

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: The Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 6 July 2016
Time: 10.30 am

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

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

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

Membership:

Cllr Allison Bucknell
Cllr John Smale
Cllr David Pollitt
Cllr David Jenkins
Cllr Mike Hewitt

Baroness Scott of Bybrook OBE
Cllr Stuart Wheeler
Cllr Bob Jones MBE
Cllr Graham Wright

Substitutes:

Cllr Mark Packard
Cllr Tony Trotman
Cllr Bill Moss
Cllr Fleur de Rhé-Philippe

Cllr Desna Allen
Cllr Nick Blakemore
Cllr Stephen Oldrieve
Cllr Ernie Clark

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PART I

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** *(Pages 7 - 14)*

To confirm and sign the minutes of the previous meeting held on 4 May 2016.
(Copy attached)

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of the agenda (acting on behalf of the Corporate Director) no later than 5pm on **Wednesday 29 June 2016**. 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 **Appointment of Sub-Committees**

The Committee is asked to:

- (i) agree the size, and
- (ii) appoint the members and substitute members (up to four for each Party Political Group) to each of the following Sub-Committees:
 - (a) **Senior Officers' Employment Sub-Committee** – previous members being Cllr Mike Hewitt, Cllr Jon Hubbard & Cllr Stuart Wheeler.
(Substitute Members: Cllr Fleur de Rhe-Philipe, Cllr David Jenkins, Cllr Gordon King, Cllr Mark Packard, Cllr Baroness Scott of Bybrook OBE, Cllr John Smale and Cllr Ian Thorn.)
 - (b) **Appeals Sub-Committee** – previous members being Cllr Allison Bucknell, Cllr David Jenkins & Cllr Stuart Wheeler.
(Substitute Members: Cllr Fleur de Rhe-Philipe, Cllr Mike Hewitt, Cllr John Hubbard, Cllr Gordon King, Cllr Bill Moss, Cllr Mark Packard & Cllr Ian Thorn.
 - (c) **Grievance Appeals Sub-Committee** – previous members being Cllr Allison Bucknell, Cllr Mike Hewitt & Cllr Gordon King.
(Substitute Members: Cllr Peter Evans, Cllr Jon Hubbard, Cllr David Jenkins, Cllr Bill Moss, Cllr Mark Packard, Cllr Ian Thorn & Cllr Tony Trotman.

Under Paragraph 2.4.1 of Part 3 of the Council's Constitution, it is a requirement that at least one member of the Senior Officers' Employment Sub-Committee should be a member of the Cabinet when it discharges its function to dismiss and take disciplinary action against certain categories of officer in accordance with the officer employment procedure rules. Accordingly, it is recommended that a second Cabinet member be appointed to this Sub-Committee either as a member or as a substitute member.

7 **Misuse of Alcohol, Drugs and other Substances Policy and Guidance**
(Pages 15 - 28)

A report by the Associate Director, Public Health and Protection is attached.

8 **Update on Actions to Recruit and Retain Social Workers** (Pages 29 - 36)

A report by the Associate Director, People and Business is attached.

9 **National Joint Council (NJC) National Pay Award 2016/17** (Pages 37 - 38)

A report by the Associate Director, People and Business is attached.

10 **Date of Next Meeting**

To note that the next meeting of this Committee is scheduled to be held on Wednesday 7 September 2016, to be held in the Kennet Room, County Hall, Trowbridge, starting at 10.30am.

11 **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

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STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 4 MAY 2016 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chair), Cllr David Pollitt, Cllr David Jenkins, Cllr Tony Trotman (Substitute), Cllr Mike Hewitt, Cllr Stuart Wheeler, Cllr Bob Jones MBE and Cllr Graham Wright

24 Apologies for absence

Apologies for absence were received from Cllr John Smale (who was substituted by Cllr Tony Trotman) and Cllr Baroness Scott of Bybrook OBE.

25 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 4 May 2016.

26 Declarations of Interest

There were no declarations of interest made at the meeting.

27 Chairman's Announcements

The Chairman referred to the recent marriage of Paul Rouemaine and Emily?? who were both previously employed in the Human Resources Unit and known to members of this Committee. Members of the Committee joined the Chairman in extending their best wishes for a long and happy marriage.

28 Public Participation

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

29 Workplace Health Charter Update

The Committee received a report by the Associate Director, Public Health, which provided an update on the accreditation outcomes for Workplace Health Charter status.

It was explained that the Workplace Health project was aimed at raising awareness of workplace health issues and influencing the management of those health risks both by management and by individuals. Achievement of these goals led to accreditation for the nationally recognised Workplace Health Charter.

The principal objective was a shift in individual and corporate behaviours which were perpetuated to become norms of behaviour, thus creating a workplace culture in which preventative health management was embraced.

The Council submitted its body of evidence against each of the following eight criteria:

- Leadership
- Absence management
- Health and safety
- Mental health
- Smoking
- Physical activity
- Healthy eating
- Alcohol and substance misuse

The Council was awarded a rating of 'Excellence' in each of these categories and it was thought that Wiltshire Council could well be the first local authority in England to achieve this rating.

It was noted that there were schemes to offer staff discounted membership of gyms and health clubs and also for the purchase of cycles.

Members noted that healthier staff, achieved through heightened awareness of lifestyle choices plus positive and early management support in the workplace, would lead to cost savings through better attendance, better performance, higher morale, better retention, fewer incidents, lower litigation levels and reputational gains.

Resolved:

- (1) To welcome the outcomes of the accreditation procedure, recognise the enormous amount of excellent work that had been undertaken by staff and to congratulate all those involved in that work.**

- (2) **To endorse the ongoing benefits realisation plan and to request an update of progress made in 12 months' time.**

30 **Dignity at Work and Grievance Policy & Procedure**

Consideration was given to a report by the Associate Director, People and Business, which presented amendments to the Dignity at Work and Grievance Policy and Procedures.

It was explained that the main changes included bringing the formal stage of the dignity at work policy in to line with the grievance policy, the inclusion of a statement of commitment in the dignity at work policy and changes around the grievance clarification meeting in the grievance procedure.

Resolved:

To approve the changes to the Dignity at Work and Grievance Policies and Procedures.

31 **Outcome of local trade union negotiations for changes to terms and conditions and update on national pay negotiations**

Consideration was given to a report by the Associate Director, People & Business which provided an update on the outcome of local trade union negotiations and also on the national pay negotiations.

Members noted that the Council's budget for 2016/17 required savings of £25.254m, whilst still delivering the priorities over the next year. In order to deliver the savings required a total of £2.5m savings had been allocated to be provided from changes to terms and conditions.

Negotiations between the Council and the recognised trade unions (UNISON, Unite and GMB) commenced in February 2016, the aim being to try and reach agreement on ways in which these savings could be found. The Unions had also been invited to put forward suggestions as to how the savings target could be delivered.

Eventually the following proposals had been agreed between the Council and the three trade unions and subsequently endorsed following a conducted ballot of trade union members:

- An incremental freeze for two years.
- An increase of two days annual leave per annum.
- To introduce a "purchase of annual leave policy", which should generate income as managers would not be expected to cover the absences. This would not be available to Council term only staff and school support staff.

- No further changes to terms and conditions for four years.

The Committee was also informed that national negotiations were still taking place regarding the annual pay award.

After some discussion,

Resolved:

- (1) To note the update on changes to terms and conditions.**
- (2) To note that the new policy for “Purchase of Annual Leave” would be considered later in the meeting.**
- (3) To note that national negotiations were still taking place on the annual pay award and that the Committee would be kept up to date regarding progress on this matter.**

32 Purchasing Annual Leave Policy

The Committee considered a report by the Associate Director, People & Business which presented the purchase of annual leave policy which would give employees the opportunity to purchase two weeks additional leave each year (pro-rata for part-time employees). This could be used for special occasions or personal reasons and was aimed at providing greater work/life balance for employees.

It was noted that the introduction of this scheme was as a result of the recent local negotiations between the trade unions and the Council to deliver savings from staffing costs.

During discussion Members were assured that the introduction of this policy would not lead to any increases in costs as managers would be expected not to cover the absences.

Members also sought assurances that staff were taking their allotted annual leave entitlement and requested a short report at the next meeting explaining how the taking of leave was being monitored and recorded.

Resolved:

- (1) To approve the purchasing of additional annual leave policy.**
- (2) To request a short report at a future meeting setting out how annual leave was being recorded and monitored.**

33 **Delivering the Business Plan - March 2016**

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 31 March 2016, concerning:-

Staffing levels
Sickness absence
New health and safety RIDDOR related injuries
New disciplinary, grievance and absence cases
Voluntary staff turnover
Employee costs
Additional financial information
Employee diversity

It was noted that the headcount across Wiltshire had seen a decrease of 56 employees (-1.2%) since the last quarter, with the number of employees now being 4772.

The Committee was very pleased to note that in line with the decrease in agency use during the quarter, the spend on agency staff had also decreased significantly. Operational Children's Services had seen the largest decrease in agency spend over the quarter, spending £0.60m (-£140,465).

Resolved:

To note the contents of the report.

34 **Careers Website - Performance and Progress 2015/16**

The Committee considered a report by the Associate Director, People & Business which contained:

- A complete set of 2015/16 performance data for the careers website which had been launched on 11 May 2015.
- Progress made against the improvements identified in the report to this Committee at its meeting on 4 November 2015.
- Details of further developments planned to improve attraction and recruitment.

Members noted that the number of applications commenced from use of the careers website had started to increase in the last quarter by 67 more than during the previous quarter. The careers website did not take into account whether the application had been completed and submitted. However, when this data was compared with the number of applications started and submitted within the Council's applicant tracking system (Talentlink), the data followed the same pattern.

It was also noted that the candidate satisfaction survey was being sent to successful candidates on completion of the interview process. Although survey response rates were low, with only 21 responses received for quarters 1 to 4, the majority of answers were positive and did not indicate any causes for concern.

It was pointed out that Glassdoor analytics (a jobs and recruiting site) showed that the number of people engaging with the site had increased. The total number of page views had reached 7,000. Monthly views were steadily increasing after a peak in October 2015 when the Council became an engaged employer with Glassdoor.

After some discussion,

Resolved:

- (1) To note the contents of the report.**
- (2) To request a further update on the performance of the website in 12 months.**

35 Date of Next Meeting

Resolved:

To note that the next meeting was scheduled to be held on Wednesday 6 July 2016, in the Kennet Room at County Hall, Trowbridge, starting at 10.30am.

36 Urgent Items

The Chairman announced that she had accepted the confidential matter in Minute No 38 below as an item of urgent business, on the recommendation of the Associate Director, People & Business, because the matter could not wait until the next scheduled meeting of the Committee on 6 July 2016.

37 Exclusion of the Public

Resolved:

To agree that in accordance with section 100A (4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute No. 23 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

38 **Exclusion of the Public**

Resolved:

To agree that in accordance with section 100A (4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute No. 39 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

39 **Appointment of Senior Officers Employment Sub-Committee**

The Committee was informed that there was a need to appoint members and substitute members to the Senior Officers Employment Sub-Committee to hear a grievance against senior officers. It was likely that the Sub-Committee would need to meet before the next meeting of this Committee on 6 July 2016, hence the reason for taking this as an urgent item.

The appointment of the Sub-Committee would need to take place after full Council had approved the appointment to committees, including the Staffing Policy Committee, at its Annual General Meeting on 10 May 2016.

Resolved:

To delegate the appointment of members and substitute members of the Senior Officers Employment Sub-Committee to the Associate Director, People & Business in consultation with the Chairman of this Committee and to report the membership back to this Committee at the earliest opportunity.

(Duration of meeting: 11.30 am - 12.40 pm)

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

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

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Misuse of alcohol, drugs or other substances policy and guidance

Purpose of Report

1. The purpose of this report is to present the updated version of the misuse of alcohol, drug and other substances policy along with accompanying guidance for managers.

Background

2. The existing policy has been updated to provide greater clarity regarding the role and functions of managers in the event of employees attending for work under the influence of any of these substances.
3. It also updates details of the support available for employees who declare a dependency to alcohol and drugs and sets out measures in place to support their rehabilitation.
4. After detailed consideration it was decided not to pursue random drug-testing of staff or post-incident testing as part of the policy. However the police would apply such testing of employees if any relevant incident was under its investigation.

Main Considerations for the council

5. The broad message of the policy is that employees can expect a supportive response to any proactive self-disclosure of dependency but that equally the council will consider applying appropriate disciplinary processes to anyone who endangers themselves or others through their misuse of named substances.
6. The policy and guidance includes:
 - Definitions of misuse and descriptions of what substances are included within its remit including prescribed medications;
 - Support for managers to be able to identify issues and take action at an early stage;
 - The roles and responsibilities of managers and employees;
 - Encouragement for individual employees to disclose any concerns about themselves or others regarding misuse of substances;
 - Details of the supportive measures that can be offered to employees;
 - Details of and when disciplinary action may be considered.

Environmental Impact of the Proposal

7. None.

Equalities Impact of the Proposal

8. The policy provides advice and guidance to all employees and aims to support those who have alcohol or substance misuse problems and associated health issues.

Risk Assessment

9. The council has a statutory duty under health and safety legislation to provide a safe working environment for its employees and those affected by its undertakings. This policy is an important contribution to this. Failure to have an effective policy on this topic not only potentially endangers safety but also gives rise to the risk of reputational harm and litigation in the event of any incident in which the misuse of alcohol, drugs or other substances is contributory.

Financial Implications

10. There would be a cost to the council in providing support to staff as set out in this policy. This may include time off to attend treatment and/or the adjustment to work duties. These are however likely to be modest and insignificant against the greater costs involved in the aftermath of a serious incident.

Recommendation

11. It is recommended that Staffing Policy Committee approves the revised policy and guidance for managers.

Frances Chinemana
Associate Director Public Health and Protection

Report Author: Paul Collyer, Head of OH&S

Wiltshire Council Human Resources

Misuse of alcohol, drugs or other substance policy

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

What is it?

This policy sets out how the council will deal with issues of alcohol, drug or substance misuse.

Go straight to the section:

- [Who does it apply to?](#)
- [When does it apply?](#)
- [When does it not apply?](#)
- [Definition of alcohol/substance misuse](#)
- [Aims of the policy](#)
- [What are the main points?](#)
- [Application of the policy](#)
- [Confidentiality](#)
- [Performance and disciplinary issues](#)
- [Use of prescription medications](#)
- [Roles and responsibilities](#)

Who does it apply to?

This policy applies to all Wiltshire Council employees, unless a separate contractual policy applies to a transferred employee to whom separate TUPE terms and conditions of employment apply. This policy does not apply to teaching and non-teaching staff employed in maintained schools or academies.

When does it apply?

This policy will apply in all circumstances of alcohol or drug misuse at work, but may also apply when an employee's misuse of alcohol or drugs outside of work brings the reputation of the Council into disrepute.

When does it not apply?

Effects of a course of prescribed drugs taken in line with specified dosages will not be considered as misuse

Definition of alcohol/substance misuse

1. The council defines alcohol, drug or substance misuse as the adverse impact upon an employee's work capability or conduct through the consumption of alcohol or the use of illegal or prescribed drugs (including over the counter medicines), and solvents.
2. This impact may be as a result of a single episode, or intermittent or regular occasions.

Aims of the policy

3. To increase awareness of the effects of alcohol and drug misuse, to highlight possible signs and symptoms of misuse.
4. To encourage employees who have an alcohol or drug related problem to disclose this, in confidence, to their manager with assurances that it will be dealt with supportively, fairly and consistently.
5. Ensure employees are aware of their responsibilities regarding alcohol, drug and substance misuse and the consequences thereof.

What are the main points?

6. This policy promotes a culture which understands and supports those experiencing problems associated with alcohol and drug misuse. Staff with long-term or chronic problems are encouraged to disclose their dependency in order that suitable support can be provided.
7. The council has, though, a responsibility to fulfil its duty of care responsibilities under Health and Safety legislation and must provide a safe, healthy and productive working environment for employees. Employees must not, therefore, attend for work or commence work duties under the influence of alcohol or drugs, even if they feel that their performance is unaffected.
8. It is sufficient for a manager to have a *reasonable suspicion* that an employee is under the influence of alcohol or drugs in order to take appropriate action which will include consideration of the need to suspend them from duty and consider the disciplinary investigation procedure.

Application of the policy

9. Alcohol and drug-related problems may develop for a variety of reasons and over a considerable period of time. We are committed, in so far as possible, to treating these problems in a similar way to other health issues.
10. If you believe that you either have or are developing an alcohol or drug-related problem you are encouraged to seek confidential advice and support from your manager with onward referral to Occupational Health and / or specialist advice as soon as possible

11. The council will positively support time off to receive rehabilitation treatment subject to operational demands and will be supportive towards you if seek help with addiction problems. Your manager will, with your agreement and in consultation with the Occupational Health Service, seek to put a supportive plan in place to help you.
Such a plan may include:
 - referral to appropriate treatment providers, where necessary, in conjunction with your GP.
 - time off work to attend treatment and to record absence for such treatment as periods of sickness absence.
 - adjusting your duties or other support as recommended by the Occupational Health Service, or your GP or specialist during treatment and for an agreed period thereafter, subject to operational requirements and feasibility.
12. Additional guidance is available to support managers. Refer to guidance for managers – [Misuse of drugs, alcohol or other substances](#)
13. Additional information for employees can be found in the Workplace Health and Wellbeing charter pages – [alcohol and substance misuse](#)

Confidentiality

14. We aim to ensure that the confidentiality of any member of staff experiencing alcohol or drug-related problems is maintained appropriately. However, it needs to be recognised that, in supporting staff, some degree of information sharing is likely to be necessary.
15. If you seek help with an alcohol or drug-related problem directly from Human Resources [or Occupational Health] and you wish to keep matters confidential from your manager and colleagues, this will be respected unless there is reason to believe that this could put you, your colleagues or anyone else at risk, or carries some other material risk for the business. In those circumstances HR will encourage you to inform your manager and will give you sufficient time to do so before HR discuss the matter with them.

Performance and disciplinary issues

16. If you agree to undertake appropriate treatment and/or rehabilitation for an acknowledged alcohol or drug-related problem, we may decide to suspend any ongoing disciplinary action against you for related misconduct or poor performance, pending the outcome of the treatment.
17. If you do not finish a programme of treatment, or your recovery and return to work does not go as planned, your manager OR a Human Resources Adviser will meet with you to decide what further action, if any, should be taken.
18. Where help is offered but refused, the council may have no option but to follow the disciplinary procedure which could lead to dismissal.

Use of prescription medications

19. Employees have a duty to inform managers of any medicines they are taking which have side effects that may impair their ability to do their job in any way. This may include prescribed or over the counter medicines and includes affecting their ability to drive if that is part of the role.
20. Managers can obtain additional information about particular medications from the Occupational Health Service by calling 01225 713185 or emailing occhealth@wiltshire.gov.uk

Roles and responsibilities

Employee responsibilities

21. To complete the online awareness training relating to alcohol misuse.
22. To not attend for work or commence work duties under the influence of alcohol or drugs. This requires employees to take account of the effect of alcohol consumed or substances used in non-work periods leading up to work periods.
23. To not consume alcohol or take drugs (other than prescription or over the counter medication as directed) whilst on Council premises, in council vehicles or undertaking work duties. Exceptions may be allowed for consumption of alcohol at Council sponsored hospitality functions, however employees should be aware that they still have a duty to behave appropriately and not bring the Council into disrepute
24. To disclose any use of prescribed or over the counter medicines that may impair performance or introduce a safety risk.
25. To seek help and support if they are aware of a current or foreseeable alcohol, drug or substance dependency.

Line manager responsibilities

26. To monitor employee behaviour for any sign or symptom of alcohol, drug or substance misuse and any other contravention of this policy.
27. To respond immediately where personal safety is at risk.
28. To proactively raise any concerns with an employee and encourage the employee to disclose relevant information regarding any use or dependency.
29. To maintain confidentiality of any personal information and to seek further advice in a timely manner from HR and/or Occupational Health.

Equal Opportunities

This policy has been Equality Impact Assessed ([link to EIA for policy](#)) to identify opportunities to promote equality and mitigate any negative or adverse impacts on particular groups.

If appropriate:

Managers will make any necessary adjustments to ensure that all employees are treated fairly. For further information see the guidance on equal opportunities in ([link to equal opps guidance](#))

Legislation

Health and Safety at Work Act 1974
Management of Health and Safety Regulations 1999

This policy has been reviewed by an external legal organisation to ensure compliance with (the above legislation and) our statutory duties.

Advice and guidance

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.

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

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

There is also a [toolkit](#) including manager guidance and supporting documents to use when following this policy and procedure.

For further information please speak to your manager, associate director or contact Occupational Health by emailing occhealth@wiltshire.gov.uk or by calling 01225 713185 or a HR case adviser.

Policy author	HR Policy and Reward Team – (Initials)
Policy implemented	DD-MM-YYYY
Policy last updated	DD-MM-YYYY

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Guidance for managers on the misuse of alcohol, drugs or other substances policy

What is this policy?

1. The council is legally and morally responsible for, and committed to, ensuring the health, safety and welfare of all employees as far as is reasonably practicable. This includes the misuse of alcohol, drugs or other substances.

Definition and nature of alcohol/substance misuse

2. The council defines alcohol, drug or substance misuse as the adverse impact upon an employee's work capability or conduct through the consumption of alcohol or the use of illegal or prescribed drugs (including over the counter medicines), and solvents.
3. This impact may be as a result of a single episode, or intermittent or regular occasions.

Why has this guidance been produced?

4. These guidance notes have been produced to assist managers to identify employees with a problem at an early stage and to provide appropriate guidance and support.
5. Individual line-managers have an important role in achieving the aims of this guidance as, whilst they are not expected to diagnose misuse, the monitoring of performance and behaviour can help identify problems at an early stage.
6. A failure to act, where alcohol or substance misuse is known of or suspected, may put at risk the welfare of employees, clients and others and may also make the council liable to prosecution.

Policy Statement

7. The council has a statutory duty under the Health and Safety at Work Act 1974 to ensure, so far as is reasonably practicable, the health, safety and welfare at work of its employees.
There is also strong evidence that failure to tackle issues relating to alcohol and drug abuse is costly. Costs can be due to:
 - increased levels of absenteeism, lateness and sickness absence
 - lower productivity
 - accidents and mistakes
 - unacceptable conduct, which may threaten the Company's reputation
 - legal action.
8. Employees should also be aware of their individual responsibility for their own health and safety and for those who may be affected by their acts or omissions whilst at work.

9. The council recognises that an alcohol or substance misuse problem may be an illness which calls for advice and support and should be treated in a confidential and constructive manner, notwithstanding that it may be appropriate to apply disciplinary measures. Early identification and appropriate treatment are the most useful ways of dealing with such misuse. The policy aims to assist those affected to acknowledge the problem, and to encourage employees who recognise that they may have a problem to voluntarily seek advice and help.
10. The policy is designed to ensure that the council's interests and those of the public for an effective, efficient and safe service are maintained whilst employees are treated in an appropriate manner.
11. Consumption of alcohol or substance misuse at work, hospitality functions, during breaks or immediately prior to starting work is detrimental to job performance and incompatible with good practice in terms of health and safety. Employees must not attend for work whilst still under the effects of alcohol, drugs or other misused substances. This absence must be taken as annual leave or, where in operation, flexi-time.
12. Disciplinary action will be taken against employees who are convicted of an offence of driving under the influence of alcohol or drugs which is committed whilst on council business.
13. The council is under a duty to uphold the law where a drug is a controlled substance under legislation
14. The policy applies to all council employees, unless a separate contractual policy applies to a transferred employee to whom separate TUPE terms and conditions of employment apply. This policy does not apply to teaching and non-teaching staff employed in maintained schools or academies.

Line Manager's role and responsibilities

15. The line manager's role involves responsibility for effective performance and concern for employee safety and welfare through monitoring performance, behaviour and attendance. Where a problem arises it should be treated sensitively, bearing in mind the right to confidentiality as with other medical or personal issues.
16. Supervisors and managers are not expected to diagnose alcohol/substance misuse or to recommend treatment as only those medically qualified to do so should make an assessment.
17. Managers are advised to take initial advice from an HR case adviser and/or Occupational Health and/or Health and Safety advisors, where appropriate.
18. Managers should be aware that their personal conduct could have a significant impact on the readiness of all workers to adopt reasonable attitudes and behaviours in relation to alcohol / substance misuse. Prevention of such misuse should be seen as a workplace issue and each employee has a part to play.

Application of the policy

19. Employees who believe that they have an alcohol or substance related problem, are encouraged to seek help and treatment voluntarily either through the council's own Occupational Health or through their own GP or specialist agencies. Employees are also encouraged to approach their supervisor or line manager.
20. Where an incident occurs which appears to be due to negligent or deliberate misuse of alcohol or any other substance, the employee will be subject to the council's disciplinary procedures.
21. Employees who come to the notice of managers, through observations or by disciplinary proceedings, as possibly having an alcohol or substance related problem will be offered the opportunity of assessment and help by Occupational Health or referral to an outside agency. However, this does not prejudice the council's right also to pursue the matter through disciplinary procedures.
22. Any employee under the influence of alcohol or other substances at work will be suspended from work immediately and an investigation will be undertaken in accordance with the disciplinary policy.

Suspected misuse

23. If you suspect alcohol or substance misuse, before discussing the problem with the employee you should gather facts about performance, attendance, interactions and factors relating to job performance.
24. You should keep an open mind as to causes for poor performance or behaviour as there may be other causes (e.g. stress, mental ill health, major life changes, certain physical illnesses).
25. Possible problems might be in behaviour or interaction with colleagues, sickness record, and incidents/accidents involving the employee or poor performance against targets.

Initial approach to the employee

26. It can be difficult for managers to decide what course of action to take at this stage and early discussions with an HR case adviser and/or Occupational Health and/or Health and Safety advisors will be helpful. Generally, 'one off' acts are usually treated as conduct issues whereas long term addiction is dealt with as a health issue, notwithstanding that it may be appropriate to apply disciplinary measures. Where a health issue is identified, the employee should be encouraged to seek assistance through the council's Occupational Health or through their own GP or specialist agencies.
27. Managers should start discussions with the observations and facts that they have gathered and give the employee the opportunity to provide an

explanation. Individuals with an alcohol or substance misuse problem may often try to conceal it or deny the problem even when it is obvious. However, it should be remembered that there can be many causes for poor performance or changed behaviour, e.g. stress, mental ill health, major life changes, or certain physical illnesses.

28. You should clearly state expected standards of work and behaviour, gain the employee's agreement to meet these and set a review date. You should be sensitive but direct, encouraging the employee to seek help. If he/she refuses to seek help you should discuss the potential consequences.
29. If you suspect a problem but performance is not obviously affected it may still be appropriate to discuss the situation informally with the employee because of health and safety responsibilities. This may act as a preventative measure. The situation must then be monitored as to any further action necessary.

Monitoring Review

30. No further action is needed if the employee has had no lapses and all evidence supports this. If at the monitoring review date the employee is still undergoing relevant support and / or treatment an extension of the monitoring period can be set.

Time off/leave to undergo treatment

31. There are a variety of treatments for long-term misuse (e.g. hospital admission, session clinics, counselling). The employee should be allowed to attend sessions during working time if they cannot be booked outside of working hours.
32. Leave to undergo treatment will be treated as sick leave within the terms of the appropriate sick pay scheme, with monitoring of progress by Occupational Health.
33. Upon successful completion of treatment the employee should, where possible, return to their usual job. It is recommended that initial regular supportive meetings are set up between the employee and their manager so that the return to work is monitored and any issues are discussed and managed at an early opportunity.
34. Following return to employment after or during treatment, should work performance again suffer as a result of an alcohol or drug related problem, a further opportunity for help and treatment may be offered if appropriate.
35. Where the employee is no longer capable of continuing their usual job it may be appropriate to seek alternative employment in line with the council's redeployment policy and in discussion with an HR case adviser and Occupational Health.

Refusal of assistance

36. Should an employee refuse or discontinue any programme of assistance, then any unacceptable behaviour or inadequate standard of work will be dealt with through the council's disciplinary, improving work performance or ill-health procedure as appropriate.
37. If an employee returns to work and lapses with further misuse of alcohol or drugs appropriate action will be taken in accordance with this policy.

Unlawful possession of drugs

38. If an employee is convicted/ cautioned for or suspected of unlawful possession of drugs you should instigate an immediate investigation, taking into account the following factors when considering whether disciplinary action is appropriate:
 - whether the offence took place on or off duty
 - whether a safety risk was involved
 - the ability of the employee to work effectively
 - the effect on the council's reputation
 - the illegality of the employee's actions
 - whether the employee has contact with children and/or other vulnerable people at work
 - whether the incident needs reporting to the Police.
39. An employee found to be involved in, or convicted, of the unlawful manufacture or supply of drugs may be liable to dismissal. You should contact an HR case adviser as soon as you suspect a problem.

What help is there available?

40. Any manager who wants more information or advice related to this guidance should contact the HR operations team in the first instance. Employees who feel they have a problem may wish to talk to their GP or other external agencies, details of these can be found on the [Alcohol and substance misuse pages](#) of the Workplace health and wellbeing guide on HR direct. They may also wish to contact their Trade Union.

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Update on actions to recruit and retain social workers

Purpose of Report

1. The purpose of this report is to provide the committee with an update on the actions being taken to recruit and retain social workers, and to provide details of the significant progress made since a recruitment campaign commenced in August 2014. The report also outlines the actions planned to sustain the improvements made.

Background

2. The council has a statutory responsibility to provide adult social services and children's social care, and one of the council's three priorities in the Business Plan 2013 – 2017 is to protect the most vulnerable in Wiltshire's communities. Social workers and social work managers have a key role meeting the statutory responsibilities, and in delivering that priority, which means being able to recruit and retain high calibre staff in these roles is critical to delivering the principles and actions that will ensure that we meet this priority
3. In 2014 there were difficulties in recruiting experienced social workers and social work managers across both adults and children's services within the council, with the most significant difficulties within operational children's services, especially in safeguarding and assessment. The ability of the council to recruit and retain was being driven by recruitment difficulties nationally in respect of social workers, particularly in respect of experienced practitioners, and this position was reinforced by the number of recruitment campaigns taking place in councils across the country which meant that competition for these roles was, and continues to be, significant.
4. As a result a new recruitment campaign, which developed a new approach to attracting candidates to social work roles, commenced in August 2014, and has been delivered in three phases. Previous reports to Staffing Policy Committee have provided updates on the progress of the first two phase of the campaign.

Actions taken during 2015/16

5. Building on the actions taken August 2014 to March 2015 (detailed in the Staffing Policy Committee report on 6 May 2015), a third phase of the social work recruitment campaign was developed which started 1 April 2015 and ended 31 March 2016
6. Financial investment in this phase was adjusted resulting in a 50% reduction compared to 14/15 to recognise the changing nature and intensity in activity needed for the 3rd phase of the recruitment campaign.
7. This phase has been characterised by a reduction in the number of experienced social workers needing to be recruited to and a continuing reduction in numbers of agency workers on assignment, particularly in operational children's services. This has been due to a combination of factors:

- the success in recruiting to social work vacancies in previous campaign phases and the consequent reduction in number of vacancies being carried forward into Phase 3
 - the targeting of newly qualified social workers (traditionally not hard to recruit to) to support the development of 'Pods' for newly qualified social workers in operational children's services during Phase 3 (see paragraph 15)
 - the introduction and successful implementation of recruitment and retention programmes under the WIHSC (Wiltshire Institute for Health and Social Care), namely 'Return to Social Work' and 'Grow our Own' and;
 - the work to integrate adult care operations with health through the development of 'clusters' as part of the Better Care Plan
8. During phase 3, and based on the media performance from phase 1 and 2, it was essential to target media which had performed well during previous phases to achieve maximum results and alongside this complementary in-house marketing activity was developed.
 9. A range of recruitment marketing activities took place during this phase and included sponsored features, editorials together with 60 enhanced/targeted job listings placed across The Guardian, Community Care and Indeed and adverts on Facebook.
 10. In addition the use of social media across LinkedIn, Twitter, Facebook and more recently Instagram has been increased using in-house knowledge and skills that have been developed during the course of the whole campaign. In addition the number of blogs from social work staff promoted via all social media channels and accessed through our careers website, have been developed and this has included a student undertaking the council's [Step up to Social Work programme](#).
 11. A number of changes have been made on the council's careers website (jobs.wiltshire.gov.uk). From November 2015, a 'recruitment spotlight' was developed on the homepage for social work, making it easier for viewers to be directed to specific information about working for the council and latest job vacancies on the social care microsite.
 12. Phase 3 of the recruitment campaign has also provided an opportunity to develop strong links with the military. Recruit for Spouses, a locally based company supporting partners of military personnel to find work were commissioned for the first time to advertise and promote social work jobs as part of the council's on-going commitment and work with the armed forces. In addition (British Forces Resettlement Services) Tidworth Careers Event in September 2015 was attended by HR & OD to promote social care careers.
 13. The Wiltshire Institute of Health & Social Care (WHISC) has also been further developed during this phase. The purpose of the WHISC is to help attract, recruit, develop and retain health and social care professionals across the county, in order to improve outcomes for our service users. As part of WHISC a social work career pathway has been mapped out and promoted involving both principal social workers and HR & OD, and a number of programmes have now been implemented including:
 - **Return to Social Work:** a scheme to attract qualified social workers who have been out of practice for more than 2 years or who have qualified and never practiced who need to re-register. A successful return to social work coffee morning was held on the 1 November at County Hall where "returners" were able to find out about practicing social work in Wiltshire and a total of 36 enquiries were made and has resulted in 7 social workers of varying degrees of experience

under the scheme being placed across adults (4) and children's (3) with a further 4 to be placed in operational children's services.

- **Step up to Social Work:** a national funded initiative by the Department for Education (DfE) providing a 'fast-track' route to qualified social work status for those with a first degree. Wiltshire is one of 4 local authority partners in a regional Step Up Consortium led by Dorset County Council. 5 students have been placed with the council (3 of whom were Wiltshire Council employees) and will complete the programme June 2018.
- **University of the West of England (UWE) social work student bursary scheme.** This bursary scheme was developed by Wiltshire Council as a way of providing a further route for social work students resident in Wiltshire into a social work career with the council. The council is currently supporting 6 bursary students, however due to financial constraints this scheme will finish in 2017.

14. To improve attraction and retention a new workforce model has been introduced in operational children's services and has seen the increase in permanent establishment and the reduction of temporary agency staff. This model centres on the creation of 'pods' within teams consisting of 4 newly qualified social workers to 1 aspiring manager. The aspiring manager is a new role created specifically for this workforce model and is aimed at experienced social workers looking for their first step into management; the Pods create a supervised and mentored environment by which aspiring managers can manage 4 newly qualified social workers in their first year in employment, and to gain their first management experience and to support their career development.

Campaign results

15. Phase 3 delivered significant success; up until March 31 2016, 73% of all vacancies in operational children's services and 80% of all vacancies in adult social care operations were filled. This equated to 123 appointments and 38 vacancies remaining in operational children's services with 10 of those in newly qualified social work roles within safeguarding and assessment and 53 appointments and 13 vacancies remaining in adult social care operations with the majority (11 in total) in adult care locality and CTPLD teams. These figures take account of both turnover, and the increase in establishment in operational children's services during the period of the campaign.
16. Phase 3 also saw a reduction in the number of agency workers (particularly in operational children's services) and the development of sustainable models of recruitment and retention through various initiatives and activities outlined in paragraphs 7 - 14.
17. In operational children's services there was a reduction of £333,918 and in adult care operations there was a reduction of £158,722 on agency expenditure across all social worker roles for 2015/16. The reductions in agency expenditure on social work roles are part of an overall reduction in agency expenditure across the council which decreased by £1m during 2015/16.
18. The most significant impact during phase 3 was in relation to retention. Turnover rates in operational children's services reduced from 21.1% at the start of the campaign in August 2014 to 12.2% at the end of March 2016, and were as low as 7.2% during one quarter. There was also been a similar improvement in retention for adult social care operations with a 5% reduction in voluntary turnover in the same period (14.8% to 9.8%).

19. Whilst these figures will be subject to the normal variances that affect turnover in a 12 month period (increases usually occur in the last quarter of a year – January to March) this does provide some reassurance about the stability of the workforce in these services.
20. Added to this is the fact that improvement in retention has been particularly prolific in relation to qualified social workers, with 89.5% retention in these roles in operational children's services and 87.5% in adult care operations during 2015/16. In safeguarding and assessment, retention is even higher at 94.1% during this period and when compared with the retention rate for experienced social workers across operational children's services as a whole (91%), the figure is 3% more. This confirms the positive effect of the recruitment campaign as voluntary turnover is reducing in all cases and the retention of staff (especially experienced social workers) is high.
21. Further progress has been made since 1 April 2016 with continued success in recruitment to social work roles in operational children's services. A further 31 appointments have been made, although the expected seasonal increase in turnover in the quarter ending 31 March has resulted in a further 22 vacancies. Overall there have been 183 vacancies since the start of the campaign, against which recruitment activity has been taking place, 154 appointments have now been made and there are 29 vacancies remaining. Currently this means 85% of vacancies have been filled in these services.
22. In adult care operations 12 of the vacancies left at 31 March have now been removed and have been replaced with 10 new vacancies as a result of the review. Since 1 April 2 appointments, bringing the total number appointments since the start of the campaign to 55, and there are 9 vacancies remaining. This means that 82% of vacancies have been filled in these services.

Next steps

23. It is important that the momentum that has been gathered from the recruitment campaign to date continues, and this is particularly important as we are aware that other local authorities are catching up in terms of developing their understanding of how to access candidates using non-traditional marketing methods, and are reviewing their employment offer to develop their own "unique selling points" to attract candidates. For example we are aware that Somerset County Council are heavily investing in children's social care and this will have an impact on the available pool from which to recruit, and means the current high retention rates may be difficult to maintain.
24. A desktop exercise to understand the competition from other local authorities (local and national) has been carried out to ensure that Wiltshire stays ahead of the market to attract high performing, quality social work candidates. This review found that we still have competitive advantage, particularly in the area of safeguarding and assessment with an 18 caseload promise (which reduces to 16 for ASYE) and a clear career pathway now developed as part of the WIHSC. It is therefore essential to ensure that the expectations of candidates, in terms of the current Wiltshire employment, offer continues to be met.
25. The success of the social work recruitment campaign to date has given the council the skills, knowledge and experience to develop a blueprint to continue the campaign with less reliance on significant financial investment and external expertise. Using in-house developed skills to focus on targeted media, professional networks and further development of the social media platforms will reduce the reliance and associated

costs of using an external marketing agency, and will deliver financial efficiencies. The strategy for current phase of the campaign is to focus on key roles where there are outstanding vacancies to be filled and to recruit to roles which support the development of new workforce models in children's (e.g. ASYE/Pod development), and those key to the progress of the health and social care integration within adult care operations.

26. Marketing tools to support this new approach are being updated and this includes developing a new "landing page" within the council's a new, branded careers website (launched in May 2015). The current social work recruitment microsite developed at the start of the campaign in 2014 will therefore be 'switched off' from July/August (a quiet period for recruitment) whilst a new social care landing page with revised content based on the microsite is developed.
27. In addition and in conjunction with corporate communications, in-house press releases and other media coverage will continue to promote the council as an employer of choice for social work.
28. Steps to ensure retention rates remain high will continue and this includes further development of the career pathways which will be added to under the WIHSC, which will also support attraction and recruitment.
29. Other initiatives to support recruitment and retention planned include:
 - A DfE funded Teaching Partnership consortium which has been formed in response a new round of bidding for 2 year teaching partnership funding formed by the Department for Education and Department of Health as part of the government's agenda to increase the number of teaching partnerships and raise standards of teaching. The consortium is led by Wiltshire Council and involves 6 other local authorities and 4 Higher Education Institutes or HEI's and represents one of the largest Teaching Partnership consortiums in the country. The consortium intends to draw down £5M of funding into the region. This will significantly support the quality of social work students, the recruitment and retention of high performing social workers for Wiltshire Council.
 - A collaborative approach to reducing social worker agency pay and to improve the recruitment and retention of permanent social workers across the region has been developed through a southwest Memorandum of Cooperation (MoC), which includes 15 top tier local authorities across the region. The MoC has been endorsed by the regional Association of Directors of Children's Services (ADCS) and is primarily focussed on developing collaborative approaches in respect of children's social care because of the shortage of permanent experienced social workers and high volume of agency staff being used; there is a commitment to address adult social care at some point in the near future. The MoC launched 21 June 2016.
30. Alongside the planned marketing activities and initiatives to support recruitment and retention further work to gather feedback from those starting and leaving the council will be gathered using exit and entry questionnaires. The feedback gained will enable action to be taken where needed and to keep the campaign going forward relevant and up-to-date.

Financial Implications

31. The cost of the recruitment campaign to date is £300k. This was the budget allocated in two stages; £200k was allocated for phases 1 & 2, and further 100k for phase 3. As outlined in the report continued significant investment in the campaign is no

longer required, and on-going costs will be met from the corporate budget (£150k) held by HR&OD which is for the cost of recruitment marketing for the whole council.

32. Within adult care operations the use of agency staff has been consistently low as a proportion of social work salary expenditure. Therefore the financial impact of not being able to recruit has been that posts have been held vacant and salary budgets have consistently underspent.
33. Within operational children's services it has been necessary to recruit agency staff to fill posts in place of permanent staff. Whilst the budget and establishment in these services has increased over the last 3 years to support lower caseloads, the impact of the recruitment of more permanent staff is to reduce current overspend against salary budgets and reduce the proportion of salary costs met through agency spend. At the height of recruitment difficulties within operational children's services turnover levels were at 25%. Assuming this level had continued it is estimated that additional agency costs of £600,000 per annum would have been incurred if permanent staff had not been recruited.

Conclusions

34. There has been significant progress made in recruiting experienced social workers across adult care operations and operational children's services since August 2014 when a new recruitment and retention campaign was implemented.
35. Turnover rates have reduced dramatically and retention rates have improved, and vacancies have reduced across both areas.
36. 85% of all vacancies to date have been filled in operational children's services with 82% in adult care operations. In the context of other local authorities struggling to recruit to social work vacancies, this makes the progress even more significant.
37. The council's overall agency expenditure decreased by £1m during 2015/16. A large part of the decrease has come from operational children's services (decreased by £333,918) and has predominantly come from the reduced use of agency social worker roles (all levels) where spend reduced by £270,380.
38. Whilst it is important to maintain the momentum gathered during the campaign the level of success so far means that investing at the same level and running an intense recruitment campaign in the same way would no longer give the council value for money. The knowledge and skills developed within HR&OD will now be used to develop the new approaches to source candidates and to market vacancies and the blue print for recruiting developed as part of the social work campaign will now be extended and used to support all recruitment activity across the council.
39. The campaign going forward will focus on key roles where there are outstanding vacancies to be filled and to recruit to roles which support the development of new workforce models in children's (e.g. ASYE/Pod development), and those key to the progress of the health and social care integration within adult care operations. Initiatives to support recruitment and retention will also continue and the social work career pathway will be further developed through various programmes under the WIHSC and the creation of a regional Teaching Partnership which will increase collaboration, deliver efficiencies and improve standards and quality of social work practice.

Recommendation

40. It is recommended that Staffing Policy Committee note the progress of the social work recruitment campaign to date, and the steps taken to improve recruitment and retention in social work roles across children's and adult services.

Barry Pirie
Associate Director, People and Business
22 June 2016

Report Author: Joanne Pitt, Head of HR&OD

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National Joint Council (NJC) national pay award 2016/17

Purpose of the report

1. The purpose of this report is to provide an update to Staffing Policy Committee on the National Joint Council (NJC) pay award.

Background

2. The annual pay award is negotiated by the National Employers and UNISON, Unite and GMB who together make up the NJC which covers councils in England, Wales and Northern Ireland.
3. The pay award applies to council employees and school support employees on NJC terms and conditions, grades A – O, up to spinal pay point 49 (£43,387).
4. On 9 December 2015 the National Employers made a final two-year pay offer of a 1% increase for 2016 and 2017 for employees on spinal points 18 and above. Over that same two-year period employees on spinal points 6 to 17 would receive increases in pay of between 6.6% and 1.01%. The increase on the bottom spinal point 6 would produce an hourly rate of £7.52 for 2016 which is the new National Living Wage (NLW) of £7.20.
5. This pay offer meant that staff would receive a minimum of 1% increase to their pay depending on which spinal point they are currently on in their grade.

Main considerations

6. After much negotiation GMB and UNISON have agreed to accept the pay offer made by the national employers however, the offer was rejected by Unite.
7. Despite this on the 16 May 2016 the NJC announced that they would be implementing the pay offer for 2016 and 2017 on the understanding that there had been a majority vote. This is the first time that there has not been full agreement on a pay offer by all of the recognised trade unions (UNISON, Unite & GMB).
8. The April 2016 pay award will now be paid in June 2016 salaries, backdated to 1 April 2016 with increases as follows:

Spinal column point	Percentage increase	Hourly rate
6	6.6%	£7.52
7	6.6%	£7.58
8	6.5%	£7.66
9	6.4%	£7.76
10	6.3%	£7.90
11	2.0%	£8.04
12	1.6%	£8.20
13	1.6%	£8.39
14	1.5%	£8.54
15	1.2%	£8.69
16	1.2%	£8.90
17	1.01%	£9.10
18 to 49	1.0%	

9. As this is a 2 year pay deal from April 2017 the lowest spinal points will see a further increase of between 3.4% at spinal point 6 rising to 1.3% at spinal point 17. For spinal points 18- 49 there will be a further 1% increase.
10. The new National Living Wage (NLW) from 1 April 2016 is £7.20, and is below the salary for our lowest spinal point for 2016, which is £7.52 per hour. From April 2017 the NLW will increase to £7.65 and spinal point 6 will increase to £7.78 as part of the two year pay deal.

Financial implications

11. The total increase to the national pay-bill resulting from this offer is 2.4% over two years (covering the period 1st April 2016 to 31st March 2018). Approximately 0.4% of this figure is designed to meet our immediate obligations under the NLW and to start the process of moving towards the expected level of the NLW by 2020 of £9.30.
12. To achieve the government's target of a NLW of over £9.00 by 2020 there will have to be an increase to the bottom pay point by around 30%. This will also necessitate having to increase subsequent pay points in order to maintain differentials. The Local Government Association (LGA) is currently tasked with reviewing the national pay spine due to the impact of the NLW and its future levels of increases between now and 2020.
13. The impact on the councils pay bill is lower than the impact nationally and for 2016/17 the pay award will increase the pay bill by 0.95% and for 2017 it is projected to add 0.94% to the pay bill, so 1.9% over 2 years.

Recommendations

14. It is recommended that Staffing Policy Committee:
 - a. Note the implementation of the two-year pay award for 2016 and 2017.
 - b. Note that current work is being undertaken nationally to review the national pay spine and that the committee will be kept up to date regarding progress on this.

Barry Pirie
Associate Director People and Business

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