

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: Committee Room 3, County Hall, Trowbridge
Date: Wednesday 22 September 2010
Time: 10.30 am

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

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

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

Membership:

Cllr Allison Bucknell
Cllr Rod Eaton
Cllr Mike Hewitt
Cllr David Jenkins
Cllr Francis Morland

Cllr John Noeken
Cllr Mark Packard
Cllr Jane Scott OBE
Cllr John Smale

Substitutes:

Cllr Ernie Clark
Cllr Peter Colmer
Cllr Mary Douglas
Cllr George Jeans

Cllr Howard Marshall
Cllr Bill Moss
Cllr Christopher Newbury
Cllr Jonathon Seed

<

PART I

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

1. **Apologies for absence**

2. **Minutes of Previous Meeting**

To confirm the minutes of the meeting held on 28 July 2010. (Copy attached)

3. **Declarations of Interest**

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

4. **Chairman's Announcements**

5. **Public Participation**

The Council welcomes contributions from members of the public.

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 above for any further clarification.

Members of the public wishing to ask a question should give written notice (including details of any question) to the officer named above by **12.00noon on Monday 20 September 2010**.

6. **Politically Restricted Posts - Policy Update**

A report by the Service Director, HR & OD is attached.

7. **Trade Union Negotiations**

Reports by the Service Director, HR & OD on the following matters for negotiation with the Trade Unions are attached:-

- (a) Comprehensive Spending Review Implications
- (b) Redundancy Policy, Redundancy Pay Policy & Appointments Policy
- (c) Pay Harmonisation

8. **Quarterly Management Reports June 2010**

A report by the Service Director, HR & OD is attached.

9. **Date of Next Meeting**

To note that the next scheduled meeting of this Committee is due to be held on Wednesday 24 November 2010, starting at 10.30am.

However, the Chairman and the Service Director, HR & OD have requested that additional meetings of the Committee be held in order to progress the increased amount of work that will be arising in the next few months. With this in mind and also bearing in mind the availability of rooms available to hold these meetings, it is suggested that additional meetings of the Committee be held on the following dates:-

Friday 15 October, 2010, starting at 10.30am

Tuesday 9 November, 2010, starting at 3.30pm, (which will be on the completion of the Seminar on the Voluntary Sector for all Members of the Council, which will be following the scheduled meeting of the Council.)

Thursday 16 December, 2010, starting at 10.30am

Wednesday 9 February, 2011, 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

This page is intentionally left blank

STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 28 JULY 2010 AT COMMITTEE ROOM 3, COUNTY HALL, TROWBRIDGE.

Present:

Cllr Allison Bucknell (Chairman), Cllr Peter Colmer, Cllr Rod Eaton, Cllr Francis Morland, Cllr John Noeken, Cllr Mark Packard, Cllr Jane Scott OBE and Cllr John Smale.

24. Apologies for absence

Apologies for absence were received from Cllr Mike Hewitt and Cllr David Jenkins who was substituted by Cllr Peter Colmer.

25. Minutes of Previous Meeting

Resolved:

To confirm and sign the minutes of the Committee meeting held on 19 May 2010 as a correct record.

26. Declarations of Interest

There were no declarations of interest.

27. Chairman's Announcements

There were no Chairman's announcements.

28. Public Participation

There were no members of the public present.

29. Approval to recruit

The Committee received a report by the Service Director, HR & OD which set out details about the new approval to recruit process which had been implemented on 25 June 2010.

After discussion,

Resolved:

To note the change to the recruitment procedure but to request that the Approval to Recruit Form be slightly amended to include a request for information showing any effect on front line services should the post be not filled.

30. **Trade Union Recognition and Facilities Agreement**

Consideration was given to a report by the Service Director, HR & OD which sought approval to the proposed Trade Union Recognition and Facilities Agreement.

It was noted that prior to 1 April 2009, each of the five previous Wiltshire authorities had separate Recognition Agreements with UNISON, GMB and UNITE. These arrangements differed and accordingly the former Implementation Executive agreed interim arrangements in December 2008 which had recently been reviewed for which approval was now being sought.

The Committee received the views of the UNISON Branch Secretary in support of the proposals and after discussion,

RESOLVED:

- (a) To approve a request from UNISON that the number of days per month (dedicated secondment time of staff to undertake trade union activities) be increased from 68 to 80, which could result in backfill by the employing department.
- (b) To approve the proposed Trade Union Recognition and Facilities Agreement, as set out in Appendix 1 to the report.
- (c) To agree the continued funding of £38,000, which currently backfilled the two UNISON Trade Union Official roles of Branch Secretary and Branch Organiser.
- (d) To request that systematic recording of approved time off be continued and that a report on this be presented to this Committee in six months' time.
- (e) To review the Agreement in 12 months' time.

31. **Quarterly Management Reports March 2010**

The Committee received quarterly workforce reports excluding schools for the quarter ended 31 March 2010 concerning:-

Workforce Age Profile

Employee Diversity
Sickness Absence
Health and Safety
Voluntary Staff Turnover
Disciplinary and Grievance Cases

Members expressed their appreciation of the new simplified and concise format which was considered to be much easier to understand.

After discussion,

Resolved:

- (1) To note the contents of the report.
- (2) To note with some concern the level of staff turnover during the first year of employment and to request that managers make every effort to establish reasons for this.
- (3) To reinforce the need for the carrying out of exit interviews.
- (4) To request that quarterly management information be emailed to members of this Committee quarterly at the same time as the information was made available to departments.

32. **Annual Equality and Diversity report**

Consideration was given to a report by the Service Director, HR & OD which,

- (1) set out workforce and recruitment information for the year relating to 2009/10,
- (2) identified the actions that Wiltshire Council had and was continuing to take to meet both statutory requirements and the Council's employment commitments under the Race, Disability and Gender Equality Schemes, and
- (3) the implications arising from the forthcoming Equality Act 2010.

An additional paper was received which set out further details of actions to be taken, as appended to these minutes.

During the following debate, Members of the Committee considered that the Council should attempt to improve on its employment of disabled persons. It was noted that the Disability Forum regularly reviewed the position which was considered to be a very useful mechanism.

Resolved: To note the contents of the report.

33. **Policies - Dignity at Work and Time Off to Train**

On considering a report by the Service Director, HR & OD,

Resolved: To approve the following revised policies, subject to minor amendment:-

(i) **Dignity at Work Policy & Procedure**

(ii) **Time to Train Policy**

34. **Urgent Items**

There were no urgent items.

35. **Exclusion of the Press and the Public**

Resolved:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute No. 36 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 4 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.

36. **Pay Harmonisation - the Way Forward**

On considering a confidential report by the Service Director, HR & OD,

Resolved: To approve the recommendations as detailed in the report presented, subject to minor amendments to the project objectives.

(Duration of meeting: 10.30am – 1.10pm)

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

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

Annual Equality and Diversity Report - Actions taken:

Recruitment, Selection and Retention of Under 25 year olds:

1. National Graduate Development Programme - We have appointed 2 new National Graduate Management Trainees to start from October 2010.

This year has seen the highest number of bids ever for hosting NMT's for their first placement. The estimated cost of salary and training of two NMT's over two years works out at £122,642.

During their training the NMT's undertake a wide range of high level projects, see attached sheet for placements undertaken. The cost of participating in the NGDP and recruiting an NMT has been highlighted as a cost effective approach to project management and the savings that participation in the scheme have generated are considerable. Examples are given below from placements in the Programme Office, from Ian Cook, previous Head of Programme Office:

- a) Based upon an eight month placement, which cost £19,950 in salary and on costs, he commented "a figure of between 50k – 75k would be nearer the mark". Therefore, in this single placement up to £55,050 was saved in efficiencies through ensuring that an NMT was available.
 - b) Similarly based upon a different project, he commented that "As a broad estimate the market rate for a consultant to undertake this piece of work would probably have been around £350 - £400 day again making significant savings." Based over a six month placement, the potential savings generated could total up to £33,050.
8. The savings created through the NMTs involvement within key projects has also been highlighted by Linda Watts, Principal Assistant to the Chief Executive:

"Had we deployed consultants to carry out this work there is no guarantee that we would have seen the conscientious and committed approach demonstrated by the NMTs. Consultancy charges for some of the complex project management undertaken could have been in the range of £350 - £600 per day, for placements that have lasted for several months."

At the end of the training period NMT's are highly marketable candidates having a corporate understanding of Wiltshire Council and a wide knowledge of local government issues.

The last 5 NMT's have been successfully appointed to senior posts within the authority including Community Area Board Managers and Workforce Transformation Project Mangers.

| Costs 1.10 10 - 30.9.12 | Two NMT's |
|-------------------------|-----------------|
| Salary (inc. oncosts) | £115,742 |
| Training | £2,900 |
| I&DeA costs | £4,000 |
| TOTAL | £122,642 |

2. Work Experience – three years ago the internal Work Experience Scheme was revamped to make it a more interesting experience for young people choosing to come here for their work experience. It ensured that placements were more useful in gaining an insight in to the real world of work and to give them a wider understanding of the services provided by the council. At the time we were given an award for service to young people which was put up in Reception.

3. Age – No Barriers Event

On Friday 16th July 2010, an event was run as part of Age – No Barriers; to both give information to young people on the implications of the new Equality Act 2010, and to hold consultation with young people engaged on the V Talent programme. From the Council's perspective in the light of our workforce information indicating issues with recruitment, selection and retention of young people, we asked for their views and experiences and potential solutions to help us make progress with these issues – attached is a summary of the consultation.

4. Future Jobs Fund

We are approaching the end of the first tranche of the Wiltshire Potential Future Jobs Fund, in which we aimed to create 180 jobs. We have met our job creation target and as at the end March 146 young people have found work through the programme with many others receiving job offers and awaiting job starts. We hope to have successfully recruited to the remaining positions by the end of April. It is pleasing to note that we are beginning to hear of good news stories whereby young people engaged in the programme are securing onward employment opportunities ahead of the end of their initial employment term. As the first few Wiltshire Future Jobs Fund participants are approaching the end of their initial contracts during April it is evident that the new skills and experience they have gained, not to mention their increased confidence and self-esteem, are positioning them well to compete in the labour market.

Wiltshire Council is proud to be leading on and better still benefiting from in terms of the 45 young people that have to date joined the Council since the programme's inception. Future Jobs Fund is important as this is an urgently needed worklessness initiative and the temporary jobs are all funded at nil cost to Council as the Council secured the funding from DWP and the administrative costs of running the programme are being met by Action for Wiltshire.

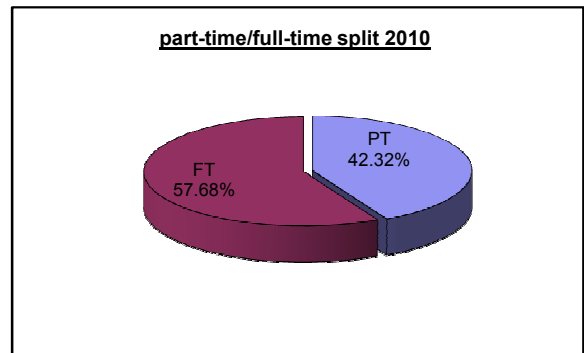
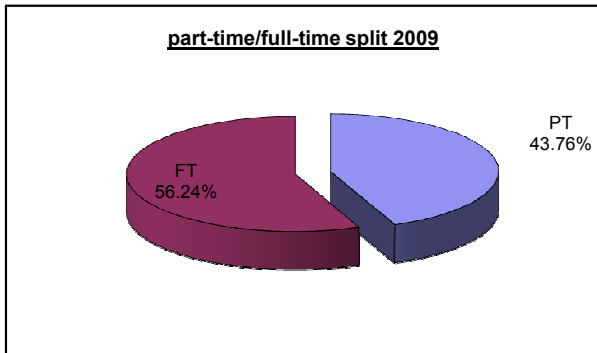
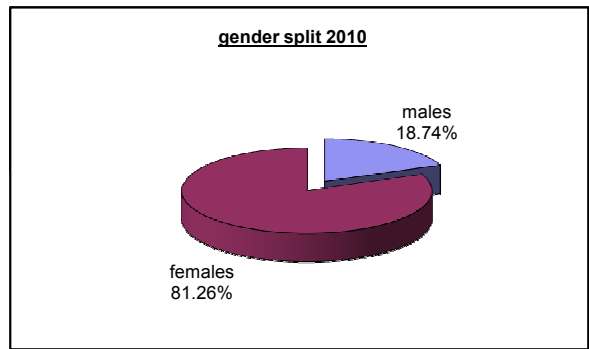
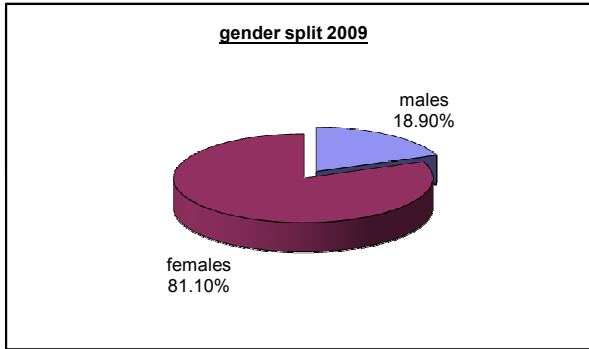
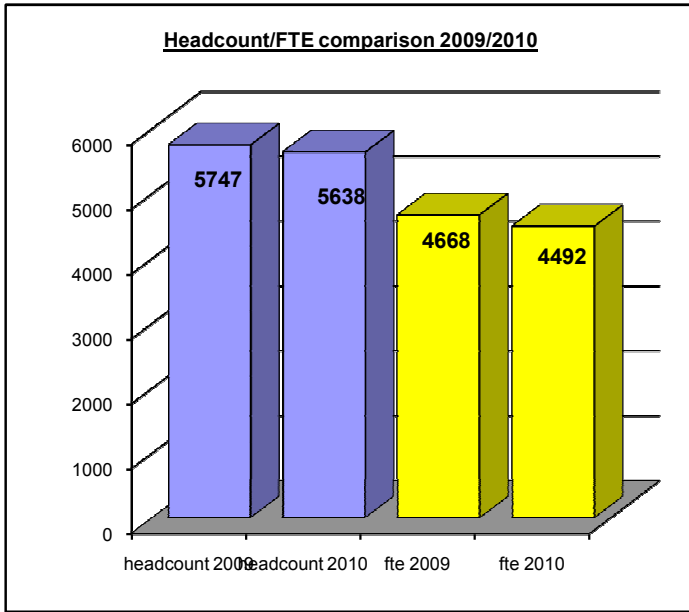
Black and Minority Ethnic Issues

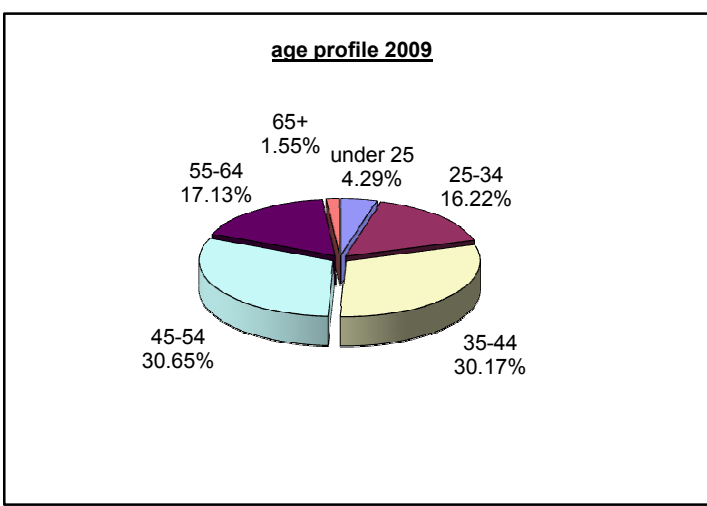
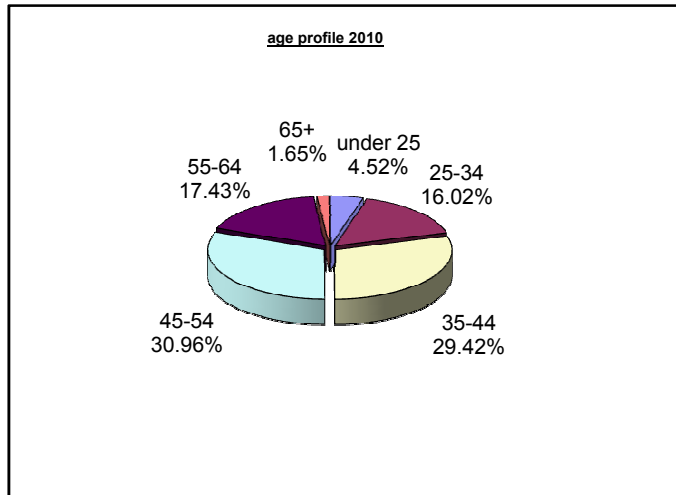
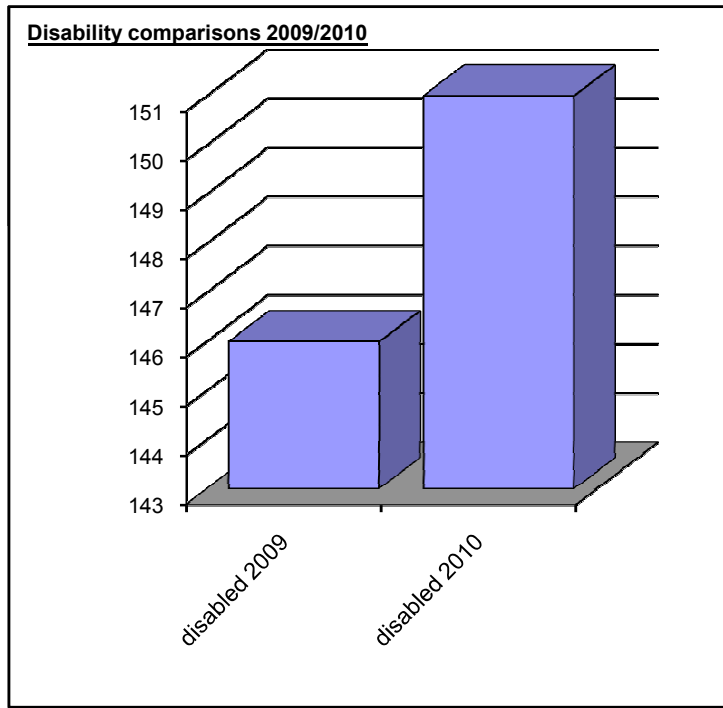
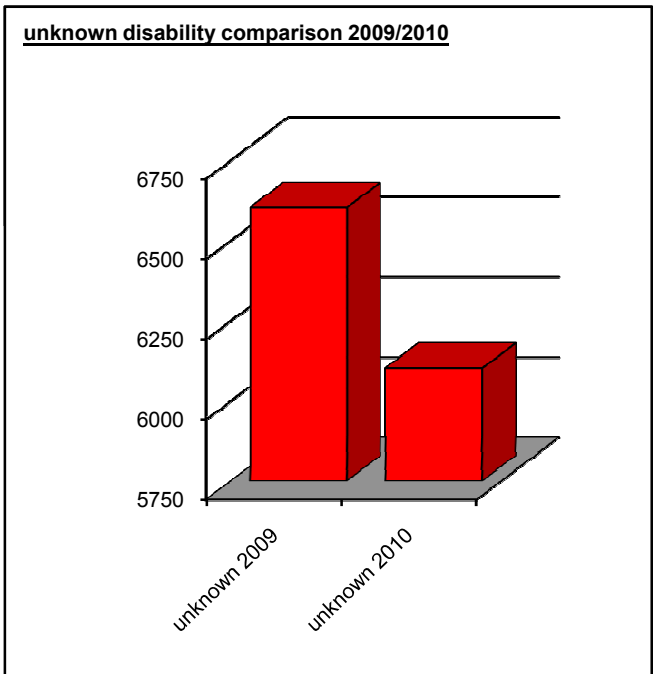
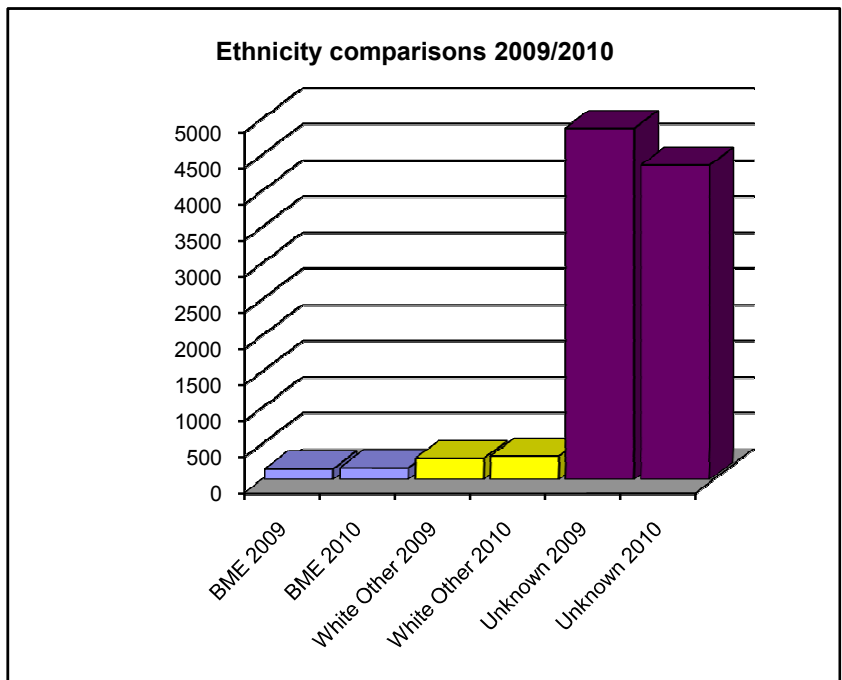
Whilst we appear to reflect the local community regarding the number of BME staff employed their does appear to be an issue regarding appointment and progression to senior posts within the authority. This has been an issue raised with the BME Forum and we have been working together to identify initiatives which could improve opportunities through promoting learning and development.

The theme of the Equality Networking Lunch held on 8th July 2010 was learning and development and in addition to an exercise identifying barriers and solution to learning the focus was on helping staff to identify personal learning styles and opportunities.

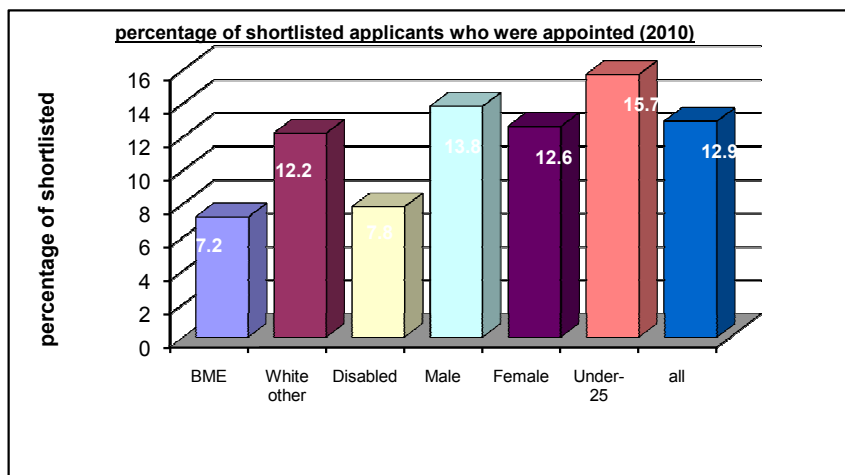
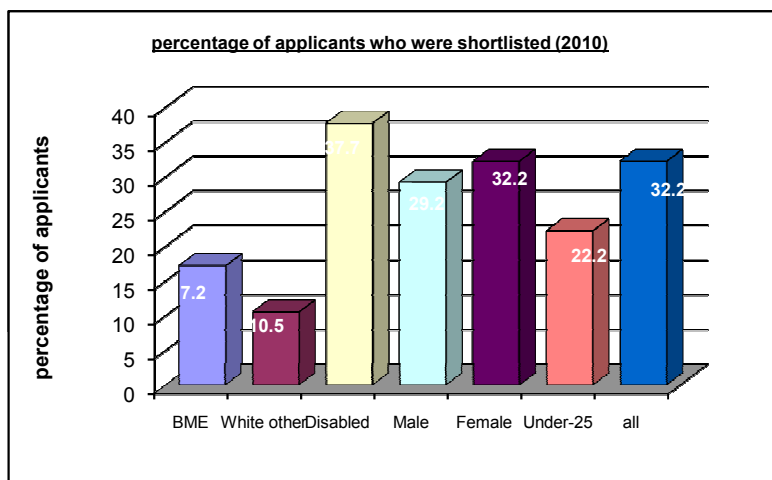
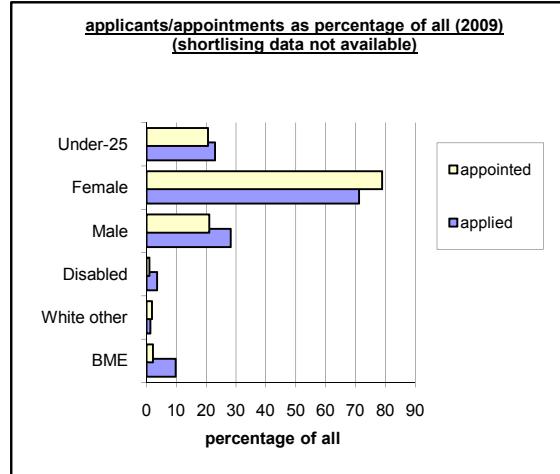
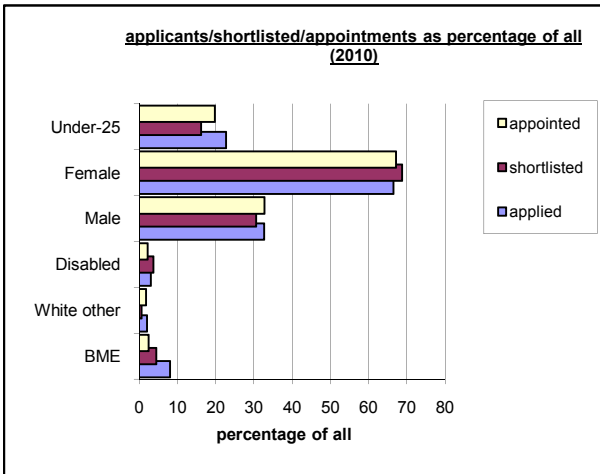
Whilst the Equalities Networking Lunch is co-ordinated through the BME and Staff Disability Forums it is promoted and open to all staff, managers and Members with an interest and who want to learn more about equalities. This is held twice per year.

This page is intentionally left blank

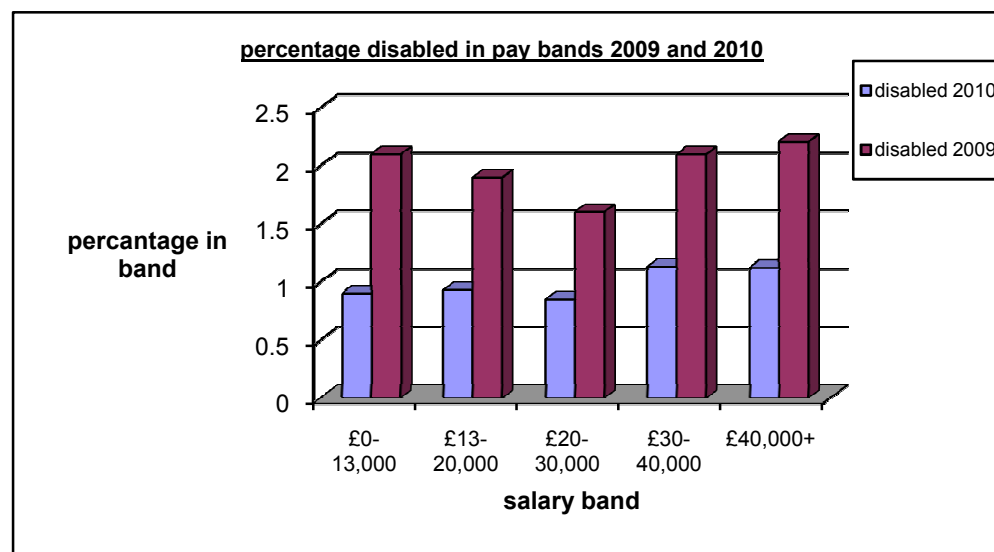
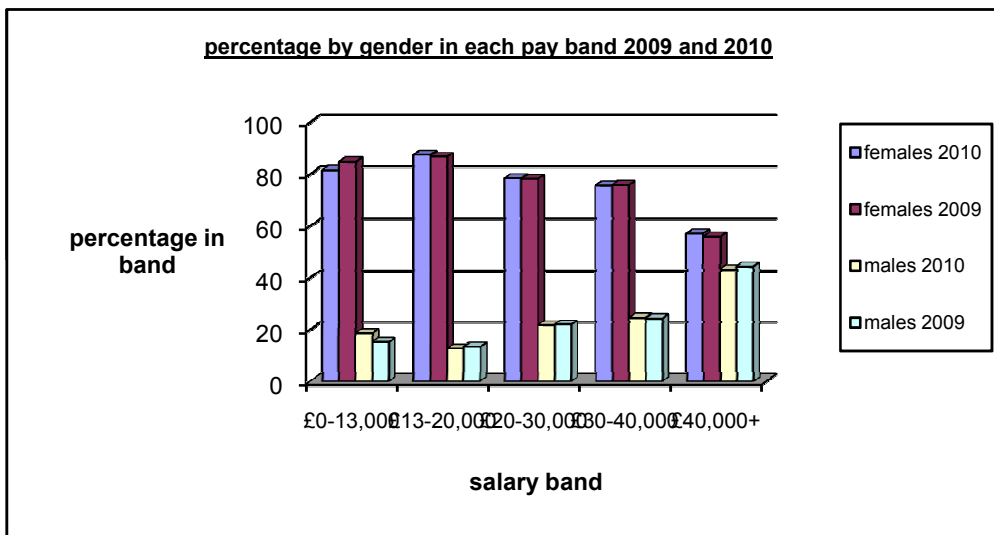
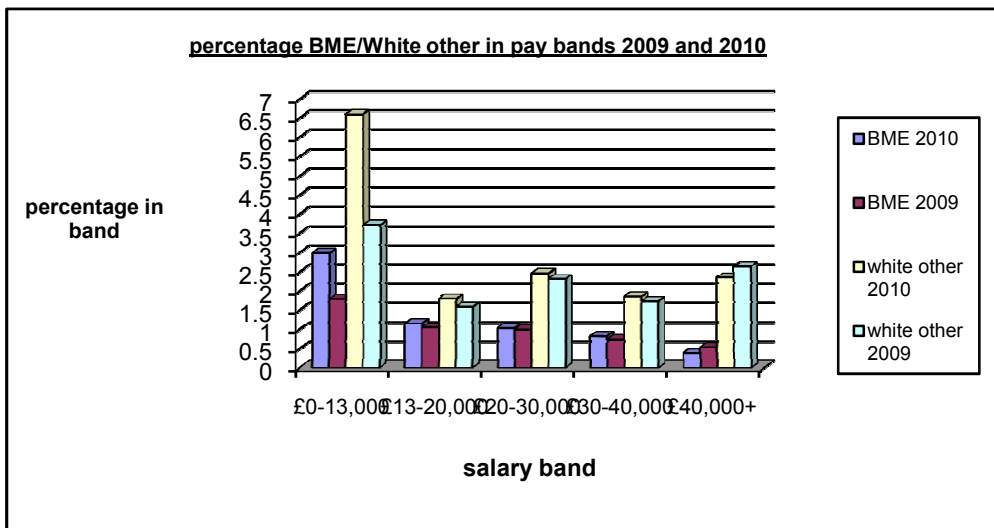




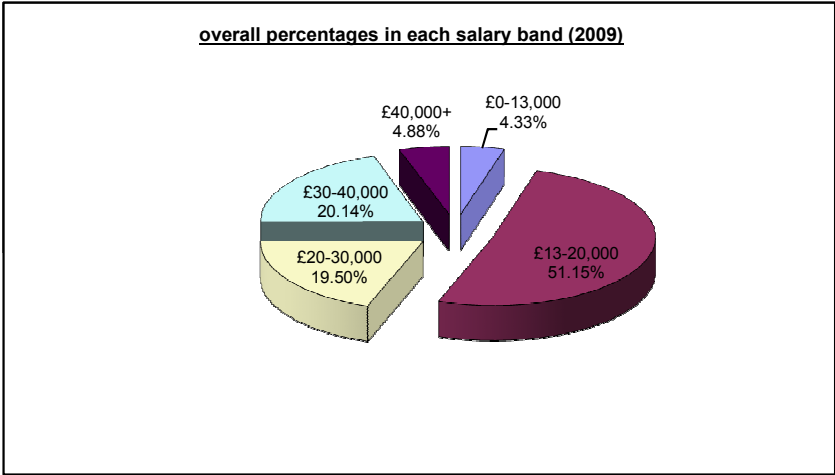
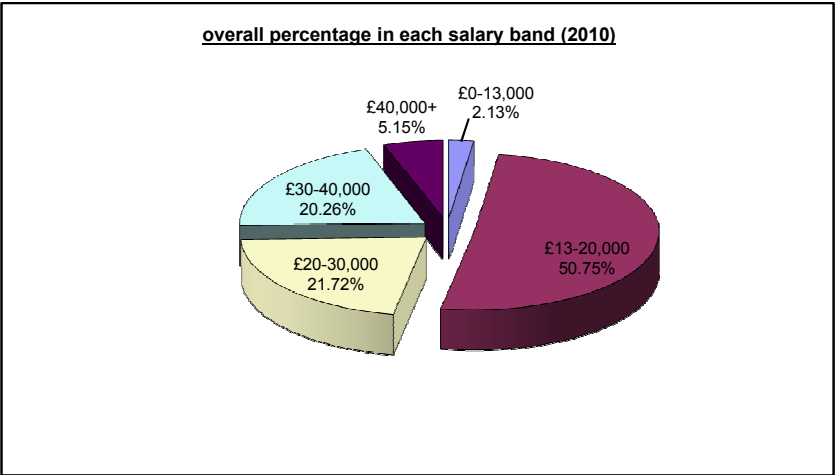
Appendix 3 supplement



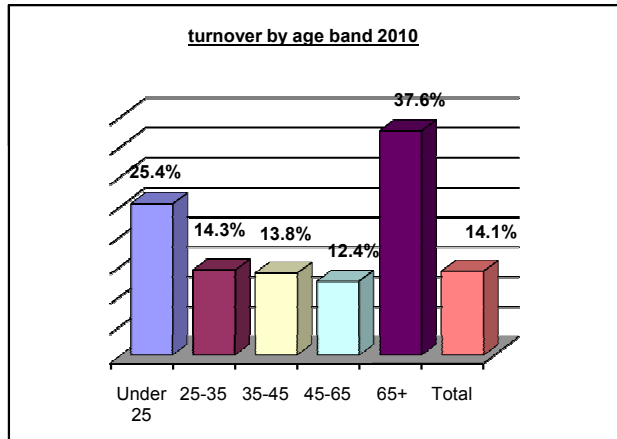
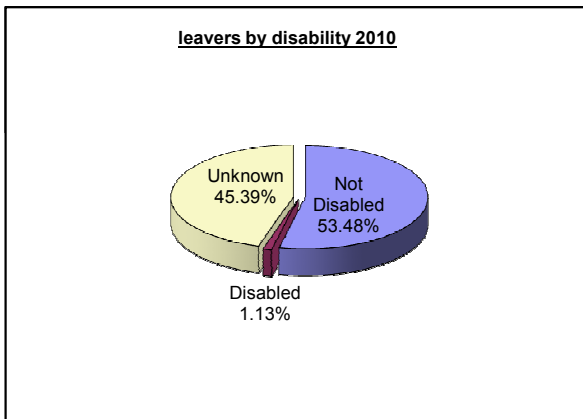
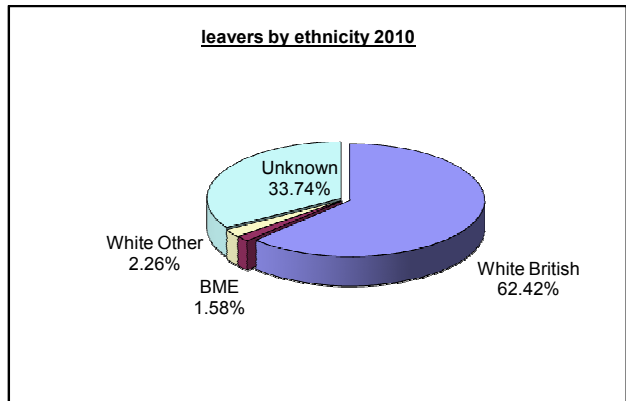
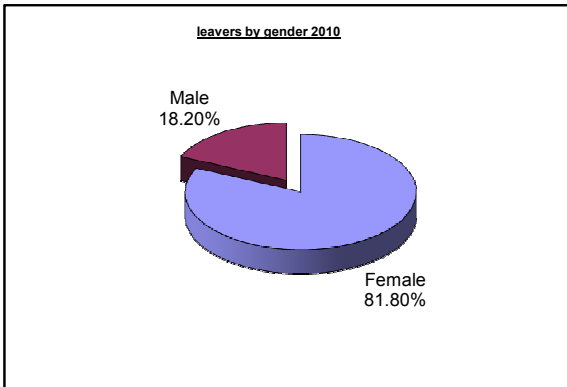
Appendix 2 supplement (2)



Appendix 2 supplement (1)



Appendix 2 supplement (3)



WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

22 September 2010

POLITICALLY RESTRICTED POSTS – POLICY UPDATE

Purpose of Report

1. The purpose of this report is to update Staffing Policy Committee on changes to the policy on Politically Restricted Posts following the introduction of the Local Democracy, Economic Development and Construction Act 2009.

Background

2. The legislation changes the requirement to keep four lists of roles and the staff performing those roles, to two lists.
3. The two lists are now – Specific and Sensitive. There is now no longer a requirement for the council to keep a list of roles and staff based on a salary scale point of 44 and above i.e. £37,306 and above.
4. Human Resources aims to create policies which are consistent in format, easy to read and understand and are fit for purpose. This policy is in the new format which supports these aims.

Main Considerations for the Council

5. In amending the policy key stakeholders were consulted including the Monitoring Officer, the Black Minority Ethnic and Disability forums and the Trade Unions.
6. The main changes to the policy on Politically Restricted Posts (attached at Appendix 1) have been:
 - Making it clear that the council is now required to keep two lists of posts in which the job holder is deemed to be 'politically restricted', in other words they may not undertake an active political role whilst also working for Wiltshire Council in a politically restricted role.
 - Formatting the policy in line with the new policy template.
 - Simplifying some of the language to make it clearer and easier to understand.
 - Providing links to relevant forms and to associated policies.
7. Employees in politically restricted roles may not, in addition to performing their role, become an MP, a councillor, an MEP or a member of the Welsh or Scottish Assemblies. Nor may they canvas on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party.
8. Following approval of the policy, the legislation requires the council to implement a process in order to compile and maintain the two lists.

Environmental Impact of the Proposal

9. None.

Equalities Impact of the Proposal

10. An Equality Impact Assessment was undertaken on 17 August 2010 and no negative impacts were identified. A recommendation was made however, to ascertain after the implementation of the policy, whether particular groups of employees are more likely to be politically active than others e.g. disabled, black, those in a particular religious group.

Risk Assessment

11. None

Options Considered

12. None.

Recommendation

13. To recommend Council approve the revised policy on Politically Restricted Posts and that the constitution be updated.

**Barry Pirie
Service Director
HR & OD**

Report Author: Melanie Lyng, Human Resources Policy & Reward team

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

Wiltshire Council Human Resources

Politically Restricted Posts Policy and Procedure

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

What is it?

Certain posts in the council are 'politically restricted' which means that staff employed in these posts may not undertake political activities. Not all posts within the Council are politically restricted.

This policy stems from the long established tradition that local government employees should be seen to observe a policy of political neutrality and to ensure that the public can rely on impartial advice from those employees.

This policy is designed to reflect current legislative provisions in respect of politically restricted posts and is non-contractual.

Go straight to the section

[Manager Guidelines on Politically Restricted Posts](#)

[What are the main points?](#)

[Definition of political restriction](#)

[Who does it apply to?](#)

[Political Restriction within the council](#)

[Maintaining the list](#)

[My responsibilities](#)

[Manager's responsibilities](#)

[Further advice and information](#)

[Frequently asked questions](#)

Who does it apply to?

All council employees performing in a role which is deemed to be politically restricted.

School teachers, head teachers and lecturers are exempt from political restrictions under s2(10) of the Local Government and Housing Act 1989.

What are the main points?

Definition of political restriction

1. If you have a role with the council deemed to be politically restricted, you may not engage in political activity. This means that you may not in addition hold a post as any of the following:
 - a local councillor
 - an MP
 - an MEP
 - a Member of the Welsh Assembly
 - a Member of the Scottish Parliament
2. If in a politically restricted post, you are not permitted to canvas on behalf of a political party or a person who is already, or who seeks to be, a candidate.
3. You may not speak to the public or publish any written or artistic work that could give the impression you are advocating support for a political party.
4. If you wish to undertake any of the activities in points 1, 2 and 3 above, you will be required to resign from your role with Wiltshire Council first.
5. If you are found to be engaging in any of the activities identified in points 1, 2 or 3 above, you will be subject to disciplinary proceedings which may lead to dismissal.
6. Refer also to the [Code of Conduct Policy](#).

Political Restriction within the Council

7. There are two groups of politically restricted posts – specified posts and sensitive posts.
8. Specified posts do not have a right of appeal, whereas sensitive posts do have a right of appeal, to the Local Standards Committee: [Appeals Process Local Standards Committee](#).
9. Specified posts are as follows:
 - The Head of the Paid Service ie: Chief Executive;
 - The statutory chief officers ie: Corporate Director DCE, Corporate Director DCS, Chief Financial Officer;

- Non-statutory chief officers ie: all other Corporate Directors;
- Deputy chief officers ie: Service Directors;
- The monitoring officer ie: Head of Legal and Democratic Services;
- Officers exercising delegated powers under Section 100 G(2) of the Local Government Act 1972;
- Assistants to political groups.

10. Sensitive posts are as follows:

A sensitive post is one involving either one or more of the following criteria:

- giving advice on a regular basis to Wiltshire Council itself, to any committee or sub-committee of the council or to any joint committee on which the council is represented;
- giving advice on a regular basis to the executive of the council, to any committee of that executive, or to any member of that executive who is also a member of Wiltshire Council;
- speaking on behalf of the council on a regular basis to journalists or broadcasters.

Maintaining the list

11. HR maintains a list of politically restricted posts.

What is my responsibility?

12. You should not allow your own personal political opinions to interfere with your work.

Line manager responsibilities

13. Managers are responsible, when completing the [Job Evaluation Questionnaire \(JEQ\)](#) and writing the job description, for new or amended posts, for identifying whether the post is deemed to be politically restricted, and if so, how the post should be categorised.
14. Managers may not recruit as a new member of staff someone who has held the role of a local councillor, an MP, an MEP, a member of the Welsh Assembly or a member of the Scottish Parliament, within the previous 12 months.

15. Should an employee undertake political activities within or outside of the workplace, whilst holding a post deemed to be politically restricted, managers will refer to the Disciplinary Procedure to assess whether the employee has committed a disciplinary offence and the appropriate sanction - [Disciplinary Policy and Procedure](#).
16. Managers should discuss a post's political restriction with candidates at recruitment stage and make sure candidates are aware of the implications of taking the post. [Recruitment Policy](#)
17. Further information is contained with the [Manager Guidelines on Politically Restricted Posts](#).

Further advice and information

18. There are a number of other policies you should be aware of:

- Recruitment
- Code of Conduct
- Secondments
- Appointments Process
- Redeployment
- Disciplinary

Frequently asked questions

What if I am unhappy that my post is deemed to be politically restricted?

If your role is on the sensitive list and you feel it has been erroneously applied to this list, you may appeal to the local Standards Committee, using [the Appeals Process](#).

What if I change my post/role? How will I know if my new role is deemed to be politically restricted?

It is your manager's responsibility to identify if your post is deemed to be politically restricted. You should talk to him/her.

How often will my post be reviewed to ascertain whether it is politically restricted?

An annual review will be undertaken and you will be informed in writing whether your role is deemed to be politically restricted.

My role used to be politically restricted but is not so any longer. Why is this?

There has been a recent change in UK law which has modified the number of lists which local authorities are required to maintain. Previously the council was required to maintain a list of staff above a certain salary level. The 2009 change in law means local councils are no longer required to maintain this list. It could be that your role was originally one of those on a list by virtue of salary but with the change in law, this has now been updated.

May I resign my post in order to undertake political activities and then subsequently be reemployed?

You may resign your post to take up outside political activity, however you may not be reemployed with Wiltshire Council within a period of 12 months of the cessation of your political activity. Wiltshire Council does not have an obligation to hold your post open nor to give you preferential treatment when applying for a new post.

May I view a list of posts deemed to be politically restricted?

HR holds a list of such posts which are kept updated. You should contact your HR Advisor for more information.

Equal Opportunities

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

Legislation

- The Local Government Act 1972;
- The Local Government and Housing Act 1989;
- The Local Government (Political Restrictions) Regulations 1990 (S) 851.
- The Local Authorities (Executive and Alternative Arrangements) (Modification of Enactments and Other Provisions) (England) Order 2001 [SI 2237];
- The Local Democracy, Economic Development and Construction Act 2009.

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

Definitions

| | |
|--------------------------------|---|
| Political restriction | Employees in certain roles are not allowed to hold political office, campaign on behalf of political parties or represent a political party publically. |
| MP | Member of Parliament within the UK. |
| MEP | Member of the European Parliament. |
| Assistants to political groups | Employees who may from time to time be employed to support councillors in their roles. |

Toolkit

- [Manager Guidelines on Politically Restricted Posts](#)
- [Disciplinary Policy and Procedure](#)
- [Code of Conduct Policy](#)
- [Appeals Process Local Standards Committee](#)
- [Manager Guidelines on Politically Restricted Posts](#)
- [Job Evaluation Questionnaire](#)
- [Recruitment Policy](#)

For further advice and information

For further information please speak to your manager, corporate director or contact a member of your local HR Advisor.

| | |
|---------------------|---------------------------------|
| Policy author | HR Policy and Reward Team – MCL |
| Policy last updated | DD-MM-YYYY |

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE 22 SEPTEMBER 2010

TRADE UNION NEGOTIATIONS To cover items a & b

Purpose of Report

1. To provide an overview of the implications of the financial constraints expected from the Government's comprehensive spending review, due on 22 October 2010.

Background

2. Although the outcome of the comprehensive spending review is not yet known, the Coalition Government has provided sufficient information on the likely scale of the financial constraints for some robust assumptions to be made for the purposes of business planning.
3. The funding from central government is expected to reduce by 25 per cent, and it is anticipated that over the next four years the Council will need to find approximately £100 million savings to cover the gap in government funding and other pressures.
4. An early start has been made in discussing with the recognised unions how the Council can find the necessary savings through:
 - Improving how it purchases, procures and commissions its services and products
 - Continuing with its work place transformation program – improving how council properties are managed and reduced
 - Carrying out service reviews, using a “systems thinking” approach to reduce waste
 - Reviewing and reducing its management costs

In-year savings

5. A particular challenge for the council is achieving a significant amount of savings by the end of the current financial year i.e. by 31 March 2011.
6. Management costs have been identified as an area where savings need to be urgently made and work is progressing towards this. Over the summer period all Service Directors have reviewed their management structures and identified areas where posts could be removed and these proposals are currently under consideration by the Corporate Leadership Team. A particular consideration has been the span of control of each management post as in some cases this has been narrow. It is envisaged that formal consultation with affected managers will begin around November, with posts being removed by the end of the financial year.

Consultation and Negotiation with the recognised unions

7. The preliminary negotiations with the unions on pay harmonisation have been discontinued in the light of the Council's decision to harmonise to Wiltshire Council pay and other terms and conditions of employment.
8. A new round of consultation and negotiation with the recognised unions, led by the Chief Executive, commenced at the end of July. These focus on managing the financial constraints for the period 2010/11 to 2013/14 and will cover a mix of contractual and non contractual issues. The unions participating are those which are recognised for the purposes of negotiating locally the rules and agreements which supplement the National Agreement of the National Joint Council for Local Government Services on Pay and Conditions of Service and Provincial Agreements, i.e. UNISON, GMB and UNITE.
9. Apart from examining the big financial picture and the savings needed, the major focus of discussions so far has been on the revised policies which need to be in place in order to support the review of management costs within this financial year and the service reviews planned over the next four years. These are a revised Redundancy Pay policy, Redundancy policy, and Appointments policy. Good progress is being made and it is intended to bring recommended policies to the next Staffing Policy Committee meeting in early October.
10. Discussions will also consider how amendments to some temporary or permanent amendments to Wiltshire Council terms and conditions of employment could contribute to the required savings and help minimise the reduction in the number of posts across the Council.

Recommendation

11. The Staffing Policy Committee is recommended to note this overview. Updates will be provided at future meetings.

Barry Pirie, Service Director, HR & OD

| | |
|----------------------------------|---|
| Report Author | Tricia Glover |
| Title and contact details | HR Project Manager (Pay Harmonisation) triciaglover@wiltshire.gov.uk ; 01225 756550 |
| Date of report | 14 September 2010 |

Managing the financial constraints facing Wiltshire Council

Work to develop a business plan that sets out how the council will manage and allocate its resources over the next four years is well underway.

The plan focuses on how the council will manage a number of financial pressures including the projected 25 per cent reduction in funding from central government – this figure is still estimated and is subject to the outcome of the Government’s spending review on 22 October.

It is anticipated that over the next four years the council will need to find approximately £100 million savings to cover the gap in government funding and other pressures.

Andrew Kerr, chief executive, met with UNISON, GMB and UNITE on 25 August 2010 to discuss the emerging business plan and how the £100 million saving can be made.

It was agreed that the council will focus on four key areas to address the savings;

- Improve how it purchases, procures and commissions its services and products
- Continue with its work place transformation program - improving how council properties are managed and reduced
- Carry out service reviews, using a “systems thinking” approach to reduce waste
- Review and reduce its management costs.

In other circumstances, management reviews and any subsequent reduction would result following service reviews. However, there is joint recognition that management structures need to be reviewed more swiftly than the four year timetable outlined above.

The aim of such a review will be to identify and achieve the necessary cost savings and efficiencies as early as possible.

The council will also reduce the use of agency and contractor staff and limit or freeze recruitment, wherever this is appropriate.

Discussions will continue to consider what other actions may be needed, and to review the policies to support management and service reviews. These include a revised Redundancy Policy, Redundancy Pay Policy and Appointments Policy.

The unions will be holding meetings with their members across all four hubs in September to discuss these issues. Details of dates and venues are can be found on [The Wire](#).

Further details of what this will mean for the council and staff will be communicated on Monday 6 September. Jane Scott, Leader and Andrew Kerr, Chief Executive will update via a video blog (and transcript for those unable to access the blog). Staff face to face sessions are also being scheduled in October where Jane and Andrew will discuss the future for the council and how we plan to save money whilst continuing to invest in some priority areas over the next four years.

UPDATE ON THE REVISED PAY HARMONISATION PROJECT

Purpose of Report

1. To provide an update on the re-focussed programme of work which was approved at the meeting on 28 July, when the following project objectives were agreed:
 - 1.1 To minimise the risk for the Council of equal pay claims, pending full harmonisation onto Wiltshire Council pay and other terms and conditions of employment.
 - 1.2 To review all market plussages currently paid and to implement any justified revisions, in order to address recruitment and retention difficulties which are attributable to the basic pay rate.
 - 1.3 To analyse the impact of applying Wiltshire Council terms to all staff in the Waste and Leisure services, taking into account any new working patterns planned, in order to inform the costings for these services.
 - 1.4 To review the subsidised car lease schemes, in order to achieve cost savings for the council. To explore whether a salary sacrifice lease car scheme (which achieves tax savings for staff) can be introduced at no cost to the Council.
 - 1.5 To move to a single business mileage rate in order to achieve cost savings for the Council.
 - 1.6 *If the business need for this is confirmed by the costings for applying Wiltshire Council pay and other terms and conditions to all Leisure and Waste staff – to review the classification and amount of allowances paid for “unsocial hours” worked during the contracted working week, in order that different patterns of contracted hours will be cost neutral for the Council.*
 - 1.7 To review the Wiltshire Council approach to payment of professional fees and make recommendations on this to CLT/Staffing Policy Committee.
 - 1.8 To collate information in order to respond to and defend the Equal Pay claims lodged in autumn 2009, and any others that may be received.

Communication of the decision to harmonise to Wiltshire Council pay and other terms and conditions of employment

2. The decision of the Cabinet on 28 July to harmonise staff on TUPED terms to Wiltshire Council pay and other terms and conditions of employment (Wiltshire terms) has been communicated to the recognised unions (UNISON, GMB, UNITE), managers and staff. Email and telephone helpline facilities are available to staff who wish to raise queries which are not answered by the general information issued.

Revised governance structure

3. Members of the former Pay Harmonisation Steering and Executive Boards met together on 8 September 2010 and agreed the name, composition and terms of

reference of a new single Board (see Appendix 1). This Board has a wider remit than pay harmonisation.

Business Travel

4. It is intended to bring a proposal on the future of the subsidised lease car scheme to the additional meeting of the Staffing Policy Committee which is being planned for October.

Negotiations

5. Negotiations with the unions on pay harmonisation have ceased but have been replaced by a new round of consultation/negotiation on the policies which need to be in place to support the management restructuring and service reviews, and on some terms and conditions (including business travel) in order to achieve cost savings. These negotiations are led by the Chief Executive. Arising from these negotiations, it is intended to bring proposals on revised policies on Redundancy, Redundancy Pay, and Appointments to the October meeting of the Staffing Policy Committee

Equal Pay claims

6. Two further Equal Pay claims have been withdrawn, reducing the total number being dealt with to 25.

Recommendations

9. The Staffing Policy Committee is recommended to note this update.

Barry Pirie, Service Director, HR & OD

| | |
|----------------------------------|---|
| Report Author | Tricia Glover |
| Title and contact details | HR Project Manager (Pay Harmonisation) triciaglover@wiltshire.gov.uk ; 01225 756550 |
| Date of report | 13 September 2010 |

STAFF MANAGEMENT EXECUTIVE BOARD

Terms of Reference

1. The Staff Management Executive Board will be responsible for :-
 - 1.1 Approving the terms of reference for negotiations on
 - Redundancy Policy
 - Redundancy Pay Policy
 - Appointments policy
 - Business travel
 - Cost savings as may be necessary from other terms and conditions of employment
 - 1.2 Monitoring:
 - The progress of negotiations through reports from the negotiating team
 - The progress towards achieving necessary staff cost reductions, eg through the management restructuring during 2010/11
 - The progress towards Equal Pay through harmonising to Wiltshire Council pay and other terms and conditions of employment
 - 1.3 Making recommendations on key issues likely to have major financial/ employee relations/service implications to Cabinet and/or Staffing Policy Committee as appropriate.
2. The Board will comprise :-
 - Directors of Resources (Carlton Brand) and Neighbourhood & Planning (Mark Boden) on behalf of CLT.
 - Director of Finance.
 - Head of Legal and Democratic Services (Ian Gibbons).
 - Portfolio holder for BMP, ICT, HR, Procurement and Customer Services (Cllr John Noeken)
 - Chair of Staffing Policy Committee (Cllr Allison Bucknell).
 - Opposition Spokesman on Staffing Policy Committee (Cllr Mark Packard)
 - A representative from the Overview & Scrutiny Committee (Cllr Ricky Rogers)

The negotiating team (Andrew Kerr, Chief Executive, Barry Pirie, Service Director HR & OD, Tricia Glover, HR Project Manager Jo Pitt HR Strategy and Policy Manager) will also attend meetings.

This page is intentionally left blank

QUARTERLY WORKFORCE REPORTING

WILTSHIRE COUNCIL (excl. schools) Quarter ended: **June 2010**

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff
- Wiltshire Council figures exclude Fire, Police and Schools
 - **Headcount** = Number of positions that are filled not individual people
 - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels
- **Age profile** and **Employee diversity** information is as a % of the headcount (explained above).
- **Working days lost per FTE** = The lost time to sickness based on hours worked. Cost is a great incentive for looking at these rates: A sick day on average will cost £90 in lost productivity so a rate in line with the local Government median (10.0 days) would cost £900 per employee a year. WC has around 5600 staff meaning a rate at this level would incur an annual cost of over **£5,000,000** in lost productivity (Temporary cover costs, lost morale, reduction in quality of work etc are not included in this figure).
- **“Annualised”** means we take the measured amount divide it by the months it covers (in this case 3) and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- **Incidents/injuries reported** - The Health and Safety section shows the number of RIDDOR (The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995) incidents that have occurred. There may have been other minor incidents that are not included. <http://www.hse.gov.uk/riddor/riddor.htm>.
- **“YTD”** means year to date i.e. All information known since April 2010 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed on request.
- Although the cost associated with turnover is not readably available, CIPD estimate that the recruitment cost of replacing a leaver is £2930. Based on the Median turnover rate (7.6%) of local government, we could estimate that 422 employee will leave Wiltshire Council a year resulting in approximate costs of **£1,250,000**.
- **% all staff turnover** is the number of voluntary leavers as a percentage of headcount shown elsewhere in the report
- **% <1 year turnover rate** is the number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one years service. The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Business Analyst, on 01225756159 or Paul.Rouemaine@Wiltshire.gov.uk

QUARTERLY WORKFORCE REPORTING

WILTSHIRE COUNCIL (excl. schools) Quarter ended: **June 2010**

Management Information Team Observations:

- Although we are unable to tell if the Department of Neighbourhood and Planning (DNP) or Public Health and Wellbeing (PH&W) have changed in size since last quarter, the only known department to have grown during the period was Resources (+70 FTE).
- Overall, the authority grew during the period by 28 FTE which is worth noting.
- For the second quarter running the percentage of staff that are on temporary contracts has risen by 1% (+31).
- The percent of staff who are BME (1.4%) has not changed since last quarter and remains only a third of the upper quartile of local authorities (4.3%).
- The percent of staff who have declared themselves as disabled also remains low at 2.2% (the upper quartile of local government is 4.0%).
- Unknown disability and ethnicity of staff remains extremely high, however, at 37% and 21% respectively. DNP, PH&W and Resources (RES) have particularly high levels of undisclosed information.
- Employees can check and enter their diversity details through Employee Self Service (ESS) in SAP which is another way we can realise the full benefits of SAP. Equality information can be vital in ensuring that we understand the needs of our employees and is also something that is looked at during external audits (unknown information may affect ratings).
- Sickness rates dropped again this quarter to 8.0 days per FTE (-1.3 days).
- Sickness rates across the council have dropped below the level seen last year. It is of our opinion that this may be more of a reflection of the new sickness policy, mentioned in the January – March 2010 quarterly reports, where payroll no longer check managers have added sickness, than an indication that sickness rates have actually dropped. A 30% (the previous level input by Payroll) increase in sickness rates would put the rate up to 10.4 days per FTE which is closer to what we would expect.
- The highest sickness rates remain in the Department of Community Services (DCS) (9.7 days per FTE) whilst RES saw the lowest days lost at 6.4.
- A Mental/Emotional/Psychological reason accounted for the highest amount of days lost (25%) and was the most frequent reason for sickness across all departments.
- The number of health and safety related incidents was very low during the first quarter of 2010-2011 taking the ratio (2.1 incidents per 1000 employees) below that of the upper quartile of local Government (3.4). DNP (3 incidents) were the only department to have any of these incidents.
- Voluntary turnover dropped significantly this quarter to 7.8% (-2%). However, the department of Children and Education (DCE) saw very high levels of voluntary turnover at 12.2% whilst RES rates reduced significantly (-7.1%) to below the upper quartile benchmark (6.5%) at 2.8%.
- “Resigning for a job outside of a local authority” (26.6%) continues to be the reason stated by the highest percentage of voluntary leavers.
- The number of disciplinary cases this quarter reduced to a rate towards the upper quartile benchmark but grievance cases increased significantly (+8.1) to a rate 4 times the benchmark (12.7)

QUARTERLY WORKFORCE REPORTING

WILTSHIRE COUNCIL (excl. schools) Quarter ended: JUNE 2010

Benchmark figures are DLA Piper Benchmarking Upper Quartile (UQ), Lower Quartile (LQ), all (all) or Median (M) for all local authorities. See separate sheet for further information.

Headcount and Full Time Equivalent

| Measure | This quarter | Change since last quarter |
|-----------|--------------|---------------------------|
| Headcount | 5663 | +25 (+0.4%) |
| FTE | 4520 | +28 (+0.6%) |

Age Profile

| Measure | This Quarter | Last Quarter | Benchmark |
|----------------------------|--------------|--------------|-------------|
| % of workforce under 25 | 6.7% | 6.8% | 6.2% (all) |
| % of workforce 55 and over | 22.7% | 22.5% | 20.0% (all) |

Employee Diversity

| Measure | This Quarter | Last quarter | Benchmark |
|----------------------------|--------------|--------------|-----------|
| % Female | 70.5% | 70.7% | 67.2% (M) |
| % Part-time | 44.1% | 42.3% | 40.5% (M) |
| % Temporary contracts | 12.3% | 11.4% | 9.8% (M) |
| % Black or Minority Ethnic | 1.4% | 1.4% | 4.3% (UQ) |
| % Disabled | 2.2% | 2.0% | 4.0% (UQ) |

Sickness Absence

| Measure | This Quarter | Last quarter | Benchmark |
|---|--------------|--------------|---------------|
| Working days lost per FTE (if annualised) | 8.0 days | 9.3 days | 8.6 days (LQ) |
| Average length of absence (fte days) – ytd. | 4.7 days | 4.5 days | 5.3 days (M) |
| % of total absences over 20 days (ytd.) | 39.3% | 39.8% | 52.9% (M) |

Health and Safety

| Measure | This Quarter | Last quarter | Benchmark |
|--|--------------|--------------|-----------|
| No. of workplace incidents/injuries reported per 1000 employees (ytd annualised) | 2.1 | 4.1 | 3.4 (LQ) |

Voluntary Staff Turnover

| Measure | This Quarter | Last quarter | Benchmark |
|---|--------------|--------------|-----------|
| % staff turnover (ytd annualised) | 7.8% | 9.8% | 6.5% (LQ) |
| % <1 year turnover rate(ytd annualised) | 15.7% | 16.4% | n/a |
| Average leavers' length of service | 8 years | 9 years | n/a |

Disciplinary and Grievance Cases

| Measure | This Quarter | Last quarter | Benchmark |
|---|--------------|--------------|-----------|
| No. of disciplinary cases per 1000 employees (annualised) | 5.6 | 9.0 | 4.8 (LQ) |
| No. of grievance cases per 1000 employees (annualised) | 12.7 | 4.6 | 3.1 (LQ) |

QUARTERLY WORKFORCE REPORTING

BENCHMARK DATA

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as "large" (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

AGE PROFILE

| Measure | All Local Authorities | All Private Sector |
|---------------|-----------------------|--------------------|
| % under 25 | 6.2% | 18.8% |
| % 55 and over | 20.0% | 7.6% |

EMPLOYEE DIVERSITY

| Measure | Local Authorities Median | Local Authorities Upper Quartile | Private Sector Median |
|----------------------------|--------------------------|----------------------------------|-----------------------|
| % Female | 67.2% | 73.7% | 49.1% |
| % Part-time | 40.5% | 48.4% | 16.3% |
| % Temporary contracts | 9.8% | 12.0% | 1.3% |
| % Black or Minority Ethnic | 2.8% | 4.3% | 10.4% |
| % Disabled | 3.0% | 4.0% | 1.1% |

SICKNESS ABSENCE

| Measure | Local Authorities Median | Local Authorities Upper Quartile | Private Sector Median |
|--------------------------------------|--------------------------|----------------------------------|-----------------------|
| Working days lost per FTE | 10.0 | 8.6 (lower q.) | 5.7 |
| Average length of absence (FTE days) | 5.3 | 7.3 | 3.5 |
| % of absences over 20 days | 52.9% | 59.9% | 40.5% |

HEALTH & SAFETY

| Measure | Local Authorities Median | Local Authorities Upper Quartile | Private Sector Median |
|---|--------------------------|----------------------------------|-----------------------|
| No. of workplace incidents/injuries reported per 1000 employees | 6.3 | 3.4 | 8.0 |

VOLUNTARY TURNOVER

| Measure | Local Authorities Median | Local Authorities Upper Quartile | Private Sector Median |
|---|--------------------------|----------------------------------|-----------------------|
| % staff turnover | 7.6% | 6.5% | 10.5% |
| % staff turnover of leavers within first year's service | n/a | n/a | n/a |

DISCIPLINARY & GRIEVANCE CASES

| Measure | Local Authorities Median | Local Authorities Upper Quartile | Private Sector Median |
|--|--------------------------|----------------------------------|-----------------------|
| No. of disciplinary cases per 1000 employees | 7.4 | 4.8 | 44.8 |
| No. of grievance cases per 1000 employees | 4.5 | 3.1 | 6.4 |

QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. schools) Less than One Year Leavers April – June 2010

| Measure | Wiltshire Council |
|------------------------|-------------------|
| <1 year leavers | 27 |
| FTE | 14 |
| % who left voluntarily | 70.4% |

| Age Profile | |
|-------------|-------------------|
| Measure | Wiltshire Council |
| % Under 25 | 40.7% |
| % 25-44 | 48.1% |
| % 45-64 | 11.1% |
| % 65+ | 0% |

| Employee diversity | |
|----------------------------|-------------------|
| Measure | Wiltshire Council |
| % Female | 63.0% |
| % Part-time | 81.5% |
| % Temporary contracts | 63.0% |
| % Black or Minority Ethnic | 0% |
| % Disabled | 0% |

| Length of Service | |
|------------------------------------|-------------------|
| Measure | Wiltshire Council |
| Average leavers' length of service | 7 months |

| Salary Bands | |
|--------------|-------------------|
| Measure | Wiltshire Council |
| £0-13,000 | 11.1% |
| £13-20,000 | 74.1% |
| £20-30,000 | 7.4% |
| £30-40,000 | 3.7% |
| £40,000+ | 3.7% |

| Reasons | | |
|--------------------------------------|-------------------|-----------|
| Reason | Wiltshire Council | Top three |
| Alternative employment not in a LA | 33.3% | 1 |
| End of Temporary Contract | 25.9% | 2 |
| Family Commitments/Domestic/Personal | 14.8% | 3 |
| Moving Area | 14.8% | 3 |
| No Reason Given | 7.4% | |
| Dismissal, Capability | 3.7% | |

This page is intentionally left blank

QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. schools) Less than One Year Leavers April 2009 – March 2010

| Measure | Wiltshire Council |
|------------------------|-------------------|
| <1 year leavers | 131 |
| FTE | 92 |
| % Who left voluntarily | 71.8% |

| Age Profile | |
|-------------|-------------------|
| Measure | Wiltshire Council |
| % Under 25 | 29.8% |
| % 25-44 | 50.0% |
| % 45-64 | 18.1% |
| % 65+ | 2.1% |

| Employee diversity | |
|----------------------------|-------------------|
| Measure | Wiltshire Council |
| % Female | 65.7% |
| % Part-time | 49.6% |
| % Temporary contracts | 55.7% |
| % Black or Minority Ethnic | 2.3% |
| % Disabled | 1.5% |

| Length of Service | |
|------------------------------------|-------------------|
| Measure | Wiltshire Council |
| Average leavers' length of service | 5 months |

| Salary Bands | |
|--------------|-------------------|
| Measure | Wiltshire Council |
| £0-13,000 | 6.1% |
| £13-20,000 | 77.1% |
| £20-30,000 | 12.2% |
| £30-40,000 | 4.6% |
| £40,000+ | 0.0% |

| Reasons | | |
|--------------------------------------|-------------------|-----------|
| Reason | Wiltshire Council | Top three |
| End of Temporary Contract | 22.9% | 1 |
| Alternative Employment not L/A | 22.1% | 2 |
| Family Commitments/Domestic/Personal | 16.9% | 3 |
| No Reason Given | 16.9% | 3 |
| Moving Area | 11.5% | |
| Resigning to another L/A | 3.1% | |
| Redundancy - Compulsory | 2.3% | |
| Dismissal, Conduct | 0.8% | |
| Dismissal, Other | 0.8% | |
| Ill Health | 0.8% | |
| Relocation | 0.8% | |
| Retirement Normal | 0.8% | |
| Unsatisfactory Probation | 0.8% | |

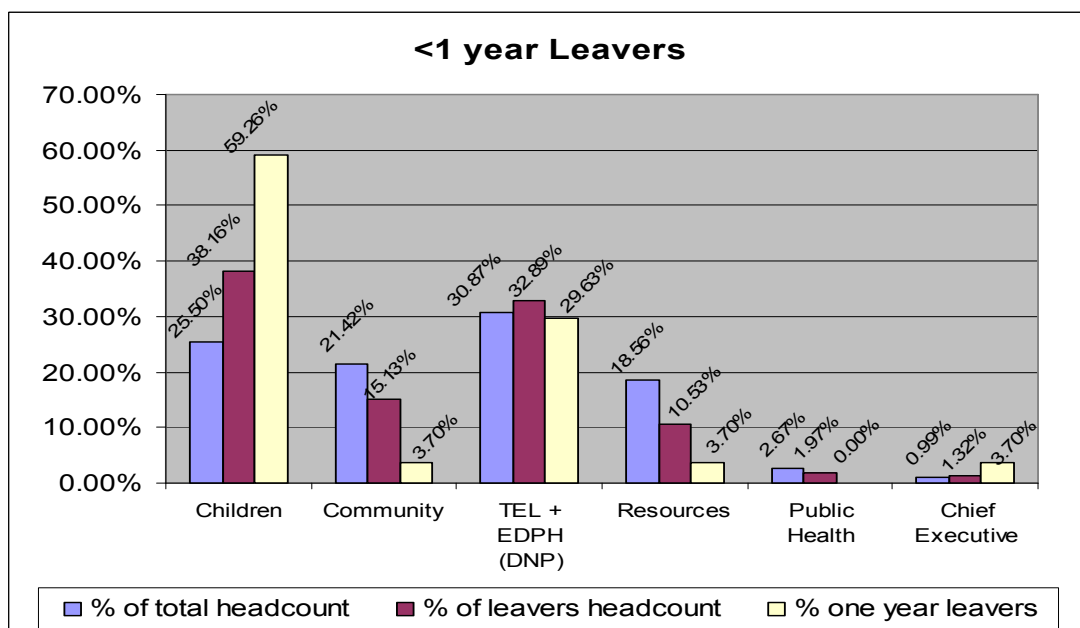
This page is intentionally left blank

QUARTERLY WORKFORCE REPORTING

Commentary on April – June 2010 Less than one year leavers comparison

Management Information Team Observations:

- The overall percentage of leavers who left within the first year has changed very little since the previous full year (for 12.5% to 12.2%).
- However, the proportion of these in the under-25 group has increased from 29.8% to 40.7%.
- The percentage of less-than-1-year leavers who were part-time has also increased from 49.6% to 81.5%.
- It is worth noting that DCE do not have a vast majority of the overall WC headcount (25.5%): however, their percentage of less than one year leavers throughout WC is more than double this (59.26%).
- This figure is by far the highest proportion of the less-than-one-year leavers: the second being DNP at 29.6% (which is roughly in line with that Department's headcount share of 30.8%).
- This DCE percentage of 59.26% has changed significantly since the full year April 2009 to March 2010, when the percentage of overall headcount and the percentage of WC leavers within one year were roughly in line (26.6%/26.7%).
- Conversely, both DCS and DOR have much lower percentages of WC's less than one year leavers (both 3.7%), compared to their percentage of the overall headcount (21.4% and 18.5% respectively), which is good to see.
- In both the above Departments, the less than one year leavers share (3.7%) is a significant drop when compared to the full year April 2009-March 2010. In that period, DCS recorded a share of 19.1% of overall WC less than one year leavers (compared to a headcount share of 20.5%), and DOR recorded 24.4% (compared to a headcount share of 20.8%).



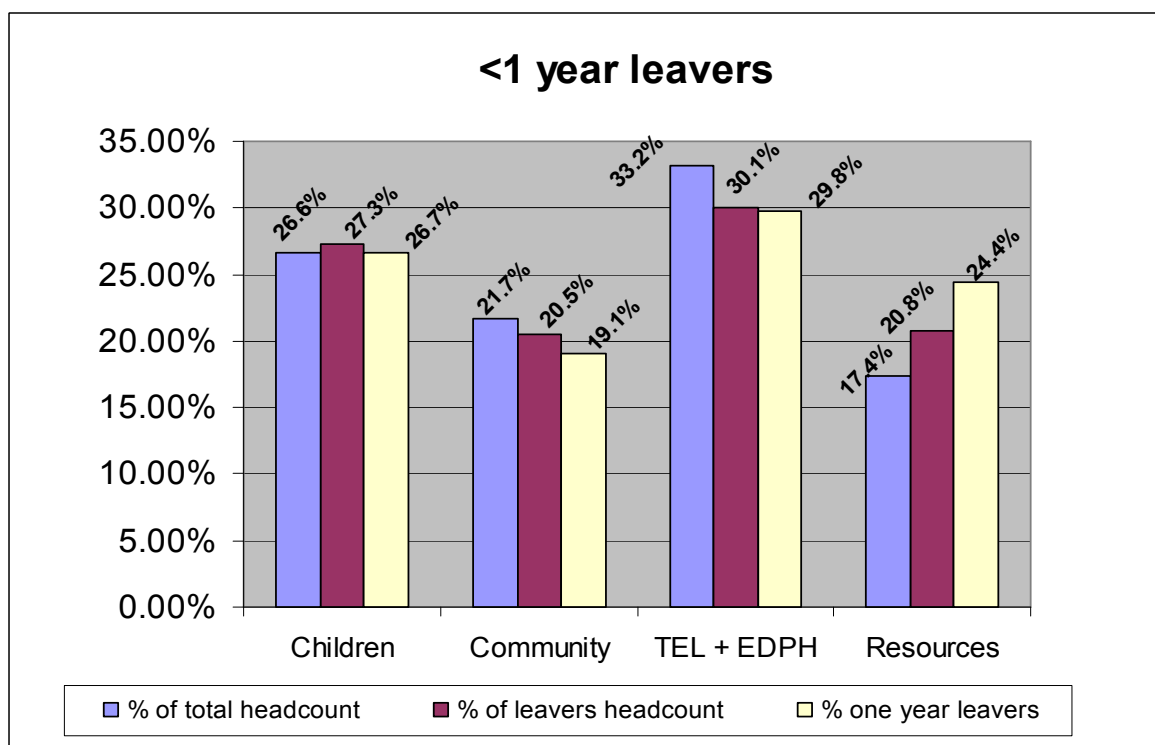
This page is intentionally left blank

QUARTERLY WORKFORCE REPORTING

Commentary on April 2009 – March 2010 Less than one year leavers analysis

Management Information Team Observations:

- Although TEL + EDPH have the largest percentage of <1 year leavers, they also have the largest headcount so this should not be of any concern, especially as they have the lowest percentage of people who left voluntarily.
- DCE have the largest percentage of employees who left voluntarily, with also the highest percentage of staff leaving due to 'Family Commitments/Domestic/Personal' (37.1%), which is above the overall Wiltshire council figures by a rather large 20.2%
- It is worth noting that both TEL + EDPH and DCE seem to have no BME employees, however it is more important to notice that with over 33% of staff overall having not entered an ethnicity status this figure becomes meaningless. We would encourage you to ask staff to check and enter their diversity details through Employee Self Service (ESS) in SAP.
- It is very encouraging to see that across all departments there is a uniform 0% of staff leaving in the £40,000 salary band, and that the majority of the <1 year leavers are coming from the £13,000-£20,000 band.
- DCE have the highest percentage of both Female employees (85.7%) and Part time employees (74.3%)
- As with Wiltshire Council overall, most of the voluntary leavers within DCE, TEL + EDPH and DCS left for a position outside of a local authority, and most voluntary leavers within DOR left for a position within another local authority.



This page is intentionally left blank