

AGENDA

Meeting: Staffing Policy Committee
Place: The Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 1 March 2017
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 (Chair)	Cllr Baroness Scott of Bybrook OBE
Cllr John Smale (Vice Chairman)	Cllr Stuart Wheeler
Cllr David Pollitt	Cllr Bob Jones MBE
Cllr David Jenkins	Cllr Glenis Ansell
Cllr Mike Hewitt	

Substitutes:

Cllr Mark Packard	Cllr Nick Blakemore
Cllr Tony Trotman	Cllr Stephen Oldrieve
Cllr Peter Evans	Cllr Ernie Clark
Cllr Fleur de Rhé-Philippe	Cllr Richard Britton
Cllr Desna Allen	

Recording and Broadcasting Information

Wiltshire Council may record this meeting for live and/or subsequent broadcast on the Council's website at <http://www.wiltshire.public-i.tv>. 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 entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and/or training purposes.

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.

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 - 10*)

To confirm the minutes of the meeting held on 4 January 2017. (Copy attached)

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Wednesday 22 February 2017** 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 24 February 2017**. 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 **Delivering the Business Plan - December 2016** *(Pages 11 - 16)*

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

7 **Staff Survey 2016**

A power point presentation will be given on the corporate results of the Staff Survey 2016.

8 **Date of Next Meeting**

To note that the next scheduled meeting of the Committee is due to be held on Wednesday 17 May 2017 at County Hall, Trowbridge, starting at 10.30am.

9 **Urgent Items**

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

PART II

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

None

STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 4 JANUARY 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

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

1 Apologies for absence

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

2 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 2 November 2016.

3 Declarations of Interest

There were no declarations of interest made at the meeting.

4 Chairman's Announcements

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

5 Public Participation

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

6 **Equality and Diversity Update**

The Committee received an updated annual equality and diversity employment monitoring report, it being noted that the Council was required to produce this information annually as part of the Public Sector Equality Duty (PSED) in line with the Equality Act 2010.

It was noted that during the past year work had taken place to extend the data collected by reducing the data gaps. The new data collected included religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment and caring responsibilities. Members of staff were being asked to complete an equalities monitoring questionnaire to provide this additional information and update the information currently held. It was pointed out that collecting this additional information was making the data more accurate and robust in terms of meeting the requirements of the PSED and would help to inform the work on the Council's people strategy. It would also assist in assessing the impact of the Council's policies and practices on different groups within the workforce and enable the Council to identify and take positive steps to address gaps. The improvement of this data was part of the Council's equality objectives.

During discussion members recognised the reluctance of some staff to complete an equalities monitoring questionnaire and it was noted that ongoing work was being carried out to explain to staff why this information was required. Members suggested that to assist in this work it might be useful to seek comparative information from other local authorities.

Resolved:

- (1) To note the contents of the report.**
- (2) To request the officers to seek information on equalities monitoring from other local authorities to include in particular the manner in which this information is collected and also the level of responses received.**

7 **English Fluency Requirement in Customer Facing Roles**

Consideration was given to a report which set out proposed new guidance for managers and employees in relation to all roles which were customer facing where there was a need to be able to communicate fluently in spoken English.

It was noted that with effect from 21 November 2016 the Government had introduced a requirement within the public sector for all staff in customer-facing roles to be able to communicate fluently in English.

This requirement applied to permanent staff as well as temporary workers, apprentices, agency temps, contractors and self-employed contractors.

After some discussion,

Resolved:

- (1) To approve the new Fluent English Guidance.**
- (2) To request that the Procurement Unit be asked to ensure that the need to adhere to this guidance is brought to the attention of contractors and sub-contractors as part of the procurement process.**

8 Trade Union Recognition and Facility Time Agreement Review

A report was received which outlined some proposed changes to the revised and updated Trade Union Recognition and Facilities Agreement in respect of all council staff and support staff in maintained schools.

It was noted that this agreement which was in place between Wiltshire Council and the three recognised trade unions (UNISON, Unite and GMB) had last been formally revised in 2011.

It was noted that the following changes had taken place with the agreement of the three trade unions:

- UNISON had relinquished council accommodation and was now occupying space at its own expense on the White Horse Business Park.
- UNISON was now paying for its own photocopying, printing and postage.
- A charge would be made for making trade union deductions from payroll.
- The monthly facility time off agreement would be reduced from 80 to 60 days per month, this recognising the reducing size of the workforce and the pressure on council budgets. These 60 days would still not be backfilled and would therefore not be an additional cost on staffing budgets.
- The recording of time spent by staff on union activities would be implemented.

It was pointed out that neither Unite nor GMB currently had any specified facility time or funding but that going forward the 60 days facility time could be shared between them.

Resolved:

- (1) To approve the proposed changes to the Trade Union Recognition and Facilities Agreement.**
- (2) To review the Agreement in two years' time.**

9 **Pay Policy Statement**

The Committee received a report which set out an updated pay policy statement for the financial year 2017/2018 prior to agreement by Council and publication on the Council's website.

It was noted that under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement annually, this starting for the financial year 2012/2013.

It was explained that the policy had been updated to include:

- A revised introduction stating the forthcoming legislation that would impact on the Council's pay arrangements. This included gender pay gap reporting, the public sector exit payment cap and recovery of public sector exit payments.
- Information regarding the union negotiations in early 2016.
- Information regarding salary protection as a result of service redesign.
- The addition of the sleeping in allowance payable for employees required to sleep in on the premises. This increased in line with the NJC pay award and had been omitted from previous pay policy statements.
- An updated total number of council employees and the latest pay ratios.

After some discussion,

Resolved:

To approve the draft Pay Policy Statement for endorsement by Council on 21 February 2017 on the understanding that the budget figure would be reviewed and updated prior to full Council approval and subject to:-

(1) The removal of paragraph 73 of the Statement which stated:

“The Hutton Review of Fair Pay in the Public Sector recommends a maximum ratio of the highest remunerated post compared with the lowest remunerated post of 1:20.”

(2) The addition of an extra column in the table at paragraph 74 providing the statistical information to exclude the apprenticeship rate of pay for the previous year.

(3) The provision of additional information about apprenticeships.

10 **Delivering the Business Plan - September 2016**

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 30 September 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 66 employees (-1.3%) since the last quarter, with the number of employees now being 4683.

The Committee noted that sickness rates had remained at the same level as the previous quarter, 2.1 days per FTE, this being a 0.3 days lost per FTE below the benchmark for a local authority. Legal and Governance had the largest decrease over this quarter to 0.4 FTE (a decrease of -1.8 days lost per FTE).

There had also been a further decrease of 0.8 days from the previous quarter within Waste and Environment, to 4.8 days per FTE, which had been a continuing trend over the past year.

Resolved:

To note the contents of the report.

11 **Date of Next Meeting**

Resolved:

To note that the next meeting of this Committee was scheduled to be held on Wednesday, 1 March 2017 at County Hall, Trowbridge, starting at 10.30am.

12 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 10.30 - 11.30 am)

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

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

QUARTERLY WORKFORCE REPORTING

Report for Wiltshire Council relating to the quarter ending December 2016.

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- Wiltshire Council figures exclude Schools:
 - **Headcount** = Number of positions that are filled, not individual people.
 - **FTE** = "Full Time Equivalents" which take into account actual working hours to show accurate staffing levels.
- The **voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire's best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2,930. Based on this year's turnover rate (9.9%) we could estimate that 472 employees will leave Wiltshire Council during 2016-17 resulting in costs of **£1,382,960**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- The measures relating to **last year** refer to figures from the same quarter one year ago.

The quarters refer to the following periods:

Quarter 1: January – March 2016
 Quarter 2: April – June 2016
 Quarter 3: July – September 2016
Quarter 4: October – December 2016
Last year: October – December 2015

- Last year is shown on measures that can show seasonal variances e.g. we expect sickness figures to be lowest during January to March and then highest April to June which means an increase in line with the same period last year should not be seen as a concern.
- The benchmark used is that received from DLA Piper (37 local authorities). Although we don't detail the exact benchmark difference we use a traffic light system to show how we compare:

10%+ Positive Variation  Green
 Less than 10% variation  Amber
 10%+ Negative Variation  Red

- The **sickness measure** given is the number of FTE days lost per FTE during each quarter; this figure is **not annualised**. Adding up the four quarters gives a full rolling years days lost per FTE.

If you have any queries on these reports or requests for further information, please contact:

Michael Taylor
 01225 718091
michael.taylor@wiltshire.gov.uk

QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. Schools)
Quarter ended: 31 December 2016

HR Insight Team Observations:

-
- Headcount reduction** 1 The headcount across Wiltshire Council decreased since last quarter by 26 employees (-0.5%), with the figure now standing at 4657.
- The greatest reduction in headcount, this quarter, was seen in Finance (-18), followed by Operational Children Services (-16). Communities and Communications saw the largest increase in headcount of 10 (+0.2%). This was across libraries and City Hall.
- The full time equivalent (FTE) figure has also decreased this quarter, by 68 (-1.9%). The highest reduction in FTE this quarter was in Finance aligning with the drop in headcount.
-
- No change in overall sickness absence** 2 Sickness rates have remained at a constant level of 2.1 days per FTE.
- There has been an increase of 0.8 days from last quarter within Communities and Communications, to 1.4 days per FTE the largest drop was 1.1 days per FTE seen in Waste and Environment.
- This quarter, 47% (98 people) of all absence days lost were due to long term absences (greater than 20 days), this is below the benchmark for a local authority. The HR advisory team are aware of these absences and are supporting managers in progressing these under the Absence Management Policy. Communities and Communications have had the greatest increase this quarter with 34% an increase from 27.5% last quarter. People and Business saw the largest decrease (-19.9%).
- 'Stress/depression/mental health/fatigue' was the reason for the highest number of FTE days lost for long term absences (913.11 FTE days), whereas for all absences Cold/Flu and other infections had the highest total of FTE days lost (995.81 FTE days). Cold/flu and other infections is the top reason for absence for 9 of the 14 directorates.
- Despite the sickness level not changing the cost of sick pay has increased this quarter this is due to sickness payments for several senior management employees being paid in this quarter.
-
- Decrease in voluntary turnover** 3 The voluntary turnover rate has decreased to 2.4% this quarter (-0.3%).
- Communities and Communications have the highest voluntary turnover rate this quarter at 3.6%. Half of this increase was within Library Services; Economy and Planning was the next highest with 3.4%. The largest number of leavers for both Communities and Communications and for Economy and Planning was 'resignation alternative appointment not LA' (8 and 5 people respectively)
- 43% (47 leavers) of all voluntary leavers during the quarter resigned for alternative employment not with a local authority. This is a marginally higher percentage than last quarter (39.7%, 50 leavers) but a decrease in headcount.
-
- Disciplinary and grievance** 4 The number of new disciplinary cases opened this quarter has decreased to 15 (-2). The largest number of disciplinaries this quarter came from Highways and Transport; with 4 new disciplinary cases opened. All 4 of these new disciplinary cases were in Passenger Transport. There are no new grievance cases opened this quarter.

QUARTERLY WORKFORCE REPORTING

Decrease in non-casual wage bill 5 The non-casual wage bill has decreased slightly to £25.68m for the quarter (-£7,901). The largest reduction was seen within Public Health with a reduction of £46,458; The next largest reduction was in Finance £1.34m (-£32,522). The largest increase in non-casual wage bill this quarter was in Adult Social care increasing to £3.04m (+£55,649). People and Business had the second largest increase to £2.87m (+£36,244).

Increase in casual wage bill 6 The casual wage bill has increased this quarter to £484,733 (+£53,507). The majority of this increase was in Commissioning, Performance and School Effectiveness (+£21,757) this was due to the use of external School Improvement Advisors. Although there is an overall increase from last quarter, there is a drop from the same quarter last year of -£29,277.

Decrease in agency Use 7 Reporting on agency staff is being reviewed to ensure a consistent approach between the figures provided by finance, procurement and HR. This review is ongoing; however the figures published by HR for workforce monitoring purposes can be seen below. The use of agency staff has decreased this quarter with Wiltshire Council using the equivalent of 117 full time employees through Comensura agency this quarter (-4.7 FTE).

Waste and Environment had the largest decrease using the equivalent of 72 full time employees this quarter (-3 FTE). Waste and Environment continue to be the service using the highest number of agency staff. Most agency cover was for short term demand/sickness absence cover. As their sickness figures have dropped this quarter, as explained above, this is mirrored by the slight drop in use of agency staff. Whilst additionally, in order to protect jobs in Waste, the council has agreed with Hills that all vacancies wherever possible will be covered by agency staff.

The largest increase in agency use this quarter was Commissioning, Performance and Schools Effectiveness with a small increase to 3.2 FTE equivalent (+0.4 FTE).

Although the agency use this quarter has decreased (as explained above), the cost of agency workers has actually increased this quarter. £1,425,904 (+£17,712). Partly due to the increase in the use of the workers receiving higher rates.

QUARTERLY WORKFORCE REPORTING

These figures do not include vacancies and therefore some figures may potentially be understated.

Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	4772	4749	4683	4657
FTE	3662	3648	3615	3547
Agency worker use (equivalent number of FTE's used during quarter)	111	113	122	117
Ratio of managers to employees	1:9	1:9	1:9	1:9.9
FTE of managers	504	487	477	456
Number of redundancies made during quarter	19	28	43	30
Ratio of starters to leavers (FTE)	1:1.6	1:1.1	1:1.1	1:1.4

Sickness Absence						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	2.5 days	2.1 days	2.1 days	2.1 days	2.4 days	G
% of total absences over 20 days	46.1%	52.4%	54.5%	47%	48.4%	A

Health and Safety RIDDOR related injuries					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
No. of workplace incidents/injuries reported	6	5	3	1	G

New Disciplinary, Grievance and Absence Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	16	11	17	15	G
Grievance cases	6	1	2	0	G
Absence cases	119	68	107	129	n/a

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	2.3%	2.6%	2.7%	2.4%	2.1%	R
% <1 year turnover rate	4.5%	5.9%	3.4%	4.8%	4.0%	n/a
% Under 25's voluntary turnover	3.1%	6.4%	6.3%	6.1%	4.5%	n/a
Average leavers' length of service	7.7 years	7.3 years	7.7 years	9.2 years	6.3 years	n/a

QUARTERLY WORKFORCE REPORTING

Employee costs					
Measure Relating to Quarter	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
Total paid in salaries to employees (non casual)	£25.86m	£26.05m	£25.68m	£25.68m	£26.16m
Total paid in salary to casual employees	£0.39m	£0.41m	£0.43m	£0.48m	£0.51m
Total salary pay	£26.26m	£26.46m	£26.11m	£26.16m	£26.68m
Total paid to agency workers	£1.55m	£1.43m	£1.40m	£1.43m	£1.93m
Median employee basic salary	£20,253	£20,456	£20,456	£20,456	£20,253

Why this is important: Clear budgetary restraints mean that keeping track of this information is vital. Whilst we are seeing a reduction in contracted employees we may see some services using **alternative resourcing options on a more regular basis such as agency workers, consultants or casuals**. This information will highlight whether this is happening or not.

Additional financial information				
Measure <i>(If the figure is negative a saving has been achieved)</i>	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cost of sick pay	£0.82m	£0.72m	£0.69m	£0.71m
FTE change due to employee hour changes	-7.8	-5.8	-15.0	-4.9
Cost/saving of employee hour changes	-£233,872	-£126,813	-£343,335.24	-£80,357.28

Why this is important: Sick pay amounted to £2,920,635 across Wiltshire Council during the 2015-16 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

Employee Diversity					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
% < 25	6.5%	6.7%	6.8%	6.5%	6.7%
% 55 and over	24.4%	24.7%	24.7%	24.7%	24.3%
% Female	70.2%	70.1%	70.1%	69.9%	70.2%
% Part-time	42.9%	42.6%	42.5%	43%	42.5%
% Temporary contracts	7.3%	6.4%	5.9%	5.5%	7.9%
% Black or Minority Ethnic	2.1%	2.1%	2.2%	2.1%	2.0%
% Disabled	3.1%	3.2%	3.2%	3.4%	2.8%

This page is intentionally left blank