

# AGENDA

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**Meeting:** Staffing Policy Committee

**Place:** Council Chamber, County Hall, Trowbridge

**Date:** Thursday 17 June 2021

**Time:** 11.30 am

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Please direct any enquiries on this Agenda to Kevin Fielding, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 or email [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

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

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## **Membership:**

Cllr Stuart Wheeler (Chairman)  
Cllr Helen Belcher  
Cllr Allison Bucknell  
Cllr Richard Clewer  
Cllr Simon Jacobs  
Cllr Carole King  
Cllr Jacqui Lay  
Cllr Antonio Piazza  
Cllr Ricky Rogers

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## **Substitutes:**

Cllr Liz Alstrom  
Cllr Caroline Corbin  
Cllr Mel Jacob  
Cllr Bob Jones MBE  
Cllr Kathryn MacDermid  
Cllr Ashley O'Neill  
Cllr Mary Webb

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### **Covid-19 safety precautions for public attendees**

To ensure COVID-19 public health guidance is adhered to, a capacity limit for public attendance at this meeting will be in place. **Please contact the officer named on this agenda no later than 5pm on Wednesday 16 June if you wish to attend this meeting.**

To ensure safety at the meeting, all present at the meeting are expected to adhere to the following public health arrangements to ensure the safety of themselves and others:

- Do not attend if presenting symptoms of, or have recently tested positive for, COVID-19
  - Wear a facemask at all times (unless due to medical exemption)
    - Maintain social distancing
  - Follow one-way systems, signage and instruction

Where it is not possible for you to attend due to reaching the safe capacity limit at the venue, alternative arrangements will be made, which may include your question/statement being submitted in writing.

### **Recording and Broadcasting Information**

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

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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 Meetings** (*Pages 7 - 20*)

To confirm the minutes of the Staffing Policy Committee meeting held on Thursday 11 March 2021 and the Senior Officers Employment Sub-Committee held on Friday 26 June 2020

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 contact the officer named on this agenda no later than 5pm on Wednesday 16 June if you wish to attend this 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 10 June 2021** 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 14 June 2021**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent

Details of any questions received will be circulated to Committee members prior

to the meeting and made available at the meeting and on the Council's website

## 6 **Appointment of Sub-Committees**

The Committee is asked to:

- (i) agree the size, and
- (ii) appoint the members and substitute members (up to four for each Party Political Group) to each of the following Sub-Committees:

**Senior Officers Employment Sub Committee** – previous members being Cllr Stuart Wheeler, Cllr Philip Whitehead, Cllr Hayley Illman  
Substitutes: Tony Jackson, Mike Hewitt, Richard Clewer, John Smale, Carole King, Jo Trigg, Bob Jones, Ian Thorn.

**Appeals Sub-Committee** – previous members being Cllr Stuart Wheeler, Cllr Richard Clewer, Cllr Hayley Illman  
Substitutes: Tony Jackson, Mike Hewitt, Philip Whitehead, John Smale, Carole King, Jo Trigg, Bob Jones, Ian Thorn.

**Grievance Appeals Sub- Committee** – previous members being Cllr Stuart Wheeler, Cllr Tony Jackson, Cllr Hayley Illman  
Substitutes: Mike Hewitt, Richard Clewer, Philip Whitehead, John Smale, Carole King, Jo Trigg, Bob Jones, Ian Thorn.

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

## 7 **Quarterly Report - Jan-Mar 21** *(Pages 21 - 26)*

Michael Taylor

## 8 **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** (*Pages 27 - 36*)

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

### Staffing Policy Committee

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#### MINUTES OF THE ON-LINE STAFFING POLICY COMMITTEE MEETING HELD ON 11 MARCH 2021

##### **Present:**

Cllr Richard Clewer, Cllr Mike Hewitt, Cllr Hayley Illman, Cllr Tony Jackson (Vice-Chairman), Cllr Carole King, Cllr John Smale, Cllr Stuart Wheeler (Chairman) and Cllr Philip Whitehead

##### **Also Present:**

Jo Pitt - Director – HR & OD, Paula Marsh - HR & OD Strategic Delivery Manager, Michael Taylor – Workforce Insight Analyst, HR & OD, Stuart Honeyball - ERP Programme Lead, HR & OD, Catherine Coombs - HR Consultant - Diversity & Inclusion, HR & OD, Tasmin Kielb - Head of Service Org Development & Change, OD & Change, Mike Osment – Branch Secretary, UNISON and Kevin Fielding - Democratic Services Officer

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#### 1 **Apologies for absence**

There were no apologies for absence

#### 2 **Minutes of Previous Meeting**

##### **Decision**

- **That the minutes of the meeting held on Thursday 6 January 2021 were confirmed as the correct record**

#### 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**

No statements or questions were received

## 6 **Covid Response**

Jo Pitt – Director, HR & OD gave a short verbal update

Points made included:

- That some 400 Wiltshire Council staff had been formally re-deployed
- Many staff currently working supporting the Elections team at the moment
- That staff had been volunteering to be Covid champions
- That staff were supporting Covid testing in local secondary school
- That there had been a significant re-focussing of the Wiltshire Council workforce
- Up to end of April still no normal access to the hubs for Wiltshire Council staff
- May/June review and extension of access for staff
- July/Sept phased return for staff
- October onwards new normal working arrangements for all teams

Points made by the committee members:

- That good work being done by waste collection crews and Highways staff

The Chairman thanked Jo Pitt for her update

## 7 **Organisational Recovery Programme**

Paula Marsh – HR & OD Strategic Delivery Manager presented an update on work undertaken through each of the Organisational Recovery Programme workstreams, and the priority actions for the next period.

Points made included:

### **High performance culture**



- Extension of 360 appraisal roll out into next pilot area – likely to be Families and Children’s services
- Evolve (SAP replacement) ITT evaluation training, data cleansing and business readiness planning
- Development and implementation of new staff recognition scheme – EPIC stars
- Performance task group set up with focus on performance dashboard development, appraisal review and governance

### **Workplaces and Workspaces**

Focus on preparations for the return to workplaces when it is safe to do so including:

- Communication of internal roadmap up to 21 June focused on staff who require access to workplaces to deliver services or for wellbeing reasons
- Development of detailed plans for a return to workplaces for all staff in a phased way between 21 June and September
- Member survey launched to capture views about virtual ways of working
- Proposals to be taken to OR board outlining potential changes to meeting spaces, layouts within hubs, options to enable staff to trial new ways of working and investment in new technology, equipment and furniture
- Digital workers – phase 3 telephony roll out, bring you own device policy, continued sharepoint migration

### **Commercial**

- Development and piloting of commercial awareness course
- Trial of commercial innovation interventions around key contracts
- Completion of process mapping work and identification of areas for review

## **Wellbeing and Engagement**

- Staff Wellbeing Q&A session arranged for 12 March with a focus on vaccinations
- Recruitment of mental health advocates and launch of scheme
- Development and roll out of third staff wellbeing survey

## **Inclusion**

- Workforce Inclusion Strategy and priority action plan finalised and communicated
- Launch of refreshed EDI steering group meetings chaired by ELT sponsor
- Development and roll out of reverse mentoring scheme pilot

## **Agile**

- Review of unsocial hours, call out and standby payments to support with future service design
- Specific work with services to support review of service delivery and embed new ways of working developed during pandemic
- Review of council policies to align with “Our Identity” – development of early resolution process for grievances
- Development of supporting guidance and processes around staff return to workplaces

## **Customer experience**

- Development and agreement of Customer Experience vision & strategy
- Online payments – finalise agreement to Civica upgrade and confirm scope for compliance audit
- Process automation tender documentation development

The following focussed presentations were given:

Career step roles (agile workstream) - Paula Marsh - HR & OD Strategic Delivery Manager

Points made included:

- A tool to support more agile development and deployment of staff
- Designed to support services with vacancies that were hard to recruit but where no apprenticeship standards existed to enable a “grow your own” approach
- Enabled internal staff, who did not fully meet the person specification, to be considered for roles
- The recruiting manager created a “portfolio” of knowledge, skills and experience that needed to be gained before moving fully into the role, this may include a formal qualification where required for the role
- Normally the career step post would be one grade lower than the target post or two grades lower if a formal qualification was required
- Staff move into the role as a secondment and, once the portfolio had been successfully completed could then be confirmed into post permanently
- Two pilots were currently in progress for a network coordinator role in highways and plumber roles in the housing repairs service – feedback would be used to review and confirm guidance and policy changes which would be brought to SPC for review in the Summer and then rolled out more widely across the council

Evolve programme update (high performance workstream) - Stuart Honeyball - ERP Programme Lead, HR & OD

Points made included:

- That Evolve was a corporate programme of work through which the council would design, specify and procure a new solution and associated business processes for HR, Payroll, Finance and Procurement to replace its existing Enterprise Resource Planning system, SAP, which had been in place since 2009
- This would enable organisational insight to support evidence-based decision making and policy development

- This would be achieved by transforming our business processes, systems, and the use of digital technology
- It would support the organisation to develop a flexible, high performance culture, enabling the workforce to deliver the best outcomes for our residents

Inclusion strategy and action plan (inclusion workstream) - Tamsin Kielb – Head of Service Org Development & Change, OD & Change

Points made included:

- The Vision – That Wiltshire Council was an inclusive organisation that reflected the diverse backgrounds of the communities it served, where everyone was valued as an individual and where fairness and respect run through everything that it does
- The Aims – To ensure that the workforce was representative of the community and that everyone in the organisation felt a sense of inclusion and belonging

Develop new initiatives and processes as part of organisational recovery, to educate, promote and embed Inclusion and Diversity practices and ways of working into all areas of the organisation

Ensure that we build skills, awareness, capability and knowledge through sponsorship, training and communications campaigns to deliver this vision

The Chairman thanked everybody for their presentations

## 8 **Gender Pay Gap**

Catherine Coombs – HR Consultant, Diversity and Inclusion outlined the written report contained in the agenda pack

Points made included:

- The purpose of the report was to present the gender pay gap data and report required to be published on behalf of Wiltshire Council for the reference date of 31 March 2020
- That the gender pay gap reporting came into effect from April 2017 and required organisations with 250 or more employees to publish and report specific figures about their gender pay gap – the difference between the average earnings of men and women, expressed relative to men's earnings

- That these obligations had been introduced alongside the public-sector equality duty's (PSED) existing publishing requirements for public bodies
- That Public Sector organisations must publish a set of figures via the government's online reporting service each year. For Wiltshire Council, the figures must be based on the reference date of the 31 March to be published by 30 March the following year. Due to the impact of the covid pandemic, the EHRC recently announced a six month extension to the deadline for employers to report their gender pay gap data this year
- That Wiltshire Council would aim to report its gender pay gap figures by 30 March as usual

### **Decision**

- **That the Staffing Policy Committee noted the contents of the gender pay gap infographic report and action plan and the obligations placed on the council with regards to the publication of gender pay gap data**

The Chairman thanked Catherine Coombes for her report

## **9 Diversity and Inclusion**

Catherine Coombs – HR Consultant, Diversity and Inclusion outlined the written report contained in the agenda pack

Points made included:

- That the report presented the updated annual inclusion and diversity employment monitoring report. 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
- That in March 2020 Wiltshire Council had published its [inclusion and diversity employment monitoring report 2018/19](#) on the Wiltshire Council website
- That Wiltshire Council was required to publish the updated inclusion and diversity employment monitoring report for 2019/2020 by the 31 March 2021
- That the headcount figures in the report had been based on workforce data as at 1 October

- This year the format for the report had been revised and included a new info-graphic style format for presenting the data. It was hoped that the shorter and more visual style of the report would make it more accessible and engaging
- The report contained whole council workforce data and then a breakdown of this information by each of the protected characteristics where information was available. The headcount figures in the report were collected from the equality monitoring exercises which had been carried out annually over the last few years

### **Decision**

- **That the Committee noted the contents of the report and that this information would be used to support the development of an action plan linked to the new Inclusion strategy**

The Chairman thanked Catherine Coombes for her report

## 10 **Amendments to Eyecare Policy**

Paula Marsh - HR & OD Strategic Delivery Manager outlined the written report contained in the agenda pack

Points made included:

- To seek approval on proposed changes to the corporate eyecare policy, with the intention to implement this with effect from 1 April 2021
- That in accordance with relevant health and safety regulations, employers must pay for an eye test for DSE users, if requested, and provide suitable eyewear if an employee needed them only for DSE use. If an ordinary prescription was suitable, employers did not have to pay for eyewear
- The corporate eyecare policy explained how and when employees could claim reimbursement for eyecare expenses. In the current policy, employees were entitled to claim reimbursement for eye test expenses up to £19.95 and up to £55 for eyewear, once every two years. In 2019, Wiltshire Council received 219 claims: 162 for eye tests costing £2,845 and 158 for eyewear costing £8,550. The total claims under this policy in 2019 were £11,394

### **Decision**

**That the Staffing Policy Committee confirmed their agreement to the proposed changes to the Council's Eyecare policy**

The Chairman thanked Paula Marsh for her report

11 **Amendments to Purchase of Annual Leave Policy**

Paula Marsh - HR & OD Strategic Delivery Manager outlined the written report contained in the agenda pack

Points made included:

To seek approval of proposed changes to the scheme for Purchase of Annual Leave, which would extend the opportunities for employees to purchase additional annual leave throughout the year and increase the number of days that could be requested, with the intention to implement this with effect from 1 July 2021

That Purchase of Annual Leave (PAL) was implemented in May 2016. The introduction of the scheme was agreed as part of negotiations on terms and conditions of service between management and trades unions, to support work/life balance for staff

That in the period July 2016 to December 2020 1,362 applications for purchase of annual leave were approved. In 2020, as part of the council's response to the Covid pandemic an additional PAL window was communicated, to support staff with childcare responsibilities to cover the school summer holidays, due to a lack of other childcare options

In the period of operation (to December 2020), the scheme had returned savings of £906,132.66. This saving was taken by Finance from service budgets

**Decision**

**That the Staffing Policy Committee approved the proposed amendments to the PAL Scheme and Policy to increase the number of opportunities to four for employees to purchase annual leave across the year and increase the maximum number of days available to purchase to twenty in any leave year**

The Chairman thanked Paula Marsh for her report

12 **Quarterly Report Oct - Dec 2020**

Michael Taylor – Workforce Insight Analyst outlined the written report (October-December 2020) contained in the agenda pack

Points made included:

- That as COVID-19 cases rose during the October – December quarter, nationally we saw a tier system introduced and a second lockdown imposed. As a result, the changing COVID-19 situation continued to impact the council's workforce and service delivery throughout the autumn months
- The COVID-19 virus had a greater impact on sickness absence during this quarter in comparison to quarter 2, contributing 36 absences totalling 217 working days. This was a notable increase from the last quarter (July – September), which saw only 1 COVID-related sickness absence; this increase was aligned with a rise in cases seen nationally in the same period. It should be noted that COVID-19 related sickness absence amounts to just 3.3% of the total absence days lost in the quarter, and, in addition, the 31 members of staff affected by the virus during this quarter represent less than 0.7% of the workforce, which was well below a figure of around 2.1% nationally based on data from the Office of National Statistics (ONS). This indicated that the restrictions implemented in relation to staff accessing workplaces, as well as the social distancing measures in place for staff who did require access, were likely to have contributed positively
- Over the course of the pandemic, the council had also monitored the impact of COVID-19 on team capacity, and during this quarter only 2.4% of the workforce were impacted to the point that they were unable to perform the duties of their role, i.e. they were either unwell with the virus, or were self-isolating and unable to work. This was up from 1% in quarter 2, however was associated with the increase in spread experienced nationally during this period
- With the COVID-19 pandemic continuing into 2021, the direct impact of the COVID-19 virus on the workforce remains minimal. A significant impact on the workforce that was emerging was the need to remobilise the workforce to resource areas with an increase in demand or latent demand, requiring a more agile workforce. However, work on the Organisational Recovery programme continued to address this, and Wiltshire Council was dedicated to emerging from the pandemic leaner and stronger. Monitoring the impact on staff mental health and wellbeing remained critical, however the vaccination rollout, commencing in December 2020, had been a success so far, with the government aiming to offer all adults in the UK the first dose of the vaccination by July 2021, offering an end in sight

## **Decision**

- **The Staffing Policy Committee noted the report**

The Chairman thanked Michael Taylor for his report



13 **Urgent Items**

There were no urgent items

14 **Any Other Business**

The Chairman advised that this was the last Staffing Policy Committee meeting before the local elections

The Chairman thanked all committee members and Jo Pitt and her staff for the excellent standard of reports that the committee had received

Cllr Mike Hewitt and Cllr John Smale advised that this was their last Staffing Policy Committee, and gave thanks for all the support that they'd received

(Duration of meeting: 10.30 am - 12.00 pm)

The Officer who has produced these minutes is Kevin Fielding of Democratic Services, direct line 01249 706612, e-mail [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

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

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## Senior Officers Employment Sub-Committee

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### MINUTES OF THE SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE MEETING HELD ON 26 JUNE 2020 AT ONLINE MEETING.

#### **Present:**

Cllr Richard Clewer, Cllr Ian Thorn and Cllr Philip Whitehead

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#### 25 **Election of Chairman**

##### **Resolved:**

**To elect Cllr Philip Whitehead as Chairman of the meeting.**

Councillor Whitehead in the Chair

#### 26 **Minutes**

##### **Resolved:**

**To confirm the minutes of the meetings held on 23 April 2020.**

#### 27 **Apologies for Absence**

There were no apologies for absence.

#### 28 **Declarations of Interest**

There were no declarations of interest.

#### 29 **Chairman's Announcements**

There were no Chairman's announcements.

#### 30 **Public Participation**

There were no members of the public present.

#### 31 **Exclusion of the Press and Public**

##### **Resolved:**

**To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute No. 32 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.**

**32 Termination of Employment following Senior Management Restructure**

The Sub Committee considered a confidential report from the Director of Human Resources & Organisational Development with a recommendation to terminate the employment of the Chief Executive Officer – Place on the grounds of redundancy following a restructure of the senior management structure at tier 1.

**Resolved: To approve the termination of the employment of Mr Alistair Cunningham on the grounds of redundancy with effect from 31 July 2020, subject to consultation with the Leader and Cabinet members in accordance with the Officer Employment Procedure Rules.**

(Duration of meeting: 12.30 - 12.40 pm)

The Officer who has produced these minutes is Stuart Figini 01225 71822 of Democratic Services, direct line 01225 713 035, e-mail [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk)

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

# Quarterly Workforce Report

January – March 2021



## Observations and Exceptions

Whilst COVID-19 cases peaked in January 2021 following the temporary relaxation of national restrictions around Christmas, the imposition of a third national lockdown saw cases reduce steadily throughout the January – March quarter. February saw the Prime Minister set out his intended roadmap out of lockdown, with the 21<sup>st</sup> June earmarked as the earliest date when all restrictions on social contact could be lifted. Whilst an end is in sight, the COVID-19 situation has continued to impact the council's workforce and the way in which we deliver services throughout this quarter.

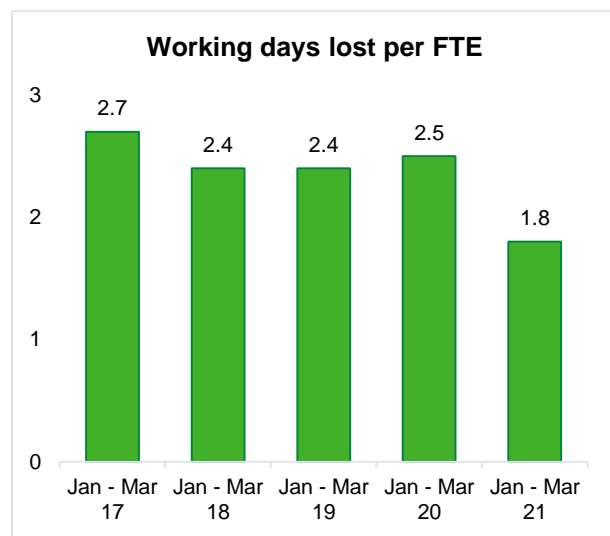
The pandemic reinforced the need for a more agile and adaptable council workforce, and work through our Organisational Recovery programme continues to address this. Redeployment of staff has continued, with employees providing support with lateral flow testing, contact tracing, and the distribution of business grants to support Wiltshire's businesses. Staff have also enabled the council to prepare for and successfully deliver one of the biggest elections in the UK. Many employees have been redeployed to provide support to the Wellbeing Hub, which has proactively contacted around 35,000 vulnerable residents over the last year. Whilst the majority of staff continued to work from home this quarter in line with government guidance, a return to workplaces is being planned; the Workplaces and Workspaces workstream within the Organisation Recovery programme has been running a series of pilots from 17<sup>th</sup> May onwards, trialling new meeting technology, collaboration spaces and a desk booking app.

The COVID-19 virus has had a more significant impact on sickness absence during this quarter, contributing 79 absences totalling 789 working days, a 264% increase in days lost from COVID-19 in quarter 3, which saw 36 COVID-related sickness absences totalling 217 working days. COVID-related sickness absence represents 12% of the total days lost from January - March, making COVID-19 the second most common absence reason behind stress and mental health this quarter. This increase is aligned with the rise in cases seen nationally in the same period, however it should be noted that the 71 members of staff who were absent due to COVID-19 during this quarter represent less than 1.7% of our workforce. Restrictions remain in place regarding workplace access, and social distancing measures are imposed for those who require essential access or are piloting workspaces.

The council has continued to monitor the effect of COVID-19 on team capacity, and during this quarter around 3.5% of the workforce were impacted to the point that they were unable to perform the duties of their role, i.e. they were either unwell with the virus, or were self-isolating and unable to work. This figure has risen from 2.4% in quarter 3 in line with the national trend. It can be expected that the impact of COVID-19 on team capacity will now begin to reduce, in keeping with a reduction in cases seen nationally towards the end of this quarter, as well as government guidance that clinically extremely vulnerable individuals no longer need to shield from 31<sup>st</sup> March. In fact, recent reports in May have shown that just 0.4% of the workforce are currently unable to perform the duties of their role due to the impact of COVID-19.

There has been a decrease in days lost due to stress and mental health this quarter, indicating that our continued efforts to improve wellbeing and promote resilience have been effective, especially during a third lockdown which anecdotally seems to have had the greatest impact on staff mental health. This quarter saw the introduction of the Flourish at Home wellbeing challenge, which received great engagement from the workforce, with staff from every directorate getting involved in improving their physical and mental health. In spite of the decrease in stress and mental health related absence, monitoring the impact of the pandemic on staff mental health and wellbeing remains vital, and a further council-wide Wellbeing Survey has recently been launched. Work on the dedicated Wellbeing and Engagement workstream within the Organisational Recovery programme will continue, with both the Wellbeing and the Engagement internal strategies under review, and a Mental Health Advocates pilot due to run later this year.

Overall sickness absence trends remained unchanged between the current and previous quarter, amounting to 1.8 working days lost per FTE. This figure is remarkably low in comparison to that of the same quarter in previous years, likely as a result of the continued national COVID-19 restrictions and third lockdown imposed in early January, resulting in a high proportion of staff working from home, and therefore reduced opportunities for the transmission of illnesses. This reduction in working days lost per FTE in comparison to the trend is significant as, historically, the council has experienced a seasonal increase in sickness absence during the winter months.



The council introduced recruitment controls in July 2020 in support of our intention to emerge from the pandemic leaner and stronger, and to create and encourage an internal flow of staff. As a result, both permanent and casual employee salary costs have continued to reduce in this quarter. Agency costs have seen a slight increase from last quarter, predominantly in the Digital & Information and Finance & Procurement directorates, due to the need for specialist workers in these areas that could not be resourced through internal recruitment. Agency costs have also increased in the Adult Care Operations and Learning Disabilities & Mental Health directorates, areas that have been and remain critical to resource, particularly during this difficult and unprecedented time. It should be noted that, in spite of the slight increase, the figure of £736k remains significantly lower than the £1.5m agency costs of quarter 1, April – June 2020.

During this quarter the council published workforce data on diversity and the gender pay gap as part of our public sector equality duty. These reports were presented before publication to the Staffing Policy Committee on 11<sup>th</sup> March 2021. The inclusion and diversity employment monitoring report indicates that our workforce is becoming more representative of the Wiltshire population, with the proportion of BME, disabled, and LGBT+ staff increasing, as well as the proportion of staff indicating that they have unpaid caring responsibilities. The percentage of staff disclosing their protected characteristics has also risen. The gender pay gap report delineates that the council's mean and median gender pay gap figures are significantly lower than those of both the national public sector and the national economy as a whole, and we remain committed to reducing the gap even further. Work on our internal inclusion strategy is ongoing; the existing EDI Steering Group has been reorganised, and a reverse mentoring pilot is due to be launched in the coming months. The council

remains dedicated to improving equality and diversity within the organisation and promoting inclusion for all staff, and we will continue to monitor this.

The vaccine rollout in the UK continues to be a success, with the government having hit its target of offering the first vaccination dose to all individuals over the age of 50 and all those in high-risk categories before 15<sup>th</sup> April. Evidence shows that vaccines are reducing hospitalisations and deaths, and the Prime Minister remains confident that the aim of offering all adults in the UK the first dose by July 2021 will be accomplished. Our own council roadmap to emerge from the pandemic leaner and stronger continues, ensuring we are prepared to move into the new normal which is hopefully on the horizon.

WORKFORCE DEMOGRAPHICS



Current quarter	<b>4470</b>
Oct-Dec	4482
Jul-Sept	4610
Apr-June	4680



Current quarter	<b>3467.5</b>
Oct-Dec	3453.8
Jul-Sept	3496.3
Apr-June	3545.7

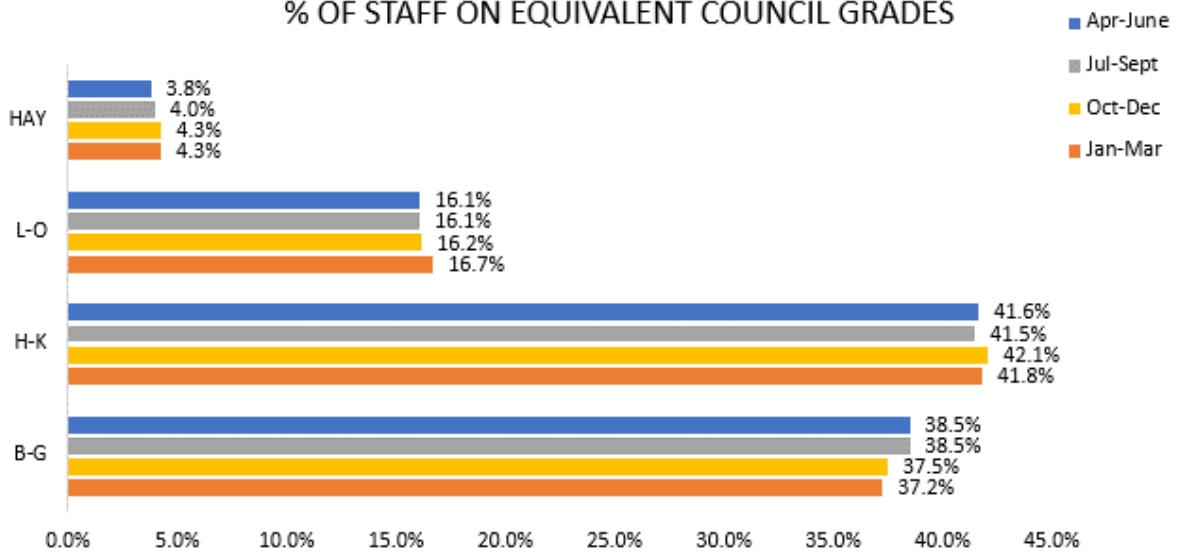


Current quarter	<b>8.4%</b>
Oct-Dec	8.0%
Jul-Sept	8.0%
Apr-June	8.1%

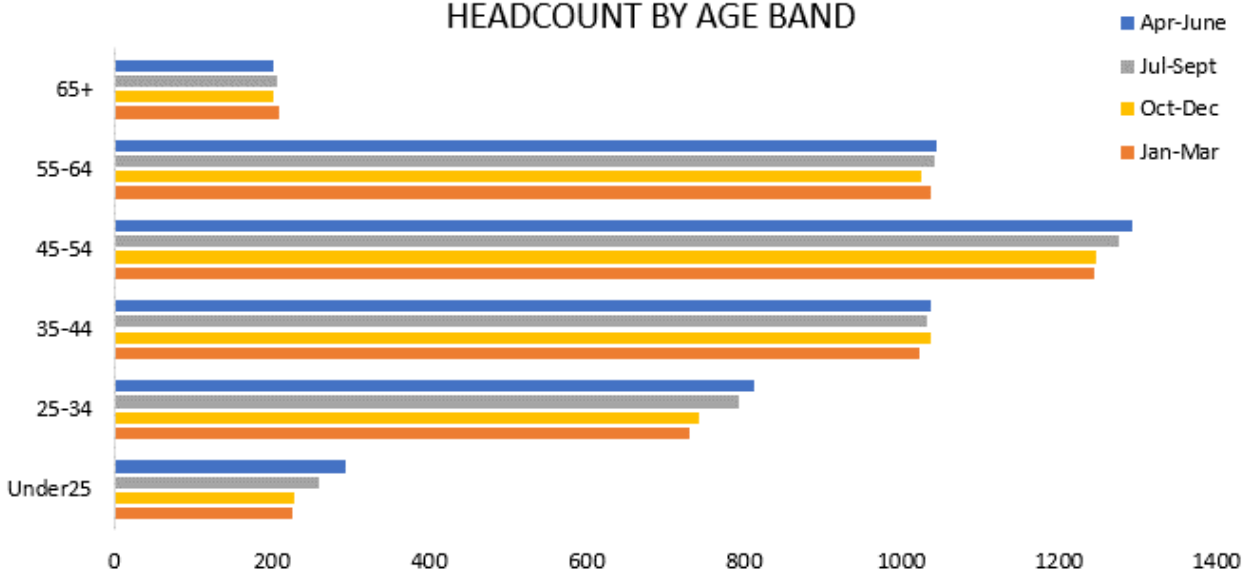


Current quarter	<b>3.2%</b>
Oct-Dec	3.1%
Jul-Sept	3.0%
Apr-June	3.0%

% OF STAFF ON EQUIVALENT COUNCIL GRADES

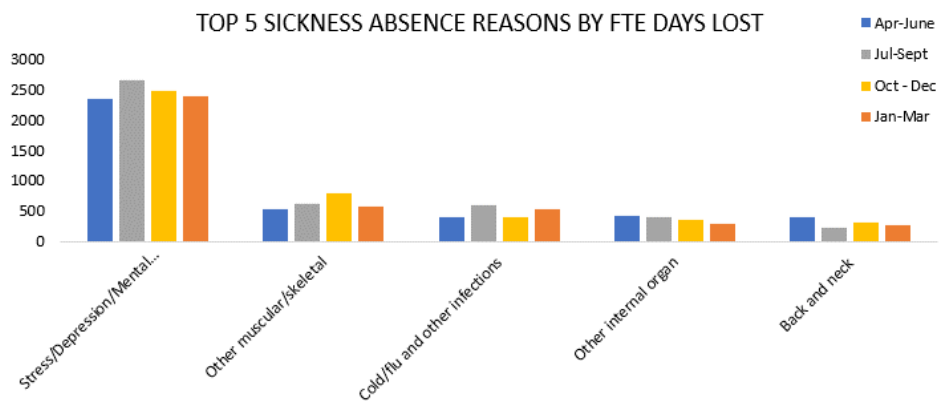


HEADCOUNT BY AGE BAND

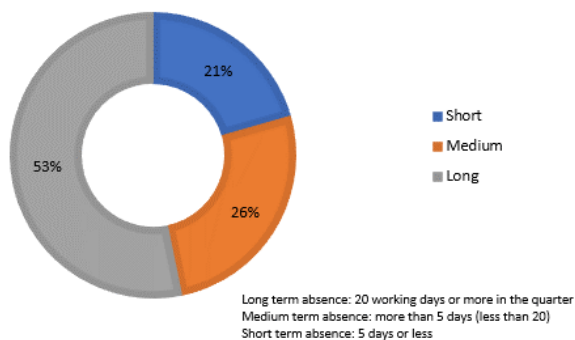




# SICKNESS ABSENCE



## SICKNESS ABSENCE BREAKDOWN JAN - MAR 2021



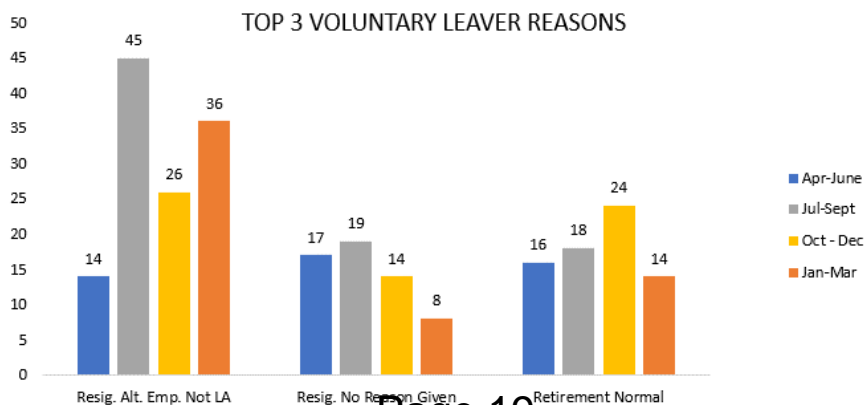
# TURNOVER

## Leavers under 25 years old

Current quarter	<b>7</b>
Oct - Dec	<b>8</b>
Jul-Sept	<b>18</b>
Apr-June	<b>13</b>

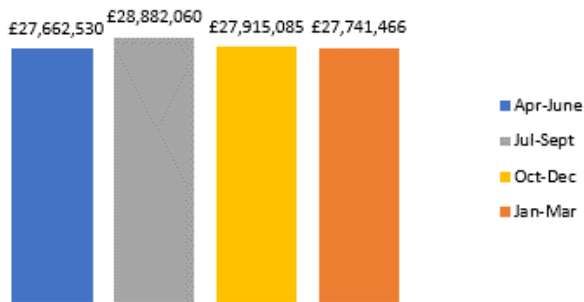
## Leavers with less than 1 years' service

Current quarter	<b>13</b>
Oct - Dec	<b>13</b>
Jul-Sept	<b>14</b>
Apr-June	<b>14</b>

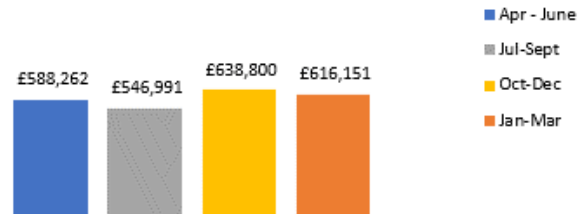


# EMPLOYEE COSTS

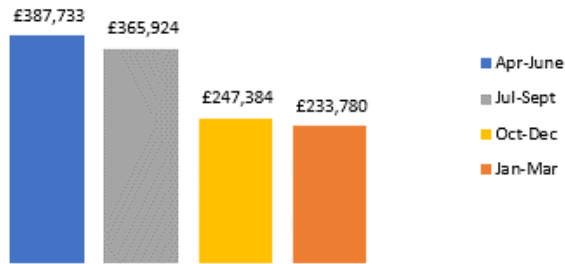
PERMANENT EMPLOYEE SALARY COSTS



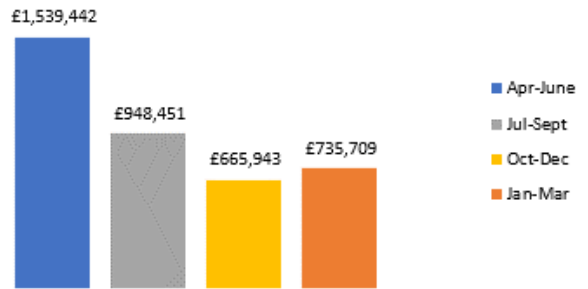
SICKNESS ABSENCE COSTS



CASUAL EMPLOYEE SALARY COSTS



AGENCY COSTS



# ADVISORY CASES

Disciplinary

	New cases this quarter	Variance from previous quarter
Current Quarter	18	7
Oct - Dec	11	1
Jul - Sept	10	-2
Apr - June	12	2

Absence & Health

	New cases this quarter	Variance from previous quarter
Current Quarter	129	-24
Oct - Dec	153	21
Jul - Sept	132	38
Apr - June	94	-75

Grievance

	New cases this quarter	Variance from previous quarter
Current Quarter	8	4
Oct - Dec	4	-4
Jul - Sept	8	6
Apr - June	2	-4

Improving Work Performance

	New cases this quarter	Variance from previous quarter
Current Quarter	5	4
Oct - Dec	1	-3
Jul - Sept	4	2
Apr - June	2	-6

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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