

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: Pitman Room - County Hall, Trowbridge
Date: Wednesday 4 September 2013
Time: 10.30 am

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

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

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 Bill Moss

Cllr Mark Packard
Cllr Fleur de Rhé-Philippe
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 **Apologies for absence**

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

To confirm the minutes of the meeting held on 10 July 2013. (Copy attached)

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of the agenda no later than 5pm on **Wednesday 28 August 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.

6 **Overview of Role of Chaplaincy Service**

The Revd. Rob Thomas, Rector of St James' Church, Trowbridge and Chaplain at County Hall will attend to explain the role of the Chaplaincy Service.

7 **Local Government Pension Scheme (LGPS) and Trust Schools Status within the Pension Fund** (Pages 5 - 8)

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

8 **Proposed Amendment to Senior Manager Pay Scales** (Pages 9 - 16)

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

9 **Delivering the Business Plan - June 2013** (Pages 17 - 22)

To receive a workforce report for Wiltshire Council relating to the quarter ending 30 June 2013. (Copy attached)

10 **Seasonal Flu Vaccinations for Staff** (Pages 23 - 26)

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

11 **Senior Officers Employment Sub-Committee** (Pages 27 - 30)

To receive the minutes of the Senior Officers Employment Sub-Committee meeting held on 16 July 2013 for information. (Copy attached)

12 **Date of Next Meeting**

To note that the next meeting is due to be held on Wednesday 6 November 2013 in the Pratchett Room, 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

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STAFFING POLICY COMMITTEE

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

Present:

Cllr Allison Bucknell (Chair), Cllr Mike Hewitt, Cllr Jon Hubbard, Cllr David Jenkins,
Cllr Gordon King, Cllr Bill Moss, Cllr David Pollitt, Cllr Fleur de Rhé-Philippe and
Cllr John Smale (Vice Chairman)

Also Present:

Cllr Anthony Trotman

25 **Apologies for absence**

Apologies for absence were received from Cllr Jane Scott, who was substituted
by Cllr Bill Moss and from Cllr Stuart Wheeler, who was substituted by Cllr Fleur
de Rhe-Philippe.

26 **Minutes of Previous Meeting**

Resolved:

**To confirm and sign as a correct record the minutes of the Committee
meeting held on 22 May 2013.**

Arising therefrom

Minute No.18 – Appointment of Sub-Committees

Resolved:

**To amend the membership of the following sub-committees as set out
below:-**

- (a) **Senior Officers Employment Sub-Committee**
Cllr Mike Hewitt, Cllr Jon Hubbard & Cllr Stuart Wheeler.

(Substitute Members: Cllr Fleur de Rhe-Philippe, Cllr David Jenkins, Cllr Gordon King, Cllr Mark Packard, Cllr Jane Scott, Cllr John Smale & Cllr Ian Thorn.)

(b) **Appeals Sub-Committee**

Cllr Allison Bucknell, Cllr David Jenkins & Cllr Stuart Wheeler.

(Substitute Members: Cllr Fleur de Rhe-Philippe, Cllr Mike Hewitt, Cllr Jon Hubbard, Cllr Gordon King, Cllr Bill Moss, Cllr Mark Packard & Cllr Ian Thorn.)

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

Cllr Allison Bucknell, Cllr Mike Hewitt & Cllr Gordon King.

(Substitute Members: Cllr Peter Evans, Cllr Jon Hubbard, Cllr David Jenkins, Cllr Bill Moss, Cllr Mark Packard, Cllr Ian Thorn & Cllr Tony Trotman.)

27 **Declarations of Interest**

There were no declarations of interest made at the meeting.

28 **Chairman's Announcements**

The following announcement was made:-

Outcome of first round of Voluntary Redundancy (VR) applications The Corporate Directors had met on Monday 8 July 2013 to review all applications received in the first round of the Council's Voluntary Redundancy (VR) programme.

Decisions on round one applications were as follows:-

Applications accepted	228	(70%)
Applications declined	99	(30%)
Total applications	327	(100%)

Service Directors had been informed of decisions for their service areas and would confirm the outcomes of applications to all staff who had applied by Monday 15 July 2013. The outcome would be sent by email or by telephone/letter to those without email access.

Service Directors, or their nominated manager, would then arrange to meet all applicants from Tuesday 16 July onwards to provide them with a formal notification letter confirming the decision and the next steps in the process.

The second round of the programme would be open until 5.00pm on Friday 12 July and applications were continuing to be received. Service Directors were being kept informed of any applications within their service areas.

The third and final round of the VR programme would open on Monday 15 July and run until 5.00pm on Friday 26 July.

29 **Public Participation**

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

30 **Flexible Employee Benefits Report**

Consideration was given to a report by the Service Director, HR & OD seeking the Committee's approval to a new staff benefits scheme.

After some discussion,

Resolved:

- (1) To approve the new benefits scheme for staff and foster carers.
- (2) To note that the new benefits scheme would be referred to the Standards Committee for consideration as to whether the scheme should be made available to Members of the Council.
- (3) To request the Officers to look into the possibility of this scheme being extended to other groups of workers, such as those working in the voluntary sector, and to report back to this Committee at its meeting in November 2013.
- (4) To request the Officers to present a progress report to the March 2014 meeting of this Committee, setting out the amount of take-up for this scheme.

31 **Urgent Items**

There were no urgent items of business.

(Duration of meeting: 10.45 - 11.40 am)

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

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

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

04 September 2013

Local Government Pension Scheme (LGPS) and Trust Schools Status within the Pension Fund

Purpose of report

1. The purpose of this report is to seek agreement from Staffing Policy Committee's to allow co-operative trust schools continued access to the local government pension scheme (LGPS) for their current, and future non-teaching employees.

Background

2. Four schools in Wiltshire; Longleaze Primary, Lyneham Primary, Noremarsch Junior and St Sampsons Infants are seeking to acquire foundation status and join a co-operative trust to be known as the North Wiltshire Learning Trust with effect from 01 September 2013.
3. The opportunity for community schools to seek foundation status was introduced by government as part of the Education and Inspections Act 2006.
4. The School Organisation (Prescribed Alternations to Maintained School) (England) Regulations 2007 detail the provisions which enable a school to change category. Paragraph 29 stipulates that all the contracts of employment will transfer automatically from the council to the governing body. The existing terms and conditions of employment of staff are protected under this statutory transfer.

Main considerations for the council

5. The governing bodies of the four schools named above made a request that the council protect the pension position of their non teaching staff.
6. If continued membership is not given the council would have to identify a comparable pension scheme for the staff in question. A refusal may negatively impact the establishment of foundation trust schools, and result in a relationship strain between the schools and the local authority.
7. Currently each school has the following number of staff in the LGPS:

Longleaze Primary	18
Lyneham Primary	22
Noremarsch Junior	9
St Sampsons Infants	9

8. The position as regards the pensions of teachers remains the same before and after the transfer, that is they remain members of the Teachers Pensions Scheme. Their eligibility is not affected if the school has a change of category.

Financial implications

9. The pension scheme liabilities in relation to these staff will remain the responsibility of the council and thus there is no additional cost implication.
10. Designating non-teaching support staff at these schools as a class of employee eligible for membership of the LGPS, will mean new employees at the schools are also eligible to join the scheme.

Legal implications

11. The LGPS Regulations require a local authority to “designate” employees of the governing body of a Foundation school as being eligible to join the LGPS. This requires a Council decision, by resolution of the relevant committee. Wiltshire Council’s Constitution (Part 3 paragraph 2.4) states that the Staffing Policy Committee’s role and function is to “determine, monitor and review staffing policies and practices to secure the best use and development of the council’s staff, including the power to deal with all matters relating to staff terms and conditions.”

To allow future similar conversions to foundation status to be dealt with quickly and without ambiguity, Wiltshire Council has by means of this paper requested general delegated authority to take these decisions under Regulation 8 of the Local Government Pension Scheme (Administration) Regulations 2008.

Safeguarding considerations

12. There are no safeguarding considerations as a result of these proposals.

Public health implications

13. There are no public health implications as a result of these proposals.

Environmental and climate change considerations

14. There are no environmental or climate change considerations as a result of the proposals.

Equalities impact of the proposal

15. There could potentially be inequality in terms of teaching and non teaching staff eligibility to remain in their current pension scheme. This would be removed if the proposal is agreed.

Risk assessment

16. The proposal removes the risk of any potential challenge from non teaching staff members about their eligibility to remain in the LGPS. The transfer is a statutory transfer and terms and conditions transfer from one employer to another.
17. Other foundation schools in Wiltshire continue to enjoy the benefits provided by the LGPS. Refusal will not afford equal treatment of all non teaching staff in foundation schools in Wiltshire in terms of pension provision.

Other options considered

18. The other option considered was to remove eligibility of the LGPS for the non teaching employees of the schools outlined in paragraph 2. However this could lead to a potential challenge from these staff on the basis of equal treatment when compared to other non-teaching staff in schools with eligibility for the LGPS.

Conclusions

19. The implication of the other option considered, means that the proposal to allow continued membership of the LGPS is recommended for agreement by Staffing Policy Committee.

Proposals

20. It is proposed that Staffing Policy Committee agrees:
 - a. that all non teaching staff employed by the governing bodies of Longleaze Primary, Lyneham Primary, Noremarsch Junior and St Sampsons Infants schools are eligible for continued membership of the LGPS following a change in the school's category.
 - b. that schools who change from community/voluntary controlled to foundation category in the future, are granted eligibility for continued membership of the LGPS for existing non teaching staff (and future employees)

Reason for proposals

21. The reasons for these proposals are outlined in paragraphs 5 - 8.

Barry Pirie
Service Director HR & OD

Report Author: Janette Williams, Senior Case Advisor.

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE 4 September 2013

Proposed re-alignment of Senior Manager Pay Scales

Purpose

1. The purpose of this report is to outline a proposal to apply the current median market pay rate to scale point 2 of the pay scales for the roles of corporate, associate and transformation programme director, in line with the council's current pay policy statement. Recent pay data indicates that the pay scales for jobs at this level are now significantly adrift of the median pay rates for similar sized jobs in other public sector organisations and this has highlighted significant pay related issues for the council's most senior roles and retention of some staff at this level is now becoming problematic. The change to the pay scales attached to the post of corporate and service director is also in light of the impact on these roles due to proposed changes to the senior management structure and the impact of the leadership model implemented in 2011.

Background

2. When the HAY pay and grading structure was reviewed in 2002 the pay levels attached to each grade were set at the median of the public and not for profit sector as produced and maintained by the Hay Group from its data bank. In Wiltshire the median pay was set at scale point 2 of each Hay grade salary range.
3. As a result of this review it became a contractual term that the pay level attached to Hay grades should be reviewed periodically to determine whether it remained competitive using the Hay databank of pay rates in the public and not for profit sector. A review of the Hay pay scales was last carried out in 2008, and no change was made at that time as the pay scales were within the median pay range for the public and not for profit sector.
4. A new leadership model for the council was implemented in November 2011, and included the deletion of the chief executive and one corporate director role. The new leadership model initially included three corporate directors and 1 joint director for public health, and now consists of 3 corporate directors supported by 18 service directors, each with single or multiple service responsibilities. This is a significant change from April 2009 when there was a chief executive, 6 corporate directors and 21 service directors.
5. Since the new leadership model was implemented the corporate director role has continued to change and it now has a clear external focus. In addition the transfer of the public health service and closer working with partners, including the police, has added further complexity to the role and its responsibilities.
6. There has been no review of the number of service directors and the responsibilities of these roles since 2011, and currently there are inconsistencies in terms of the size of the roles. In addition there are now changes proposed to the senior management structure which includes a reduction in the number of service director posts and a broadening of responsibilities.
7. Recent pay data indicates that the pay scales for jobs at this level are now significantly adrift of the median pay rates for similar sized jobs in other public sector organisations and this has highlighted significant pay related issues for the council's most senior roles and retention of

some staff at this level is now becoming problematic.

Main Considerations for the Council

8. On 23 July cabinet were asked to note that consultation on proposals to implement a new senior management structure will start week commencing 9 September 2013. The proposed structure includes a realignment of services, a reduction in the number of service director posts and changing the job title to associate director to reflect a change in the role.
9. The proposal has required the development of new role profiles and descriptions for the corporate and associate director roles, to reflect the change to the structure and the responsibilities in response to the new business plan which has been recommended by cabinet and is subject to approval by full council on 3 September.
10. The proposed changes to the reporting lines and grouping of some services will result in a reduction in the number of service director posts and this will broaden the duties and responsibilities of the role.
11. The revised job description for the corporate director and the new role profile for the associate directors, have been evaluated as grades Hay M2a and Hay M3 respectively. Currently service directors are paid on a mix of grades from Hay M4 to Hay M2. As outlined there is only a minor change to the job description for the transformation programme director as a result of the proposed changes to the structure so there has been no new evaluation of the post, and the grade remains Hay M2.
12. Whilst there has been no change to the grades for the corporate and transformation programme directors, and the application of only one of the pay grades for current service directors to the new associate director role in the new structure, a review of the market pay for jobs of this size has indicated that the council's pay scales for these roles are adrift of the market.
13. It is therefore proposed to address this in respect of the corporate, associate and transformation programme director posts in response to the proposed new structure, changes to roles and with these roles being the council's most senior roles. In addition as the pay data indicates that the council is no longer competitive in the market for jobs at this level we will need to ensure that the key skills and knowledge required at the most senior level can be retained so it is proposed that the gap in market pay is corrected now.
14. The selection process to appoint to the associate director roles in the proposed new structure will be subject to an assessment of behaviour and cultural fit, together with innovation and communication skills. The process will ensure that those redeployed into the posts, and any recruited into any posts that remain vacant, demonstrate during the selection process that they have the skills and behaviours needed to work with communities, and that those appointed have the right qualities to be effective leaders and managers.
15. In respect of other Hay graded posts it is proposed to leave a review of the pay and grading structure for these posts until the development of job family modelling which will include a leadership job family. This will enable the new associate directors to review their structures in light of the changes to the senior management structure to determine what is required in these roles. A review of market pay will be included in the job family modelling and this work is planned to start in the autumn.
16. Appendix 1 outlines the proposed change to the pay scales for corporate (Hay grade M2a), associate (Hay grade M3) and transformation programme (Hay grade M2) directors. This proposal places the median market pay rate for jobs of this size at scale point 2 of the salary scale, in line with the outcome of the review of Hay pay and grading in 2002.

17. Independent professional pay advice has been sought from the Hay Group about the data and how the pay drift should be addressed. Their advice supports the proposals being made and they have commented;

“The council’s proposed new salary bands are in line with the council’s current policy of paying around the median of the public and not for profit benchmarking data. In effect they are an update to reflect changes in wider market practice and are intended to ensure Wiltshire remains able to recruit and retain senior staff. However, it is worth noting that this is a relatively conservative policy position given the council’s desire to achieve service excellence and the calibre of staff it will need to recruit and retain in order to do this.

Our opinion is that the proposed new salary bands are appropriate for Wiltshire given its current pay policy, the need to reflect the fact that it operates without a chief executive and the impact this has had on the role of corporate directors, the scope of the transformation programme director role and the increasing breadth of the associate directors. The proviso we would make is that when making the move to the new salary bands incumbents should be placed on the minimum of the new salary band and that any subsequent progression should be rigorously linked to performance”.

18. As a result of this advice the proposal is to appoint associate directors to the minimum salary for the grade, (£94,076), as these are new roles. In respect of the corporate directors and transformation programme director the application of the new salary scales for these roles will take account of the current scale point at which they are paid, performance in the role supported by recent appraisals and the fact that these are not new appointments. A decision on the appropriate salary scale point and effective date will be determined by the service director for HR & OD after consultation with the leader. Please note that unlike many private sector senior management roles local government senior officers in Wiltshire Council do not receive additional “fringe benefits” for example: health/medical insurance, company shares, car allowance and profit sharing.
19. In light of the pay drift caused by the factors outlined in paragraphs 4 -7 it is also proposed that the payment of any nationally agreed JNC annual pay award to the corporate, associate and transformation programme directors ceases with effect from 31 March 2014. Instead a periodic review of the market pay will be carried out to determine any drift from the market median, and this data will be used to determine pay levels for these roles.

Financial Implications

20. The current cost of the 18 service directors pay is £1.889m The implementation of a proposed change to 13 associate directors plus the new pay scales for these posts and those of the corporate and transformation directors set out here will cost, in terms of just pay and associated on costs such as national insurance, £1.6m at the top of the grade – this is thus the maximum cost to the council, and £1.46m at the bottom of the grade. That will be a gross annual savings in the first full year of at least £0.431m from the proposed deletion of 4 service director posts, although £0.204m of this is counted in the current voluntary redundancy savings process underway.
21. The cost of any redundancies in year will need to be funded and as such any savings are to be assumed to start in 2014/15, with any savings in 2013/14 funding the cost of implementing the changes. As such any increase in pay effective in 2013/14 will need to be found from within existing budgets. It is not yet possible to identify a precise figure for the sharing of costs regarding the joint finance role with the OPCC, although any recharge to the OPCC will add to the saving amount noted above. Therefore overall the proposals within the report do balance overall and deliver a net saving to the council going forward.

Legal Implications

22. The proposed changes to the pay scales for corporate, associate and transformation programme directors are all in line with the council's pay policy statement.
23. External legal advice has been obtained confirming that the council may lawfully proceed as outlined in the report. Further legal advice will be obtained as necessary in connection with the implementation of these proposals.

Safeguarding considerations

24. There are no safeguarding considerations as a result of these proposals.

Public health implications

25. There are no public health implications as a result of these proposals.

Environmental and Climate Change Considerations

26. There are no environmental or climate change considerations as a result of the proposals.

Equalities Impact of the Proposal

27. Following a review of senior manager pay and grading in 2002 it was agreed that pay for posts evaluated using the Hay job evaluation scheme would be subject to local agreement. The Hay job evaluation scheme is equalities tested and is a leading job evaluation scheme used by private, public and voluntary sector organisations.
28. Pay is determined by the Hay databank of pay rates in the public and not for profit sector using the Hay evaluated job sizes to determine the correct pay level. Therefore there is no equalities impact as a result of this proposal.

Risk Assessment

29. The committee should note that:-
 - a. Retaining the current corporate directors, transformation programme director and service directors in the new associate director roles will be difficult if the market pay issue isn't addressed now, and the proposals outlined in this report will mitigate this risk.
 - b. As outlined in paragraph 15 it is proposed that pay for all other Hay grades is reviewed as part of the job family modelling exercise which is due to commence in the autumn, and this will mitigate any risk of challenge from that group of staff.
 - c. Other council staff may feel the proposals to increase the pay for corporate, service (associate) and transformation programme directors is unfair. However the pay reform exercise completed in 2007 developed a process whereby the job size based on evaluation was aligned to the median market pay within pay scales that are determined at a national level, and regular benchmarking of pay suggests that our job sizes versus pay are still within the median market range. Despite this pay for all staff will be reviewed to ensure we are competitive in the market for all roles, as part of the job family exercise and this will further mitigate this risk.

Other Options Considered

30. The other options considered were to make no changes to the pay scale for the roles of corporate, associate or transformation programme directors, however there was no review of the pay scale for this post following the deletion of the chief executive and changes to the role since and as a result of the proposed change to the structure has highlighted pay issues when the market pay for jobs of this size is reviewed. In addition retention of the skills and knowledge in these roles is critical to the delivery of the new business plan.

Conclusions

31. The implications of the other options considered mean that the changes proposed are recommended for approval by Staffing Policy Committee.

Proposals

32. It is proposed that Staffing Policy Committee agree:

- a. To apply the current median market pay rate to scale point 2 of the pay scales for the roles of corporate, associate and transformation programme director, in line with the council's current pay policy statement.
- b. That the payment of any nationally agreed JNC annual pay award to corporate, associate and transformation programme directors ceases with effect 31 March 2014, and that a periodic review of the market pay data only is used to determine the pay levels for this role.

Reason for Proposals

33. The reasons for these proposals are outlined in paragraphs 8 – 19.

Jane Scott
Leader of the Council

Background Papers

Hay databank of pay rates in the public and not for profit sector 2013

Appendices

Appendix 1 – proposed pay scales for corporate, associate and transformation programme directors

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Appendix 1 - Proposed pay scales

Grade/Post	Curent salary scales		Median at SCP2	
	SCP	Salary	SCP	Salary
M2a Corporate Director	1	£118,433	1	£134,503
	2	£122,477	2	£139,096
	3	£126,512	3	£143,679
	4	£130,556	4	£148,271
M2 Transformation Programme Director	1	£98,500	1	£117,199
	2	£101,863	2	£121,200
	3	£105,223	3	£125,198
	4	£108,585	4	£128,198
M3 Associate Director	1	£82,403	1	£94,076
	2	£85,224	2	£97,297
	3	£88,030	3	£100,501
	4	£90,842	4	£103,711

	Market median for jobs of this size
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QUARTERLY WORKFORCE REPORTING

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

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 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: July – September 2012
 - Quarter 2: October - December 2012
 - Quarter 3: January – March 2013
 - Quarter 4: April – June 2013**
 - Last year: April – June 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**

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: 30th June 2013

HR Information Team Observations:

Headcount	1	<p>This quarter, the headcount has reduced by 106 to 5159 (-2.0%), full time equivalents (FTEs) have increased by 14 to 3903 (+0.4%). The reduction in headcount is largely due to Highways & Streetscene in Neighbourhood Services being outsourced (-111 headcount, -103 FTE) although 58 still remain within Wiltshire Council. Children & Families Social Care (+12 FTE Social Workers) and Adult Care & Housing Strategy both increased their FTEs by 50 and 37 respectively and the introduction of Public Health increased the headcount by 40 (36 FTE).</p>
Manager to employee ratio still above golden ratio	2	<p>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.</p>
Sickness rates continue to decline	3	<p>Sickness rates have decreased this quarter to 2.2 days per FTE (-0.1 FTE days), this is 0.2 FTE days lower than for the same quarter last year. The sickness rate for the rolling year (1st August 2012 – 30th June 2013) is 8.9 FTE days, 0.9 days less than the benchmark.</p> <p>‘Stress/depression/mental health/fatigue’ accounted for the greatest proportion of sickness days this quarter at 21.3% (+3.8% since last quarter) with cases lasting 14.2 days on average. 23.7% of all days lost due to ‘stress/depression/mental health/fatigue’ occurred in Adult Care & Housing Operations. The second highest proportion of sickness days lost this quarter was due to ‘other muscular/skeletal’ with 16.2% of all absences (+4.3%). The most commonly occurring sickness reason this quarter was ‘stomach’ with 414 separate cases (24 more cases than last quarter and 38 more cases than the same quarter last year). The second most commonly occurring sickness reason was ‘cold/flu and other infections’ with 384 cases this quarter (-362 cases).</p> <p>Again, the two highest sickness rates were observed in Waste Management Services and Adult Care & Housing Operations at 4.4 (+0.7 FTE days) and 3.6 FTE days (-0.7 FTE days) respectively. 40.7% of absences in Waste Management Services were lost due to the illness reason of ‘stomach’.</p> <p>The lowest sickness rates were observed in Transformation and Law & Governance with 0.3 and 0.7 FTE days respectively.</p> <p>The percentage of absences lasting more than 20 days has increased by 11.8% to 46.1%.</p>
Redundancies increase	4	<p>67 redundancies took place this quarter (35 took place last quarter and 66 for the same quarter last year). 18 redundancies took place in Business Services; 15 in Schools & Learning; 10 in Transformation and 9 in Communities with the remaining 15 being spread amongst 8 different Service Directorate areas.</p>
Voluntary turnover remains stable	5	<p>Voluntary turnover has increased by 0.1% to 1.9% this quarter; this is 0.6% lower than for the same quarter last year. Neighbourhood Services (33 voluntary leavers), Commissioning & Performance (3 voluntary leavers) and Children & Families Social Care (17 voluntary leavers) had the highest levels of voluntary turnover at 3.9%, 3.3% and 2.8% respectively this quarter. In Neighbourhood Services 14 of the 33 voluntary leavers resigned due to</p>

QUARTERLY WORKFORCE REPORTING

alternative employment not with another local authority and 10 resigned without giving a reason; the remaining 9 leavers left due to 5 different reasons. 75.8% of the voluntary leavers in Neighbourhood Services were in Leisure.

Disciplinary and grievances decrease

6 15 disciplinary cases started this quarter; 5 (-2) took place in Children & Families Social Care (2 in Children in Care and 2 in Community Safeguarding) and 5 (-6) in Neighbourhood Services (2 in Leisure and 2 in Environment).

The most common reasons for disciplinary cases this quarter were 'breach of code of conduct policy' (6) and 'breach of behaviours framework' (3).

Two grievance cases started this quarter; these were in Adult Care & Housing Operations (same as last quarter) and Adult Care & Housing Strategy (+1).

1 H & S incident

7 There was 1 new RIDDOR reported health & safety incidents this quarter (3 occurred last quarter); this occurred in Waste Management Services.

Overall increase in non-casual wage bill

8 Overall, the wage bill for non-casual employees has increased by £98,953 this quarter. This is largely due to Public Health now being included in the Wiltshire Council payroll with a non-casual total of £348,074 for the quarter; without this additional area a saving of £249,121 would have been achieved. Transformation and Children & Families Social Care saw the next largest increases in their non-casual wage bills of £205,698 and £184,201 respectively.

Some decreases in non-casual wage bill

9 Neighbourhood Services saw the greatest reduction in non-casual wage bill (-£151,891) largely due to a reduction in FTE of 99. Schools & Learning and Waste Management Services also saw reductions in their non-casual wage bills of £103,133 and £99,822 respectively.

Casuals wage bill remains constant

10 The wage bill for casuals has remained constant with the last quarter with an overall reduction of £4,991 to £596,830. Business Services saw the greatest individual reduction in casual spend of £28,172. Some areas saw an increase in casual spend such as Children & Families Social Care and Adult Care & Housing Operations with increases of £10,801 and £9,688 respectively.

Increase in agency spend

11 The spend on agency staff this quarter has increased by £90,535 with the greatest increase occurring in Adult Care & Housing Operations (+£83,371). The most significant spend in this area was on LD Support Workers at £67,579 (39.4% of this area's spend, equates to 7.7 FTE). Adult Care & Housing Strategy saw the largest reduction in agency spend since last quarter with a reduction of £157,756.

Saving from employee hour changes

12 A saving of £115,663 was achieved this quarter through employees changing their hours; a reduction of 4.2 FTE. Children & Families Social Care saw the largest reduction due to employees changing their hours of -1.5 FTE resulting in a reduction of £51,943 for the quarter. Schools & Learning achieved the second largest saving at £25,982 (-0.7 FTE).

Reduction in sick pay

13 In line with the reduction in sickness days lost of -0.1 FTE days, there was a reduction in sick pay this quarter of £43,300. The largest reduction since last quarter was in Schools & Learning (-£32,909).

QUARTERLY WORKFORCE REPORTING

Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	5272	5243	5265	5159
FTE	3974	3926	3889	3903
Agency worker use (equivalent number of FTE's used during quarter)	210	200	175	148
Ratio of managers to employees	1:8	1:8	1:8	1:8
FTE of managers	599	597	584	582
Number of redundancies made during quarter	75	15	35	35
Ratio of starters to leavers (FTE)	1:1.5	1:1.3	1:4.0	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	2.4 days	2.3 days	2.2 days	2.0 days	A
% of total absences over 20 days	40.3%	46.0%	34.3%	46.1%	42.2%	G

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

New Disciplinary and Grievance Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	28	27	30	15	R
Grievance cases	4	7	1	2	G
Absence cases	124	157	160	156	n/a

QUARTERLY WORKFORCE REPORTING

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	2.2%	2.0%	1.9%	1.9%	2.5%	R
% <1 year turnover rate	3.7%	4.5%	4.0%	4.0%	3.8%	n/a
Average leavers' length of service	9.4 years	7.8 years	9.6 years	9.6 years	9.4 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	£26.78m	£26.82m	£26.66m	£26.76m	£27.36m
Total paid in salary to casual employees	£0.79m	£0.79m	£0.60m	£0.60m	£0.77m
Total salary pay	£27.59m	£27.61m	£27.27m	£26.36m	£28.13m
Total paid to agency workers	£2.34m	£2.27m	£2.23m	£2.32m	£1.83m
Median employee basic salary	£18,355	£18,453	£19,621	£19,621	£18,453

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	£0.65m	£0.84m	£0.74m	£0.70m
FTE change due to employee hour changes	-17.1	-3.8	-3.6	-4.2
Cost/saving of employee hour changes	-£376,782	-£52,371	-£79,099	-£115,663

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

STAFFING POLICY COMMITTEE

4 September 2013

Seasonal flu vaccinations for staff

Purpose

1. This report outlines the intention to extend the offer of seasonal flu vaccinations to all staff who undertake critical service delivery roles.

Background

2. In previous years, and in line with the council's vaccination policy and Department of Health advice, the council have offered staff who provide hands on personal care to service users a free flu vaccination. This covered approximately 350 council staff.
3. Staff have been advised of their eligibility, arranged their own vaccinations and claimed the cost back from the council. Any claims have been funded from service budgets but take up has been very low.

Main considerations for the council

4. Following the integration of public health a working group comprising public health, occupational health, emergency planning, communications and HR met to review this process.
5. The advice of the emergency planning and public health teams is that, to mitigate the risk to the council in the event of a major flu outbreak, the scheme should be widened to include all staff who are considered to be critical to business continuity.
6. Initial estimates of the numbers of council staff who would be eligible is 950 staff. Final lists of eligible staff will be confirmed by service directors and heads of service.
7. Where staff are contracted out to other providers the responsibility for business continuity lies with these providers. Therefore these staff will not be included in this programme. Schools and academies will also be responsible for their own continuity plans.
8. The process has also been reviewed to try and encourage wider take-up of this offer and make it as easy as possible for staff to take up the offer of the free flu vaccine.
9. The preferred approach is to purchase vouchers which are given to eligible employees. These give access to vaccinations at a number of high street providers (e.g. Boots, Tesco, Sainsbury's). The council can purchase these vouchers at a discounted rate - around £6.75 per employee.
10. Eligible staff would be required to request vouchers in advance and the vouchers could be allocated in several different ways depending on the staff involved:
 - a) For mobile staff the voucher can be sent directly to their home address.

- b) Vouchers can be provided to line managers for distribution where multiple staff from particular teams have requested them.
- c) Other eligible staff can arrange to pick up a voucher from one of the main hubs.

Financial implications

- 11. A budget of up to £10,000 has already been ringfenced by public health for the administration, promotion and costs of the seasonal flu vaccination programme in 2013/14.

Legal implications

- 12. The council is legally required to carry out key statutory duties and our business continuity plan reflects this requirement.

Safeguarding considerations

- 13. None

Public health implications

- 14. There is a public health risk if the council fails to provide basic service delivery (e.g. refuse collection). Offering vaccinations to front line staff will mitigate this risk.

Environmental and Climate Change Considerations

- 15. None identified.

Equalities Impact of the Proposal

- 16. None identified.

Risk Assessment

- 17. A flu pandemic is on the national risk register and the likelihood of an outbreak increases each year.
- 18. There is a reputational risk if the council does not mitigate its own risk in relation to a flu pandemic as well as a service delivery risk.

Other options considered

- 19. Consideration was given to holding vaccination clinics at key hubs on particular dates where staff could access free flu vaccinations. However the majority of eligible staff are mobile, working across the county and therefore it was not believed that these clinics would be well attended. The costs to the council would be considerable as we would need to pay for a GP to attend at each site, regardless of the number of vaccinations that were actually given at each clinic.
- 20. The current scheme, whereby staff are informed of their eligibility, book their own vaccination and then reclaim the cost was also reviewed. This scheme is the most flexible in terms of where staff can access their vaccination. However it requires staff to pay up front (between £8 and £13 depending on where they attend for the

vaccination) and then reclaim the costs which may discourage staff from participating. It also requires payroll admin resource to process claims – particularly as many of the eligible employees are front line staff who would submit paper based claims as they do not have access to the SAP portal for submitting their expenses.

Conclusions

21. Whilst potentially cheapest for the council the current scheme of asking staff to make their own arrangement for vaccinations, pay and reclaim has not yielded good take up rates in the past.
22. The current eye care voucher scheme – where eligible staff request a voucher to take to an optician of their choice has good take up rates and receives good feedback from staff.
23. It is recognised that there will be a need for clear and accessible guidance for staff and managers to be produced and for a planned communication campaign through all available channels to ensure eligible staff are aware of the scheme.
24. JCC were briefed about the intended extension of the scheme and roll out to staff on 21 August 2013. They supported the view that the proposed scheme would encourage the highest staff take-up and also felt this was the fairest scheme as it did not require staff to pay up front costs but still allowed them to attend a convenient location.

Proposals

25. It is proposed that Staffing Policy Committee note the new approach to seasonal flu vaccinations for council staff.

Reason for Proposals

26. As outlined under “Main considerations” in points 4 - 10 above.

Barry Pirie
Service Director
HR & OD

Report compiled by the Seasonal Flu working group:

- Paul Collyer (Occupational Health)
- Karen McConnell (Health protection and disease specialist)
- Isabelle Tucker (Infection Prevention & Control Lead)
- Paula Marsh (Strategic HR Manager)
- Natalie Luckahm/Shirley Yeo (Communications)
- Rae Fry (Procurement)
- Nick Bancroft (Emergency Planning)

Background papers None
Appendices None

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SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

**MINUTES OF THE SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE
MEETING HELD ON 16 JULY 2013 AT PITMAN ROOM - COUNTY HALL,
TROWBRIDGE.**

Present:

Cllr Mike Hewitt, Cllr Gordon King (Substitute) and Cllr Fleur de Rhé-Philippe (Substitute)

1 Election of Chairman

Resolved:

To elect Cllr Fleur de Rhe-Philippe Chairman for the meeting.

Councillor Fleur de Rhe-Philippe in the Chair

2 Minutes

Resolved:

To confirm and sign as a correct record the minutes of the Sub-Committee meeting held on 18 December 2012.

3 Apologies for Absence

Apologies for absence were received from Cllr Jon Hubbard, who was substituted by Cllr Gordon King and from Cllr Stuart Wheeler, who was substituted by Cllr Fleur de Rhe-Philippe.

4 Declarations of Interest

There were no declarations of interest.

5 **Chairman's Announcements**

There were no Chairman's announcements.

6 **Public Participation**

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

7 **Exclusion of the Press and Public**

Resolved:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute No. 7 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.

8 **Termination of Employment on Grounds of Redundancy - Senior Officer Posts**

On considering three confidential reports by the Corporate Directors,

Resolved:

- (1) To approve the termination of the employment of Mr Bradley Fleet, Service Director - Development Services on the grounds of redundancy with effect from 19 July 2013, subject to consultation with the Leader of the Council and Cabinet members in accordance with the Officer Employment Procedure Rules.
- (2) To approve the termination of the employment of Mrs Amanda Bradley, Service Director – Public Protection on the grounds of redundancy with effect from 9 October 2013, subject to consultation with the Leader of the Council and Cabinet members in accordance with the Officer Employment Procedure Rules.
- (3) To approve the termination of the employment of Mrs Stephanie Denovan, Service Director – Schools and Learning on the grounds of redundancy with effect from 18 October 2013, subject to consultation with the Leader of the Council and Cabinet members in accordance with the Officer Employment Procedure Rules.

(Duration of meeting: 11.00 - 11.10 am)

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

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