

AGENDA

Meeting: Staffing Policy Committee
Place: Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Thursday 14 November 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

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

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Membership:

Cllr Allison Bucknell (Chairman)	Cllr Ricky Rogers
Cllr Tony Jackson (Vice-Chairman)	Cllr John Smale
Cllr Richard Clewer	Cllr Ian Thorn
Cllr Mike Hewitt	Cllr Philip Whitehead
Cllr Hayley Illman	

Substitutes:

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

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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 25 September 2019. (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 **Thursday 7 November 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 **Monday 11 November 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 **Removal of Homeworking Allowance** (*Pages 11 - 16*)

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

7 **Quarterly Workforce Report: July to September 2019** *(Pages 17 - 20)*

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

8 **Update on #Our Day**

An update will be made at the meeting.

9 **Date of Next Meeting**

To note that the next meeting of the Committee is due to be held on Wednesday 8 January 2020 at County Hall, Trowbridge starting at 10.30am.

10 **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 25 SEPTEMBER 2019 AT WEST WILTS COMMITTEE ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

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

31 Apologies for absence

Apologies for absence were received from:-

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

Cllr Ian Thorn

Cllr Philip Whitehead, who was substituted by Cllr Tony Trotman

32 Minutes of Previous Meeting

Resolved:

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

33 Declarations of Interest

There were no declarations of interest made at the meeting.

34 Chairman's Announcements

The Chairman made the following announcement:-

CIPD People Management Awards CIPD People Management Awards

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

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

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

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

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

35 **Public Participation**

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

36 **Appointment of Sub-Committees**

Resolved:

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

(a) Senior Officers Employment Sub-Committee

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

(Substitute Members: Cllr Jon Hubbard, Cllr Bob Jones

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

(b) Appeals Sub-Committee

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

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

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

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

(c) Grievance Appeals Sub-Committee

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

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

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

37 **HAY Amended Grades**

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

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

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

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

After some discussion,

Resolved:

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

38 **Early Resolution Procedure**

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

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

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

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

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

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

During discussion there was much support for the proposal.

Resolved:

To approve:

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

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

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

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

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

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

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

Resolved:

To note the Quarterly Workforce report.

40 **Date of Next Meeting**

Resolved:

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

41 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.30 am - 11.15 am)

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

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

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Removal of Homeworking Allowance

Purpose

1. The purpose of this report is to update Staffing Policy Committee on the decision made by the Corporate Leadership Team (CLT) to remove the homeworking allowance from 1 April 2020 for employees who work flexibly from home for part of their working week.

Background

2. After Wiltshire Council became a unitary authority in 2009 a major programme of work was launched to reduce over 90 buildings to three main hub buildings in Trowbridge, Chippenham and Salisbury. The three main hubs were re-developed, and new ways of working were implemented which meant staff no longer had their own desks but instead had access to a team space with a ratio of one desk between two people.
3. In 2010 an interim homeworking allowance was introduced as a temporary arrangement for staff working at Bourne Hill in Salisbury, which was the first hub to be redeveloped. The allowance was designed to encourage staff to change the way they worked and provided the opportunity to work more flexibly from home or another work location for part of their working week.
4. In 2012 the council extended the homeworking allowance to staff in the remaining two hubs in Trowbridge and Chippenham as part of a suite of flexible working policies to encourage staff to work flexibly and to change the culture of staff having fixed desks that they “owned”.
5. The allowance was introduced as a temporary arrangement to support the change in working practices so would be removed once the change was embedded. This temporary arrangement was agreed with the trade unions at the time.

Main considerations

6. Employees who work flexibly from home are categorised as either a flexible home worker or an ad-hoc home worker as follows:

Flexible home worker (regularly works at home)	A council office is the contractual base of work and there is no change to the contract of employment. There is a regular arrangement where the employee works from home on a pattern or rota as agreed with the line manager.
Ad-hoc home worker (occasional work at home)	A council office is the contractual base of work and the employee works at this location most of the time.

	<p>Agreement with the line manager may be made to work from home on an occasional basis if it means completing a piece of work, or it fits with work-life balance.</p> <p>This is not a regular arrangement (otherwise it would be categorised as a flexible home worker)</p>
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7. For those employees working flexibly from home an allowance is available as follows:

Flexible home worker (regularly works at home)	<p>If you work 60% or more of your contracted hours at home, you will receive £304.37 per annum</p> <p>If you work less than 60% of your contracted hours at home, you will receive £152.19 per annum.</p> <p>Pro rata for part time employees.</p>
Ad-hoc home worker (occasional work at home)	No allowance is payable.

8. The payment of an allowance is predicated on the basis that the employee works at home regularly as part of a formal rota or working pattern and is not payable where this is not the case.
9. Current homeworking allowance data based on employees in receipt of a payment in August 2019 shows that 19.3% of employees claim the homeworking allowance with the payment varying across directorates.
10. In all but the finance & procurement directorate, most employees claim the lowest allowance for working less than 60% of the contracted working week flexibly from home.
11. Based on employees in receipt of the homeworking allowance in August 2019, the annual cost of the homeworking allowance equates to £155,746.
12. It is the responsibility of managers to confirm with the payroll service which employees are to receive the homeworking allowance.
13. The original provision for employees to work flexibly from home was introduced as an interim measure to encourage a move to flexible office spaces and to support employees with this change. As outlined the payment of an allowance for working regularly at home was not intended to be a permanent provision.
14. Most staff across the council now can work flexibly, including working at home, and access to flexible working is positively received by employees as it supports family friendly practices and good work-life balance. In most teams, working flexibly, including from home, is now considered the norm and the practice is well embedded. Being able to work flexibly is consistently the most valued benefit that the council offers.

15. The homeworking allowance is therefore no longer the key driver in encouraging employees to work flexibly, with the benefits that flexible working provides outweighing the allowance. For many staff the fact that they do not have to commute to work if they are working at home saves a considerable time and cost with the saving being greater than the homeworking allowance.
16. CLT has therefore decided that the homeworking allowance, which was introduced as a temporary measure to support new ways of working, will be removed. Communications have recently gone out to staff and managers to give 6 months' notice of the removal of the allowance so that it discontinues from 1st April 2020.
17. The recognised trade unions have been consulted about the removal of the homeworking allowance and are in agreement that it is no longer the key driver for staff working at home. They were keen for staff to be given a choice about whether they wish to work from home and this was reflected in the communications that were sent out.

Environmental Impact of the proposal

18. None

Equalities impact of the proposal

19. The removal of the allowance will be equality impact assessed.

Risk Assessment

20. There is a risk that staff may decide not to work at home because of the removal of the allowance. However, there are other office buildings available, including campuses & libraries as well as flexible working spaces in our hub buildings, so staff have other options should they choose not to work from home, and therefore the impact would be negligible.

Financial Implications of the proposal

21. The annual cost of the homeworking allowance would represent a saving to the council of £155,746.

Conclusions

22. Flexible working is now truly embedded at the council and is consistently the most valued benefit of working at the council. The allowance is therefore no longer the key driver to encourage employees to work flexibly from home and was always intended to be temporary. CLT has therefore decided to remove the temporary allowance from 1 April 2020.

Recommendations

23. It is recommended that Staffing Policy Committee note the contents of this report.

Joanne Pitt
Director HR&OD

Report Author: Laura Fisher, HR Pay & Reward Consultant

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Quarterly Workforce Report



July – Sept 2019

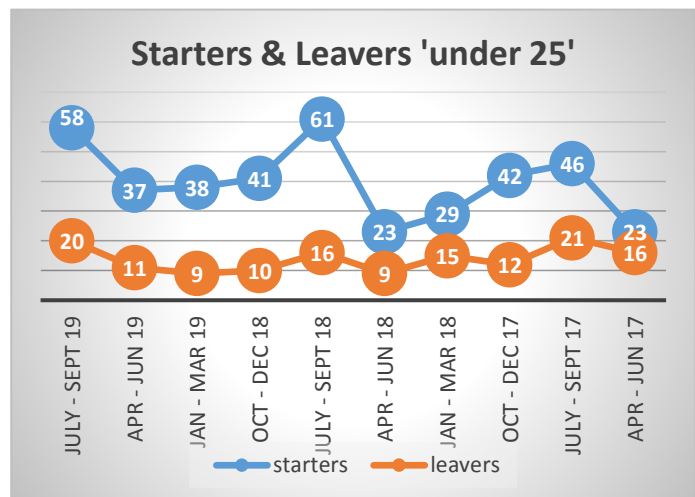
Key Observations

Under 25's turnover

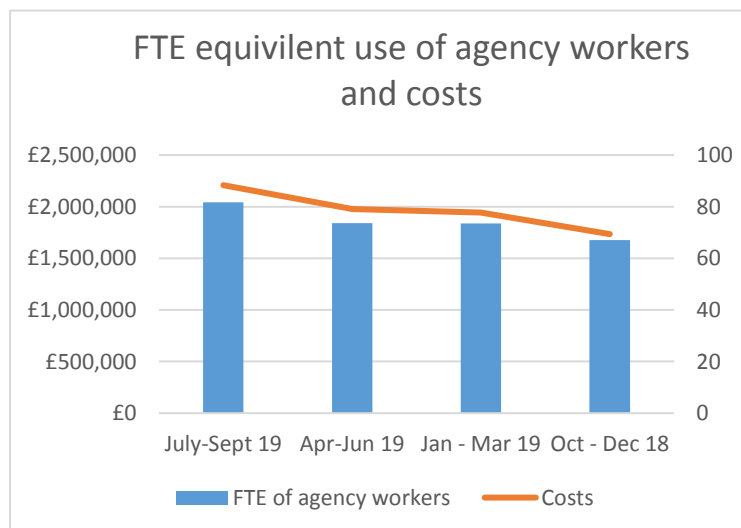
The number of starters in the under 25's age band has risen this quarter with only a slight rise in the number of leavers.

58 starters in this age band began work this quarter, 23% of all starters. Comparing this over the last 3 years there is a trend for an increase in this quarter. Attracting under 25's is one of the main principals of the People Strategy, recent initiatives in relation to recruitment, apprenticeships, improving employer branding and championing the benefits of working at Wiltshire Council are continuing to show results.

However, there is a slight rise in under 25 leavers this quarter but again there is a trend for this to rise at this time of year. The average length of service over this period is 2.17 years, which is in line with surveys conducted by Gallup and Deloitte which states millennials and Gen Z stay an average of 2 – 3 years before moving on.



Agency use and cost rise



The FTE equivalent use of agency staff employed over the last 3 quarters has risen and therefore the cost has also increased.

Families & Children's Services, Digital & Information and Adult Care remain the highest users of agency staff. These are covering both hard to recruit posts, vacancies pending and one off/extra workload.

Social care and ICT vacancies are being highlighted on our careers site to promote these areas with the aim to fill posts permanently.

Staffing Levels				
Measure	Oct – Dec 18	Jan – Mar 19	Apr – June 19	July – Sept 19
Headcount	4586	4627	4709	4747
FTE	3408	3434	3487	3506
Agency worker use (equivalent number of FTE's used during quarter)	67.1	73.5	73.7	81.8
Ratio of managers to employees	1:10.2	1:10.3	1:10.4	1:10.1
FTE of managers	434.5	434.2	439.8	452.3
Number of redundancies made during quarter	12	18	4	21
Ratio of starters to leavers (FTE)	1:0.7	1:0.7	1:0.7	1:0.9

Sickness Absence					
Measure	Oct – Dec 18	Jan – Mar 19	Apr – June 19	July – Sept 19	July – Sept 18
Working days lost per FTE	2.3 days	2.4 days	2.1 days	2.1 days	2.3 days
% of total absences over 20 days	49.1%	45.6%	47.5%	49.5%	56.6%

Health and Safety <u>RIDDOR</u> related injuries				
Measure	Oct – Dec 18	Jan – Mar 19	Apr – June 19	July – Sept 19
No. of workplace incidents/injuries reported	1	1	1	tbc

Voluntary Staff Turnover					
Measure	Oct - Dec 18	Jan – Mar 19	Apr – June 19	July – Sept 19	July – Sept 18
% staff turnover	2.1% (95 leavers)	2.1% (97 leavers)	2.3% (108 leavers)	3.1% (146 leavers)	2.8% (130 leavers)
% <1 year turnover rate	3.8%	4.4%	3.5%	4.5%	4.1%
% Under 25's voluntary turnover	3.1%	2.8%	3.3%	5.9%	5.4%
Average leavers' length of service	7.8 years	8.1 years	7.2 years	7.1 years	11.6 years

New Disciplinary, Grievance and Absence Cases				
Measure	Oct – Dec 18	Jan – Mar 19	Apr – June 19	July – Sept 19
Disciplinary cases	22	12	17	23
Grievance cases	6	4	4	5
Absence cases	168	181	164	156

Employee costs					
Measure Relating to Quarter	Oct – Dec 18	Jan – Mar 19	Apr – June 19	July – Sept 19	July – Sept 18
Total paid in salaries to employees (non casual)	£25.67m	£25.55m	£26.94m	£27.2m	£25.55m
Total paid in salary to casual employees	£0.41m	£0.49m	£0.49m	£0.58m	£0.59m
Total salary pay	£26.08m	£26.03m	£27.43m	£27.8m	£26.61m
Total paid to agency workers	£1.73m	£1.94m	£1.98m	£2.21m	£1.79m
Median employee basic salary	£21,074	£21,074	£21,589	£21,589	£21,074

Why this is important: Clear budgetary constraints 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>	Oct – Dec 18	Jan – Mar 19	Apr – June 19	July – Sept 19
Cost of sick pay	£0.70m	£0.69m	£0.79m	£0.66m
FTE change due to employee hour changes	-1.6	-8.5	-9.2	-10.2
Cost/saving of employee hour changes	-£20,942	-£224,775	-£244,471	-£184,868

Why this is important: Sick pay amounted to £2,929,393 across Wiltshire Council during the 2018-19 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. FTE changes indicate where services may 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 could also be an indication that services are adopting a more positive approach to flexible working.

Employee Diversity					
Measure	Oct – Dec 18	Jan – Mar 19	Apr – June 19	July – Sept 19	July – Sept 18
% < 25	6.9%	7.0%	7.1%	7.3%	6.8%
% 55 and over	25.7%	25.9%	25.8%	25.7%	25.7%
% Female	72.9%	72.9%	72.9%	72.6%	72.8%
% Part-time	46.7%	47.0%	47.1%	46.8%	47.1%
% Temporary contracts	6.3%	6.6%	6.8%	6.9%	5.8%
% Black or Minority Ethnic	3.1%	3.0%	2.9%	2.8%	3.0%
% Disabled	7.8%	7.8%	7.4%	7.0%	8.2%

Pulse 360		
Me	Management	Company
<p>PULSE SCORE</p> <p>+36</p> <p>Based on most recent response from each participant</p> <ul style="list-style-type: none"> 54% Promoters (107) 28% Passives (56) 18% Detractors (35) 	<p>PULSE SCORE</p> <p>+44</p> <p>Based on most recent response from each participant</p> <ul style="list-style-type: none"> 59% Promoters (116) 26% Passives (52) 15% Detractors (30) 	<p>PULSE SCORE</p> <p>+43</p> <p>Based on most recent response from each participant</p> <ul style="list-style-type: none"> 56% Promoters (110) 31% Passives (62) 13% Detractors (26)
↓ -4 (pulse score)	↑ +13 (pulse score)	↓ -3 (pulse score)

The above information has been taken from our grow system. This is a new feature that was introduced in August 2018 to regularly understand how staff are feeling towards 3 key areas of their work experience, 'Me', 'Management' and 'Company'. This table displays how positive, neutral or negative staff are feeling towards these 3 key areas, including how the pulse score (displayed in the middle of the circle) has improved or declined.