

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: The Pratchett Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 22 May 2013
Time: 11.00 am

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

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

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 Mike Hewitt
Cllr Jon Hubbard
Cllr David Jenkins
Cllr Gordon King

Cllr David Pollitt
Cllr Jane Scott OBE
Cllr John Smale
Cllr Stuart Wheeler

Substitutes:

Cllr Desna Allen
Cllr Rosemary Brown
Cllr Peter Evans
Cllr Peter Hutton

Cllr Mark Packard
Cllr Ian Thorn
Cllr Anthony Trotman

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PART I

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

1 **Membership of the Committee**

To report that at its Annual Meeting on 14 May 2013, the Council

- (1) appointed the following councillors to serve on this Committee for the ensuing year

Conservative (5)

Cllr A Bucknell
Cllr M Hewitt
Cllr J Scott
Cllr J Smale
Cllr S Wheeler

Lib. Dem. (3)

Cllr J Hubbard
Cllr J Jenkins
Cllr G King

UKIP (1)

Cllr D Pollitt

Substitutes

Cllr P Hutton
Cllr P Evans
Cllr A Trotman

Cllr D Allen
Cllr R Brown
Cllr M Packard
Cllr I Thorn

- (2) and named Cllr Allison Bucknell as Chairman and Cllr John Smale as Vice-Chairman of the Committee.

2 **Apologies for absence**

3 **Minutes of Previous Meeting** *(Pages 1 - 4)*

To confirm the minutes of the meeting held on 9 January 2013. (Copy attached)

4 **Declarations of Interest**

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

5 **Chairman's Announcements**

6 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of the agenda (acting on behalf of the Director of Resources) no later than 5pm on **Wednesday 15 May 2013**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

7 **Appointment of Sub-Committees**

The Committee is asked to:

- (i) agree the size, and
- (ii) appoint the members and substitute members (up to three for each Party Political Group) to each of the following Sub-Committees:
 - (a) Senior Officers' Employment Sub-Committee – previous members being Cllr Mike Hewitt, Cllr Jon Hubbard & Cllr John Noeken.
(Substitute Members: Cllr Rod Eaton, Cllr David Jenkins, Cllr Bill Moss, & Cllr Jane Scott.)
 - (b) Appeals Sub-Committee – previous members being Cllr Rod Eaton, Cllr David Jenkins & Cllr John Noeken.
(Substitute Members: Cllr Allison Bucknell, Cllr Mike Hewitt, Cllr John Hubbard & Cllr John Smale.)
 - (c) Grievance Appeals Sub-Committee – previous members being Cllr Allison Bucknell, Cllr Mike Hewitt & Cllr Francis Morland.
(Substitute Members: Cllr Ernie Clarke, Cllr Rod Eaton, Cllr George Jeans, Cllr Bill Moss, Cllr Christopher Newbury & Cllr Jonathon Seed.

Under Paragraph 2.4.1 of Part 3 of the Council's Constitution, it is a requirement that at least one member of the Senior Officers' Employment Sub-Committee should be a member of the Cabinet when it discharges its function to dismiss

and take disciplinary action against certain categories of officer in accordance with the officer employment procedure rules. Accordingly, it is recommended that a second Cabinet member be appointed to this Sub-Committee either as a member or as a substitute member.

8 **Senior Officers' Employment Sub-Committee** *(Pages 5 - 8)*

To receive the minutes of the meeting held on 18 December 2012. (Copy attached)

9 **Delivering the Business Plan - December 2012** *(Pages 9 - 14)*

To receive a workforce report for Wiltshire Council relating to the quarter ending 31 December 2012. (Copy attached)

10 **Delivering the Business Plan - March 2013** *(Pages 15 - 20)*

To receive a workforce report for Wiltshire Council relating to the quarter ending 31 March 2013. (Copy attached)

11 **Wiltshire Council Staff Survey 2012** *(Pages 21 - 32)*

A report showing overall results for staff is attached.

12 **Date of Next Meeting**

To note that the next scheduled meeting is due to be held on Wednesday 10 July 2013 in the Pratchett Room at New County Hall, Trowbridge, starting at 10.30am.

13 **Urgent Items**

Any other items of business which, in the opinion of the Chairman, should be considered as a matter of urgency. Urgent items of a confidential nature may be considered under Part II of this agenda.

PART II

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

None

STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 9 JANUARY 2013 AT THE PRATCHETT ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chairman), Cllr Rod Eaton, Cllr Mike Hewitt (Vice Chairman), Cllr David Jenkins, Cllr Francis Morland, Cllr Bill Moss (Substitute), Cllr John Noeken, Cllr Mark Packard (Substitute) and Cllr John Smale

1 Apologies for absence

Apologies for absence were received from Cllr Jon Hubbard (who was substituted by Cllr Mark Packard) and Cllr Jane Scott (who was substituted by Cllr Bill Moss).

2 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the Committee meeting held on 7 November 2012.

Arising therefrom

Minute No. 73 – Update on Equality and Diversity

- The Committee was informed that the Equalities Networking Lunch event, to be called 'Living Library', had now been arranged for 19 February 2013. It would be held in the Civic Centre, Trowbridge from 12.00noon to 2.00pm to which all members of the Council and staff would be invited.
- It was reported that a dedicated Personal Care Room had been made available by Facilities Management on the ground floor of New County Hall. This room was available to both visitors and staff but at present it

was kept locked. Members considered that access to this room should be checked out and the outcome reported back to the next meeting.

3 **Declarations of Interest**

There were no declarations of interest.

4 **Chairman's Announcements**

The Committee was delighted to be informed of the Council's Recruitment Team's success in receiving an award for 'Best Illustration' at the Recruitment Business Awards held recently in Manchester. The team had worked with the Legal Department to prepare a brief which was then forwarded to the Council's advertising agency to assist with the recruitment to hard to fill posts.

Furthermore, the Council had been shortlisted to a group of four for a HR Distinction Award in respect of work carried out in engaging with staff regarding the management of change. The successful team would find out if they had won at an event due to be held on 22 January 2013.

Members of the Committee congratulated the team on these outstanding achievements, it being noted that Wiltshire Council was the only public sector organisation to be shortlisted out of over 150 submissions from across the U.K. Cllr John Noeken also noted that our ongoing positive working relationships with our Trade Union colleagues had helped in delivering significant transformation and change with our employees.

5 **Public Participation**

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

6 **Learning and Development Policy & Procedure**

The Committee considered a report by the Service Director HR & OD which set out a Learning and Development Procedure, which drew together existing information on HR direct into a framework document for ease of use for managers and employees.

The policy and procedure reflected the current position in relation to learning and development. However, this document would probably need to be updated after April 2013 to reflect any changes introduced as part of the current learning and development review.

Resolved:

To approve the Learning & Development Policy & Procedure, noting that it would be updated in April 2013 to incorporate any changes implemented as part of the learning and development review.

7 Transfer of Undertakings & Protection (TUPE) Guidance for Managers

Consideration was given to a report by the Service Director HR & OD which sought approval to guidance for managers dealing with TUPE transfers.

Resolved:

To approve the TUPE Guidance for Managers.

8 Pensions Auto-Enrolment Update

The Committee received a report by the Service Director HR & OD which provided an update on the actions Wiltshire Council was taking to implement the pensions auto-enrolment legislation in order to meet the staging date of 1 March 2013.

Resolved:

To note the approach being taken by Wiltshire Council to implement pensions auto-enrolment.

9 Pay Policy Statement Update

The Committee considered a report by the Service Director HR & OD which sought approval to the updated pay policy statement, prior to agreement by Council and publication on the Council's website.

Under chapter 8 of the Localism Act 2011 every local authority had to prepare a pay policy statement for the financial year 2012/13 and each subsequent year.

It was noted that there had been few changes to the policy as approved the previous year but there had been changes to the senior management structure.

Resolved:

To approve the draft pay policy statement for submission to Council at its February meeting on the basis that budget figures will be reviewed and updated prior to Council approval.

10 **Date of Next Meeting**

Resolved:

To note that the next scheduled meeting of this Committee was due to be held on Wednesday 6 March 2013 in the Pratchett Room, New County Hall, Trowbridge, starting at 10.30am.

11 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.30 - 11.25 am)

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

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

SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

**MINUTES OF THE SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE
MEETING HELD ON 18 DECEMBER 2012 AT COMMITTEE ROOM D - COUNCIL
OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER.**

Present:

Cllr Jon Hubbard, Cllr Bill Moss (Substitute) and Cllr John Noeken

10 Election of Chairman

Resolved:

To elect Cllr John Noeken Chairman for the meeting.

Cllr John Noeken in the Chair

11 Apologies for Absence

An apology for absence was received from Cllr Mike Hewitt, who was substituted by Cllr Bill Moss.

12 Minutes

Resolved:

To confirm and sign as a correct record the minutes of the Sub-Committee meeting held on 19 April 2012.

13 Declarations of Interest

There were no declarations of interest.

14 **Chairman's Announcements**

There were no Chairman's announcements.

15 **Public Participation**

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

16 **Exclusion of the Press and Public**

Cllr Jon Hubbard enquired if it was necessary for the whole the following report regarding the termination of employment of a Corporate Director on grounds of redundancy was required to be considered in private and therefore under Part II of the agenda. At the request of the Chairman, the Service Director HR & OD and the Head of Legal Services went through the report and confirmed that all but three paragraphs (paras. 7, 13 & 14) and the appendix, which contained personal details of the Corporate Director, could be considered under Part I of the agenda. The Sub-Committee's decision would need to be considered under Part II.

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. 17 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 1 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.

17 **Termination of Employment on Grounds of Redundancy - Corporate Director**

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

Cllr Jon Hubbard expressed some concern that he considered that the Council was creating posts at senior level which were so large as to be unmanageable and thus might lead to problems. The Chairman stated that if these concerns were significant, then he hoped they would have been raised in Cabinet which would have been the appropriate forum for any such discussion.

Resolved:

To approve the termination of the employment of Mrs Sue Redmond, Corporate Director, on the grounds of redundancy with effect from 31 December 2012, subject to consultation with the Leader and Cabinet members in accordance with the Officer Employment Procedure Rules.

(Duration of meeting: 12.30 - 1.00 pm)

The Officer who has produced these minutes is Roger Bishton, of Democratic Services, direct line 01225 713 035, e-mail roger.bishton@wiltshire.gov.uk

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

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QUARTERLY WORKFORCE REPORTING

Report for Wiltshire Council relating to the quarter ending December 2012.

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- 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.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary 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 upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2,930. Based on last year’s turnover rate (8.3%) we could estimate that 446 employees will leave Wiltshire Council during 2012-13 resulting in costs of **£1,306,780**.
- **% <1 year turnover rate:** 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.
- The measures relating to **last year** refer to figures from the same quarter one year ago.
- The quarters refer to the following periods:
 - Quarter 1: January – March 2012
 - Quarter 2: April – June 2012
 - Quarter 3: July – September 2012
 - Quarter 4: October - December 2012**
 - Last year: October - December 2011**
- Last year is shown on measures that can show seasonal variances e.g. we expect sickness figures to be lowest during January to March and then highest April to June which means an increase in line with the same period last year should not be seen as a concern.
- The benchmark used is that received from DLA Piper (37 local authorities). Although we don’t detail the exact benchmark difference we use a traffic light system to show how we compare:

10%+ Positive Variation  Green

Less than 10% variation  Amber

10%+ Negative Variation  Red

- The **sickness measure** given is the number of FTE days lost per FTE during each quarter; this figure is **not annualised**. Adding up the four quarters gives a full rolling years days lost per FTE.

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or email paul.rouemaine@wiltshire.gov.uk

QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. Schools)
 Quarter ended: 31st December 2012

HR Information Team Observations:

Headcount	1 This quarter, the headcount has reduced by 29 to 5243 (-0.6%) and full time equivalents (FTEs) have decreased by 48 to 3926 (-1.3%). This indicates a continued fall in resource; in line with the business plan.
Manager to employee ratio still above golden ratio	2 The ratio of managers to employees remains above the golden rule at 1:8 (golden rule = 1:6), and has shown little variation in the last four quarters.
Seasonal increase in sickness	3 A seasonal increase in sickness has taken place this quarter with an average of 2.4 FTE days lost per FTE this quarter. The rolling year rate is still lower than the benchmark rate; however, it is within a 10% variation (WC = 9.0 days per FTE compared to the benchmark of 9.8). 'Stress/depression/mental health/fatigue' continues to account for the highest proportion of sickness days lost at 19.2% (-2.6%) of all absences. The second highest proportion of sickness days lost this quarter is due to 'cold/flu and other infections' at 14.3% (+9.2%) of all absences. This was also the most commonly occurring reason for sickness with 672 separate absence cases, an increase of 445 individual cases from last quarter. This suggests a seasonal increase in 'cold/flu and other infections' as the same quarter last year had an increase of 390 individual cases from the previous quarter. The highest levels of sickness were again observed in Adult Care & Housing Operations with 3.6 FTE days lost on average this quarter; this has remained constant with the previous quarter and is 0.1 FTE days less than for the same quarter last year. This quarter, 19.3% of their absences were lost due to 'stress/depression/mental health/fatigue' (6.9% less than for the last quarter). The lowest levels of sickness were observed in Policy & Performance and Economy & Regeneration with 0.7 and 0.8 FTE days of sickness respectively. The percentage of absences lasting more than 20 days has increased by 5.7% to 46.0%.
Redundancies decrease	4 The number of redundancies that have taken place this quarter dropped significantly to 15 (75 took place last quarter). 9 of these took place in Communities; the remaining 6 were spread evenly amongst 5 other service directorate areas.
Continued decrease in voluntary turnover	5 Voluntary turnover is 0.2% lower than for the previous quarter at 2.0%; this is, however, 0.5% higher than for the same quarter last year. Neighbourhood Services had the highest level of voluntary turnover this quarter at 3.6% with 32 voluntary leavers; 15 left due to 'alternative employment not with a local authority', 8 resigned without giving a reason and there were no other significant reasons for the remaining 9 leavers. 23 of the 32 leavers in Neighbourhood Services were in Leisure; 83% of whom were under 34 years old. Last quarter, Schools and Learning had the highest voluntary turnover rate at 4.4% (1.0% this quarter). This quarter across Wiltshire Council, the most common reason for leaving voluntarily was 'alternative employment not with a local authority' with 46 leavers.

QUARTERLY WORKFORCE REPORTING

Disciplinary cases stay constant and grievances remain low	6 One less disciplinary case (27 this quarter) started this quarter in comparison to the previous quarter. 16 (+7) of these took place in Neighbourhood Services by employees in various positions. 4 (-7) disciplinary cases took place in Adult Care and Housing Operations and 3 (+1) took place in Waste Management Services this quarter; the remaining 4 disciplinary cases were spread out between 3 other service directorate areas. The most common reasons for disciplinary cases were due to 'breach of code of conduct policy' (10), 'other' (6), 'safeguarding' (3) and 'breach of behaviours framework' (3). Grievance cases remain below the benchmark figures with 7 occurring this quarter; 4 of these were in Neighbourhood Services.
4 H & S incident	7 There were 4 new RIDDOR reported health & safety incidents this quarter (+3). These were spread across 4 different services.
Increase in spend on non-casual employees	8 The wage bill for this quarter has increased by £0.03m compared to the previous quarter. The largest increase in wage bill for non-casual employees took place in Business Services with an increase of £0.11m since last quarter; this is largely due to an increase of £0.08m in Information Services. The total non-casual wage bill is, however, £0.30m less than for the same quarter last year.
Some reductions in non-casual wage bill	9 The largest wage bill reduction for non-casual employees was in Schools and Learning where there was a decrease of £0.21m in comparison to last quarter and a reduction of £0.58m compared to the same quarter last year.
Spend on casuals remains constant	10 Neighbourhood Services saw the largest reduction in wage bill for casual employees of £0.03m, although overall, the wage bill for casuals remained the same as last year. The biggest increase in casual spend was in Law and Governance which increased its spend by £44,701. The increase seen in Law and Governance was predominantly due to a large increase in Electoral Services during October, which saw the casual headcount go up to 95 (+94), where 94 were 'canvassers' supporting the electoral campaigns. During November and December the casual headcount in Law and Governance went back down to 27 and 23 respectively.
Decrease in agency spend	11 Transformation had the largest reduction in agency spend this quarter of £0.09m contributing to an overall reduction in agency spend of £0.06m. Children and Families Social Care increased their agency spend this quarter by £0.10m.
Saving from employee hour changes	12 This quarter, a saving of £0.05m was achieved through employees changing their hours which amounted to a reduction in FTEs of 3.8. Adult Care and Housing Operations saw the largest reduction in FTEs due to employee hour changes at 1.6 resulting in an annual saving of £0.12m. Protection and Community Safety also saw a decrease in FTE of 1.2 resulting in an annual saving of £0.11m.
Seasonal increase in sick pay	13 The cost of sick pay, in line with the increase in sick days taken, increased by £0.19m compared to the last quarter.

QUARTERLY WORKFORCE REPORTING

Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	5376	5258	5272	5243
FTE	4072	4012	3974	3926
Agency worker use (equivalent number of FTE's used during quarter)	151	168	Revised: 210	200
Ratio of managers to employees	1:9	1:8	1:8	1:8
FTE of managers	613	608	599	597
Number of redundancies made during quarter	33	66	75	15
Ratio of starters to leavers (FTE)	1:1.0	1:2.1	1:1.5	1:1.3

Sickness Absence						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	2.6 days	2.0 days	2.0 days	2.4 days	2.3 days	A
% of total absences over 20 days	40.4%	42.2%	40.3%	46.0%	41.9%	G

New Health and Safety RIDDOR related injuries					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
No. of workplace incidents/injuries reported	3	0	1	4	G

New Disciplinary and Grievance Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	16	17	28	27	G
Grievance cases	12	8	4	7	G
Absence cases	84	65	Revised: 124	157	n/a

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	1.9%	2.5%	2.2%	2.0%	1.5%	R
% <1 year turnover rate	3.6%	3.8%	3.7%	4.5%	2.6%	n/a
Average leavers' length of service	6.4 years	9.4 years	9.4 years	7.8 years	8.1 years	n/a

QUARTERLY WORKFORCE REPORTING

Employee costs					
Measure Relating to Quarter	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
Total paid in salaries to contracted employees	£27.39m	£27.36m	£26.78m	£26.82m	£27.66m
Total paid in salary to casual employees	£0.68m	£0.77m	£0.79m	£0.79m	£0.85m
Total salary pay	£28.07m	£28.13m	£27.59m	£27.61m	£28.51m
Total paid to agency workers	£1.50m	£1.83m	Revised: £2.34m	£2.27m	£2.21m
Median employee basic salary	£19,276	£18,453	£18,355	£18,453	£19,126

Why this is important: Clear budgetary restraints mean that keeping track of this information is vital. Whilst we are seeing a reduction in contracted employees we may see some services using alternative resourcing options on a more regular basis such as agency workers, consultants or casuals. This information will highlight whether this is happening or not.

Additional financial information				
Measure <i>(If the figure is negative a saving has been achieved)</i>	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cost of sick pay	£0.75m	£0.68m	£0.65m	£0.84m
FTE change due to employee hour changes	-9.2	-1.3	-17.1	-3.8
Cost/saving of employee hour changes	-£123,641	£16,679	-£376,782	-£52,371

Why this is important: Sick pay amounted to £2,778,852 across Wiltshire Council during the 2011-12 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

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QUARTERLY WORKFORCE REPORTING

Report for Wiltshire Council relating to the quarter ending March 2013.

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
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 - **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.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary 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 upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2,930. Based on this year's turnover rate (8.6%) we could estimate that 453 employees will leave Wiltshire Council during 2013-14 resulting in costs of **£1,327,290**.
- **% <1 year turnover rate:** 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.
- The measures relating to **last year** refer to figures from the same quarter one year ago.
- The quarters refer to the following periods:
 - Quarter 1: April – June 2012
 - Quarter 2: July – September 2012
 - Quarter 3: October - December 2012
 - Quarter 4: January – March 2013**
 - Last year: January – March 2012**
- Last year is shown on measures that can show seasonal variances e.g. we expect sickness figures to be lowest during January to March and then highest April to June which means an increase in line with the same period last year should not be seen as a concern.
- The benchmark used is that received from DLA Piper (37 local authorities). Although we don't detail the exact benchmark difference we use a traffic light system to show how we compare:

10%+ Positive Variation  Green

Less than 10% variation  Amber

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- The **sickness measure** given is the number of FTE days lost per FTE during each quarter; this figure is **not annualised**. Adding up the four quarters gives a full rolling years days lost per FTE.

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or email paul.rouemaine@wiltshire.gov.uk

QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. Schools)
Quarter ended: 31st March 2013

HR Information Team Observations:

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- | | | |
|---|---|--|
| Headcount | 1 | This quarter, the headcount has increased by 22 to 5265 (+0.4%), full time equivalents (FTEs) have decreased by 37 to 3889 (-0.9%). This is largely due to Coaching Assistants and Recreation Assistants starting on variable hour contracts in Leisure. |
| Manager to employee ratio still above golden ratio | 2 | The ratio of managers to employees remains above the golden rule at 1:8 (golden rule = 1:6), and has shown little variation in the last four quarters. |
| Decrease in sickness | 3 | <p>Sickness rates have decreased this quarter to 2.3 FTE days per FTE (-0.1 FTE days), this is 0.3 FTE days lower than for the same quarter last year. For the whole of the 2012-13 financial year the sickness rate was 8.7 FTE days per FTE; 1.2 FTE days lower than the benchmark rate.</p> <p>This quarter, 'cold/flu and other infections' accounted for the greatest number of sickness days lost at 20.6% (+6.3%) of all absence days with cases lasting for 2.4 days on average. The second highest proportion of sickness days lost this quarter was due to 'stress/depression/mental health/fatigue' at 17.5% of all absence days (-1.7%). 'Cold/flu and other infections' was by far the most commonly occurring absence reason with 746 cases (74 more cases than last quarter and 37 more than for the same quarter last year) this quarter compared to the next most commonly occurring reason; 'stomach' with 390 cases.</p> <p>Waste Management Services had the highest sickness rate at 3.7 FTE days per FTE (+0.6 FTE days) for the quarter. Adult Care & Housing Operations had the second highest level of sickness at 2.9 FTE days (-0.7 FTE days). 39.2% of absence days lost in Waste Management Services were due to 'heart, blood pressure and circulation'.</p> <p>Communications and Economy & Regeneration had the lowest levels of sickness across Wiltshire Council with an average of 0.7 and 0.8 FTE days lost per FTE respectively.</p> <p>The percentage of absences lasting more than 20 days has decreased by 11.8% to 34.3%.</p> |
| Redundancies increase | 4 | 35 redundancies took place this quarter (15 took place last quarter). 7 of these took place in Communities, 6 in Commissioning & Performance, 6 in Schools & Learning and 5 in Neighbourhood Services with the remaining 11 being spread across 7 Service Directorates. |
| Continued decrease in voluntary turnover | 5 | Voluntary turnover has continued to decrease during the 2012-13 financial year to 1.9% (-0.1%); this is equal to the same quarter last year. Commissioning & Performance (4 voluntary leavers this quarter) and Children & Families Social Care (24 voluntary leavers this quarter) had the highest levels of voluntary turnover this quarter at 4.5% and 4.0% respectively. In Children & Families Social Care, 8 of the voluntary leavers resigned due to 'family commitment/domestic/personal', 6 resigned to work for another authority, 5 resigned due to 'alternative employment not with a local authority' |

QUARTERLY WORKFORCE REPORTING

and there were no other significant reasons for the remaining 5 voluntary leavers. Neighbourhood Services had the third highest voluntary turnover rate at 2.7% with 24 leavers; 71% of whom were in Leisure.

Of the 101 voluntary leavers this quarter, the most significant reasons for leaving were 'resignation for alternative employment not with a local authority' (26) and 'resignation due to family commitment/domestic/personal' (23).

Disciplinaries constant and grievances decrease

6 30 disciplinary cases started this quarter (+3). 11 (-5) of these disciplinary cases took place in Neighbourhood Services, 8 of which were in Leisure and 4 of the 8 were for Recreation Assistants Wet.

Out of the 30 disciplinary cases that took place this quarter, the most common reasons were 'disciplinary – safeguarding' (10), 'breach of code of conduct policy' (9) and 'disciplinary – other' (8).

One grievance case was started in this quarter; this occurred in Adult Care & Housing Operations.

3 H & S incidents

7 There were 3 new RIDDOR reported health & safety incidents this quarter (4 occurred last quarter); 2 in Waste Management Services and 1 in Commissioning & Performance.

Overall decrease in non-casual wage bill

8 The wage bill for non-casual staff has decreased by £152,210 in comparison to the last quarter. The largest decrease was seen in Communities with a reduction of £184,958; this looks to be largely due to a reduction of 9 FTEs because of 7 redundancies and 4 resignations during the quarter. Reductions in non-casual wage bills were also seen in Adult Care & Housing Strategy (-£88,120), Neighbourhood Services (-£73,562) and Finance (-£33,172).

Some increases in non-casual wage bill

9 There were some increases in the wage bill on non-casual employees this quarter such as Adult Care & Housing Operations (+£170,095), Commissioning & Performance (+£80,210) and Waste Management Services (+£45,521).

Decrease in casual spend

10 For the previous three quarters (April – Dec 2012), the spend on casual employees has remained relatively constant. This quarter the casual spend has reduced by £190,243 to £601,822. 78% of service directorates saw a decrease in casual spend this quarter with the biggest reductions taking place in Law & Governance (-£62,045), Commissioning & Performance (-£26,554) and Adult Care & Housing Operations (-£25,186). A large decrease in casual spend would have been expected for Law & Governance whose casual spend peaked at £69,603 during the last quarter when 94 'canvassers' were temporarily employed during October 2012 in Electoral Services; the Law & Governance casual wage-bill is now in line with that prior to October 2012.

Decrease in agency spend

11 For the second consecutive quarter, Transformation has had the largest reduction in agency spend (-£91,752 compared to the last quarter). This has contributed to an overall reduction in agency spend of £40,704 this quarter.

Saving from employee hour changes

12 A saving of £79,099 was achieved this quarter through employees changing their hours; a reduction of 3.6 FTE overall. Adult Care & Housing Operations saw the largest reduction in employee hour changes of 2.6 resulting in an annualised saving of £233,289.

Decrease in sick pay

13 In line with the decrease in absence days taken, there was a reduction of £98,021 in the cost of sick pay this quarter in comparison to the last quarter.

QUARTERLY WORKFORCE REPORTING

Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	5258	5272	5243	5265
FTE	4012	3974	3926	3889
Agency worker use (equivalent number of FTE's used during quarter)	168	Revised: 210	200	175
Ratio of managers to employees	1:8	1:8	1:8	1:8
FTE of managers	608	599	597	584
Number of redundancies made during quarter	66	75	15	35
Ratio of starters to leavers (FTE)	1:2.1	1:1.5	1:1.3	1:4.0

Sickness Absence						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	2.0 days	2.0 days	2.4 days	2.3 days	2.6 days	A
% of total absences over 20 days	42.2%	40.3%	46.0%	34.3%	40.4%	G

New Health and Safety RIDDOR related injuries					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
No. of workplace incidents/injuries reported	0	1	4	3	G

New Disciplinary and Grievance Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	17	28	27	30	G
Grievance cases	8	4	7	1	G
Absence cases	65	Revised: 124	157	160	n/a

QUARTERLY WORKFORCE REPORTING

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	2.5%	2.2%	2.0%	1.9%	1.9%	A
% <1 year turnover rate	3.8%	3.7%	4.5%	4.0%	3.6%	n/a
Average leavers' length of service	9.4 years	9.4 years	7.8 years	9.6 years	6.4 years	n/a

Employee costs					
Measure Relating to Quarter	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year
Total paid in salaries to contracted employees	£27.36m	£26.78m	£26.82m	£26.66m	£27.39m
Total paid in salary to casual employees	£0.77m	£0.79m	£0.79m	£0.60m	£0.68m
Total salary pay	£28.13m	£27.59m	£27.61m	£27.27m	£28.07m
Total paid to agency workers	£1.83m	Revised: £2.34m	£2.27m	£2.23m	£1.50m
Median employee basic salary	£18,453	£18,355	£18,453	£19,621	£19,276

Why this is important: Clear budgetary restraints mean that keeping track of this information is vital. Whilst we are seeing a reduction in contracted employees we may see some services using alternative resourcing options on a more regular basis such as agency workers, consultants or casuals. This information will highlight whether this is happening or not.

Additional financial information				
Measure <i>(If the figure is negative a saving has been achieved)</i>	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cost of sick pay	£0.68m	£0.65m	£0.84m	£0.74m
FTE change due to employee hour changes	-1.3	-17.1	-3.8	-3.6
Cost/saving of employee hour changes	£16,679	-£376,782	-£52,371	-£79,099

Why this is important: Sick pay amounted to £2,778,852 across Wiltshire Council during the 2011-12 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

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Wiltshire Council Staff Survey 2012

Report of Overall Results for Staff



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- 1 Executive summary
- 2 Survey messages
- 3 Response rates
- 4 Results by question

1 Executive Summary

Wiltshire Council undertook the 2012 Staff Survey in October 2012, in order to understand the views and opinions of its employees and to take suitable actions based on employee feedback with an aim to increase employee engagement.

The Council last surveyed its employees in February 2011. Employees told us that they wanted:

- More consistent and regular information
- Greater respect and recognition
- A greater understanding on why decisions are made
- To be consulted when decisions are made

In response the Council has:

- Introduced regular blogs from senior managers
- Undertaken hub visits from senior management
- Introduced The Directory and Microsoft Lync
- Arranged employee and management forums
- Introduced the behaviours framework
- Introduced HR Direct
- Introduced new uses of social media such as Twitter
- Introduced additional corporate awards
- Introduced a new and improved appraisal solution
- Agreed a yearly staff survey to capture staff views
- Offered senior management attendance to attend team meetings upon invite
- Communicated the 2011-2015 Business Plan

As a result, positive responses for Employee Engagement survey questions have increased by 19%, there was an increase in “fully engaged” respondents from 17.4% to 24.6% and Wiltshire Council was shortlisted for the HR Distinction awards for employee engagement, emphasising the importance of our engagement initiatives.

In addition, all sections of the survey had an overall increase in positive responses compared to 2011. The areas covering Change, Communication, Well-being & Safety and Management saw significant increases.

Undertaking the survey internally and providing incentives led to the survey receiving a response rate of 60%; this is a very high rate, up from 55% in 2011.

The 2012 staff survey was designed using many of the same questions so that the Council could compare results with the previous survey.

The employee engagement analysis shows that this year’s priorities are:

1. Wiltshire Council employees need to receive more consistent and regular information and, in particular, clarity is needed on why changes are being made by our leadership team.
2. Communication needs to be open and honest in order to give staff confidence in our leaders.
3. The council needs to further develop a culture where respect and recognition is embedded.
4. Wiltshire needs to ensure that it is committed to customer satisfaction and that all our staff are part of this.

As priorities 1 and 3 were highlighted in the 2011 survey, they remain vital to improving employee engagement.

2 Survey messages

The Feedback - The Positives

The table below shows the change in % positive responses for each of the 10 question sections (this only includes questions asked in both 2011 and 2012). All sections saw an overall increase from last year:

Section	Change
Change	+32%
Your Role	+4%
Wellbeing and Safety	+12%
Reward and Recognition	+4%
Communication	+12%
Management and Leadership	+10%
Learning and Development	+8%
Employee Engagement	+19%
Team Work	+1%
Customers	+1%

This table reflects the work undertaken across Wiltshire Council to keep employees engaged even during difficult economic times.

Employee Engagement

The survey included questions on “employee engagement” to ensure that specific actionable data was gathered. High employee engagement is vital to the delivery of a successful organisation.

Following the work undertaken last year, Wiltshire Council was shortlisted for the [HR Distinction awards](#) for employee engagement. This is a great achievement which shows the importance of the engagement initiatives we continue to undertake.

In this staff survey, questions 38-43 were designed to indicate the level of “engagement”. Percentage “positive” scores are shown, and the average of these is calculated to give an **Employee Engagement Index**.

For Wiltshire Council, the Employee Engagement scores were as follows:

			% Positive	
			Wiltshire 2012	Wiltshire 2011
Say	38	I am proud to work for Wiltshire Council	55	49
	39	I would recommend Wiltshire Council as a great place to work	45	34
Stay	40	I feel committed to the organisation's goals	66	55
	41	I feel a strong sense of belonging to this organisation	43	34
Strive	42	Working for Wiltshire Council makes me want to do the best job I can	57	51
	43	Wiltshire Council motivates me to contribute more than is normally required in my work	38	33
Employee Engagement Index			51	43

In Wiltshire Council, the number who responded positively to all 6 of these questions (and therefore can be seen as “fully engaged” respondents) was 724, representing **24.6%** of the total number of respondents. In 2011, there were 522 “fully engaged” staff, 17.4% of respondents. Equally, there has been a decrease in “fully disengaged” staff from 149 (5.0%) to 82 (2.8%).

The employee engagement index for Wiltshire Council is **51**, a 19% increase from the index score of 43 in 2011. There has been no increase across local government.

Using the Engagement data to prioritise actions

Key driver analysis was used to identify which aspects of working at Wiltshire Council appear to result in staff feeling fully engaged. This analysis has enabled prioritised actionable data to be produced.

The analysis shows that, once again, there are four organisational wide priority areas for improvement. These are:

1. Wiltshire Council employees need to receive more consistent and regular information and, in particular, clarity is needed on why changes are being made by our leadership team.
2. Communication needs to be open and honest in order to give staff confidence in our leaders.
3. The council needs to further develop a culture where respect and recognition is embedded.
4. Wiltshire needs to ensure that it is committed to customer satisfaction and that all our staff are part of this.

When creating action plans these four corporate priorities should be actioned by all managers in addition to priorities identified for service areas.

What happens next?

The last question of the survey invited employees to make one suggestion that would help to improve working at Wiltshire Council. These suggestions will be sent to the relevant teams across the council for consideration and potential implementation.

A staff survey report for each service directorate will also be provided which will be used to facilitate team discussions and create action plans to address any issues.

An updated toolkit will be issued through the Wire to guide managers through creating action plans. This will also be available via the Staff Survey page on HR Direct and can be sent on request by emailing staffsurvey2012@wiltshire.gov.uk.

3 Response rates

This report provides Wiltshire Council with actionable data from the 2012 Wiltshire Council Staff Survey. It summarises staff views and presents comparative data, where available, to help put the results into perspective. The survey was carried out electronically and by paper in September and October 2012.

2,962

RESPONSES

Returns

Altogether 2,962 completed survey forms were received back for analysis. This represents a response rate across the whole of Wiltshire Council of 60%. The table below shows the various response rates achieved by each service department.

60%

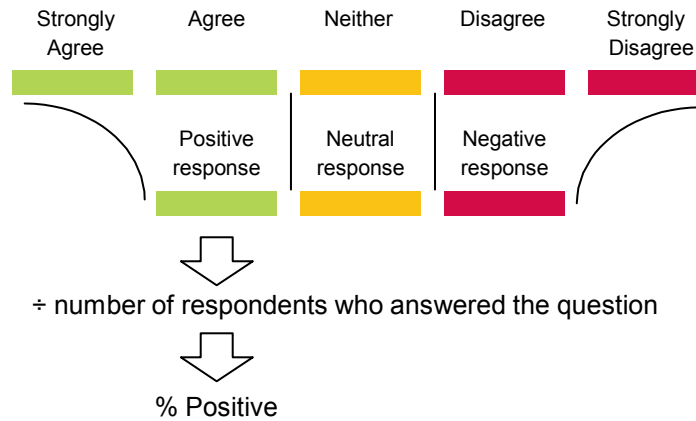
RESPONSE RATE

Service	Response Rate 2012	Response Rate 2011	Difference	Service used as comparator from 2011 Staff Survey
Transformation Programme	100%	92%	+8%	ICT, IM and COADP
Economy and Regeneration	88%	64%	+24%	Economy and Enterprise
Human Resources and Organisational Development	85%	97%	-12%	Human Resources and Organisational Development
Communications	81%	68%	+13%	Chief Executive
Commissioning and Performance	78%	72%	+6%	Commissioning and Performance
Protection and Community Safety	75%	67%	+8%	Public Protection
Development Services	73%	62%	+11%	Development Services
Communities	71%	73%	-2%	Community, Libraries, Heritage and Arts
Law and Governance	68%	69%	-1%	Legal and Democratic Services
Schools and Learning	62%	47%	+15%	Schools and Learning
Neighbourhood Services	61%	21%	+40%	Neighbourhood Services
Business Services	55%	56%	-1%	Business Services
Finance	53%	54%	-1%	Finance
Children and Families	53%	55%	-2%	Children and Families
Adult Care & Housing Strategy	48%	41%	+7%	Strategy and Commissioning
Adult Care & Housing Operations	41%	41%	=	Adult Care Operations
Waste Management Services	30%	29%	+1%	Waste Management Services
Strategic Services, Highways & Transport	30%	14%	+16%	Strategic Services
Total	60%	55%	+5%	

4 Results by question

% Positive

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses (“Strongly Agree” + “Agree”) and dividing by the number of respondents that answered the question.



Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore, in some instances, the total of positive, neutral and negative results will in some cases be 99% or 101%.

Q4	My line manager is open to my ideas and suggestions for change					
	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of responses	701	1456	485	224	85	2951
Percentage	23.75%	49.34%	16.44%	7.59%	2.88%	100.00%

						Unrounded %	Rounded %
Number of positive responses	701	+	1456	=	2157	73.09%	73% Positive
Number of neutral responses				=	485	16.44%	16% Neutral
Number of negative responses	224	+	85	=	309	10.47%	10% Negative

Section 1 – Change

Section Average:
61 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
01	Wiltshire Council manages change effectively	38	33	29	38	20
02	I am able to make decisions without fear of being blamed if things go wrong	50	27	23	50	43
03	I am aware of the council's vision and aims	73	18	9	73	59
04	My line manager is open to my ideas and suggestions for change	73	16	10	73	n/a
05	I understand why changes are made	70	20	10	70	n/a

Section 2 – Your role

Section Average:
63 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
06	My line manager has made it clear about what I am expected to achieve in my role/job	76	14	10	76	71
07	I have had an appraisal in the last 12 months	61	34	5	61*	61*
08	The appraisal process is a useful tool in aiding personal development and/or improving performance	61	23	16	61	58
09	I receive regular and constructive feedback from my line manager which helps me to focus on improving my performance	57	22	21	57	55
10	My work load is about right for the time that I have	50	18	33	50	49
11	My job makes good use of my skills and abilities	68	15	17	68	67
12	I am able to strike the right balance between my work and home life	67	17	16	67	66
13	I understand how my work contributes to the success of the organisation	84	12	5	84	n/a
14	I have enough time to do my job effectively	48	22	30	48	n/a
15	I can meet the requirements of my job without regularly working excessive hours	53	22	25	53	n/a

* Question options were "Yes", "No" and "I have not finished my probationary period".

% Positive = "Yes" responses; % Negative = "No" responses; % Neutral = "I have not finished my probationary period".

Section 3 – Wellbeing and safety

Section Average:
73 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
16	Where I work I have the resources I need to do my job effectively	61	17	22	61	56
17	I am satisfied with my working conditions (e.g. noise, light, decoration, cleanliness, temperature and space)	58	17	24	58	53
18	I am treated with fairness and respect at Wiltshire Council	69	20	11	69	61
19	The council has made it clear about how I am expected to behave	92	6	1	92	n/a
20	Health and safety is taken seriously in this organisation	77	15	8	77	64
21	In the last year, whilst working for this organisation, I have experienced bullying	78	12	9	78*	n/a

* results reversed for this question, i.e. % positive score taken from those who disagreed and strongly disagreed

Section 4 – Reward and recognition

Section Average:
58 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
22	My line manager recognises and acknowledges when I have done my job well	71	17	11	71	69
23	I feel valued and recognised for the work I do	56	25	19	56	52
24	Considering my duties and responsibilities, I am satisfied with the total benefits package I receive	47	23	30	47	47

Section 5 – Communication

Section Average:
57 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
25	I am satisfied with the information I receive from management, line manager and above on what is going on in Wiltshire Council	58	23	19	58	44
26	Leaders (service director and above) are open and honest in their communication with staff	38	42	20	38	29
27	I find the Electric Wire (Friday global email) to all staff a good communication tool	67	24	8	67	64
28	The information contained in the Electric Wire is useful and informative	64	29	7	64	62
29	The Wire (staff intranet) is easy to navigate	60	26	14	60	58

Section 6 – Management and leadership

Section Average:
50 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
30	I am confident that on important matters my thoughts are communicated upwards by my line manager	55	28	18	55	53
31	My line manager motivates and inspires me to be more effective in my job	53	29	18	53	53
32	My line manager trusts me to take responsibility for my work	87	8	5	87	87
33	Our leaders are sufficiently visible	37	32	31	37	26
34	I have confidence in our leaders	37	43	21	37	25
35	Poor performance is dealt with effectively where I work	28	41	31	28	n/a

Section 7 – Learning and development

Section Average:
52 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
36	There are sufficient opportunities for me to receive training and development to improve my skills in my current job	55	22	22	55	49
37	The learning and development I have received is helping to develop my career	48	33	19	48	46










Section 8 – Employee engagement

Section Average:
51 % Positive

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
38	I am proud to work for Wiltshire Council	55	34	11	55	49
39	I would recommend Wiltshire Council as a great place to work	45	39	16	45	34
40	I feel committed to the organisation's goals	66	28	6	66	55
41	I feel a strong sense of belonging to this organisation	43	39	18	43	34
42	Working for Wiltshire Council makes me want to do the best job I can	57	34	9	57	51
43	Wiltshire Council motivates me to contribute more than is normally required in my work	38	43	19	38	33



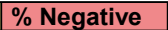







Section 9 – Team work

Section Average:
72 % Positive

							
		% Positive	% Neutral	% Negative		% Positive 2012	% Positive 2011
44	There is good co-operation between teams I work with		65	18	17	65	66
45	I am clear how the objectives of my role link to my team's/service's objectives		78	16	6	78	74
46	The people in my team co-operate to get the work done		84	10	6	84	n/a
47	Where I work we have effective team meetings		60	21	18	60	61



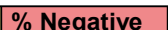





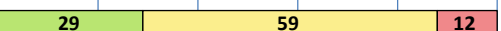
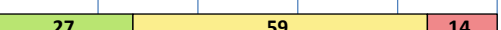
Section 10 – Customers

Section Average:
68 % Positive

							
		% Positive	% Neutral	% Negative		% Positive 2012	% Positive 2011
48	Where I work we get feedback on how satisfied our customers are with our work		56	26	18	56	56
49	We act on the feedback we receive from customers		66	28	7	66	65
50	My team regularly looks for ways of improving services to our customers		74	19	7	74	74
51	I believe my job makes a difference to the community		79	17	4	79	76
52	In my opinion this council is committed to customer satisfaction		67	25	9	67	n/a

Section 11 – Year of Celebration

Section Average **:
28 % Positive

							
		% Positive	% Neutral	% Negative		% Positive 2012	% Positive 2011
53a	I was directly involved in the Diamond Jubilee		12	88		12*	n/a
53b	I was directly involved in the Olympic Torch Relay		22	78		22*	n/a
53c	I was directly involved in the Wiltshire 2012 Festival of Celebration (Hudson's Field)		13	87		13*	n/a
54	The 2012 Year of Celebrations broke down barriers between teams within Wiltshire Council		29	59	12	29	n/a
55	The 2012 Year of Celebrations made me feel Wiltshire Council is a better organisation to work for		27	59	14	27	n/a

* Question 53 a,b&c used a tick box.

% Positive figure = those who ticked box.

% Negative figure = those who did not tick box.

** Section Average from Questions 54 and 55 only.

Section 12 – Action

**Section Average:
54 % Positive**

		% Positive	% Neutral	% Negative	% Positive 2012	% Positive 2011
56	Did you complete a staff survey last time?				68*	n/a
57	I believe that action will be taken on problems identified in this survey				39	n/a

* Question options were “Yes” and “No” .
 % Positive figure = those who ticked “Yes”.
 % Negative figure = those who ticked “No”.