

AGENDA

Meeting: Staffing Policy Committee
Place: Kennet Room - County Hall, Bythesea Road, Trowbridge, BA14 8JN
Date: Wednesday 9 January 2019
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

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Membership:

Cllr Allison Bucknell (Chairman)	Cllr Ricky Rogers
Cllr Tony Jackson (Vice-Chairman)	Cllr Baroness Scott of Bybrook OBE
Cllr Richard Clewer	Cllr John Smale
Cllr Mike Hewitt	Cllr Hayley Illman
Cllr David Jenkins	

Substitutes:

Cllr Fleur de Rhé-Philippe	Cllr Gordon King
Cllr Peter Evans	Cllr Ian Thorn
Cllr David Halik	Cllr Ian McLennan
Cllr Jon Hubbard	Cllr Tony Trotman
Cllr Bob Jones MBE	

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Public Participation

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

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

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

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

AGENDA

PART I

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** (*Pages 5 - 10*)

To confirm the minutes of the meeting held on 15 November 2018. (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 2 January 2019** 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 4 January 2019**. 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 **Pay Policy Statement** (*Pages 11 - 26*)

A report by the Director, Human Resources & Organisational Development is attached.

7 **Implementation of the Pay Award & New Grading Model on 1 April 2019**
(*Pages 27 - 32*)

A report by the Director, Human Resources & Organisational Development is attached.

8 **Date of Next Meeting**

To note that the next meeting of this Committee is due to be held on Wednesday 6 March 2019, starting at 10.30am at County Hall, Trowbridge.

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

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 15 NOVEMBER 2018 AT NORTH WILTSHIRE ROOM - WILTSHIRE COUNCIL OFFICES, COUNTY HALL, TROWBRIDGE.

Present:

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice-Chairman), Cllr Mike Hewitt, Cllr Ricky Rogers, Cllr John Smale, Cllr Hayley Illman, Cllr Peter Evans (Substitute) and Cllr Bob Jones MBE (Substitute)

47 Apologies for absence

Apologies for absence were received from:-

Cllr Richard Clewer
Cllr David Jenkins, who was substituted by Cllr Bob Jones MBE
Cllr Baroness Jane Scott OBE, who was substituted by Cllr Peter Evans

Cllr Jerry Wickham, who was due to attend for Item No. 6 – Proposed Smokefree Wiltshire Council Sites

48 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 6 September 2018.

49 Declarations of Interest

There were no declarations of interest made at the meeting.

50 Chairman's Announcements

There were no Chairman's announcements.

51 Public Participation

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

52 **Proposed smokefree Wiltshire Council sites**

The Committee considered a report by the Director of Public Health which set out details of a proposal by the Corporate Leadership Team that all Wiltshire Council work sites should be smokefree from March 2019.

It was explained that from January 2019 NHS sites across Wiltshire would become smokefree and this would bring a fresh opportunity for Wiltshire Council to consider engagement with the smokefree site agenda.

Members noted that smokefree would mean a total abstinence from smoking tobacco by all employees/contractors/tenants on any council site including carparks, workplace and work vehicle. There would also be a commitment to deter non-employees from smoking tobacco whilst on any council site. It was intended that sites would be prioritised to include those that had the higher levels of employee footfall. These would include the three main hubs at County Hall, Monkton Park and Bourne Hill followed by all campus sites, leisure centres and libraries.

It was pointed out that smoking in almost all enclosed public places, including work vehicles, had been prohibited by law since 1 July 2007, the aim of the legislation being to protect workers from the harmful effects of second hand smoke and also offer the potential to influence smoking behaviour. Members were informed that there would be support and help offered to smokers to be smokefree through the promotion of smoking cessation services, including the provision of training.

Whilst Members supported the general principle of no smoking there was some concern expressed at the feasibility of introducing no smoking in council car parks and other areas which it would be difficult to police. Furthermore, thought would need to be given to the problem of dissuading members of the public from smoking in these areas.

The officers present addressed the concerns raised by councillors and provided assurance that the concerns would be addressed as part of the comprehensive communications and engagement plan in place to drive this programme of work forward.

Resolved:

To approve the proposal for Wiltshire Council sites to go smoke-free, which would include:

- a. The removal of the council smoking policy (including supporting the removal of smoking breaks for staff during work time)**
- b. The revision of the council vaping policy to allow vaping onsite away from public view.**

- c. **The support for all council sites to go smokefree starting as a rolling programme in March 2019, beginning with the three hubs (phase 1): Monkton Park (Chippenham), County Hall (Trowbridge) and Bourne Hill (Salisbury) including carparks. Phase 2 would follow this for all campus sites, leisure centres and libraries to go smokefree if not already done so. The aspirational time line for this is to have the majority of council sites smokefree by the end of financial year 2019-20.**

53 **Staff Survey 2018**

The Committee received a report by the Director, Human Resources & Organisational Development which set out proposed arrangements for the 2018 Staff Engagement Survey.

The Staff Survey, which was held every two years, was a valuable tool in recognising staff voice and provided an opportunity to measure the effectiveness of the action plans generated following the previous survey. It also enabled the identification of any new issues or opportunities which could help shape revised priorities for both corporate and service area plans.

Based on the outcomes of the 2016 Staff Survey, four corporate priorities were agreed and communicated to all managers. They were:-

- Learning and Development
- Visibility of Senior Management
- Corporate Communications
- Resources

It was noted that the 2017-27 People Strategy introduced an increased focus on developing and measuring staff engagement and its associated benefits as a key priority. Consequently, the Staff Survey was planned to run from Monday 10 December 2018 until Sunday 6 January 2019 to coincide with the completion of the staff engagement forums. These would include a brief review of the four corporate priorities from the 2016 survey and updates on action taken towards these. Staff would be encouraged to complete the new survey.

During discussion, Members referred to the 65.7% response rate from staff which was achieved from the 2016 survey and enquired if it might be possible to improve upon this with the new survey. It was reported that waste employees no longer formed part of the Council's workforce and they traditionally had not been particularly forthcoming in completing these surveys. There would be increased publicity to draw attention to the 2018 Survey and hard copies would be made available for all staff who did not have access to a laptop.

Resolved:

- (1) To confirm support for carrying out a Staff Survey in 2018, as set out in the report.**
- (2) To note that a report setting out the results of the survey would be presented to the Committee at its meeting on 6 March 2019.**

54 **Quarterly Workforce Report: July to September 2018**

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 30 September 2018.

It was noted that the number of disciplinary cases for the quarter had more than doubled which, although of concern, was as a result of some complex casework. Leisure Operations, Learning Disabilities Provider Services and Streetscene South saw increases from the previous quarter but HR Advisory Services were aware of these cases and were providing ongoing support to these services. They were continuing to put on disciplinary workshops with managers to ensure they had the tools to effectively manage disciplinary cases.

There had been a large reduction in the number of agency staff being used this quarter as a result of the Waste Collection teams being TUPE'd out in August 2018. However, the cost of agency staff had increased during the quarter by £244,000 due to an increase in more costly agency staff, especially in the social work field and also project managers.

The voluntary turnover rate of staff under the age of 25 had seen an increase of 2.4% to 5.4% but this was slightly less than the same quarter in 2017 which was 6.1%. This was largely as a result of staff in this age range leaving Leisure Operations due to the school summer holiday period ending.

The 2016 staff survey highlighted Learning & Development Opportunities as a corporate policy. As a result, the Corporate Leadership Team (CLT) had identified this as a corporate priority, leading to the creation of a statement of intent to review the Council's learning and development offer and help staff to develop a 'your career is your asset' mindset, where staff take responsibility for their own learning and development, supported by their manager. This had been included in the People Strategy 2017-2027 which focused on three key priorities, one of which was workforce development and retention.

During discussion, it was noted that whilst the Council's performance against their apprenticeship target, currently at 112, was good there was however a shortfall of a significant number of apprenticeships in schools, largely due to apprenticeship standards not being available yet. The release of the social worker degree apprenticeship was eagerly awaited and it was hoped that this would help recruit and retain social workers.

Resolved:

To note the Quarterly Workforce report.

55 **Date of Next Meeting**

Resolved:

To note that the next scheduled meeting of the Committee was due to be held on Wednesday 9 January 2019, starting at 10.30am at County Hall, Trowbridge.

56 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 11.30 am - 12.45 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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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

9 January 2018

Pay Policy Statement

Purpose of Report

1. The purpose of this report is to present an updated pay policy statement for the financial year 2019/2020 for approval by Staffing Policy Committee prior to agreement by Council and publication on the website.

Background

2. Under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year 2012/13 and each subsequent financial year.
3. Wiltshire Council originally published its pay policy statement in February 2012 and the updated policy is now required to be published on the website by 1st April 2019.

Main Considerations for the Council

4. The policy has been updated to include:
 - A revised introduction providing an update on the council's progress with apprenticeships, as well as an overview of the new pay and grading model which has been subject to a collective agreement with the recognised trade unions and which will be implemented on 1 April 2019.
 - An amendment to cap annual pay awards for HAY graded staff in line with the NJC pay award unless market pay data identifies a significant drift or where difficulties are identified with recruitment and retention of staff at this level. This is in line with our market supplements policy.
 - A change to the redeployment procedure to include in exceptional circumstances, where there is a national shortage of skills and experience in a particular role, employees may be redeployed to a role more than one grade lower than their current role. This would be authorised by the Director HR&OD.
 - An updated total number of council employees and the latest pay ratios.

Consultation

5. The pay policy will require full council approval prior to publication.

Environmental Impact of the Proposal

6. None

Equalities Impact of the Proposal

7. All pay policies have been equality impact assessed.

Risk Assessment

10. None

Financial Implications

11. None

Options considered

12. None

Recommendation

13. That Staffing Policy Committee approve the draft policy to be presented at full council for approval on 26 February 2019.

Joanne Pitt
Director – HR&OD

Report Author: Amanda George, Head of HR&OD Strategic Delivery

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

Wiltshire Council Human Resources

Pay Policy Statement

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

What is it?

The pay policy statement sets out the council's approach to pay and reward for senior managers and the lowest paid employees for the financial year 2019-2020.

Its purpose is to provide a clear and transparent policy, which demonstrates accountability and value for money. The policy also meets the council's obligations under the Localism Act 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency.

The pay policy is applicable to council staff and does not include schools support staff or teachers.

The pay policy statement sets out the authority's policies for council staff for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest-paid employees
- the relationship between the remuneration of chief officers and employees who are not chief officers.

Remuneration for the purposes of this statement includes the following elements:

- basic salary
- any other allowances arising from employment

The term "chief officer" in this instance applies to more posts than the usual council definition, and includes the following senior manager roles:

Corporate Director
Director
Head of Service
Some specialist roles

The term “lowest paid employees” refers to those employees on the lowest pay point of our grading system which is currently spinal column point 6, £16,394 per annum.

Go straight to the section:

- [Introduction](#)
- [Who does it apply to?](#)
- [When does it apply?](#)
- [What are the main points?](#)
- [The level and elements of remuneration for employees](#)
- [Remuneration on recruitment](#)
- [Increases and additions to remuneration](#)
- [The use of performance-related pay](#)
- [The use of bonuses](#)
- [The approach to the payment of employees on their ceasing to be employed by the authority](#)
- [The pension scheme](#)
- [Any other allowances arising from employment](#)
- [Governance arrangements](#)
- [The publication of and access to information relating to remuneration of chief officers](#)
- [The relationship between the remuneration of chief officers and employees who are not chief officers.](#)

Introduction

Wiltshire Council is a large and complex organisation providing a wide range of services to the community, with a current annual budget of around £328m (2018/19).

In order to deliver these services around 4,591 people work for the council (non-schools) in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

The council’s ten year business plan was published in 2017. At the heart of the business plan the vision continues to be to create stronger communities, and the plan sets out the key actions that will be taken to deliver this. The key priorities of the business plan are to grow the economy, protect the vulnerable, build strong communities and ensure the council is innovative and effective across all services.

The coming year will be challenging with the council having to find innovative ways to deliver services within strict cost parameters. It is now more important than ever to ensure the council has the right people in the right place at the right time to deliver services.

The apprenticeship levy has been in place since April 2017 and the council has been paying a levy of 0.5% of the pay bill monthly into a digital apprenticeship account which is used to fund the cost of training for apprenticeships. As well as focussing on recruiting new apprentices, the council has also used the levy to fund upskilling current employees. To date 25 new apprentices have been recruited and a further 109 employees have started apprenticeships to upskill.

The National Living Wage (NLW) is set to increase to over £9.00 by April 2020. As a result of this the national employers and trade unions have negotiated a new national pay spine which will take effect from 1 April 2019 for all staff on NJC terms and conditions. The new national pay spine will mean the erosion of spinal points at the lower end of the current pay scale to take account of the increases to the NLW, and will mean that some spinal column points will be combined. All staff will receive an increment on the current pay spine on 1 April 2019 (if they are entitled to one), and will then be immediately mapped to the corresponding spinal point in a new pay spine. This new pay spine forms the basis of a new pay and grading model which has been developed as a result of the changes to the new national pay spine. As a result a collective agreement has been reached with the recognised trade unions on this new model for NJC staff, and all grades (except for grade B) will have three rather than four salary increments going forward.

Who does it apply to?

This pay policy statement applies to all non-schools employees of Wiltshire Council with the exception of Centrally Employed Teachers, who are covered by the Teacher's Pay Policy.

When does it apply?

This pay policy statement was first published in February 2012 and is updated on an annual basis. It has now been updated for the financial year 2019/2020.

What are the main points?

1. This pay policy statement sets out the pay policies which apply to both the lowest paid and highest paid employees within the council.
2. In many cases the pay policies are the same for all employees. Where there are differences, these have been clearly outlined below.

The level and elements of remuneration for employees

3. In line with good employment practice the majority of jobs within the council have been evaluated using a job evaluation scheme. This is to ensure that jobs are graded fairly and equitably, and that the council complies with the Equal Pay Act.

4. A small number of jobs i.e. Youth and Community workers, centrally employed teachers and Soulbury staff are subject to national salary scales which determine the pay for each job, and therefore the evaluation schemes do not apply.
5. The council uses two job evaluation schemes in order to rank jobs.

HAY job evaluation scheme:

6. The HAY job evaluation scheme is used to evaluate senior manager jobs within the council (currently 122 employees), which include the following roles:
 - Corporate Director
 - Director
 - Head of Service
 - Strategic and technical specialists
7. Each job is assessed by a panel of three HAY trained evaluators. The evaluators consider the job against each HAY element and sub-element and apply the description and points that best fit the job being evaluated. The values awarded are subsequently added together to give a total job score.
8. The HAY Group periodically carry out quality control checks to ensure the consistency of job scores in line with the conventions of the scheme.
9. The job score determines the grade for the job. There are 6 HAY grades each currently containing a salary range over 4 spinal column points. There is currently a review of HAY grades in order to develop options that recognises technical expertise at a senior level.
10. Details of the HAY evaluation scheme, the points to grades and salary bands are contained on HR Direct.
11. The council's policy is to pay the median market rate for the jobs evaluated using the HAY job evaluation scheme, and aims to ensure that the pay scales for HAY graded posts are sensitive to labour market pressures. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market supplement may be applied.
12. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector and increases are capped in line with the NJC pay award unless market pay data identifies a significant drift or where difficulties are identified with recruitment and

retention of staff at this level (this is in line with the market supplements policy).

Greater London Provincial Council job evaluation (GLPC) scheme:

13. The GLPC job evaluation scheme is used to evaluate the majority of jobs within the council.
14. Each job is assessed by a panel of three trained GLPC evaluators. The evaluators consider each job against a suite of agreed role profiles that set out the level of work required of the grade within the relevant job family.
15. The council aims to ensure that the GLPC scheme is appropriately applied and that there is continuity and consistency in the results. The evaluation process has been checked externally by job evaluation specialists in the South West Councils organisation.
16. There are eight job families each containing a set of evaluated role profiles stating the requirements at each grade.
17. For jobs evaluated using the GLPC job evaluation scheme the national pay spine determined by the National Joint Council (NJC) for Local Government Services forms the basis of the council's pay and grading model, and changes to the national pay spine are subject to annual pay negotiations.
18. In April 2019 a new nationally agreed pay spine will be implemented and staff will be mapped across from the current pay spine to a new pay spine in a new pay and grading model, which will be implemented following collective agreement with the recognised trade unions.
19. The new pay and grading model will contain 14 grades, with all grades containing three increments except for the lowest grade which has two increments.

Remuneration on recruitment

20. The same recruitment policies apply to all employees who take up a new appointment with the council, regardless of grade.
21. The council advertises all posts through the careers website, and may also employ a recruitment agency to provide a shortlist of candidates for senior manager jobs.
22. Candidates are normally appointed on the minimum salary of the grade for the post.
23. If a candidate is currently being paid above the minimum salary of the post they are applying for, the appointment may in some circumstances be on the

next increment point above their current salary, subject to the maximum salary of the grade.

24. The recruitment procedure for Corporate Director and Director posts is undertaken by the Officer Appointments Committee. This committee represents council for all Corporate Director and Director appointments. Once an appointment is proposed by the committee, cabinet is required to ratify the decision and salary level within the band before the appointment is confirmed.
25. In line with the requirements of the Localism Act 2011, all chief and senior officer jobs, including those paid over £100,000 per year, are evaluated using the HAY job evaluation scheme. The job is then allocated the appropriate existing HAY grade and pay band, and a salary offer will only be made within that pay band. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market supplement may be applied.
26. Where it is necessary for any newly appointed employee to relocate more than 15 miles in order to take up an appointment the council may make a contribution towards relocation expenses.

Market supplements

27. The council has a market supplement policy which stipulates that if there are recruitment and retention difficulties for a particular post, and it is shown that the council are paying below the market rate for the job, a market supplement may be paid.
28. Market supplements are only payable to a small number of jobs which are evaluated using the GLPC or HAY schemes.
29. Where skills shortages exist in specific areas, or where despite paying at the median market rate for the role the pay rate for the role is still not sufficient to recruit and retain the skills required, a rate higher than the market median may be paid. This could be an additional increment or a percentage market supplement, and requires the authorisation of the Director, HR&OD in conjunction with the Corporate Directors.
30. The level of market supplement applied to GLPC posts is determined by analysing market data from an external source e.g. Croner Solutions.
31. The data used for assessing market supplements for HAY graded posts is the HAY pay databank for the public and not for profit sector. The HAY databank provides the market median, upper quartile and upper decile pay range for each HAY pay grade.

Salary protection

32. As a result of service redesign, employees may be redeployed to a role which is one grade lower than their current role. In this case, the employee will be in receipt of salary protection for a period of 12 months. Incremental progression and any negotiated pay award will not be applicable during the period of salary protection. Redeployment (and salary protection) is subject to the following criteria:

- transferable skills,
- knowledge of work / experience
- agreement to undertake relevant training, which may include formal qualification
- match behaviours framework and skills profile
- working hours
- location

33. In exceptional circumstances, where there is a national shortage of skills and experience in a particular role, employees may be redeployed to a role more than one grade lower than their current role. This would be authorised by the Director HR&OD.

Increases and additions to remuneration

34. The council's policy is to apply the nationally negotiated NJC pay award for GLPC graded employees which takes effect from 1st April each year and which applies to the national pay spine.

35. Most NJC employees received a pay award of 2% in April 2018, whilst those on the lower spinal points (below SCP 18) received a higher percentage increase.

36. For GLPC graded employees, increments are awarded automatically up to the maximum of the grade unless formal proceedings are taking place under the Improving Work Performance Policy. Increments are paid on the 1st April each year, or six months after the start date (if the starting date is between October and April). There is no provision for the payment of an increment at any other time, unless there are recruitment or retention difficulties.

37. The council's policy for HAY graded employees is to cap any pay award in line with the NJC pay award unless market pay data identifies a significant drift and difficulties are identified with recruitment and retention of staff at this level.

38. For HAY graded employees incremental progression through the grade is based on satisfactory performance measured over a 12 month period. Increments are paid on 1st April each year subject to satisfactory performance, and a minimum of 6 months in post at that time. There is no

provision for the payment of an increment at any other time unless there are recruitment or retention difficulties.

39. The council also employs a small number of specialist employees covered by either Youth and Community, Teachers or Soulbury salary scales which are also negotiated nationally.

The use of performance-related pay

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

The use of bonuses

42. The council does not offer a bonus or honorarium scheme to any employee.

The approach to the payment of employees on their ceasing to be employed by the authority

43. Employees who leave the council's employment are entitled to payment of their contractual notice, along with any outstanding holiday pay.
44. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.
45. There is no discretion to make redundancy payments which do not comply with the policy.
46. If employees choose to volunteer and are accepted for redundancy they are entitled to a payment calculated as follows:

Statutory weeks x normal weekly pay x 2.5, capped at 40 weeks, with a minimum payment of £3000 (pro rata for part time staff).

47. If employees choose not to volunteer for redundancy, and cannot be redeployed, they will leave on compulsory grounds. The payment is calculated as follows:

Statutory weeks x weekly salary (capped at £508), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).

48. If employees are aged 55 or over, and have been a member of the pension scheme for at least three months, they are able to receive their pension and lump sum early if their employment is terminated on grounds of redundancy.

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

50. If employees are dismissed on redundancy grounds, and receive a voluntary (enhanced) redundancy payment, they may be considered for re-employment to posts within Wiltshire Council after the minimum statutory period of four weeks has elapsed subject to the following conditions:

- The post did not exist or was not foreseeable at the time of the dismissal.
- The vacancy has been advertised in accordance with Wiltshire Council policy and procedures.
- The appointment was made on the basis of the best person for the job with regard to the usual selection procedures.
- The appointment has corporate director approval.

51. These conditions apply for twelve months from the date of the dismissal, after which the employee may be considered for re-employment to any post within Wiltshire Council.

52. In accordance with the Localism Act 2011, full council will be given the opportunity to vote on severance packages over £100,000 before they are approved. In line with the council's redundancy pay policy the severance package includes the redundancy payment, and any other non-contractual payments which may be appropriate e.g. outplacement support.

The pension scheme

53. All employees are entitled to join the Local Government Pension Scheme (LGPS).

54. The LGPS changed in 2014 and the benefits structure has moved from a Final Salary basis to a Career Average Revaluation Earnings (CARE) approach for benefits accruing after this date. Employee contribution bandings have also changed and the new regulations have introduced 9 bandings with rates varying between 5.5 – 12.5% according to the employee's salary, with the employer contributions varying on an annual basis.

55. The benefits of the scheme for all members include:

- A tiered ill health retirement package if employees have to leave work at any age due to permanent ill health. This could give employees benefits, paid straight away, and which could be increased if they are unlikely to be capable of gainful employment within 3 years of leaving.

- Early payment of benefits if employees are made redundant or retired on business efficiency grounds at age 55 or over.
- The right to voluntarily retire from age 55 (on an actuarially reduced pension), even though the Scheme's normal pension age is 65.
- Flexible retirement from age 55 if employees reduce their hours, or move to a less senior position. Provided the employer agrees, employees can draw all of their benefits – helping them ease into their retirement.

56. Further information about the pension scheme can be found on the [pensions website](#).

Any other allowances arising from employment

Payment for acting up or additional duties

57. This policy applies only to all employees who, on a temporary basis:

- act up – carrying out the full responsibilities and duties of a higher graded post either for some or all of their working hours; or
- carry out some, but not all, duties or responsibilities of a higher graded post for some or all of their working hours; or
- take on additional duties within their role.

58. The policy allows for employees to receive the salary difference between the lower and higher graded job, calculated on a percentage basis if the additional duties are taken on for only part of the working week.

Unsocial hours allowances

59. The council provides an additional allowance, expressed as a percentage of the basic rate, for regularly working late evenings / early mornings / nights / Sundays. These payments are graduated according to the degree of unsocial hours working and range from 10% to 33% in addition to normal hourly rate.

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

Overtime allowances

61. The council has an overtime policy where all employees are entitled to receive additional payment for hours worked in excess of 37 hours. GLPC graded employees are able to claim overtime hours at their normal hourly rate x1.5 for hours worked on a Monday to Saturday, and x 2 for working a Sunday. HAY graded staff are only able to claim overtime in exceptional

circumstances where there is an emergency situation and payment is based on the current highest spinal point (point 49) of the NJC pay scale.

Standby and callout allowances

62. The council has a standby and callout policy where all employees receive an allowance should they be on standby out of normal office hours. If employees are called out whilst on standby additional hours or overtime will be paid in accordance with the overtime policy.

Sleeping in allowance

The council pays a sleep-in allowance to employees required to sleep in on the premises. This includes up to 30 minutes call out per night, after which the additional hours provisions will apply. The sleep-in allowance payable is currently £35.37, and increases in line with the NJC pay award.

Local election duties – Acting Returning Officer

63. The role of Acting Returning Officer is currently being carried out by a nominated corporate director. Fees are paid in line with the guidance stipulated from the Elections and Democracy Division for the relevant elections.

Governance arrangements

64. The council's policy is to apply the nationally negotiated NJC pay award to the pay scales for jobs evaluated using the GLPC job evaluation scheme.
65. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector.
66. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.
67. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.
68. For these local conditions of employment, the council consults and negotiates with the relevant trade unions, in order to reach agreement. These conditions and allowances are then referred to Staffing Policy Committee for agreement.
69. The role of Staffing Policy Committee is to determine, monitor and review staffing policies and practices to secure the best use and development of the

council's staff. This includes the power to deal with all matters relating to staff terms and conditions.

70. The full remit of the council's Staffing Policy Committee is contained within the constitution.

The publication of and access to information relating to remuneration of chief officers

71. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to senior employees via the council's website:

- Senior employee salaries which are £50,000 and above. This is updated on a monthly basis.
- A list of their responsibilities
- An organisational chart of the staff structure for the top three tiers of the local authority, to include each individual's job title, contact details, grade, salary in a £5,000 bracket, grade maximum and whether each individual is a permanent or temporary employee. This is updated on an annual basis or more frequently if a significant restructure takes place

The publication of and access to information relating to trade union facility time

72. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to trade union facility time as a percentage of the Council's total wage bill via the council's website:

- Basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary)
- Basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full-time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary divided by the total payroll).

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

73. In terms of overall remuneration the council's policy is to set different levels of basic pay to reflect the different sizes of jobs, but not to differentiate on other allowances, benefits and payments it makes.

74. The table below shows the relationship between the basic pay of the

highest and lowest paid employees in the council, excluding employer and employee pension contributions and non-allowances. The figures include all staff in the council (non-schools) and are based on annual full time equivalent salaries.

	Annual FTE Salary November 2017	Ratio November 2017	Annual FTE Salary November 2018	Ratio November 2018
Highest Paid	£151,265		£154,290	
Lowest paid	£15,014	10.1	£16,394	9.4
Mean Salary	£26,106	5.8	£27,294	5.7
Median Salary	£24,174	6.3	£25,463	6.1

75. The council would not expect the basic pay remuneration of its highest paid employee to exceed 20 times that of the lowest group of employees, excluding apprentices.

76. The apprentice rate of pay varies according to the age and level of apprentice and ranges from £8,316 to £15,115 per annum at the lower levels. The apprentice payrates have not been taken into account when calculating the highest to lowest pay ratios as the apprentice rate of pay reflects the requirement for all apprentices to spend 20% of their working week undertaking learning away from the job, and therefore this is not a viable comparison with other jobs.

77. The current ratio of highest to lowest paid employees is well within the guidelines and is 1:9.4. The trend continues to reduce year on year due to the increases at the bottom of the pay scale in line with the national living wage. The ratios for the mean and median salary levels are also slightly lower than last year at 5.7 and 6.1 respectively.

Definitions

NJC – National Joint Council

JNC – Joint Negotiating Committee

GLPC – Greater London Provincial Council

SOULBURY staff - Educational improvement professionals. These staff are drawn from different sources, including senior members of the teaching profession. Their role is to advise local authorities and educational institutions on a wide range of professional, organisational, management, curriculum and related children's services issues, with the overall aim of enhancing the quality of education and related services.

Equal Opportunities

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

Legislation

Local Government Transparency Code 2015
Equality Act 2010

This policy has been reviewed by the legal team to ensure compliance with the above legislation and our statutory duties.

Further information

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

- HAY job evaluation policy and procedure
- GLPC job evaluation policy and procedure
- Market supplements policy and procedure
- Moving home policy and procedure
- Redundancy payments policy
- Overtime policy
- Unsocial hours guidance
- Standby and callout policy
- Starting salaries and incremental progression policy and procedure
- Acting up and additional duties policy and procedure
- The Local Government Transparency Code 2015
- Trade Union Recognition Agreement

These policies are available from the HR department at Wiltshire Council on request.

Policy author	HR Strategic Delivery Team – AG
Policy implemented	28 February 2012
Policy last updated	11 December 2018 (AG)

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

9 January 2018

Implementation of the pay award and new grading model on 1 April 2019

Purpose of the report

1. The purpose of this report is to provide Staffing Policy Committee with details of the new pay and grading model for the Council that has been agreed following local negotiation with the recognised trade unions, and takes account of the 2019 National Joint Council (NJC) pay award.

Background

2. The annual pay award is negotiated nationally by the national employers and recognised trade unions for staff subject to National Joint Council (NJC) terms and conditions at Wiltshire Council.
3. A two year pay deal was agreed by the national employers and trade unions in 2018. This deal included a 2% increase for April 2018 and for April 2019 for most workers (those paid over £19,430 per annum) with larger increases below this pay point to account for the changes to the minimum wage. The deal also included introduction of a new national pay spine in April 2019.
4. Whilst the pay award and pay spine are agreed nationally, the way that we group the spinal points into grades is agreed locally. The current pay and grading model for NJC staff in the council was implemented through a joint agreement with the trade unions in 2007 as part of a pay reform exercise, and therefore any changes to our pay and grading model needed to be jointly agreed.

Main considerations

5. The council has been negotiating with the trade unions to agree the implementation of a new pay and grading model, which has required consideration to be given to the impact of the new national pay spine on existing pay grades, and incremental progression.
6. The new features of the pay spine from April 2019 are:
 - A minimum pay rate of £9.00 per hour (£17,364) on new spinal column point (SCP)1, equivalent to old SCPs 6 & 7
 - 'Pairing off' old SCPs 6-17 to create new SCPs 1-6.
 - Equal steps of 2.0% between each new SCPs 1 to 22, equivalent to old SCPs 6-28 (By creating equal steps between these pay points, new SCPs 10, 13, 16, 18 and 21 have been generated and means that current SCP's will not assimilate and means that the current number of pay points in a grade would change).
 - On new SCP 23 and above (equivalent to old SCPs 29 and above), a 2.0% increase on 2018 rate.
7. In developing the proposals for changing our pay and grading model to take account of the new national pay spine consideration has been given to how schools staff will be

affected as the new arrangements will also be implemented for NJC support staff in Wiltshire maintained schools.

8. Applying the new national pay spine to our pay and grading model with no changes would result in a significant discrepancy in the number of incremental points for some grades, causing equality issues for lower graded staff. The table below shows the impact.

Grade	Existing spinal points (SCP)	Existing pay range 2018 £	New spinal points	New pay range 2019 £
A	6	16394	1	17,364
B	7-9	16,495-16,755	1-2	17,364-17,711
C	10-13	16,863-17,391	3-4	18,065-18,426
D	14-17	17,681-18,672	5-6	18,795-19,171
E	17-19	18,672-19,446	6-8	19,171-19,945
F	19-22	19,446-21,074	8-12	19,945-21,589
G	22-25	21,074-23,111	12-17	21,589-23,836
H	25-28	23,111-25,463	17-22	23,836-26,317
I	28-31	25,463-28,221	22-25	26,317-28,785
J	31-34	28,221-30,756	25-28	28,785-31,371
K	34-37	30,756-33,136	28-31	31,371-33,799
L	37-40	33,136-36,153	31-34	33,799-36,876
M	40-43	36,153-39,002	34-37	36,876-39,782
N	43-46	39,002-41,846	37-40	39,782-42,683
O	46-49	41,846-44,697	40-43	42,683-45,591

Mapping across of staff into the new spinal table

9. The council has agreed with the trade unions following negotiation, that the best option for assimilating staff into the new spinal table to create a new pay and grading model for the council would be to award all staff with the increment they would have expected, (unless they are on the top of their grade), using the current 2018 pay and grading model, and then map to the new model, which would include the 2019 pay award. See appendix 1.
10. Staff who are in post for fewer than 6 months at 1 April 2019 (and therefore need to achieve six months service in order to receive their increment), will receive the 2019 pay award applicable to their spinal point. On completion of six months service they will then receive an increment (if applicable) in the new pay and grading model.

New pay and grading model

11. The council and trade unions have agreed following negotiation that the implementation of a new pay and grading model which will be based on three spinal points per grade (2 spinal points for grade B). See appendix 2. Currently most grades have 4 spinal points.
12. To achieve a three-spinal point per grade model the council's new pay and grading model will feature a number of missing spinal points, and in this case spinal points 10, 14, 16, 19 and 21 of the national pay spine have been selected.
13. The advantages of the model agreed are as follows:

- A three-increment pay model is a more modern approach and will mean fewer years of progression with employees reaching the maximum salary quicker. This will result in higher average pay in each grade.
- Having fewer incremental pay points for each grade is more likely to be equalities compliant.
- There will be consistency across grades, with the exception of grade B, which can be rationalised on the basis of length of time to become fully proficient.
- The lowest paid staff, currently grade A, will benefit from some progression and a higher grade maximum as this grade will be subsumed into grade B.
- Higher starting salaries for grades I to O is likely to be beneficial in terms of competing for new recruits and our position in the jobs market, which is competitive in many roles in these grades.
- Although this model has grades which contain fewer increments than the current model, no employees would be adversely affected by these structures in terms of pay at 2019, or their perceived long term pay (grade maximum).

Financial considerations

14. The cost of implementing this new pay and grading model for the council will be in addition to the cost of the 2019 pay award and annual increments. £4.042m (£1.305m for increments & £2.695m for 2% pay award) was already in the budget plans for 2019/20, and as a result of the completion of negotiations with the trade unions the additional cost of implementing the new pay and grading model has been built into the 2019/20 budget plans.
15. There is also a financial impact for schools. Of the 5,060 support staff employed in schools, 99% of these staff (5,016) fall within Grades A to I, which will incur the greatest financial impact from implementing the 2019 pay award and new pay spine.

Equalities considerations

16. An analysis of the numbers of males and females in the affected grades/spinal points indicates that neither of these options would introduce any significant gender bias.

Recommendations

17. It is recommended that Staffing Policy Committee note that the implementation of the pay award and a new pay and grading model for NJC staff has been agreed following negotiation with the recognised trade, and will be implemented on 1 April 2019.

Joanne Pitt
Director HR&OD

Report author: Amanda George, Head of HR&OD Strategic Delivery

Mapping across to the proposed new pay spine

Current Grade	Current SCP	Annual Salary April 18	New Grade	New SCP	Annual Salary April 19
A	6	£16,394	To Grade B	1	£17,364
B	7	£16,495	B	1	£17,364
	8	£16,626		2	£17,711
	9	£16,755			
C	10	£16,863	C	2	£17,711
	11	£17,007		3	£18,065
	12	£17,173		4	£18,426
	13	£17,391			
D	14	£17,681	D	4	£18,426
	15	£17,972		5	£18,795
	16	£18,319		6	£19,171
	17	£18,672			
E	17	£18,672	E	6	£19,171
	18	£18,870		7	£19,554
	19	£19,446		8	£19,945
F	19	£19,446	F	9	£20,344
	20	£19,819			
	21	£20,541		11	£21,166
	22	£21,074		12	£21,589
G	22	£21,074	G	13	£22,021
	23	£21,693		15	£22,911
	24	£22,401			
	25	£23,111		17	£23,836
	26	£23,866			
H	26	£23,866	H	18	£24,313
	27	£24,657		20	£25,295
	28	£25,463		22	£26,317

Current Grade	Current SCP	Annual Salary April 18	New Grade	New SCP	Annual Salary April 19
I	28	£25,463	I	23	£26,999
	29	£26,470		24	£27,905
	30	£27,358		25	£28,785
	31	£28,221			
J	31	£28,221	J	26	£29,636
	32	£29,055		27	£30,507
	33	£29,909		28	£31,371
	34	£30,756			
K	34	£30,756	K	29	£32,029
	35	£31,401		30	£32,878
	36	£32,233		31	£33,799
	37	£33,136			
L	37	£33,136	L	32	£34,788
	38	£34,106		33	£35,934
	39	£35,229		34	£36,876
M	40	£36,153	M	35	£37,849
	41	£37,107		36	£38,813
	42	£38,052		37	£39,782
	43	£39,002			
N	43	£39,002	N	38	£40,760
	44	£39,961		39	£41,675
	45	£40,858		40	£42,683
O	46	£41,846	O	41	£43,662
	47	£42,806		42	£44,632
	48	£43,757		43	£45,591
	49	£44,697			

Wiltshire Pay Scales

With effect from 1 April 2019
Pro rata for part time staff

Grade	SCP	Annual Salary	Hourly Rate *
B	1	£17,364	£9.00
	2	£17,711	£9.18
C	2	£17,771	£9.18
	3	£18,065	£9.36
	4	£18,426	£9.55
D	4	£18,426	£9.55
	5	£18,795	£9.74
	6	£19,171	£9.94
E	6	£19,171	£9.94
	7	£19,554	£10.14
	8	£19,945	£10.34
F	9	£20,344	£10.54
	10	£21,166	£10.97
	11	£21,589	£11.19
G	12	£22,021	£11.41
	13	£22,911	£11.88
	14	£23,836	£12.35
H	15	£24,313	£12.60
	16	£25,295	£13.11
	17	£26,317	£13.64

Grade	SCP	Annual Salary	Hourly Rate *
I	18	£26,999	£13.99
	19	£27,905	£14.46
	20	£28,785	£14.92
J	21	£29,636	£15.36
	22	£30,507	£15.81
	23	£31,371	£16.26
K	24	£32,029	£16.60
	25	£32,878	£17.04
	26	£33,799	£17.52
L	27	£34,788	£18.03
	28	£35,934	£18.63
	29	£36,876	£19.11
M	30	£37,849	£19.62
	31	£38,813	£20.12
	32	£39,782	£20.62
N	33	£40,760	£21.13
	34	£41,675	£21.60
	35	£42,683	£22.12
O	36	£43,662	£22.63
	37	£44,632	£23.13
	38	£45,591	£23.63

* Hourly Rates rounded to 2 decimal points

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