

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: Committee Room 3, County Hall, Trowbridge
Date: Wednesday 10 March 2010
Time: 11.00am

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

Briefing Arrangements:	Date	Time	Place
Chairman's Briefing	Wednesday 10/03/10	9.30am	Cttee Room 7

PLEASE NOTE THAT THE MEETING WILL BE PRECEDED BY SHORT PRESENTATIONS STARTING AT 10.00AM ON WORKPLACE TRANSFORMATION & CUSTOMER ACCESS STRATEGY IN COMMITTEE ROOM 3.

Membership:

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

Cllr Francis Morland
Cllr Mark Packard
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 when the meeting is open to the public

1. **Apologies for Absence**

2. **Minutes** (*Pages 1 - 4*)

To confirm the minutes of the meeting held on 11 November 2009. (*copy attached*).

3. **Declarations of Interest**

Councillors are requested to declare any personal or prejudicial interests or dispensations granted by the Standards Committee.

4. **Chairman's Welcome, Introduction and Announcements**

5. **Public Participation**

The Council welcomes contributions from members of the public.

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

Members of the public wishing to ask questions should give written notice (including details of any question) to the officer named above by **12.00noon** on Monday 8 March 2010.

6. **Pay Harmonisation - Progress Report** (*Pages 5 - 16*)

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

7. **People Strategy Action Plan 2010/11** (*Pages 17 - 24*)

An update prepared by the Service Director HR & OD is attached.

8. **Relocation Expenses & Allowances** (*Pages 25 - 32*)

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

9. **Grievance Appeals Sub-Committee** (Pages 33 - 36)

The minutes of the following meetings are attached:-

6-8 & 19 October 2009
16 October 2009

10. **Senior Officers Employment Sub-Committee** (Pages 37 - 40)

The minutes of the following meetings are attached:-

14 December 2009
18 January 2010

11. **Date of Next Meeting**

To note that the next meeting of the Committee will be held on Wednesday 19 May 2010 at 10.30am.

12. **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 11 of this agenda.

13. **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

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STAFFING POLICY COMMITTEE

MINUTES of a MEETING of the STAFFING POLICY COMMITTEE held at COUNTY HALL, TROWBRIDGE on WEDNESDAY 11 NOVEMBER 2009.

PRESENT:

Cllr Allison Bucknell (Chairman), Cllr Rod Eaton, Cllr David Jenkins, Cllr Francis Morland, Cllr Bill Moss, Cllr John Noeken and Cllr John Smale.

18. **Apologies** Apologies for absence were received from Cllr Mike Hewitt, Cllr Mark Packard and Cllr Jane Scott (who was substituted by Cllr Bill Moss).

19. **Minutes of Previous Meeting**

Resolved: To confirm and sign the minutes of the Committee meeting held on 9 September 2009.

20. **Harmonisation of Pay and Other Terms & Conditions of Employment** The Committee considered a report by the Service Director HR & OD which set out the scope and outline plan for the harmonisation of pay and other terms and conditions of employment.

It was noted that, at its meeting on 24 November 2009, Cabinet would be asked to authorise the Service Director for HR and OD to negotiate a collective agreement on harmonised terms and conditions which would assure equal pay.

Cabinet would also be requested to provide direction on the negotiating parameters for the project team, which would include the cost impacts of the proposal to the Council and the impact of the proposal on the Councils positioning within the labour market.

Resolved:

(1) **To note the scope and outline plan for the harmonisation of pay and other terms and conditions of employment.**

(2) **To receive a further report on progress of this project at the next meeting.**

21. **People Strategy Action Plan** It was noted that at its last meeting, this Committee received a report by the Service Director HR & OD which introduced this Strategy and outlined its five strategic priorities for the period 2008 to 2012, these being:

- Organisational Development
- Leadership Development
- Recruitment and Retention
- Skill and Competency Development
- Pay and Rewards

The Committee received an action plan prepared by the Service Director HR & OD which demonstrated how these priorities would be progressed during the period 2009 to 2010.

During consideration of this action plan Members of the Committee requested that deadlines be included in future updates to indicate a measure of completion.

Resolved: To approve the draft People Strategy Action Plan for the period 2009 to 2010 and to note that regular updates would be presented to this Committee to show progress.

22. **Implementation of Additional Wiltshire Council Statutory Policy – Redundancy Policy** On considering a report by the Service Director HR & OD,

Resolved: To approve retrospectively the new statutory Redundancy Policy for Wiltshire Council.

23. **Reconstitution of Committee** It was reported that, at its meeting on 10 November 2009, Council reviewed the membership of this Committee to ensure that at least two members of the Cabinet served on this Committee to enable Cabinet representation on two of the sub-committees of this Committee as required by the Officer Employment Procedure Rules. The Committee considered appointments to its sub-committees.

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

(1) **Senior Officers Employment Sub-Committee**

Conservative (2)
Cllr Mike Hewitt
Cllr Jane Scott

Liberal Democrat (1)
Cllr David Jenkins

Substitute Members

Cllr Rod Eaton
Cllr Bill Moss
Cllr John Smale

Cllr Mark Packard

(2) **Appeals Sub-Committee**

Conservative (2)

Cllr Rod Eaton
Cllr John Noeken

Liberal Democrat (1)

Cllr Mark Packard

Substitute Members

Cllr Allison Bucknall
Cllr Mike Hewitt
Cllr John Smale

Cllr David Jenkins

(3) **Grievance Appeals Sub-Committee**

Conservative (2)

Cllr Allison Bucknell
Cllr Mike Hewitt

Liberal Democrat (1)

Cllr Mark Packard

Substitute Members

Cllr Rod Eaton
Cllr Bill Moss
Cllr Jonathon Seed

Cllr David Jenkins

24. **Senior Officers Employment Sub-Committee**

Resolved: To receive the minutes of the Senior Officers Employment Sub-Committee meeting held on 18 August & 3 September 2009.

25. **Work Plan** The Committee considered the need for formulation of a Work Plan. On hearing from the Service Director HR & OD,

Resolved: To request the Officers to develop a rolling programme for regular review of policy matters and to present a schedule of policy reviews to the next meeting.

26. **Date of Next Meeting**

Resolved: To note that the next meeting of the Committee would be held on Wednesday 13 January 2010, starting at 10.30am.

(Duration of meeting: 10.30am – 12.05pm)

The Officer who has produced these minutes is Roger Bishton, Democratic & Members' Services, direct line (01225) 713035 or e-mail

roger.bishton@wiltshire.gov.uk

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

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PAY HARMONISATION - PROGRESS REPORT

Purpose

1. To update the Committee on the progress of Pay Harmonisation

Update

2. Formation of HR project team to support harmonisation

Job roles have been designed and an internal recruitment exercise undertaken to fill the temporary structure shown in Appendix 1. Five of the six core project members have now commenced in role. The County Secretary for UNISON commenced working one day a week with the project team in January.

3. Executive Board

The first meeting of the Executive Board took place on **3 February** having been rearranged from 6 January due to the severe weather. The key decisions were:

- a. **The Project Definition and Scope endorsed as a working document**, subject to the summary project plan within it referring explicitly to the consultation with service areas (via the Exec Board, Steering Board, and CLT) – please see Appendix 2.
- b. **A first consultative session with the CLT to be arranged** in the near future
- c. The **planned cascading of face to face staff briefings within Departments by 10 February should be persevered with**, and the success of this should be assessed through talking to samples of staff as well as by a SNAP survey
- d. The **current embargo on new lease cars is extended until 30 June 2011**, with the procurement team to arrange extensions for current lease car holders as necessary.

The Executive Board will next meet on 1 April. An additional Executive Board meeting is being planned for May.

4. Extended Leadership Team

On 11 January the Extended Leadership Team received and endorsed the Managers Toolkit for Communication (referred to in 7 below).

5. Communications

The view from the first meeting of the Steering Board was that face to face briefings with staff would best be handled within their normal Departmental communications mechanisms, working with a corporate script with some latitude for tailoring the particular service.

Accordingly, the Managers' Toolkit was developed, which was endorsed by the Extended Leadership Team on 11 January. The toolkit was issued to the ELT and to a list of managers approved by Service Directors, on 13 January for cascading through the workforce during the 4 week period to 10 February. Part of the Managers' Toolkit was computer based training for managers, designed to help them feel confident in their understanding of the basic points about harmonisation and to deal with questions and misunderstandings from staff. A snap survey of staff will be conducted shortly, to enable some assessment of how successful the cascade briefings have been.

6. Preparation for, and beginning of negotiations

6.1 Since November the newly forming HR harmonisation team has been:

- i **checking that the records of staff who perform each distinct job are complete and correct** – so that information used for modelling the impact on staff of various options for pay and other job related terms and conditions is robust.

We have now reviewed staff lists and checked personnel records to ensure that we have sufficient information to validate our pay models and to discuss meaningfully the impacts on staff and on pay costs.

- ii **analysing the total spend within the current pay bill on the various terms and conditions** eg total spend on unsocial hours allowances, in order to identify terms and conditions which might be “traded” to arrive at an overall acceptable harmonised package of terms and conditions

A high level analysis of the wage types held in SAP is available (please Appendix 3) and work will continue to break down the analysis into constituent staff groups and individuals to ensure that we appropriately identify the impact of the various options that may be proposed on staff.

- iii **modelling the impact of possible options for the major terms, to assess likely impact on staff, and on costs**

A range of possible models have been produced which include options such as retaining the existing 15 grades, adopting fewer broader grades, elongating grades to include more increments, elevating grades by one or more increments and reducing the number of job evaluation points required to attain any particular grade.

The impact of these models will be determined over the next few weeks as the pay models are populated with the job evaluation records that we are collating.

- iv **considering the draft recommendations of the Business Travel strand of the Workplace Transformation project**, and the implications these have for the harmonisation of terms and conditions. Unfortunately there is going to be a delay in receiving the final recommendations from this project.

In the short term we are ensuring that appropriate interim policies which are based on current policy reflecting the TUPE status of staff where appropriate (particularly an issue for Staff in Salisbury moving to Bourne Hill) are applied.

- v through liaison with line managers, **checking understanding of how some current payments - particularly those received by TUPED staff - work in practice** and any related service issues eg Refuse service.
- vi Ensuring that we are aware of any anomalies that have arisen amongst the pay and grading arrangements of ex County Council Staff.

6.2 Preliminary negotiations with the Unions began as planned during February.

7. Consultation with the Corporate Leadership Team (CLT)

7.1 The first consultative meeting with the CLT, including the new Chief Executive, was held on 22 February. The CLT confirmed the pay harmonisation project definition and scope, provided some direction on negotiating principles and asked to be consulted on a costed model for a harmonised pay and grading structure before firm negotiations with the unions on this are pursued. Work is underway on developing this model.

8. SAP

8.1 The extraction of, and validation of, information from the SAP payroll system is currently proving time consuming because we are the first team to use some of the SAP reporting facilities since SAP was introduced. There is a learning curve involved and information retrieval and availability is gradually improving.

8.2 Discussions have commenced with the SAP Support Centre and representatives of HR Lifecycle and Payroll teams as to how SAP can be used in the retrospective implementation of new terms and conditions, particularly given the possibility of a change to the 15 pay grade structure. The Head of SAP Support will explore whether any other authorities who use SAP have yet had to implement a new pay grading system and make retrospective payments with it, and if so, what lessons can be taken.

8.3 I have been advised that there will be SAP design costs associated with implementation and work will be undertaken to quantify these so that budgetary provision can be made.

9. Detailed Project Planning

9.1 Detailed project planning for all the project stages continues alongside the substantive work associated with the current project stage.

Conclusion

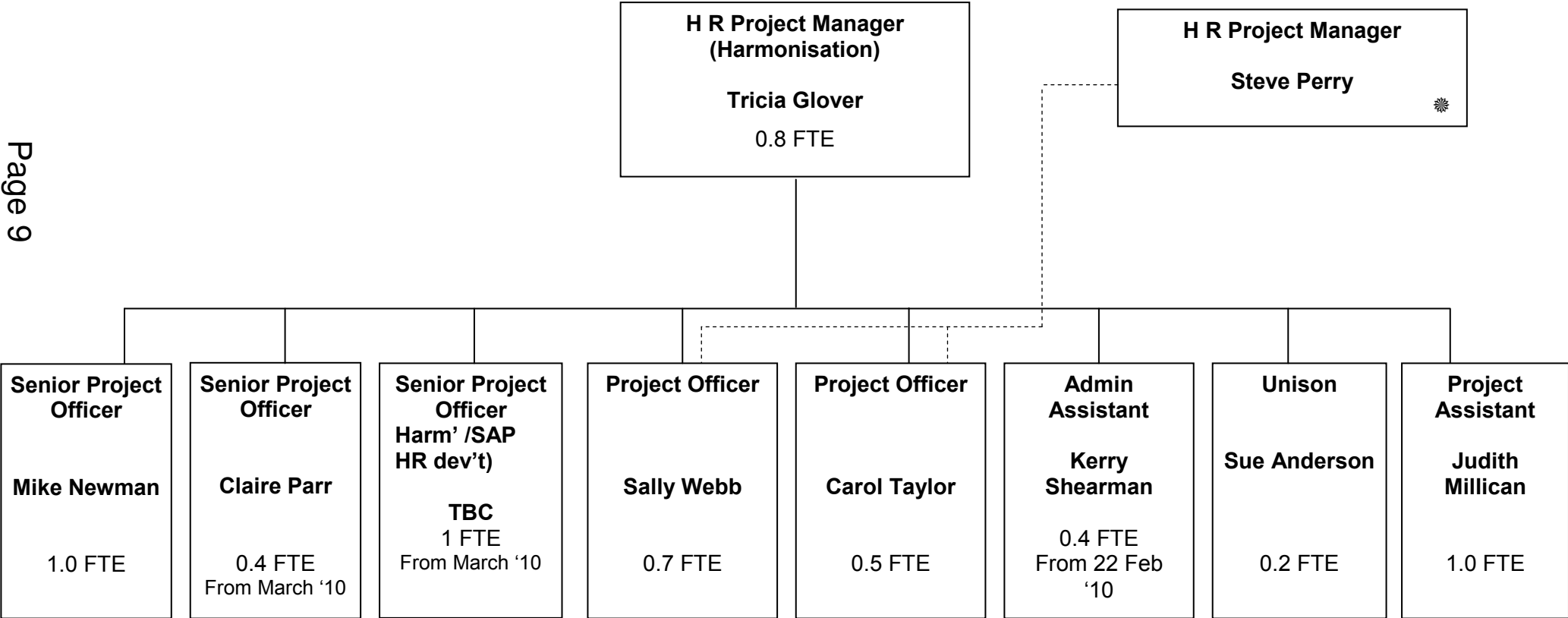
10. The Committee is asked to note this update. A further update will be provided at the next meeting.

BARRY PIRIE
Service Director HR/OD

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Structure of H. R. Team Which Will Support The Harmonisation Of Pay And Other Terms And Conditions

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* Provides Support as part of a wider role

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APPENDIX 2**Wiltshire Council Harmonisation of Terms and Conditions****Project Definition and Scope – Working Document****Project Objectives:**

1. To develop a set of terms and conditions of employment for:
 - 5,000+ NJC “Green Book” staff (excluding schools) who are currently on ex County Council terms and conditions or TUPED terms and conditions from the former District Councils.
 - the terms and conditions of Hay graded staff (other than pay grade) which are derived from locally negotiated NJC Green Book conditions
 - other staff who have in recent years transferred to the Council and are currently on terms and conditions TUPED from employers outside of local government which:
 - achieve Equal Pay and equity
 - are affordable
 - enable the Council to recruit and retain the staff it needs
 - mitigate as far as possible any negative impact upon staff
 - are informed by the findings and recommendations of the Business Travel strand of the Workplace Transformation project.
2. To develop and implement the new terms and conditions through a collective agreement with the recognised unions (UNISON, GMB, UNITE)

Project Approach:

3. The **sequential stages** will be:

Stage1 November 2009 – January 2010 *best estimate*
Two strands will run concurrently:

Collation and analysis of initial information on the major terms to be harmonised, to inform CLT/Cabinet in the setting of parameters to be worked within, consultation with service areas (via the Executive Board, Steering Board and CLT) and opening negotiations with the unions

Initial communications/briefings of managers and staff to explain the background, aims and scope of the project

Stage 2 February 2010 – May 2010 *best estimate*

Consultation with service areas continues
Negotiations with unions and drafting of agreement on “major” terms

Analysis of options on minor terms to be harmonised, including non contractual discretionary benefits

Stage 3 June 2010 – August 2010 *best estimate* (if UNIONS agree to submit draft agreement achieved to their Head Offices for authorisation of a local ballot of members)

Preparation of general information on the whole package of terms and conditions (not individual results) for consultation with staff if union Head Offices authorise unions to ballot their membership

Stage 4 September 2010 – October 2010 *best estimate* (if Collective Agreement has been achieved)

Communicate full terms of the collective agreement. Issue personal notifications to employees whose pay grade and/or other pay arrangements are changed, including right for TUPED staff to appeal against their moderated job evaluation score.

Stage 5 October 2010 – December 2010 *best estimate*

Implement pay changes through SAP payroll
Implement other changes in terms and conditions through mainstream HR administrative processes.
Conduct job evaluation appeals and notify appellants of the outcomes.

Stage 6 January 2011 – April 2011 *best estimate*

Calculate and pay back pay due, retrospectively to 1 October 2009.
Deal with queries and challenges arising from implementation.
Rationalise discretionary benefits which fall outside the scope of the Collective Agreement. Communicate these and implement their administration.

Project Scope

4. The terms and conditions to be harmonised are listed alphabetically below, with the major terms in bold.

Accommodation and meal allowances

Adoption scheme

Annual Leave

Assisted car purchase scheme

Bank holiday premium payments

Car leasing scheme

Childcare Vouchers

Employment Break scheme

Eye Care provision

Financial support for training

Fire Wardens Allowance

First Aid payment

Flexi-time scheme

Health & Safety Risk Assessment allowance

Holiday entitlement for leavers

Homeworking allowance

Injury Allowance scheme

Leave for Carers

Long service awards

Market plussages

Maternity Scheme

Mortgage subsidy scheme

Moving homes allowance

Notice periods

Overtime

Payment of honoraria

Payment of professional fees

Pay rates, including the pay grading system

Purchase of annual leave

Recovery of overpayments

Redeployment grading protection

Staff Benefits (discounted leisure membership, discounts with retailers etc)

Staff Parking (contractual elements – as informed by the Business Travel strand of the Workplace Transformation project)

Standby duties and allowances

Telephones in employees' homes

Time off for family emergencies

Training allowances

Travel & Mileage Allowances (informed by the Business Travel strand of the Workplace Transformation project)

Unpaid leave

Unsocial hours allowances

(Checks will continue during the course of the project to determine whether there are any other as yet unidentified terms and conditions which need to be harmonised)

Project Deliverables

5. The deliverables will be:

- A harmonised set of terms and conditions of employment which is equalities compliant and is applied to all current staff in scope
- Updated contracts of employment to use with new starters
- Individual notifications to staff of their revised pay details, including any pay protection
- Updated HR online content which explains the new terms and conditions
- Guidance on administrative/SAP processes to support the maintenance of new terms and conditions

Interfaces

6. This project will interface with the Workplace Transformation project – particularly the HR and Business Travel strands; the People Strategy; the development of the SAP HR/Payroll functionality.

Exclusions/Constraints

7. The project will not deal with terms and conditions which are common across the five inherited sets, unless there are compelling service needs to change them.
8. The Job Evaluation Scheme used to determine the relative size of jobs will not change due to this project. The Council will continue to use the GLPC Job Evaluation Scheme.
9. This project will not deal with staff on Soulbury or Youth & Community contracts of employment (although the Workplace Transformation project may prompt a separate review of local agreements eg on business travel and staff parking as applied to those contracts)
10. The cost of the new set of terms and conditions must be contained within the financial parameters set by Cabinet at the meeting on 24 November 2009.

Version 5

APPENDIX 3

Analysis of Projected Annual Pay Excluding On-Costs

2009 / 2010

Pay Types	Total (Sum Pay in £1000's)
1C4W protection (will cease after 3 years)	£184
Basic pay (incl lieu of notice)	£109,850
Misc	£724
Mkt plussage/retention	£538
o/time	£1,332
Ex County Pay Reform protection (will cease on 31 March 2010)	£194
Unsocial Hours allowances including Standby/Callout	£866
Travel expenses (excludes lease car subsidies)	£3,035
Travel expenses (1C4W) (will cease after 3 years)	£69
Grand Total	£116,792

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People Strategy Action Plan 2010/11

Action	Strategic Priority	Criteria	Who	Progress
<ul style="list-style-type: none"> Ongoing CLT team development events to deliver vision, values & culture and customer focus 	<ul style="list-style-type: none"> Organisational Development 	<ul style="list-style-type: none"> Embedding Vision, Values & Culture Developing a Customer Focused Organisation Managing Performance More Effectively 	Anne de Leyser Barry Pirie HR	Ongoing Team and Leadership Development have been delivered with CLT – final session with Dr K.R in Jan 2010 – the programme to be reviewed with new Chief Executive (CEX) AK by end March 2010.
<ul style="list-style-type: none"> Monthly ELT business focused meetings organised around specific themes (aligned to vision, values & culture) 	<ul style="list-style-type: none"> Organisational Development 	<ul style="list-style-type: none"> Embedding Vision, Values & Culture Developing a Customer Focused Organisation Managing Performance More Effectively 	Laurie Bell	Programme of ELT monthly workshops in place for 2010 – again this will be reviewed with CEX A.K.
<ul style="list-style-type: none"> Face to face meetings for staff with Senior Leaders 	<ul style="list-style-type: none"> Organisational Development 	<ul style="list-style-type: none"> Embedding Vision, Values & Culture Developing a Customer Focused Organisation 	Laurie Bell Barry Pirie Cllr Laura Mayes HR	A programme of “Shaping the Future Together” workshops was developed and has now been delivered in all hub offices across the Council. The very useful feedback is being collated and will be developed into an organisational action plan. To be discussed with CLT March.
<ul style="list-style-type: none"> Service/functional team events tailored based on need and aligned to vision, values and culture (commissioned by services) 	<ul style="list-style-type: none"> Organisational Development 	<ul style="list-style-type: none"> Embedding Vision, Values & Culture 	Anne de Leyser Barry Pirie HR	Ongoing programme commissioned by Departments aligned to the overall Leadership / Management Development Programme currently in place.
<ul style="list-style-type: none"> Management competency framework (CLT/ELT) to be developed: - <ol style="list-style-type: none"> Linked to “What will we be like” document 	<ul style="list-style-type: none"> Organisational Development Leadership Development 	<ul style="list-style-type: none"> Embedding Vision, Values & Culture Developing a Customer Focused Organisation 	Barry Pirie HR	A framework aligned to the “What we will be like” document has been developed. A 360 degree

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<p>2. 360 degree feedback tool to assess leaders performance against the framework & assist in identifying future leaders</p>		<ul style="list-style-type: none"> ▪ Managing Performance More Effectively ▪ Developing our Leaders Within a Changing Context 		<p>assessment tool has been developed and trailed and will be rolled out as part of the Leadership Development Programme (Leadership Matters) in April 2010.</p>
<ul style="list-style-type: none"> • Management briefings to update managers on new Wiltshire Council people policies, to incorporate: - <ol style="list-style-type: none"> 1. The behaviours required. 2. Responsibilities 3. Managing new ways of working (remote staff, working at home etc) 	<ul style="list-style-type: none"> • Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively ▪ Support to Service Re-design 	<p>HR</p>	<p>The programme of management Master classes has been developed – 3 Pilot workshops will be delivered and evaluated 29-30th March 2010.</p>
<p>Page 18</p> <ul style="list-style-type: none"> • Revised appraisal process: - <ul style="list-style-type: none"> • To identify and capture skills gaps (at department level) • Develop process for managers/staff to match gaps to learning & development programme • Use process to identify corporate needs and review/update the learning & development programme • New appraisal process used to engage staff in cultural change • Refreshed appraisal process giving staff the opportunity to outline their aspirations to feed succession planning • One Council refreshed appraisal training – behaviours/responsibilities to be included 	<ul style="list-style-type: none"> ▪ Skills & Competency Development ▪ Organisational Development ▪ Leadership Development 	<ul style="list-style-type: none"> ▪ Addressing specific skills gaps ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively ▪ Develop or Leaders within a changing context 	<p>HR</p>	<p>A refreshed appraisal process was developed and rolled out July/ August 2009.</p> <p>Current priority is to evaluate the refreshed process and review as necessary and deliver in July 2010 linked to Corporate Plan and organisational priorities.</p>
<ul style="list-style-type: none"> • Support on-going service re-design to ensure customer focus, vision, values and culture are aligned. 	<ul style="list-style-type: none"> • Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively ▪ Support to Service Re-design 	<p>HR</p>	<p>On-going support to organisation re-structures (DCE/ N&P) Support to the review of management structures in place.</p>

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<ul style="list-style-type: none"> • Employee survey to: <ul style="list-style-type: none"> • obtain baseline/benchmark data • benchmark the effectiveness of communications about vision, values & culture • test staff customer focused behaviours/responsibilities • to assess organisation behaviour against the framework 	<ul style="list-style-type: none"> • Organisational Development • Leadership Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Developing our Leaders Within a Changing Context 	HR	PID & project plan to be developed by 1 st April 2010. Tender process to be completed by end of Quarter 2 2010. Survey delivered in Quarter 3 2010.
<ul style="list-style-type: none"> • “What will we be like” - work with Communications to bring the document to life and deliver it as an employee focused document to gain commitment to vision, values, culture of the new Council • Careers website • Jobs application packs • Employment contracts and contract packs • Intranet (The Wire) • Team Wire via Managers to deliver key messages. 	<ul style="list-style-type: none"> • Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation 	HR	Revised Wiltshire Council job application packs are now in place (January 2010) Revised Wiltshire Council contracts and contract packs are now in place (January 2010)
<p>• Develop Learning & Development Strategy for the Council :</p> <ul style="list-style-type: none"> • ELT/Management development programme agreed with CLT/ELT to be cascaded to all managers A revised learning & development structure/programme of training, including NVQ sectors • Member development programme (underway) • Customer focused training, • Corporate half day induction under review, to include sessions on vision, values & culture and customer focus • Review and re-launch an induction toolkit for Managers to ensure vision, values & culture and customer focus are implicit <ul style="list-style-type: none"> ○ Initial refresh ○ Full review to tie in with e-induction and corporate half day content • Development of new staff e-induction system including: - <ul style="list-style-type: none"> ○ Focus on vision, values and culture – Specific modules on Vision, Values & Culture & Customer Focus to be developed ○ Developing a survey facility to collect the views of new employees (experience of recruitment process, initial views of the Council, suggestion 	<ul style="list-style-type: none"> ▪ Organisational Development ▪ Leadership Development ▪ Recruitment & Retention ▪ Skills & Competency Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Develop or Leaders within a changing context ▪ Succession Planning ▪ Responding to Changing Demographics ▪ Improving our Workforce Planning ▪ Improving Career Management ▪ Addressing specific skills gaps 	HR	ELT/CLT Leadership Development Programme launched in Sept 2009 going well. Review the forward plan with CEX A.K. Revised Learning and Development programme and funding options to be launched April 2010. Revised face to face corporate induction now in place. Format to be further reviewed in Quarter 2 2010. The induction toolkit for managers was reviewed and re-launched in April 2009. This will be further reviewed once all

People Strategy Action Plan 2010/11

<p>facility to improve processes etc) to feed into the recruitment & retention strategy.</p> <ul style="list-style-type: none"> • Refresh recruitment & selection training to ensure vision, values & culture and customer focus is included & ensure managers roles & responsibilities are understood • Development of assessment centres for staff identified as having potential (360 degree feedback, aspirations etc) • Deliver an internal Train to Gain scheme (NVQ framework) • Apprenticeship Scheme: - <ul style="list-style-type: none"> ○ Key partner relationship with Wiltshire College (scheme to be sub contracted to Wilts College) 				<p>modules in the e-induction system are live.</p> <p>The corporate e-induction system went live 1st April 2010, further review required in light of department re-structuring.</p> <p>Equality & Diversity module in the e-induction module went live December 2009.</p> <p>Health & Safety module in e-induction currently being tested.</p> <p>IT Security & Customer Service modules in e-induction are currently being developed.</p> <p>Train to Gain scheme linked to external funding going well and achieving targets.</p> <p>Apprenticeship scheme programme currently under review.</p>
<ul style="list-style-type: none"> ▪ Develop Recruitment & Retention Strategy for the Council, to include: - <ul style="list-style-type: none"> • Review and update the Recruitment & Selection policy and Manager guidance: - <ul style="list-style-type: none"> ○ Capture baseline data to understand the recruitment & selection process – timescales, costs, delays, applicant demographics etc ○ Review and update in line with the development of the recruitment & retention strategy and employer brand. 	<ul style="list-style-type: none"> ▪ Organisational Development ▪ Recruitment & Retention 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture • Developing a Customer Focused Organisation • Responding to Changing Demographics • Improving our Workforce Planning ▪ Improving Career Management 	<p>HR</p>	<p>The strategy will be started once workforce plans are in place, and future skills requirements known and understood.</p> <p>In advance plans are in place to develop an exit interview process to better understanding</p>

People Strategy Action Plan 2010/11

<ul style="list-style-type: none"> • Refresh recruitment & selection training to ensure vision, values & culture and customer focus is included & ensure managers roles & responsibilities are understood • Develop recruitment plans for service areas and corporately, taking into account skills shortages, use of temporary and consultancy staff, career progression, talent management. • New recruitment & selection process – need to ensure vision, values & culture and customer focus are implicit in the procedure • Use data available to identify under-represented groups in the workforce, and develop actions to target these groups • Develop an employer/recruitment brand to attract all sections of the community and ensure the Council brand, vision, values and culture and customer focus are included: <ul style="list-style-type: none"> ○ Develop survey on Careers website to understand prospective candidates view of the Council ○ Survey new employees to gain their view of the recruitment & selection process and first impressions of the Council ○ Use the data to gain perception of the Council as an employer of choice ○ Take action to ensure the employer brand takes account of the Wiltshire demographics. • Review promotional techniques (press and web coverage, identify potential efficiencies & investigate targeted advertising campaigns and the potential impact on the applicant demographics) • Develop corporate exit interview process to ensure information about reasons for leaving and feedback/understanding of vision, values and culture. • Development of forums for under 25 year olds and develop stronger links with existing staff forums (BME/Disability): <ul style="list-style-type: none"> ○ To understand why these groups are under represented and to agree actions to resolve ○ Survey probationers/leavers in these groups to 		<ul style="list-style-type: none"> ▪ Addressing specific skills gaps 	<p>reasons for leaving.</p>
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People Strategy Action Plan 2010/11

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<ul style="list-style-type: none"> ○ get their perspective of the Council as an employer ○ Ensure groups are represented in stakeholder meetings to develop the employer brand ● Job Descriptions – update templates to include vision, values & culture (behaviours expected) ● Continue involvement in National Graduate Development Programme – Wiltshire Council to continue with the programme, to recruit and retain talent ● Raising the profile of work experience across the Council: - <ul style="list-style-type: none"> ○ Promote the scheme more widely ○ Reinforce managers responsibilities to support the scheme (develop guidance, provide briefings etc) ○ Set up links with Wiltshire Schools to identify/develop core skills frameworks for students and encourage students to consider the Council as a positive career choice 				
<ul style="list-style-type: none"> ● Develop new policy template and review/refresh and maintain people policies to ensure they support the vision, values & culture and customer focus, and workforce transformation requirements, using lean systems approach 	<ul style="list-style-type: none"> ▪ Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Managing Performance More Effectively 	HR	<p>A draft policy template has been developed and consultation with key stakeholders underway. A schedule of policy work to be developed in line with Corporate, Service, the requirements of Workplace Transformation and Pay Harmonisation and other external factors. This will be developed and priorities actioned in Quarter 2 2010.</p>
<ul style="list-style-type: none"> ● Developing new approach/relationship with Trade Unions <ul style="list-style-type: none"> ● New constitution ● New Time Off for Trade Union Activities ● New JCC framework 	<ul style="list-style-type: none"> ▪ Organisational Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture 	HR	<p>New constitution drafted – ready for discussion with Trade Union colleagues. April 2010.</p>
<ul style="list-style-type: none"> ● Develop a workforce planning toolkit to be deployed in 	<ul style="list-style-type: none"> ▪ Organisational 	<ul style="list-style-type: none"> ▪ Embedding Vision, 	HR	<p>A PID and project plan</p>

People Strategy Action Plan 2010/11

<p>service departments: -</p> <ul style="list-style-type: none"> • Design template that incorporates the Council's aims. • Identify current and future skills and numbers of employees needed to deliver new and improved services • Analyse the present workforce's characteristics in relation to these needs • Compare the present workforce and the desired future workforce to highlight shortages, surpluses and competency gaps • Examine the diversity profile at all levels against that of the local population. 	<ul style="list-style-type: none"> ▪ Development Recruitment & Retention 	<ul style="list-style-type: none"> ▪ Values & Culture ▪ Developing a Customer Focused Organisation • Managing Performance More Effectively • Responding to Changing Demographics • Improving our Workforce Planning 		<p>will be in place by 1st April 2010.</p>
<ul style="list-style-type: none"> • Harmonisation • Delivery of harmonisation with minimum disruption • Policies developed ensuring "employer of choice" requirements are included 	<ul style="list-style-type: none"> • Pay & Reward 	<ul style="list-style-type: none"> • Market Pay Positioning 	<p>HR</p>	<p>See separate report.</p>
<p>Development of Reward Strategy:</p> <ul style="list-style-type: none"> ▪ Investigate reward statements to provide staff with an overview of their total pay/benefits package (at start of employment/annually) ▪ Review pay policy in line with the development of an employer/recruitment brand. ▪ Development, maintenance and promotion of staff benefits ▪ Road shows to promote benefits, linked to harmonisation and the promotion of the range of HR services ▪ Maintenance of job evaluation procedures to maintain consistency 	<ul style="list-style-type: none"> • Pay & Reward 	<ul style="list-style-type: none"> • Market Pay Positioning 	<p>HR</p>	<p>Harmonisation of T&C is out current Reward Strategy. A refreshed Reward Strategy will be developed on completion of the Pay Harmonisation project, and will be reliant on the workforce plans, Workplace Transformation, employee survey results etc.</p>
<ul style="list-style-type: none"> • Development & maintenance of manager self service & communication tools (HR Online, E-Recruitment, Schools HR Online, Careers Website) 	<ul style="list-style-type: none"> ▪ Organisational Development ▪ Leadership Development 	<ul style="list-style-type: none"> ▪ Embedding Vision, Values & Culture ▪ Developing a Customer Focused Organisation ▪ Addressing specific skills gaps ▪ Developing our Leaders Within a Changing 	<p>HR</p>	<p>A Project Board is now in place, and will meet on 22nd March 2010 to agree the project scope. A stakeholder panel with representatives from across the Council are also in place, with the first</p>

		Context		meeting scheduled for late April 2010.
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WILTSHIRE COUNCIL

Agenda item 8

Staffing Policy Committee

10th March 2010

Relocation Expenses & Allowances

1. Purpose

- The purpose of this report is to gain approval from members of Staffing Policy Committee to increase the pay element of the existing Relocation Expenses & allowances policy in line with market forces as recommended by this report.

3. Background

- The existing Wiltshire Council policy was last reviewed by Wiltshire County Council in February 2002 and paid up to a maximum of £5800 for relocation expenses.
- In April 2009 District staff TUPE transferred in to Wiltshire Council on their existing policies that pay differing allowances. This paper examines the pay elements of the moving home relocation expenses only. It does not remove the existing arrangement for the payment of 2 days annual leave that is currently afforded to some staff from the former Districts. This will be addressed by the Harmonisation project.

6. Current Arrangements

- The current maximum allowance paid by the former Kennet and Salisbury District Councils was £8000 in line with the current HMRC tax free limit. The current limit for Wiltshire Council is £5800. The various rates currently paid by Wiltshire Council & each of the former Districts are set out below:-

Table of Current Arrangements in £'s

Allowance	WC	KDC	SDC	NWDC	WWDC
Total upper limit incl vat made up of the following:-	5800	8000	8000	6000	7000
Lodging per month	320	Limit not stipulated as long as max above not exceeded	240	500	
Professional Fees	4700		2500		
Incidental Expenses	1100		500	450	750
Additional leave allowance	0	2 days		2 days	0

8. Comparator information has been sourced from other local government organisations in order to establish a benchmark ,which is set out below:-

Comparator Table with a Range of Other Authorities

Allowance	Hertfordshire	Kent	Derbyshire	Hants
Total upper limit incl vat	£	£	£	£
General package	2000	5500	6799	10000
Shortage skills package	6000	7500	0	N/A
Special package	8000	8500	9270	N/A
Lodging per month	671	400	600	368
Incidental Expenses	950	1000	1000	950
Separation Allow				220
Leave	2 days	0	2 days	1 day

9. As indicated above the “General Package” varies between £2000 & £10000 with an average of £6075. The “Special Package” allowance varies between £8000 & £9270 with an average of £8635.

10. Lodging Allowance

11. Current market research shows that Wiltshire’s allowance for rent is currently not in line with the rentable rates payable for property in the County of Wiltshire: - The table below shows that rental amounts vary considerably across the County with an average cost of £645 per month.

Monthly Cost of Renting a Two Bedroom Property in Wiltshire

Area	Accommodation	Rate payable per month	Average per Town
Chippenham	2 Bedroom	£495 - £1000	£747
Trowbridge	2 Bedroom	£500 - £625	£562
Salisbury	2 Bedroom	£595 - £795	£695
Devizes	2 Bedroom	£525 - £625	£575
		Average for County	£645

12. Conclusions

13. That the level of £8000 currently paid to ex Kennet & Salisbury staff is in line with the packages available to staff of other local government organisations.
14. That the overall allowance for reclaiming legal & incidental expenses should be increased in line with HMRC tax free limit of £8000.
15. This report has not examined the possibility of affording any additional leave to staff as a consequence of moving home. This will be explored as part of the Harmonisation project

16. That Wiltshire Councils existing policy for lodging allowance is currently out of line with the market rates expected for renting property within the County of Wiltshire as illustrated by the table above.

17. Recommendation to Staffing Policy

- a. To agree to increase the maximum moving home allowance for all staff from £5800 to £8000. This is equitable to that paid to former SDC & KDC employees and is in line with tax free limit of £8000 set by the HMRC.
- b. To increase the lodging allowance up to a maximum of £600 per month, payable for up to a maximum of 24 months. This is reflective of the current average rental cost for a two bedroom property across Wiltshire when the overall volume of properties is taken into account
- c. That the amended policy reflecting the above, which is attached as Appendix A is adopted.

Barry Pirie
Service Director
HR & Organisational Development – Resources

Report Author: Julie Anderson-Hill email julie.anderson-hill@wiltshire.co.uk
contact number 718178

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Appendix A

Human Resources **Relocation Expenses & Allowances**

What is it?

An allowance that offers financial assistance to new employees to sell and purchase a new home. Only the first £8000 will qualify for tax relief.

Who is entitled?

Those who are newly appointed and permanent or temporary on a minimum 3 year fixed contract that live more than 15 miles from your centre of work. Employees must claim within 24 months of commencing employment and remain employed beyond that date.

What is my entitlement?

If currently a home owner & you sell that home you can claim:-

- A total package of up to £6500 inclusive of VAT (HMRC) made up of:-
 - Removal expenses based upon the lower of 2 quotes
 - Furniture storage of up to 3 months
 - Estate agent, legal, stamp duty, valuation & searches.

Plus incidental expenses of up to £1500 e.g. carpets, curtains plus

- Travel Allowance
- Lodging Allowance up to £600 per month **or**

If you buy a house, but do not sell one or sell one but do not buy, you are entitled to claim;

- A total package of up to £3800 incl vat to cover the costs as listed above plus up to £1500 for incidental expenses.
- Travel allowance
- Lodging allowance up to £600 per month

A maximum taxable free benefit of up to £8000 may be claimed on the allowances stated above.

Travel Allowance

Whilst in temporary accommodation you are eligible to claim for 1 person twice a month to either a journey home **or** the value of that journey abated at the cost of the journey home towards your family visiting. The allowance will be paid at the cost of going home by either rail or by car (public transport rate) or air if less than cost of rail.

Lodging Allowance

If you are living temporarily away from home and are still maintaining that home you are eligible to claim an allowance of up to £600 per month. This can be claimed for the first 24 months of employment. These rates are based on the current market rentable value of property in Wiltshire reviewable annually.

For Lodging and Travel Allowances you should use [the form Moving Home Allowance - Lodging/Travel Claims MH2](#).

If instead of living in lodgings you choose to travel daily from your home to work pending your permanent move, you may claim a travelling allowance based on standard rail fares or the public transport rate for up to 24 months at a daily rate of up to £20 incl vat and a maximum weekly total of £100 incl vat.

Line manager responsibilities...

You must ensure that a vat receipt is produced for each expense claimed and that the employee has signed the undertaking to repay each expense should they leave the employment of the Council with 24 months of employment.

FAQs...

How do I request relocation expenses?

You must obtain approval from your line manager and make a claim using [the Moving Home Allowance Form MH1](#).

Are there any exemptions?

This scheme does not apply if you are moving from rented accommodation, parental home or spouse/partner is eligible to receive similar allowances.

What if I leave the employment of the authority?

If you leave the employment of Wiltshire Council within 24 months of receiving reimbursement of expenses, you will be required to repay any expenses in full and subsequent years based on the following scale:-

Up to 2 years – 100%

3 – 4 years – 50%

You will sign to agree that any monies owed to the Council will be deducted from your salary or from any superannuation refund due.

What if I don't move house?

No allowances will be paid. Any expenses already reimbursed will have to be repaid in full.

What if I need an advance of pay prior to me moving?

An advance of up to £700 may be claimed with vat receipts & offset against your total amount claimed.

Definitions...

VAT = Value added tax currently 17.5%

HMRC = HM Revenue & Customs

For further advice...For further information please see the full policy or contact a member of your [HR Advisory Team](#)

Version: 1.0	Author: HR Strategy	Date: January 2010
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GRIEVANCE APPEALS SUB-COMMITTEE

MINUTES of MEETINGS held at COUNTY HALL, TROWBRIDGE on Friday 16th October, 2009.

PRESENT: Mr R Eaton, Mr Mark Packard, Mr John Smale.

7. Membership of the Sub-Committee

The Clerk to the Sub-Committee reported the membership of the Sub Committee as: Mr Mark Packard (Chairman), Mr R Eaton, Mr John Smale.

8. Exclusion of 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 number 9 below 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.

9. Appeals to Grievance Appeal Sub-Committee

The Grievance Appeal Sub-Committee considered the grievance of the Appellant.

Resolved: The Appeal Sub-Committee dismissed the appeal.

[Duration of hearing: Friday 16th October, 10.00am – 3.45pm]

These Minutes have been produced by the Clerk to the Grievance Appeal Sub-Committee, Sukdave Ghuman.

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GRIEVANCE APPEALS SUB-COMMITTEE

MINUTES of MEETINGS held at COUNTY HALL, TROWBRIDGE on Tuesday 6th, Wednesday 7th Thursday 8th and Monday 19th October, 2009.

PRESENT: Mrs A Bucknell. Mr M Hewitt and Mr M Packard,

4. Membership of the Sub-Committee

The Clerk to the Sub-Committee reported the membership of the Sub Committee as: Mrs Allison Bucknell (Chairman), Mr Mike Hewitt, Mr Mark Packard.

5. Exclusion of 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 number 6 below 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.

6. The Grievance Appeal Sub-Committee considered the grievance of the Appellant.

Resolved: The Appeal Sub-Committee dismissed the appeal.

The Chair thanked both parties for presentation, indicating that the Panel will have to reconvene to consider and deliberate on the various issues raised in the four days of submission.

The Grievance Appeal Sub-committee reconvened on the 29th October 2009, to consider the issues addressed in the two parts of the combined grievances that had been appealed.

The Panel concluded that in relation to Part B Issue a: the appeal is dismissed

The Panel concluded that in relation to Part B Issue b: be dismissed.

The Panel considered Part B issue c and d, . The Panel dismissed these two grievances.

The Panel concluded that in relation to Part B Issue d: i.e. that this be dismissed..

The Panel concluded that in relation to Part B Issue e: that this be upheld..

The Panel concluded that in relation to Part A Issue a: the Panel dismissed this appeal.

The Panel concluded in relation to Part A Issue b: the Panel dismissed this ground of appeal.

The Panel dismissed the appeal in relation to Part A Issue c:

[Duration of hearing: 4 days]

These Minutes have been produced by the Clerk to the Grievance Appeal Sub-Committee, Sukdave Ghuman.

SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

MINUTES of a MEETING held at COUNTY HALL, TROWBRIDGE on MONDAY 18 JANUARY, 2010.

PRESENT: Cllr Mike Hewitt, Cllr David Jenkins and Cllr Jane Scott.

1. **Election of Chairman**

Resolved: To elect Cllr Jane Scott as Chairman for the meeting.

Cllr Jane Scott in the Chair

2. **Minutes of Previous Meeting**

Resolved: To approve and sign as a correct record the Minutes of the meeting held on 14 December 2009.

3. **Exclusion of 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 number 4 below 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.

4. **Termination of Employment on Grounds of Redundancy – Service Directors** On considering a confidential report by the Chief Executive,

Resolved: To terminate the employment of Mr A Feist, Service Director for Sustainable Transport and Mrs L Gaskin, Service Director for Community Safety on 12 April 2010 on the grounds of redundancy and that Mr Feist receives severance in accordance with the scheme and Mrs Gaskin receives pension benefits in accordance with the Council's severance scheme.

(Duration of meeting: 12.30pm – 12.45pm)

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

SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

MINUTES of a MEETING held at COUNTY HALL, TROWBRIDGE on MONDAY 14 DECEMBER, 2009.

PRESENT: Cllr Mike Hewitt, Cllr David Jenkins and Cllr Jane Scott.

11. Election of Chairman

Resolved: To elect Cllr Jane Scott as Chairman for the meeting.

Cllr Jane Scott in the Chair

12. Exclusion of 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 numbers 13 & 14 below 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.

13. Termination of Employment on Grounds of Redundancy – Department of Transport, Environment & Leisure On considering a confidential report by the Chief Executive,

Resolved: To terminate the employment of Mr G Batten, Corporate Director, Transport Environment & Leisure on 8 March 2010 on the grounds of redundancy and that he receives pension benefits in accordance with the Council's severance scheme.

14. Termination of Employment on Grounds of Redundancy – Department of Children & Education On considering a confidential report by the Corporate Director, Children & Education,

Resolved: To terminate the employment of Mr R Parker, Service Director, Resource & Improvement on 31 March 2010 on the grounds of redundancy and that he receives pension benefits in accordance with the Council's severance scheme.

(Duration of meeting: 9.00am – 9.30am)

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