potential to affect their driving (the employee should have confirmed with their GP or pharmacist whether this needs to be reported to their employer), line managers should report this to Occupational Health for council approval to drive.

22. Line managers should ensure an assessment of all risks, including risks not associated with the driving, e.g., manual handling, lone working etc. are undertaken. This will include the carriage of any goods for work related business. Materials should be stored behind the bulkhead or otherwise secured and safe.

23. Line managers should ensure that their business continuity plan covers the loss of fleet to their service. This should include:

- Short- and long-term loss due to fuel issues.
- Plan for vehicle services and maintenance. Where vehicles are scheduled for servicing, wherever possible office working in the hot desks at Kennet House should be scheduled.
- Plan for any disruption that a small pool vehicle will cause if the main service vehicle is lost and travel is essential.
- Planning for adverse weather. This will involve how the event is planned for. Issues to take account of:
  - Managers who hold a 4x4 vehicle will need to plan for the loss of this should vital services require the vehicle. For example, to support medical emergencies.
  - Using the five-day weather forecast to plan logistics in advance or suspend services where possible.
  - Using the 24-hour forecast to move operations to meet weather demands – postponing movements around weather events.
  - Planning travel routes to treated primary and secondary highways to allow standard vehicles to be used.
  - Ensuring overnight vehicle storage leaves salting routes accessible.
  - Maintain lists of vehicles within their service (both council and non-council) that will allow adverse weather travel.
  - Identify any training needs of staff to ensure travel within standard vehicles.
  - Undertake adverse weather Risk Assessments to ensure service and staff safety.

## **Drivers responsibilities**

24. All drivers are required to adhere to the responsibilities and requirements outlined herein. Breaches may be dealt with under the council's disciplinary policy.



25. Being able to drive for council work and having access to a council work vehicle can only be granted with the permission of the manager and Fleet Service. i.e., staff must be 'approved' drivers.
26. All drivers should complete a vehicle safety check before daily travelling, with the details of the inspection being captured by Fleet Services.
27. All drivers have a legal responsibility to ensure the Health and Safety of themselves and others and to comply with the council's health and safety policies.
28. All drivers should ensure their driving licences are correct for the vehicles they are intended to drive and all licences / certificates are up to date. Drivers must also follow any checking or validation process.
29. All drivers must complete the required Fleet Vehicle and Driver checking process every six months.
30. Grey Fleet Drivers must show business vehicle insurance six monthly to Fleet, by scanning a copy using a council scanner and emailing this to Fleet at [Fleet.Services@wiltshire.gov.uk](mailto:Fleet.Services@wiltshire.gov.uk). Fleet will delete these documents when the checks are complete.
31. Before travel, drivers must ensure they are familiar with the Drivers Handbook and any requirements are met.
32. Drivers are not allowed to carry passengers for non-work-related purposes when driving for work. Where the vehicle is being used for official council business the following authorised passengers are allowed:
  - Council employees on official council business
  - Council employees on the journey to the workplace or from the workplace to home
  - Authorised non-employees (e.g., contractors), who are engaged on official council business
  - Passengers carried in the event of an emergency
  - Passengers being carried as part of a council service
33. All drivers are responsible for any penalties incurred due to inappropriate driving behaviour and driving decisions. This includes traffic and parking fines and any challenge to those fines.

34. All drivers are required, at all times, to drive in a competent and safe way, observing all traffic laws including speed limits, mobile phone use and rules on alcohol and drugs, and obeying council policies such as 'no smoking'.

35. If there is any health condition that affects ability to drive, drivers must:

- Ask their general practitioner about the effects this may have on their ability to drive safely.
- Tell their manager or HR immediately if there is a risk of adverse effects which compromises safety. Driving should not be undertaken until Occupational Health approval is given.

36. Drivers who are taking any medication (whether prescribed or bought over the counter) which may affect fitness to drive must:

- Ask their general practitioner or pharmacist about the effects any medication may have on the ability to drive safely.
- Tell their manager if there is a risk of adverse effects which compromises safety. Driving should not be undertaken until approved by Occupational Health to do so.

37. Home storage of vehicles is not normally allowed but, where permitted by Fleet, drivers must complete a risk assessment to be approved by their manager. No driver is to take a vehicle home without completing a risk assessment, or a dynamic risk assessment for a 'one-off' occasion.

- The vehicle must be stored off-road or in a designated parking area adjacent to the property, causing no obstruction, in compliance with the Highway Code, securely and in a lit area.
- Drivers must ensure any home storage of a council vehicle is compliant with [HMRC rules](#) and approved by the line manager.
- Where home storage is compliant with HMRC rules, if the mileage from home to site in a council vehicle is over 15 miles this requires approval by Fleet, via their line manager.

38. Drivers are required to notify their line manager and Fleet immediately of:

- Any accidents or incidents that take place when driving at work within 2 hours of occurring. Drivers must follow the guidance outlined in the Drivers Handbook.

- Any changes to their driving licence details such as convictions imposed by the courts and / or endorsements or penalty points following traffic offences (related to driving either at work or in personal time).
- Any prosecutions, driving licence restrictions or withdrawals or any health issues which may affect their ability to drive whilst on business. Driving on council business must cease until approved to recommence driving.
- Any accidents as outlined under the [trigger points](#) section.

39. Council vehicles may only be used for personal use in emergencies or very exceptional circumstances, and only with approval by your manager where possible. Personal use of any other description of a council vehicle is prohibited, as is the carrying of unauthorised passengers.

Examples of unacceptable personal use prohibited under this policy include:

- Making a detour to a newsagents on the way to work.
- Calling at the dentist on the way home from work.
- Using the vehicle for scheduled doctors or hospital visits.
- Using the vehicle for any business other than official council business.
- Using the vehicle to make a trip to the supermarket.
- Using the vehicle to make a trip to the rubbish tip for non-council waste.
- Taking the vehicle away on holiday.
- Using the vehicle outside of work for social / family activities, or
- What would be regarded as a general commute.

These examples are not exhaustive.

40. When absent from work, council vehicles must be left at a council-approved workplace, unless otherwise approved by line manager and Fleet.

41. All drivers should plan journeys to minimise travel and use the most efficient route. Known visits should be scheduled and grouped to reduce business mileage.

42. Allocation of sole use of a council vehicle is limited to travellers completing over 8,000 work miles per annum. This does not include commute – commute is home to the place of work as per the contract of employment. If

a driver's predicted mileage is to change and they are completing less miles, it is the driver's responsibility to seek approval via their manager for continued allocated vehicle provision.

43. The provision of vehicles is based upon maximising the efficiency of the council's travel. Special individual fleet vehicle provision for drivers is undertaken following an Occupational Health Assessment on reasonable adjustments.

## **Other general requirements**

44. Council vehicles are allocated to meet the travel needs of the council and provision will be adjusted to meet the council's aims and objectives.

45. Fossil-fuelled vehicles are provided for greater travel distances, over 150 miles per day. The provision of fossil-fuelled vehicles must be flexible to support the electrification of the council's fleet. If allocated a fossil-fuelled vehicle, this must be made available for 'swapping out' with electric vehicles as and when required.

46. In compliance with legislation, drivers with a full EU / EEA licence are authorised to drive in the UK. However, in accordance with this policy, all drivers from the EU / EEA must have completed the exchange of their driving licence for a UK one within 12 months of starting employment or being in the UK whichever is the sooner, at their own cost, to be compliant with our licence checking procedure. Drivers from Canada, Australia, Switzerland, Hong Kong, Japan, or South Africa can drive for one year after which time they must have exchanged their driving licence for a UK one. Drivers from these six countries are also subject to additional licence checks by our council insurers and the insurance team before they can be authorised to drive. Drivers from the USA can apply for a provisional driving licence and need to pass their test within one year. The DVLA offer a one day driving course to all foreign drivers. It is advisory to do this course although it is not mandatory.

## **Fleet responsibilities**

47. Ensure that this policy is circulated and made available to all employees.
48. Provide advice to managers regarding compliance with this policy and associated guidance or supporting documents.

49. Update the Chief Executive, Directors / Assistant Directors and Heads of Service on changes to road safety legislation and risk reduction activities.
50. Ensure that the compliance with this policy is regularly audited and communicate audit results to relevant managers.
51. Review this policy at intervals no longer than every two years, or when any other significant changes occur (e.g. legislative, operational) as defined by Fleet, whichever is sooner.
52. Establish active monitoring and compliance of the work-related road risk management standards and reactivate accident and near-miss monitoring throughout the council.
53. Deliver the Fleet Service to its Charter.
54. Monitor driving licence, driver declarations, own fleet and pool car checks to ensure these are being completed.
55. Use telematic and other data-based systems to advise the council on how its Fleet asset can be improved to achieve maximum benefits.

**Trigger points**

56. The trigger points set out below, regarding driving licence points and at-fault accidents, apply to all staff who drive on council business.
57. Any corrective action triggered is aimed to be supportive and educational.
58. The following trigger table will apply with regards to driving licence points:

Trigger Points Table	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action
Points on driving licence	6	9

59. Depending on the circumstances of the case, further action may include:
  - Mutual agreement to a change of duties, on either a temporary or permanent basis.
  - Mutual agreement to re-deploy staff into a suitable alternative role in line with the council's re-deployment policy.

- Investigation under the council’s disciplinary or SOSR policies with the potential for dismissal or other disciplinary action.
- Other appropriate action.

60. Corrective training or other further action could also be triggered if:

- an employee loses their driving licence;
- an employee is deemed as unfit to drive by the council’s Occupational Health;
- there are continued concerns and issues over an employee’s driving habits, for example, as evidenced by telematics data.

61. Job applicants who drive must have 9 or less points on their driving licence. If they meet the trigger points, they will be subject to the actions outlined in the table above.

62. The following trigger table will apply with regards to accidents:

Trigger Points Table	Discussion and advice on expected driving standards	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action
At fault accidents within a two-year period (whether work or personal)	1	2	3

63. Where four or more at fault accidents occur within a two-year period, further action may include and should be considered:

- Specialised driver training, which may include recognised advanced driver qualification. As a minimum, the driver must pass a council driver assessment.
- Mutual agreement to a change of duties, on either a temporary or permanent basis. If temporary, the driver must pass a council driver assessment before recommencing duties.
- Mutual agreement to re-deploy staff into a suitable alternative role in line with the council’s re-deployment policy.
- Investigation under the council’s disciplinary or SOSR policies with the potential for dismissal or other disciplinary action.
- Other appropriate action.

64. Job applicants who drive must have less than 4 at fault accidents within a two-year period. If they meet the trigger points, they will be subject to the actions outlined in the table above.

65. This applies to all drivers including but not limited to employees, volunteers, and agency drivers.

## **Corporate policy statement**

66. This policy is owned at a corporate level by the Chief Executive.

67. Compliance with this policy is the responsibility of individual Directors / Assistant Directors.

68. Monitoring compliance to the policy is the responsibility of the Director / Assistant Director via Fleet Services, which has day-to-day operational responsibility for the policy.

69. The council is committed to ensuring the health, safety and welfare of all its employees while at work and this includes driving whilst on council business.

70. The council recognises that the use of vehicles on council business requires appropriate health and safety measures to protect both staff and others who may be affected by such activities.

71. The council will make sure that arrangements are established to take all reasonable steps to support the duty of care of its employees whilst at work and will take all reasonable steps within its power to meet this responsibility, paying particular attention to the provision and maintenance of:

- vehicles and related equipment that are safe and suitable for the purpose for which they are to be used.
- safe systems of work for the operation of vehicles and ancillary equipment, and the use, handling and transport of related equipment and substances or materials throughout the journey and at the destination point.
- sufficient information, instruction, training and supervision to enable all employees, and others, to recognise and avoid driving-related hazards and ill health.
- a healthy working environment both within and outside vehicles.
- a suitable procedure for identifying, assessing and controlling driving and driving associated risks.

- a suitable accident / incident reporting and investigation procedure.

## Equal opportunities

Where employees feel that there are adjustments that would help them in relation to this policy, they should make their manager aware as soon as possible.

## Relevant legislation

[Health & Safety at Work Act 1974](#)

[Corporate Manslaughter Act 2007](#)

[Driving at work – managing work-related road safety \(INDG382\)](#)

[Road Safety Act 2006](#)

## Advice and guidance

If you require help in accessing or understanding this policy you should contact Fleet, your line manager, or your trade union representative if you are a member.

If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your Head of Service who will nominate an appropriate manager or colleague to help you.

Policy author	Fleet – Adrian Hampton
Policy implemented	23-07-2012
Policy last updated	XX-01-2023



**WILTSHIRE COUNCIL**  
**Staffing Policy Committee**  
**5<sup>th</sup> January 2023**

---

## **Workforce Strategy update**

### **Purpose**

The purpose is to provide an update of the workforce Strategy 2022 – 2032. This item is presented to SPC for information.

### **Background and context**

1. The council's [People Strategy](#) was published in 2017 and covers the period 2017-2027. However, it was agreed that this should be refreshed this year to ensure it reflects Our Identity and aligns with and supports the delivery of the Council's Business Plan.
2. The overall focus of the strategy which is to have "the right people in the right place at the right time with the right skills and capability" has not changed, and feedback from services who have been working to align existing strategies to this approach is that these heading make sense and work well.
3. The final draft of the Workforce Strategy 2022-2032 is now available for review. Please click on [this link](#) to open the document. This will be fully branded and finalised ready for launch in February 2023.

### **Strategy launch**

4. The aim is to launch the refreshed workforce strategy at the February Heads of Service forum, following which each directorate management team will be supported by their HR business partners to develop their own workforce plans and priorities to ensure that specific challenges within each area are addressed, actions identified, leads are nominated and have these within their objectives and impacts are measured.
5. To support the delivery of the workforce strategy and deliver a consistent employee experience across all services, HR&OD are currently developing a "management charter" which focuses on the expectations that the council has of managers at all levels and across all services.

### **Recommendations**

6. N/A item presented for information.

This page is intentionally left blank

## WILTSHIRE COUNCIL

Staffing Policy Committee  
5<sup>th</sup> January 2023

---

### Apprenticeship Policy

#### **Purpose**

1. The purpose of the report is to present the revised Apprenticeship policy.

#### **Background**

1. The apprenticeship levy was introduced in April 2017 and Wiltshire Council has used this to bring in new start apprentices and to upskill existing staff. We have started 58 new members of staff on the apprenticeship programme, and we have had 385 start apprenticeships as upskillers. The apprenticeships offered range from Level 2 – Level 7 and we currently offer 60 different apprenticeship standards.
2. Proposed changes to the apprenticeship policy have recently been updated to improve the process for staff members to undertake an apprenticeship.

#### **Main considerations**

3. The Key amendments to note:
  - Streamlined the policy by making the content more focused, including reference to other relevant policies and guides to avoid unnecessary duplication. This has resulted in a reduction in the number of pages.
  - Layout has been revised to improve the flow of the policy.
  - Two sections within the policy have been removed which were deemed unnecessary for the purposes of the policy as they related to back-office administration. The sections were 'The Apprenticeship Digital Account Service (DAS)', 'Additional Payments' and 'Register of Apprenticeship Training Providers'.
  - Paragraph 3 has been updated to reflect new right to work requirements under the new immigration system and changes to eligibility criteria for recruiting apprentices. New wording is as follows: *Applicants to the programme must spend at least 50% of their working hours in England and have the right to work in England.*
4. In addition to amendments to the Apprenticeship policy, the Probationary policy has been updated to correctly reflect that the probationary period applies to apprentices as 'employees' new to the council.

#### **Financial Impact**

5. There will be no financial impact as a result of the policy updates. We are reviewing apprentice pay rates to ensure we remain competitive and fair.

### **Equalities impact of the proposal**

6. The policy was taken to an equality impact assessment panel on 19<sup>th</sup> December 2022. There were no concerns noted.

### **Risk Assessment**

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

### **Recommendations**

8. It is recommended that Staffing Policy Committee support the updated policy,

**Tamsin Kielb**  
**Assistant Director HR&OD**

---

*Report Author: Gemma Morrison, HR&OD Strategy and Insight Manager Kathryn Partington, OD Consultant - Apprenticeships*

## Apprenticeship Scheme Policy and procedure

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

### What is it?

This policy outlines how apprenticeships can be utilised within Wiltshire Council and how managers recruit, support and develop apprentices within their teams.

### Who does it apply to?

This policy applies to all employees appointed to an apprenticeship at Wiltshire Council, unless a separate policy applies under a TUPE transfer. There are separate policies for schools.

### What are apprenticeships?

1. Apprenticeships are work-based training programmes which will lead to a nationally recognised qualification or set of competencies. Through their apprenticeships, apprentices gain the technical knowledge, practical experience, and wider skills they need for their immediate job and future career.
2. Apprenticeships are open to anyone over the age of sixteen, whether school leavers or with work experience and may include those who want to improve skills in their chosen career or start a new career.
3. Applicants to the programme must spend at least 50% of their working hours in England and have the right to work in England.
4. An apprentice role:
  - Should ideally be for a minimum of 30 hours per week but the length of an apprenticeship can be extended to accommodate fewer working hours:
    - may be a new role within your team
    - may be an existing role which could be converted into an apprentice role
    - may be upskilling of a current employee for future succession planning, and
  - Must involve at least 20% off the job training (for more information about what the 20% off the job training is defined as, including examples, refer to the Apprenticeship Guidance)
5. An apprenticeship must be at least 1 year in length but depending upon the type and level of the programme it may last up to 5 years. Extensions to an apprenticeship agreement may be considered depending upon circumstances.
6. There is a government target for the council to employ 2.3% of its workforce as apprentices which currently equates to approximately 266 apprentices per year.
7. The HR Strategic Business Partner and OD Consultant - Apprenticeships will discuss with managers what suitable apprenticeship standards or frameworks are available.
8. Apprenticeship Standards show what an apprentice will be doing, and the skills required of them, by job role. Standards are developed by employer groups known as 'trailblazers'. More Standards will be published as they are developed and approved.

9. Apprenticeships have equivalent educational levels:

<b>Apprenticeship Level</b>	<b>Equivalent</b>
Level 2	GCSE, NVQ Level 2, Level 2 National Certificate
Level 3	A-Level, NVQ Level 3, Level 3 National Diploma
Level 4	CertHE, HNC, NVQ Level 4
Level 5	DipHE, HND, NVQ Level 5
Level 6	Degree with honours (BA, BSc)
Level 7	Integrated Master's degree, Master's Degree.

### **The Apprenticeship Levy**

10. With effect from 6 April 2017 the council have to pay 0.5% of its pay bill into the apprenticeship levy.
11. The apprenticeship levy can be used to fund the cost of apprentice training and the end point assessment.

### **Employee Costs**

12. Employment costs cannot be funded by the levy and are as follows:
- Payment of the apprentice's salary and any other related contributions.
  - Management time to support the apprentice in the workplace and to take an active part in any review sessions as provided by the approved external training provider.
  - 20% of time out of the workplace to allow the apprentice to attend formal training, time with an assessor to review progress, plus any other apprenticeship events where their presence is required.
  - Any additional costs for additional equipment i.e., tool kits, safety items, educational visits, annual subscriptions.

### **Salary rates**

13. Apprenticeship pay rates are available on [HR Direct](#)

### **New apprenticeship roles**

14. Managers must follow the procedure set out in [the recruitment policy](#) when creating a new apprenticeship role.
15. It is the council's objective to recruit and develop apprentices who will continue their employment, following completion of the apprenticeship programme, and develop their career within the council. Therefore, when creating an apprenticeship role, managers must consider how the role will develop in the current team structure, in consultation with the HR Strategic Business Partner, and how the skills could be transferable across the council.

16. The apprenticeship post will be attached to the substantive role description of the post which, on successful completion of the apprenticeship, the apprentice will move into.
17. Current employees can apply for an advertised apprenticeship post. If successful, they will move to the apprenticeship role and be paid on the advertised apprenticeship pay rate.

### **Transferring a vacancy into an apprenticeship role**

18. Where vacancies arise consideration should be given as to whether the role could be converted into an apprenticeship. The manager will need to demonstrate how the role could be filled by an apprentice and have liaised with the HR Strategic Business Partner and OD Consultant - Apprenticeships regarding the options and feasibility of this.
19. Where it is agreed that there is an opportunity to convert the vacancy to an apprenticeship the role description for the post will be converted to an apprenticeship description, with the relevant apprenticeship standard included, prior to advertising the apprenticeship opportunity.

### **Upskilling apprenticeships**

20. The council will use the apprenticeship levy to supplement current employees' training and development.
21. Where a manager is considering upskilling for a member of their team, they need to speak with their HR Strategic Business Partner in the first instance, prior to discussing this with their team member.
22. An employee can discuss/request apprenticeship training as part of their appraisal or at any other time. They must then complete an apprenticeship application form explaining:
  - a. Their reasons and objectives for undertaking the apprenticeship
  - b. How the training links with appraisal objectives
  - c. What benefits the training will bring to the team, service area and wider council
  - d. How they will put learning into practice
23. The employee will remain in their substantive post and salary for the duration of their apprenticeship and following successful completion of the apprenticeship.

### **20% off the job training**

24. All apprentices must spend at least 20% of their time in off the job training or learning. This is paid learning which takes place outside of the typical working environment.
25. The 20% OTJ must be logged and tracked and will be directly linked to the apprenticeship standard they are following.
26. Off the job training does not include any time studying for Maths & English qualifications n.

27. Time off the job for training or learning must be agreed between the manager and the apprentice/learning provider and may be taken as follows:
- As a proportion of every day
  - One day a week – This may involve college/university attendance
  - One week out of every five
  - Any other arrangement which suits all parties involved
28. If you have any questions on how the 20% OTJ will be set up please speak to the OD Consultant Apprenticeships, or refer to the following guidance from the Department for Education: <https://www.gov.uk/government/publications/apprenticeships-off-the-job-training>

### **Apprentice recruitment process**

29. To recruit an apprentice, managers will need to follow the council's recruitment policy and procedure which includes gaining authorisation to fill the vacancy.
30. Managers should follow the usual recruitment process, liaising with the OD Consultant - Apprenticeships to ensure the vacancy is advertised on the National Apprenticeship Service (NAS) website where applicable.
31. Some apprenticeship roles will require a DBS check, and this should be highlighted on the approval to recruit form as it will need to be included in the job advertisement. For further information, refer to the policy on [DBS](#) checks.
32. Some apprenticeships will require previous experience in order to meet the requirements of the substantive post they will move into at the end of the apprenticeship. Where this is the case, this will be clearly highlighted in the advert and any other recruitment materials.

### **Supporting an apprentice**

33. The key element of an apprenticeship programme is to combine work-based learning with the achievement of formal qualifications. To achieve this, the apprentice has an individual learning plan.
34. The individual learning plan will be developed by the training provider with input from the manager and the apprentice. This document will then be used to develop a structured work experience and development programme which supports the formal study element of the apprenticeship. Any [reasonable adjustments](#) required, such as training formats or additional support will be included.
35. The apprentice will be required to sign an apprentice agreement. This will outline the training programme with the training provider, including duration, key dates and attendance. This will be arranged by the Training provider.
36. An apprentice will be allocated a mentor as agreed with the line manager to provide an additional source of support to the apprentice. The mentor will be allocated by the manager.
37. Managers or mentors are required to hold regular one to ones with their apprentice to coach them within their role, to ensure they are performing satisfactorily and are developing their skills.



38. Managers are required to provide “on the job” feedback to the training provider regarding the apprentice’s progress. In some cases, and with prior agreement, the mentor may also be asked to provide feedback.
39. Once the apprentice has successfully completed their apprenticeship it is expected that they will move into a substantive post within the team where they were an apprentice.

### **Completion of the apprenticeship**

40. The apprenticeship ends when the Standard, including successful completion of end-point assessment, and qualifications have been completed within the timescale originally set for the apprenticeship, unless an extension has been agreed.
41. The end-point assessment is an assessment of the knowledge, skills and behaviours which have been learnt throughout the apprenticeship.
42. Apprentices will not be able to achieve an apprenticeship Standard without satisfying all the requirements of the assessment plan, including the end-point assessment
43. Once the apprentice has successfully completed their apprenticeship it is expected they will move into a substantive post within the team where they were an apprentice.
44. If the originally identified post within the team is no longer available, the apprentice will be supported to look for suitable vacant posts across the council for which they could apply.
45. The council will make every effort to find a suitable post for the apprentice. However, if this is not possible and in accordance with the apprentice’s contract, the manager will inform the apprentice giving appropriate notice that the apprenticeship will end.

### **Care leavers and looked after children**

46. The council is the corporate parent to care leavers and looked after children in Wiltshire. As such, the council has special responsibilities to improve the lives of Wiltshire care leavers and looked after children.
47. The council will offer a guaranteed interview to any Wiltshire care leaver or looked after child who applies for an apprenticeship with the council, provided that they meet the essential criteria, and they declare their status on the application form.
48. The interview process for apprenticeships will be based on the usual competitive process where suitable applicants will be shortlisted and interviewed

### **Safeguarding of young persons and vulnerable adults**

49. The council takes its responsibilities seriously under the [safeguarding vulnerable groups act 2006](#). The recruiting manager is responsible for ensuring that safe recruitment practices are followed when recruiting into roles dealing with young persons and vulnerable adults.
50. The recruiting manager should refer to the following policies/guide:
  - [employment of children and young persons](#)
  - [DBS](#)

- [guidance for managers on safer recruitment](#)

## **Roles and responsibilities**

### **Line manager responsibilities**

51. Identify the skills gap within their team which could be filled by employing an apprentice.
52. Identifying the substantive post within their service that the apprentice will move into following the completion of the apprenticeship.
53. Identify funding for the apprenticeship role to cover salary and on costs and ongoing budget to fund the substantive post within the structure.
54. Identify or create the role description for the substantive post and liaise with the OD Consultant - Apprenticeships to make relevant for the apprenticeship role.
55. Gain authorisation to recruit to the apprenticeship post
56. Liaise with the recruitment team to design advert text
57. Interview prospective apprentices in line with the council's recruitment policy
58. Provide a safe and secure working environment
59. Ensure that the apprentice has time for study and is given work that develops their skills – knowledge and experience which is linked to their Individual Learning Plan
60. Liaise promptly with the recruitment team to ensure HR Payroll Administration receive all appropriate paperwork
61. Allocate a workspace for the apprentice and order any equipment they may need
62. Allocate a mentor
63. Organise an induction and risk assessment. Contact HR case adviser/Occupational Health and Safety.
64. In the first arranged one to one meeting, ensure the apprentice understands what is required from them in the workplace and refer them to HR Direct and to the policies which they need to understand for instance absence, email and internet usage, and conduct and performance
65. Assess performance and have regular reviews with both the apprentice and tutors from the training provider

### **HR Strategic Business Partner responsibilities**

66. Liaise with managers to provide advice & guidance on identifying suitable apprenticeship opportunities, ensuring this is in line with the service structure and supports succession planning.

### **Apprenticeship team responsibilities**

67. Provide the manager with advice regarding relevant apprenticeship Standard.
68. Provides support with converting the substantive role description to an apprenticeship role description and advise on advert text.
69. Provide advice for interview/selection processes.
70. Negotiate with the approved training provider regarding the content of the apprenticeship standard and cost to provide it.
71. Ensure a detailed individual learning plan is provided for agreement with the line manager and the apprentice.
72. Sign the apprenticeship agreement, ensuring all parties are aware of their responsibilities
73. Support and advise the line manager and apprentice on the learning programme for its duration
74. Ensure the training is delivered in line with the apprenticeship Standard and resolve any queries
75. Assessment and evaluation of the programme once the apprentice has completed their placement
76. Carry out an exit meeting and countersign completion documents.
77. Complete change form on completion of apprenticeship and email form to payroll and recruitment to trigger permanent contract and change in salary.
78. Ongoing evaluation of external training provision.
79. Manage Wiltshire Council's apprenticeship levy funds and ensure the correct use of the Digital Apprenticeship Service.

#### **Apprentice responsibilities**

80. Attend planned and agreed formal learning and development sessions whilst working towards the apprenticeship framework either through day or block release, through generic in house or external courses
81. Complete assignments/coursework related to their programme by the set deadlines
82. Perform the job to the best of their ability
83. Discuss any problems, issues or concerns about the programme or their work with their manager, mentor or Apprenticeship team.

#### **Recruitment team**

84. Using information provided by the manager/OD consultant - Apprenticeships on the e-recruitment system, create an advert which will include standard apprenticeship agreed text.

85. Respond to recruitment queries from prospective candidates
86. Initiate all new starter actions including any DBS clearance
87. Ensure that new starter information is sent via an e-form to the payroll team.
88. Issue written conditional apprenticeship offer to candidates
89. Set up electronic personal files and ensure a copy of all relevant documentation is held on the file including a signed copy of the apprenticeship agreement and the interview notes.
90. Issue contract of permanent employment on completion of apprenticeship.

### **Equal Opportunities**

91. This policy has been Equality Impact Assessed to identify opportunities to promote equality and mitigate any negative or adverse impacts on groups.
92. Managers will make any necessary adjustments to ensure that all employees are treated fairly.
93. For further information see the [guidance for managers on equal opportunities in recruitment](#).

### **Advice and guidance**

94. If you require help in accessing or understanding this policy [or completing any of the associated forms] you should contact your line manager or trade union representative if you are a member.
95. If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you. See [guidance for managers – giving advice on policies](#).

### **Further information**

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

Apprenticeship guidance  
Apprentice FAQs  
Recruitment Policy and Procedure  
Criminal records disclosures  
Politically restricted posts  
Code of conduct  
Disciplinary

#### Guidelines

- [guidance for managers to managing appointments through e-recruitment](#)
- [guidance for managers to recruitment](#)
- [guidance for managers to safer recruitment](#)
- [guidance for managers - reasonable adjustments](#)

- [guidance for managers - equal opportunities in recruitment](#)
- [guidance for managers – induction](#)
- [recruitment flowchart](#)

For further information please speak to your supervisor, manager, service director or contact your [HR advisor](#).

This page is intentionally left blank

WILTSHIRE COUNCIL

AGENDA ITEM NO.

STAFFING POLICY COMMITTEE

5 January 2023

---

## Pay Policy Statement 2023/2024

### Purpose of Report

1. To present an updated pay policy statement for the financial year 2023/2024 for approval by Staffing Policy Committee prior to agreement by Council and publication on the website.

### Background

2. Under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year 2012/2013 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<sup>st</sup> April 2023.

### Main Considerations for the Council

4. The main updates to the policy are outlined below:
  - Throughout the policy
    - updated total number of council employees, apprenticeships, and pay rates and pay ratios where applicable.
  - A revised introduction referencing the council's new ten year business plan, cost of living crisis and current candidate-driven jobs market.
  - Removal of para 18 detailing the changes to the pay and grading structure in April 2019.
  - An addition to para 22 to clarify that candidates may be appointed to the next increment above their current salary, subject to not only the grade maximum but also to take account of the skills and experience offered by candidate.
  - An amendment to para 34 to state the April 2022 NJC pay award given to employees.
  - An amendment at para 35 to state that incremental progression is frozen for April 2022 and April 2023.

- An addition to para 41 to state that an additional payment such as a bonus may be paid in exceptional circumstances with the authorisation of the Assistant Director HR&OD in conjunction with the Chief Executive. This ensures flexibility in the Council's pay policies to respond to changes such as legislation or challenges impacting on a specific service as required.
  - An amendment to para 60 to state that overtime is now paid at normal hourly rate as agreed as part of the terms and conditions review.
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. Unsocial hours and standby and callout allowances are currently subject to negotiation with Trade Unions on changes to these allowances to ensure that they support new ways of working and service delivery. Once agreement on these changes has been reached, the pay policy statement will be updated to reflect the changes.

### **Consultation**

7. The pay policy will require Full Council approval prior to publication.

### **Recommendation**

8. That Staffing Policy Committee approve the updated pay policy statement for 2023/2024 to be presented at Full Council for approval on 21<sup>st</sup> February 2023.
9. That Staffing Policy Committee delegate authority to the Assistant Director HR&OD to approve any amendments required to the pay policy statement prior to Full Council as a result of the Trade Union negotiations on changes to unsocial hours and standby and callout allowances. If agreement on changes to these policies is not reached prior to Full Council, the changes will be made to the pay policy statement for the following year for April 2024.

**Tamsin Kielb**  
**Assistant Director HR&OD**

---

Report Author: Laura Fisher, HR Pay & Reward Consultant, HR&OD

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



## Wiltshire Council Human Resources

### Pay Policy Statement

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

#### What is it?

The pay policy statement sets out the council's approach to pay and reward for senior managers and the lowest paid employees for the financial year 2023-24.

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  
Assistant 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, £20,258 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 Apprenticeship Levy](#)
- [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 £417m (2022/23). **\*will be updated prior to statement being published.**

In order to deliver these services around 4946 people work for the council (non-schools) on permanent, fixed term and variable hours contracts in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

The council published its ten-year Business Plan 2022 - 2032 in February 2022. 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 ten-year plan works to four main priorities under the banner of improving lives through stronger communities. The four key priorities of the business plan are empowered people, resilient society, thriving economy and sustainable environment. Also reflected in the plan, will be the significant challenges that the council will face over the coming years and the changes to the way the council will have to operate to manage these.

The coming year will continue to be challenging as the council continues to transform and find innovative ways to deliver services within strict budget/cost parameters with changing demands. The cost of living and energy crisis provides further challenge as the council looks at ways to provide support to both residents and staff. Alongside this, the current national candidate-driven job market with skills shortages in key

areas brings further challenge for the council to compete for top talent and to attract and retain a workforce with the right skills and behaviours. The Council will shortly be launching a workforce strategy which will support it to ensure it has the right people in the right place at the right time with the right skills and capabilities to deliver the business plan, now and in the future. This is underpinned by Our Identity which sets out how staff are expected to lead, work and act together to deliver great services.

## **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 2023/24.

## **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 139 employees), which include the following roles:
  - Chief Executive
  - Corporate Director
  - Director

- Assistant 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 against a suite of agreed role profiles and apply the description and points that best fit the job being evaluated.
  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 10 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 council's 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. There are 14 grades, with all grades containing three increments except for the lowest grade which has two increments.

## **Remuneration on recruitment**

19. The same recruitment policies apply to all employees who take up a new appointment with the council, regardless of grade.
20. 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.
21. Candidates are normally appointed on the minimum salary of the grade for the post.
22. 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 and the skills and experience offered by the preferred candidate. This would require the authorisation of the Assistant Director HR&OD.
23. 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.
24. 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.
25. Where it is necessary for any newly appointed employee in a hard to recruit role 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**

26. 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 discretionally applied.
27. Market supplements/market pay scales are only payable to a small number of jobs which are evaluated using the GLPC or HAY schemes.
28. 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 Assistant Director, HR&OD in conjunction with the Chief Executive.
29. The level of market supplement applied to GLPC posts is determined by analysing market data from independent external sources.
30. 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**

31. 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
32. 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 Assistant Director HR&OD. In this case, the employee will be in receipt of salary protection for a period of 12 months and incremental progression and any negotiated pay award will not be applicable during the period of salary protection.

## **Increases and additions to remuneration**

33. The council's policy is to apply the nationally negotiated NJC pay award for GLPC graded employees which takes effect from 1<sup>st</sup> April each year and which applies to the national pay spine.
34. NJC employees received a pay award in November 2022 of an increase of £1,925 applied to all pay points effective from April 2022.
35. For GLPC graded employees, increments are awarded automatically up to the maximum of the grade unless formal proceedings are taking place such as under the Improving Work Performance Policy. Increments are paid on the 1<sup>st</sup> 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. As part of the need for budget savings to protect employment while continuing to deliver essential services for our communities, the recognised trade unions jointly agreed to a freeze in increments for employees on grades F (£23,194) and above for April 2022 and April 2023.
36. 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.
37. For HAY graded employees, incremental progression through the grade is based on satisfactory performance and conduct measured over a 12 month period. Increments are paid on 1<sup>st</sup> 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.
38. 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**

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

## **The use of bonuses**

41. The council does not routinely offer a bonus or honorarium scheme to any employee. However, in exceptional circumstances, an additional payment such as a bonus may be considered for recruitment and/or retention purposes as

required for service reasons. Any payment requires the authorisation of the Assistant Director HR&OD in conjunction with the Chief Executive as Head of Paid Service.

## **The Apprenticeship Levy**

42. 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 focusing on recruiting new apprentices, the council has also used the levy to fund upskilling current employees.
43. Since the introduction of the levy, the council has recruited 80 new apprentices with 70% still working within the council on completion. The council currently has 31 new apprentices undertaking a programme ranging from qualification level 2 up to level 6 and 146 employees who are undertaking an apprenticeship through upskilling, ranging from qualification level 2 up to level 7.

## **The approach to the payment of employees on their ceasing to be employed by the authority on grounds of redundancy**

44. Employees who leave the council's employment are entitled to payment of their contractual notice, along with any outstanding holiday pay.
45. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.
46. There is no discretion to make redundancy payments which do not comply with the policy.
47. 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).

48. 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 £571), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).

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



51. 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 meeting all of 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.
52. 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.
53. Under the Council's Constitution, the dismissal of Chief Executive, Corporate Director and Director 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**

54. All employees are entitled to join the Local Government Pension Scheme (LGPS).
55. 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 a triennial basis.
56. 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.

57. 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**

58. 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.

59. 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**

60. 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.

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

### **Overtime allowances**

62. The council has an overtime policy where all employees are entitled to receive additional payment for hours worked in excess of 37 hours. Overtime must be agreed in advance with the line manager and be based on business critical need. GLPC graded employees are able to claim overtime hours at their normal hourly rate, however the preference is for time to be taken in lieu. 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 of the NJC pay scale.

### **Standby and callout allowances**

63. 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 worked will be paid at their normal hourly rate.

### **Sleeping in allowance**

64. 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 £39.24, and increases in line with the NJC pay award.

## **Local election duties – Acting Returning Officer**

65. 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**

66. 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.

67. 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.

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

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

70. 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.

71. 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.

72. 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**

73. 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**

74. 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 pay bill).

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

75. 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.

76. 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 2021	Ratio November 2021	Annual FTE Salary November 2022	Ratio November 2022
Highest Paid	£180,388		£185,470	
Lowest paid	£17,842	10.1:1	£20,258	9.2
Mean Salary	£29,893	6.0:1	£31,973	5.8
Median Salary	£27,041	6.7:1	£29,439	6.3

77. 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.

78. Apprentice rates of pay vary according to the age and level of apprentice and range from £13,177 to £18,328 per annum. The apprentice rate of pay reflects the

requirement for all apprentices to spend 20% of their working week undertaking learning away from the job. Because apprenticeship rates of pay are “spot” salaries and not determined through our job evaluation scheme we include the rates in this statement but not within pay ratio calculations.

79. The current ratio of highest to lowest paid employees is well within the guidelines and is 9.2:1. The ratios for the mean and median salary levels are at 5.8:1 and 6.3:1. The ratios have decreased slightly on last year due to the consistent application of the April 2022 pay award of £1,925 on all points regardless of salary.

## 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

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

## Legislation

81. 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

82. 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	December 2022

## Quarterly Workforce Report

September 2022

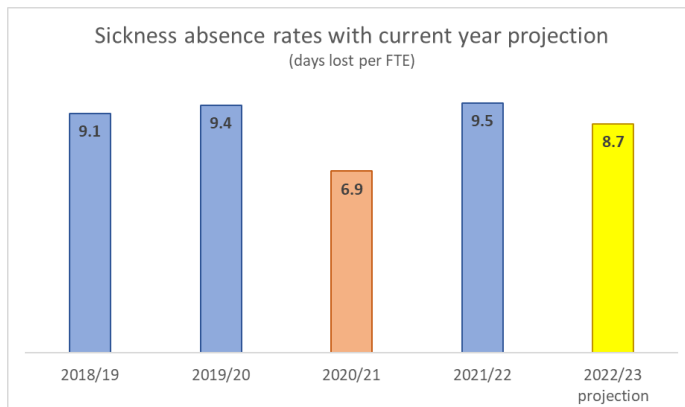


### Observations and Exceptions

Previous reports had been focussed primarily on the impact of the COVID-19 pandemic on our workforce and service delivery. However with restrictions having been removed for some time, there are other topical challenges facing Wiltshire Council and our workforce that have surfaced. The current job market, central government leadership and policy instability, the cost of living and energy crises could all have an impact on Wiltshire Council and our staff. A cost of living working group has been established to monitor and measure the impact and explore what support we can provide our staff. Alongside this, Public Health experts are predicting flu and COVID variants to increase significantly this winter and the impact of this on our staff and service capacity will be something to closely monitor.

### **SICKNESS ABSENCE**

Sickness absence appears to have returned to a 'normal' pre-COVID level. Sickness rates in the first half of the current financial year (April 22 – September 22) are in line with pre-COVID trends and based on this, adjusting for a normal seasonal variance, we are projected to have a sickness rate broadly in line with pre-COVID rates, see the graph below.



Highlighted in orange is the financial year influenced significantly by COVID and the government and corporate restrictions on social contact. The projection for the current financial year is highlighted in yellow and is predicted to be very slightly lower than the 'normal' trend.

This projection, however, does not reflect expert opinion that flu and COVID cases will increase this winter<sup>1</sup>. Flu vaccine clinics have continued this year in County

Hall, Monkton Park and Five Rivers Leisure Centre, providing free vaccinations to staff or the ability to claim a free vaccine from either a boots or superdrug pharmacy. So far these clinics have provided 407 in-house vaccinations, with an additional 356 staff booked in for the remaining clinic dates; this covers in total around 16% of our workforce. In addition, all staff over the age of 50 were encouraged to use the free NHS flu vaccination offer. So assuming all staff over the age of 50 have received their vaccine

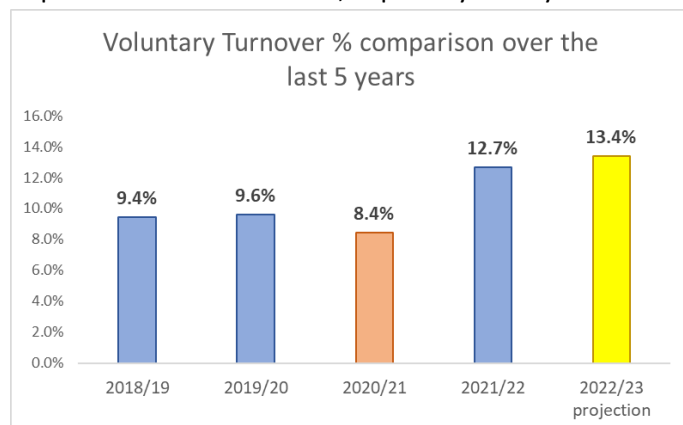
<sup>1</sup> This is due to a lower than usual natural immunity, due to previous COVID restrictions protecting people from flu, and due to a particularly bad winter flu season in the southern hemisphere, particularly in Australia, which experts normally use to predict what may happen in the northern hemisphere ([Why Experts Are Predicting a Bad 2022-2023 Flu Season \(prevention.com\)](#), [Lower than usual natural immunity has experts predicting flu and COVID-19 cases to climb this winter - News \(devon.gov.uk\)](#))

both of these methods together would cover around 58% of our workforce with a flu vaccine. However as we have no oversight of the over 50s taking up the NHS offer, we cannot conclusively say exactly what proportion of our workforce are covered by the vaccine. Occupational Health state the take up of the in-house flu vaccination offer is down from pre-COVID rates due to the NHS offer for over 50s being introduced over the last 2 years and with large proportions of our workforce predominantly working remotely the convenience of getting the vaccination at a work base is less than it was. Flu, COVID and other related illnesses are something we will continue to monitor over the next two quarters.

Stress related absence continues to be the biggest contributor to sickness absence, affecting around 1 in every 3 days lost to sickness. During COVID, Wiltshire Council experienced an increase in depression/anxiety, which has since been in decline, and experienced a further reduction (-12%) this quarter (July-September 2022). However non-work related stress experienced the biggest increase this quarter (+23%). Without any additional intelligence it's difficult to attribute this to anything, however current political and policy instability in central government and the cost of living crisis may be contributing factors. The increase in non-work related stress this quarter appears to have affected the HR & OD, Legal & Governance and Assets & Commercial Development directorates the most. Anecdotally, some of this is due to circumstances outside of anyones control, for example personal bereavement. However, in addition Wiltshire Council have established a cost of living working group to measure and monitor the impact on our staff to ensure we are supporting our staff through this difficult time as best we can. Signposting to available support is a continued theme in internal communications and a corporate staff survey is currently in development which may provide additional intelligence as to what additional support our staff may need.

**Employee Turnover**

Nationally the country is in a candidate-driven job market. In this type of market, jobs are abundant, and top-tier candidates are often scarce and as a result employers have to compete for top talent, making attracting and recruiting the right talent increasingly challenging. COVID and the enforced requirement to work from home has caused technology in this field to improve drastically and quickly, this has meant that remote working and hybrid working is now a standard offering for most companies. This has opened the job market up significantly, with candidates now able to apply for jobs and companies further away than they would normally be comfortable commuting. This is positive for Wiltshire Council as it opens up the potential applicant pool for our vacancies, and we have seen some evidence of this with on average around 1 applicant more per advert between April – September 2022 compared to January – March 2022. However, conversely, the fact that there are more opportunities available, alongside the cost of living crisis, may be causing staff to leave to seek improved financial benefits, especially if they have more bargaining power in the current candidate



driven job market. It's difficult to provide any concrete evidence of this at Wiltshire Council as exit questionnaire completion is still low in comparison to all leavers, however Wiltshire Council have experienced increasing turnover rates over the last two financial years. Historically voluntary turnover at Wiltshire Council has been fairly static, fluctuating closely around 10%. However the 2021/22 financial year and the



projected rate for the 2022/23 financial year are both significantly above this at around 13%, see the graph on the left. HR business partners are reporting back exit questionnaire completion at senior management team (SMT) meetings and are working to increase completion rates corporately to provide richer insight into why our employees are leaving.

The yellow bar is the projection for the current 2022/23 year and the orange bar has been slightly influenced by COVID when there were concerns around job security, a theme that was consistently highlighted in the Wellbeing and Engagement Survey's at the time. This was also a national problem with furlough policies and the impact on the economy affecting recruitment.

The Economy & Regeneration, Public Health and Ageing & Living Well directorates have the highest voluntary turnover rates this quarter and have experienced the biggest increases in comparison to the previous quarter (April – June 22). 67% in Economy & Regeneration, 60% in Public Health and 47% in Ageing & Living Well stating that they left for work outside of local government as their reason for leaving in our SAP system. In addition, since the introduction of a new exit questionnaire in August 2021, there have been 3 times more staff mentioning better pay/better benefits/promotion as a reason for leaving in the last 6 months (May 2022 – October 2022) than in the preceding 9 months (August 2021 – April 2022), 1 in 3 of which were from either Ageing & Living Well and Public Health. In addition, anecdotal evidence from the relevant HR business partner also suggests that better pay was a major contributing factor to some of this increase. This suggests that the current job market and cost of living crisis has had some effect, however as mentioned before the exit questionnaire data is referring to very small numbers (around 7% of all voluntary leavers in this time period) so should not be taken as conclusive evidence. However in addition, there are challenges facing these services which are a national issue: latent demand, national shortages and pressures on domiciliary care may all be having an impact.

### **Finance and salary costs**

The financial health of the organisation remains a topic high on the agenda, especially with the new prime minister proposing to reintroduce austerity measures. Since the TUPE transfer of Places Leisure in October 2021, the council headcount has remained fairly stable, and in line with this permanent salary costs have also remained fairly stable, as can be seen from the long term graphs at the end of this report. Casual costs have increased this quarter (+28%), however this is a normal seasonal increase largely due to utilising casual staff to cover the increase in demand on the Leisure service during the summer months, which accounts for 92% of the increase this quarter. The impending pay award will also impact the salary costs of staff and will likely impact costs in the next workforce report.

Agency costs are however something to monitor. Although, as can be seen from the long term graphs at the end of this report, agency costs and use are still significantly lower than in the past, it is currently on an increasing trend, increasing consistently over the last two quarters. This increase, and the consistent increase across both quarters, is predominantly from social care (both adults and children's). The previous workforce report detailed a benchmarking exercise that had highlighted, and reaffirmed, that Wiltshire Council are a median payer for social workers, in line with our pay policy approach. This means that although we don't pay the least, some local authorities are offering higher salaries to social workers and are likely to attract more interest, especially in this candidate market. Retention issues are a national challenge and this has historically, and continues to, compel the social care services to recruit agency staff where they cannot fill the vacancy permanently to continue delivering this critical and statutory service. As mentioned previously in this report, the current job market and the cost of living crisis may be causing an increase in turnover, and we have experienced

an increase in adults social care in particular, and this is likely compounding this shift towards using agency staff. The HR business partners, alongside the Talent Acquisition Consultant for the area, are working with the services to explore possible recruitment and retention strategies. This includes exploring whether market supplements are appropriate as one recruitment and retention strategy.

WORKFORCE DEMOGRAPHICS



Current quarter	<b>4884</b>
Apr-June 22	<b>4876</b>
Jan-Mar 22	<b>4854</b>
Oct-Dec 21	<b>4869</b>



Current quarter	<b>3746.8</b>
Apr-June 22	<b>3717.5</b>
Jan-Mar 22	<b>3675.1</b>
Oct-Dec 21	<b>3688.4</b>

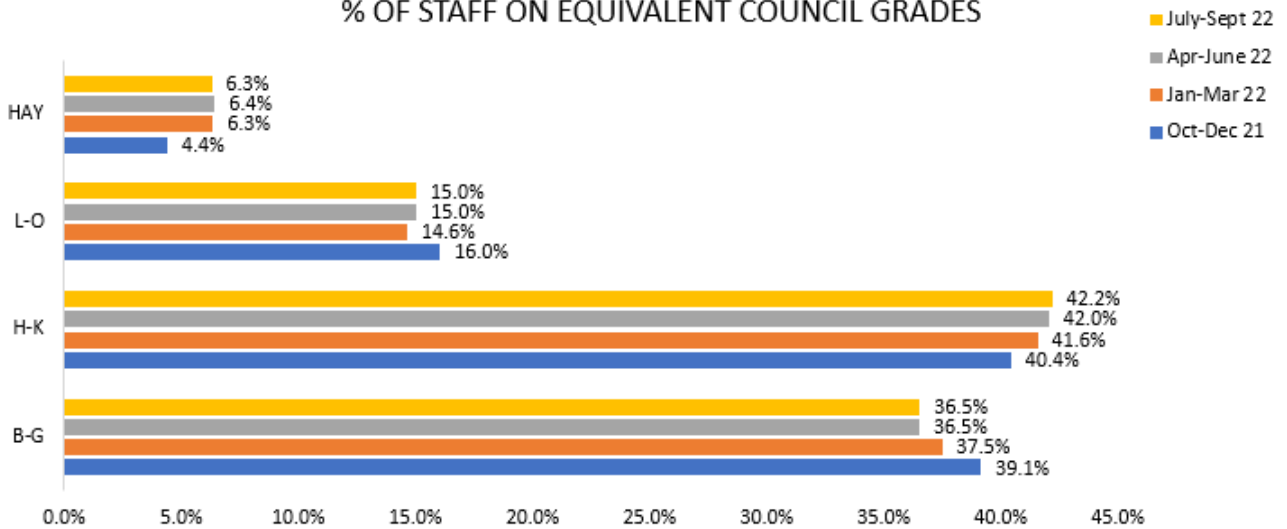


Current quarter	<b>8.0%</b>
Apr-June 22	<b>8.4%</b>
Jan-Mar 22	<b>8.8%</b>
Oct-Dec 21	<b>7.0%</b>

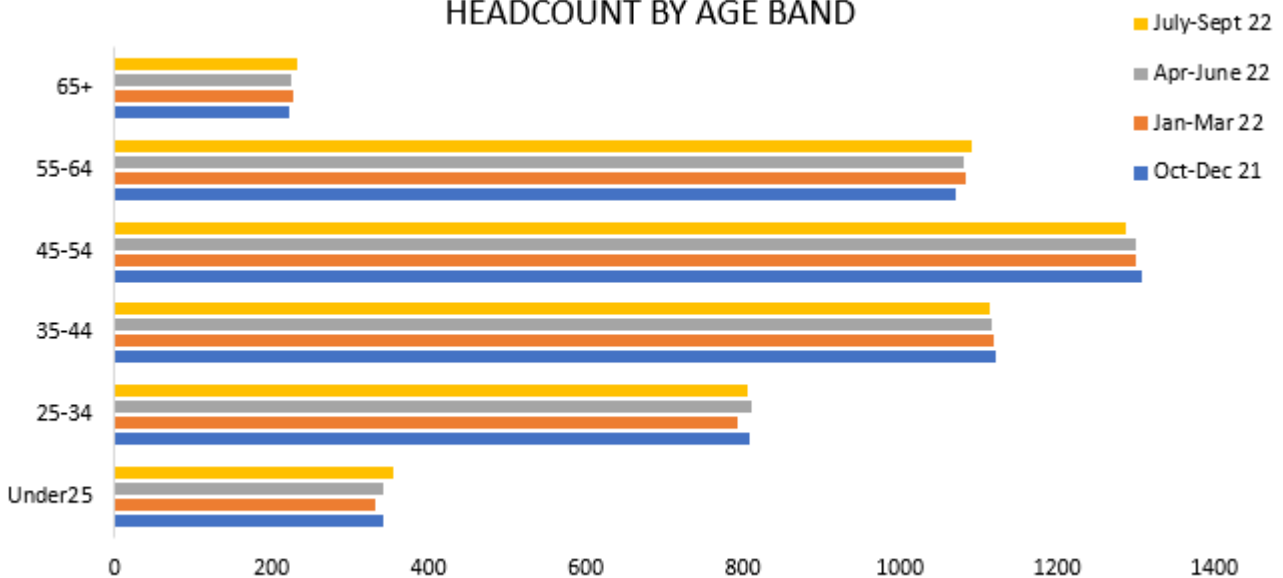


Current quarter	<b>4.3%</b>
Apr-June 22	<b>3.9%</b>
Jan-Mar 22	<b>3.9%</b>
Oct-Dec 21	<b>3.2%</b>

% OF STAFF ON EQUIVALENT COUNCIL GRADES



HEADCOUNT BY AGE BAND



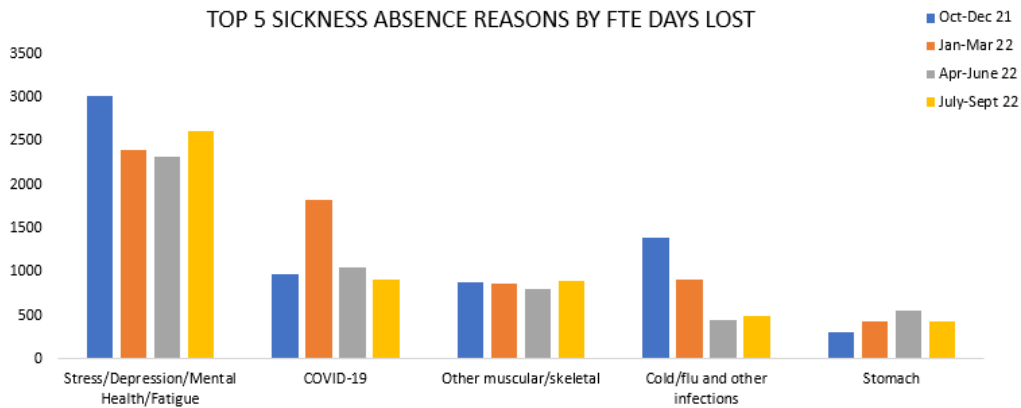
# SICKNESS ABSENCE

Working days lost per FTE for directorate

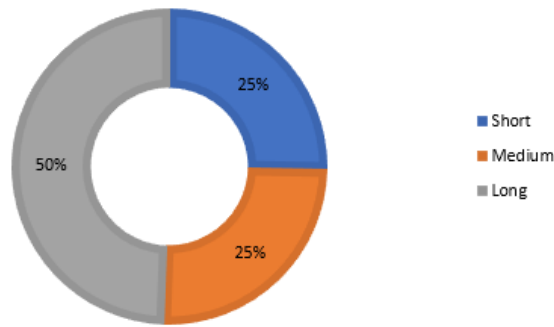
July-Sept 22

2.1

↑ an increase from last quarter (2.0)



## SICKNESS ABSENCE BREAKDOWN JULY - SEPT 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

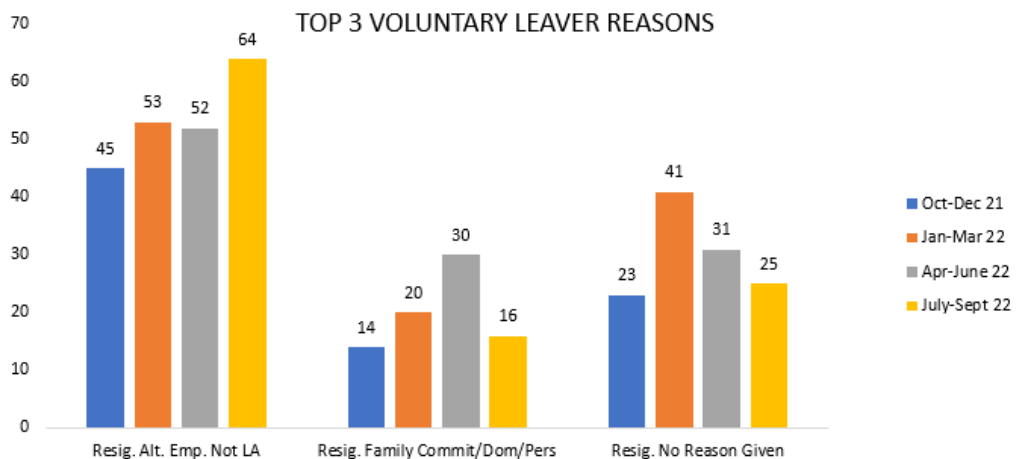
# TURNOVER

Leavers under 25 years old

Current quarter	15
Apr-June 22	14
Jan-Mar 22	24
Oct-Dec 21	14

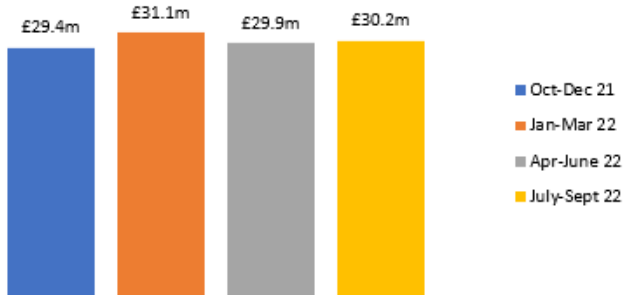
Leavers with less than 1 years' service

Current quarter	38
Apr-June 22	29
Jan-Mar 22	37
Oct-Dec 21	16

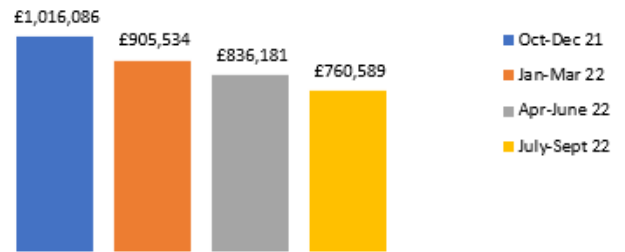


# EMPLOYEE COSTS

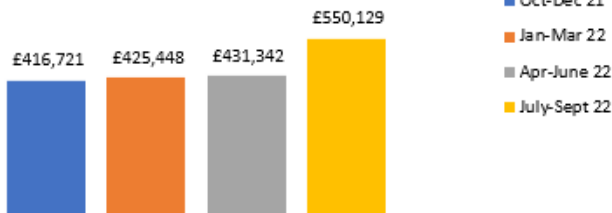
PERMANENT EMPLOYEE SALARY COSTS



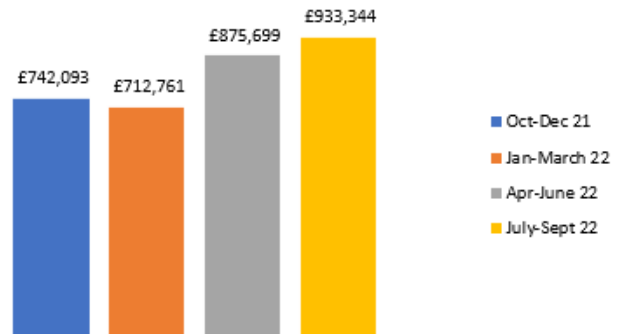
SICKNESS ABSENCE COSTS



CASUAL EMPLOYEE SALARY COSTS



AGENCY COSTS



# ADVISORY CASES

Disciplinary

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

Absence & Health

	New cases this quarter	Variance from previous quarter
Current quarter	108	-22
Apr-June 22	130	-33
Jan-Mar 22	163	5
Oct-Dec 21	158	11

Grievance

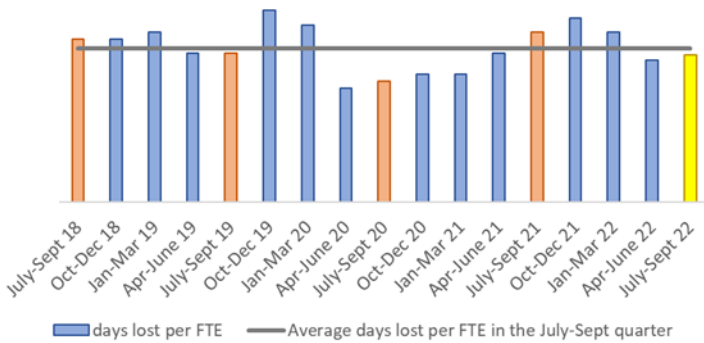
	New cases this quarter	Variance from previous quarter
Current quarter	5	2
Apr-June 22	3	0
Jan-Mar 22	3	-2
Oct-Dec 21	5	-5

Improving Work Performance

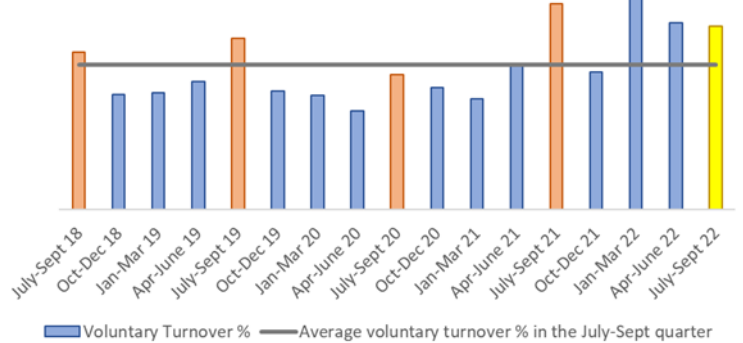
	New cases this quarter	Variance from previous quarter
Current quarter	3	1
Apr-June 22	2	-3
Jan-Mar 22	5	1
Oct-Dec 21	4	0

# LONG TERM TRENDS

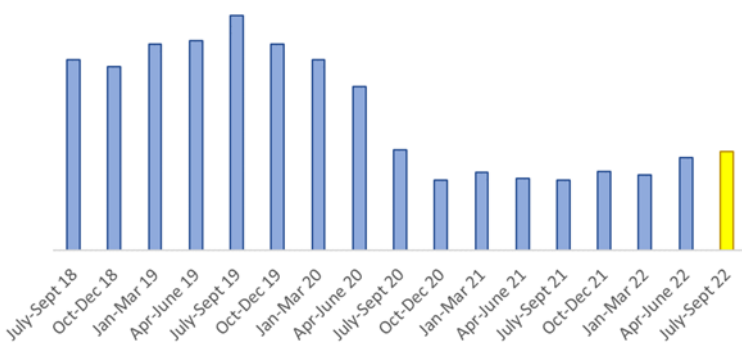
Days lost per FTE over the last 4 years



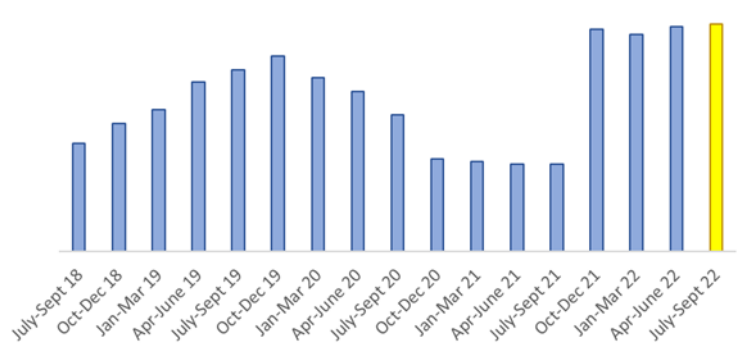
Voluntary Turnover % over the last 4 years



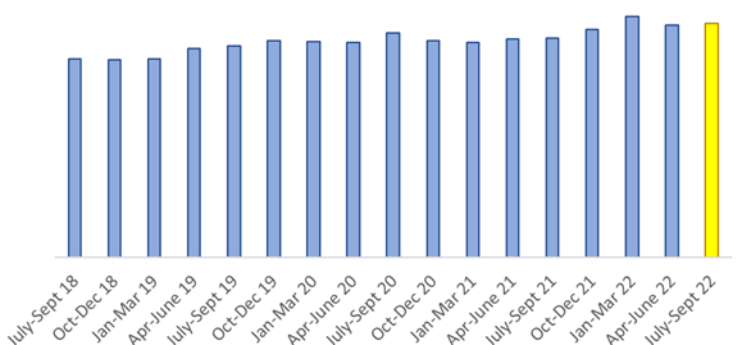
Agency spend over the last 4 years



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

