

## AGENDA

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**Meeting:** STAFFING POLICY COMMITTEE  
**Place:** The Pratchett Room - County Hall, Trowbridge BA14 8JN  
**Date:** Wednesday 6 November 2013  
**Time:** 10.30 am

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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](mailto:roger.bishton@wiltshire.gov.uk)

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

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### 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

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### 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 **Apologies for absence**

2 **Minutes of Previous Meeting** *(Pages 1 - 6)*

To confirm the minutes of the meeting held on 4 September 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 30 October 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 **Annual Health & Safety Performance** *(Pages 7 - 12)*

A report by the Head of Occupational Health and Safety is attached.

The content of the statistical information referred to in the appendix will be displayed at the meeting.

7 **Wiltshire Council - Commitment to the Local Government Pension Scheme (LGPS)** *(Pages 13 - 16)*

A report by the Associate Director, Finance, Revenues & Benefits and Pensions is attached.

8 **Wiltshire Rewards Scheme** *(Pages 17 - 22)*

A report by the Associate Director, People & Business Services is attached.

9 **Workforce Information - Update on Levels of Employee Engagement** *(Pages 23 - 28)*

A report by the Associate Director, People & Business Services is attached.

10 **Update on Changes to the Senior Management Structure** *(Pages 29 - 34)*

A report by the Associate Director, People & Business Services is attached.

11 **Senior Officers Employment Sub-Committee** *(Pages 35 - 36)*

To receive the minutes of the Senior Officers Employment Sub-Committee meeting held on 9 October 2013 for information. (Copy attached)

12 **Date of Next Meeting**

To note that the next meeting is due to be held on Wednesday 8 January 2014 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**

## **STAFFING POLICY COMMITTEE**

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### **DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 4 SEPTEMBER 2013 AT PITMAN ROOM - COUNTY HALL, TROWBRIDGE.**

#### **Present:**

Cllr Peter Evans (Substitute), Cllr Jon Hubbard, Cllr David Jenkins, Cllr Gordon King, Cllr David Pollitt, Cllr Jane Scott OBE, Cllr John Smale (Vice Chairman in the Chair), Cllr Anthony Trotman (Substitute) and Cllr Stuart Wheeler

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#### **32 Apologies for absence**

Apologies for absence were received from Cllr Allison Bucknell, who was substituted by Cllr Peter Evans and Cllr Mike Hewitt, who was substituted by Cllr Tony Trotman.

#### **33 Minutes of Previous Meeting**

##### **Resolved:**

**To confirm and sign as a correct record the minutes of the Committee meeting held on 10 July 2013.**

#### **34 Declarations of Interest**

There were no declarations of interest made at the meeting.

#### **35 Chairman's Announcements**

There were no Chairman's announcements.

#### **36 Public Participation**

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

### 37 **Overview of Role of Chaplaincy Service**

The Chairman introduced and welcomed Revd. Rob Thomas, Rector of St James' Church, Trowbridge and Chaplain at County Hall, who was attending the meeting to explain the role of the Chaplaincy Service.

Revd Thomas explained that the Chaplaincy Service was available to all staff and also members of the Council irrespective of their religion or beliefs and was available at any of the Council's main hubs at County Hall, Trowbridge, Monkton Park, Chippenham and Bourne Hill, Salisbury. The Service was resourced by the local churches and was provided by 12 ordained ministers from across the County. They offered a listening confidential and unbiased service to:

- help individuals reflect on personal, workplace and other issues,
- provide personal encouragement and support, and
- signpost to other services where appropriate.

Revd Thomas stressed that the clergy did not provide a counselling service.

In addition to confidential meetings, the chaplaincy team would be available in staff rest areas for informal discussions, the dates for which would be publicised in *The Wire*, on posters and on fliers. Staff were able to access the service during working hours without having to make up the time.

Members acknowledged the importance of this service and thanked Revd Thomas and his team of clergy for the valuable work they so willingly and enthusiastically undertook.

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

Consideration was given to a report by the Service Director, HR & OD which sought agreement to allow co-operative trust schools continued access to the Local Government Pension Scheme (LGPS) for their current and future non-teaching employees.

After some discussion during which some concern was expressed concerning the cost of implementing the proposals,

Resolved:

- To agree that all non teaching staff employed by the governing bodies of Longleaze Primary, Lyneham Primary, Noremars Junior and St Sampsons Infants schools are eligible for continued membership of the LGPS following a change in the school's category.**

- b. To agree 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).
- c. To request that a fundamental look be made of the Local Government Pension Scheme membership in conjunction with the Wiltshire Pension Fund Committee and that report on the outcome be made to the next meeting of this Committee on 6 November 2013.

*(Note: Cllr David Pollitt requested that his vote against the motions be recorded.)*

### 39 Proposed Amendment to Senior Manager Pay Scales

Consideration was given to a report by Cllr Jane Scott, Leader of the Council which outlined 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 directors, in line with the Council's current pay policy statement.

In introducing her report, Cllr Scott explained that recent pay data had indicated that the pay scales for these senior officers were now significantly adrift of the median pay rates for similar sized posts in other public sector organisations and this had highlighted significant pay related issues for the Council's most senior officers. Furthermore, retention of some staff at this level was becoming problematic and there was a serious possibility if the current situation was allowed to continue that there would be a serious threat to the delivery of vital services to the people of Wiltshire.

Cllr Scott explained that the re-alignment of senior management pay scales had been independently reviewed by an external body of professional advisors; the Hay pay benchmarking group. It stated that the pay scales, at median level were not competitive and not reflective of the changes in the wider market place. The advisors also highlighted that for the Council to deliver service excellence and its innovative programmes, it needed to be able to recruit and retain high calibre staff with the right skills and expertise.

It was noted that since 2009, the senior management structure had reduced from 33 senior managers (cost of around £3.5 million) to 21, which was a significant saving of almost £1.2 million. It was proposed to further reduce the number of senior managers to reflect the priorities agreed in the business plan for the next four years (approved at council earlier that week). Consultation on these proposals was due to start on 11 September. If the Committee approved these proposals, then this restructure would save up to £500,000, in addition to the £1.2 million already saved. It was intended that following this restructure,

the pay scales for the remaining senior managers would be adjusted so as to be equitable and in line with the agreed policy to pay at the median level.

After a lengthy and thorough discussion,

**Resolved:**

- (1) 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.**
- (2) To agree 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.**

40 **Delivering the Business Plan - June 2013**

The Committee received a quarterly workforce report, excluding fire, police and schools staff, for the quarter ended 30 June 2013 concerning:-

Staffing Levels  
Sickness Absence  
New Health and Safety RIDDOR related injuries  
New Disciplinary and Grievance Cases  
Voluntary Staff Turnover  
Employee Costs

During discussion the following points were highlighted:-

- The headcount during this quarter had decreased by 106 to 5159, largely due to Highways & Streetscene in Neighbourhood Services being outsourced. However, the headcount in full time equivalents had increased by 14 to 3903, an increase of 0.4%. This was due to Children & Families Social Care and Adult Care & Housing Strategy both increasing their FTEs by 50 and 37 respectively and also the introduction of staff from Public Health which increased the headcount by 40 (36FTE).
- Sickness rates during the quarter had decreased to 2.2 FTE days per FTE, this being 0.2 FTE days lower than for the same quarter in 2012. The sickness rate for the period 1 August 2012 to 30 June 2013 was 8.9 FTE days per FTE, this being 0.9 days lower than the benchmark rate.



**Resolved:**

**To note the contents of the report.**

41 **Seasonal Flu Vaccinations for Staff**

The Committee considered a report by the Service Director, HR & OD which outlined the intention to extend the offer of seasonal flu vaccinations to all staff who undertook critical service delivery roles.

It was explained that in previous years, and in line with the Council's vaccination policy and advice from the Department of Health, a free flu vaccination had been offered to those staff who provided personal care to service users, this amounting to about 350 staff. Staff had been advised of their eligibility, arranged their own vaccinations and claimed the cost back from the Council. Any claims had been funded from service budgets but the take up had been low.

Following on from the integration of public health, a working party was set up comprising public health, occupational health, emergency planning, communications & human resources to review this process. The working party recommended that this scheme should be extended to include all staff considered to be critical to business continuity in order to minimise the risk to the Council in the event of a major flu outbreak.

The Committee noted that initial estimates suggested that 950 staff would be eligible but this figure would need to be confirmed.

The preferred approach would be for the Council to purchase vouchers at a discounted rate of about £6.75 per employee, which would then be given to eligible staff who could receive their vaccinations at various high street providers such as Boots, Tesco or Sainsbury's in exchange for their voucher.

During discussion, Members expressed support for such a scheme but considered that thought should be given to offering the service to all staff at the discounted rate of £6.75 per vaccination.

**Resolved:**

- (1) To approve the proposal to extend the offer of seasonal flu vaccinations to all staff who undertook critical service delivery roles.**
- (2) To request the officers to look into the possibility of offering the service to all remaining employees of the Council at a discounted rate of £6.75 per vaccination and to report back.**

42 **Senior Officers Employment Sub-Committee**

**Resolved:**

To receive and note the minutes of the Senior Officers Employment Sub-Committee meeting held on 16 July 2013.

43 **Date of Next Meeting**

**Resolved:**

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

44 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 12.35 pm)

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

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

## **ANNUAL HEALTH AND SAFETY PERFORMANCE**

### **Purpose**

1. This report provides details of the council's health and safety performance during the period October 2012 – September 2013 and sets out the planned areas of work for the future reporting period. The re-introduction of an annual performance report was a recommendation of the audit undertaken by the corporate health and safety service earlier in 2103. It is intended to inform the corporate leadership team about key indicators and trends and to obtain its endorsement of the plan to address areas in need of on-going attention.

### **Background**

2. The report covers the health and safety of our employees and of the customers and members of the public we provide services to. It relates to all work activities under the council's direct and indirect control for which the council has a statutory duty of care under the Health and Safety at Work Act 1974 and associated legislation.
3. It includes schools and non-schools workplaces and is timed to provide a convenient reporting period for schools.
4. All of the information relating to accidents in this report is based solely on that reported through the proper and agreed reporting systems. There will have been events that have not been reported or have been misreported. Efforts continue to minimise these omissions and errors.
5. All of the statistical data and graphs are best viewed on screen using the 'return to contents' link to navigate.

### **Main Considerations for the Council**

6. It has been a successful year for the council and the Health and Safety Service with:
  - a reduction in the majority of trend patterns of accidents and, more significantly, incidence rates;
  - an absence of any enforcement action from the Health and Safety Executive;
  - a positive assessment from the South West Audit Partnership;
  - very high customer satisfaction feedback.
7. It has also been a year in which the H&S Service has successfully supported FM and the Transformation and Property Services teams to achieve corporate goals of shared workplaces and partnership working.
8. Quarterly information reports have been introduced to give Service Directors and Heads of Service greater detail than ever regarding localised health and safety performance.
9. Health and safety performance has been integrated into the corporate appraisal procedure.

10. The H&S Service has successfully set up trading arrangements with 50% of all Academies, generating new income of over £17,000. Total H&S earned income achieved through subscription services and training courses for the period is >£27,000.
11. These positive performance results are set amongst the context of a downsizing of the team creating savings well in excess of £100,000; and an increase in additional duties brought about by the restructuring of other services.
12. National benchmarking is still relatively unscientific in respect of comparing like for like but from the raw 2012 data available it does appear that Wiltshire is performing well in comparison with other unitary authorities. Figures for 2013 are not yet available from the benchmarking group.

### **Key statistical data**

13. 401 incidents/accidents to non-school employees were reported of which 39% related to violence or aggression towards staff.
14. 329 incidents/accidents to school employees were reported of which 53% related to violence or aggression towards staff.
15. In both settings, the challenging behaviour of customer/client/student was cited as the predominant contributory cause.
16. 189 accidents to non-employees were reported in the non-school sector and 82 from within schools.
17. 122 near misses were reported in the non-school sector and 35 from within schools. This represents a significant increase in near miss reporting brought about by changes to the coding system and a specific campaign geared towards identifying near misses.
18. 18 incidents involving employees and 5 involving non-employees needed to be reported to the Health and Safety Executive under the RIDDOR Regulations.
19. 104 workplace audits were carried out in this period which highlighted good practices and provided information for managers to address any shortcomings.
20. 599 training places were provided. The customer evaluations show a staggering 99.8% satisfaction rating.

### **Financial Implications**

21. Minimisation of accident rates helps to avoid the costs associated with staff absences, service delivery disruption, litigation and fees for HSE intervention.

### **Legal Implications**

22. The Management of Health and Safety at Work Regulations and The Health and Safety at Work Act set out the expectations of a suitable infrastructure to address health and safety and establish the broad duties of care that must be met. Any significant failing in meeting this legislation would leave the council vulnerable to Corporate Manslaughter legislation in the event of a work-related fatality.

### **Safeguarding considerations**

23. Safety measures are in place to safeguard children and vulnerable adults as much as employees. All episodes involving the use of physical force to control children or vulnerable adults as part of a health and safety incident are reported and passed onto the appropriate team for monitoring and further action if necessary.

### **Public health implications**

24. None

### **Environmental and Climate Change Considerations**

25. None

### **Equalities Impact of the Proposal**

26. Sound health and safety management helps support reasonable adjustments for disabled employees and customers and ensures a consistent standard is applied across all workplaces and activities.

### **Risk Assessment**

27. The corporate risk register currently has an amber rating against workplace health and safety but with direction of travel towards green.
28. The reduction in the potential for violence and aggression to employees must remain the main corporate priority in continuing the downward trend of accidents and incidents.
29. The safety management of learning outside of the classroom (primarily school trips), the responsibility for which has now transferred to the corporate health and safety service, will become the second most significant area of review and development.
30. Other priorities based on risk assessment will include:
- a. employee well-being
  - b. musculo-skeletal hazards
  - c. lone working
  - d. increasing use of volunteers
  - e. shared workplaces
  - f. commissioned services

### **Other Options Considered**

31. None

## **Conclusions**

32. The evidence presented indicates that health and safety is generally well managed at Wiltshire Council and that the Health and Safety team is a high-performing service.
33. Performance indicators are positive and the corporate risk register shows that the ongoing direction of travel is towards green RAG rating.
34. The issue of violence and aggression towards staff in the course of their duties remains a significant concern and must be at the forefront of on-going work with services and individuals.

## **Proposals**

35. It is proposed that Staffing Policy Committee acknowledges the positive outcomes within this report and approves it.

## **Reason for Proposals**

36. To continue the proper safeguarding of the health, safety and well-being of those within the council's duty of care and to retain the confidence of those groups.
37. To avoid criminal and civil litigation including Corporate Manslaughter legislation.
38. To minimise personal, financial and reputational losses.

**Report author: Paul Collyer**

**Job title: Head of Occupational Health and Safety**

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**HEALTH & SAFETY STATISTICS  
Annual Report Oct 2012 to Sep 2013**

**CLICK ON BUTTONS BELOW TO VIEW CONTENT**

**Incident / Audit Visit Statistics -  
Non School**

**Incident / Audit Visit Statistics - School**

**Incident Trend Graphs -  
School & Non School Combined**

**Incident Trend Graphs -  
Non School**

**Incident Trend Graphs -  
School**

**Training Statistics -  
Non School**

**Training Statistics -  
School**

**Training Trend Graphs -  
School & Non School**

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## WILTSHIRE COUNCIL

### STAFFING POLICY COMMITTEE 06 November 2013

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#### **WILTSHIRE COUNCIL – COMMITMENT TO THE LOCAL GOVERNMENT PENSION SCHEME (LGPS)**

##### **Purpose of Report**

1. The purpose of this report is to update the committee of Wiltshire Council's legal obligations and options in relation to the Local Government Pension Scheme. It also highlights the areas of which Wiltshire Council has discretion and key considerations that need to be taken into account when providing services.

##### **Background**

2. The LGPS is currently a defined benefit, final salary scheme. There are 89 local authorities nationally who administer the scheme. All staff contributes between 5.5% and 7.5% of their pay, depending on their salary. Employer organisations pay a contribution rate which is assessed every three years by the Fund's actuary.
3. Wiltshire Council is the administering authority to the Wiltshire Pension Fund (WPF). It's managed by the Wiltshire Pension Fund Committee under delegated authority from the full Council.
4. The WPF is administered on behalf of over 120 different employer organisations, Wiltshire Council representing one such employer, albeit the largest.
5. Wiltshire Council has 9,066 active contributors to the WPF, 6,794 pensioners with a further 13,864 with deferred benefits.
6. At the last Valuation in 2010, Wiltshire Council's share of the WPF represented liabilities of £792m and assets of £572m showing a pension funding deficit of £220m (72% funding level). The current cost to Wiltshire Council of pension provision is 15% of pensionable pay plus an annual payment of £7.2m per annum towards the funding deficit. These amounts will increase by 1% per annum from April 2014.

##### **Main Considerations for the Committee (including Risk Assessment)**

###### *Wiltshire Council Employees*

7. The LGPS is a statutory scheme whose regulations are set by the Government and are the responsibility of the Department for Communities and Local Government (CLG). Under these regulations all local authorities are known as "Scheduled Bodies" which means that all employees not eligible for either the Teachers or NHS pension schemes must be given access to the LGPS by reason of statute.
8. With the implementation of Automatic Enrolment (AE) legislation, from March 2013 this now includes all staff including those who are casual workers. Every three years all staff must be put back into the scheme even if they opted out and must make another election to leave the scheme.

### *Schools*

9. All schools under the control of the Wiltshire LEA form part of Wiltshire Council's share of the Wiltshire Pension Fund and currently pay 19.8% of pensionable pay.
10. Foundation schools differ in that their governors can decide if they wish to provide access to the LGPS for their staff. This must then be approved by Wiltshire Council as Foundation School staff are not directly employed by Wiltshire Council but are assumed to be for pension purposes.
11. If Wiltshire Council removed this eligibility this could lead to a potential challenge from these staff on the basis of equal treatment when compared to other non-teaching staff in Wiltshire schools. In addition, if Wiltshire Council did not agree eligibility to LGPS for Foundation Schools, then an alternative pension scheme would need to be set up. At this committee on 4 September 2013 it was agreed to grant this eligibility to all current and future foundation schools.

### *Academies*

12. All schools that convert to Academy status are treated as separate employer bodies under the LGPS regulations and hence within the WPF. They must operate under the same rules as Wiltshire Council in that all their non-teaching staff must be given access to the LGPS by reason of statute.
13. On conversion, the pension liabilities are taken away from Wiltshire Council's share along with a corresponding share of assets and Academies become responsible for all their own pension costs and have new employer contribution rates set based on their membership profile. These employer contribution rates can vary from those paid by Wiltshire Council schools.

### *Outsourcing*

14. When Wiltshire Council outsource a service, all staff that transfer under TUPE arrangements have to be provided with either access to the LGPS or a "broadly comparable" scheme by their new employer. Under the proposed changes to "Fair Deal" legislation, in the future access must be provided to the LGPS for all transferring members of staff.
15. When a contract is outsourced, the company taking on the contract will apply to the WPF to become an Admitted Body. This requires the new employer, Wiltshire Council and the Wiltshire Pension Fund to sign an Admission Agreement which commits the employer to the terms and conditions of the Wiltshire Pension Fund and makes them responsible for their pension costs.
16. An Admitted Body normally has its own employer contribution rate based on the profile of the members transferring and usually starts from a 100% funded position unless otherwise agreed. The funding position is reviewed every three years as part of the WPF triennial Valuation process and contribution rates adjusted to try and ensure a 100% funding position at the end of the contract but this depends on financial conditions at the time. At the end of the contract or when the last active member leaves the WPF a cessation event will occur and any funding deficit at that time will become payable to the Fund. As the outsourcing authority, Wiltshire Council acts as the ultimate guarantor to the WPF for these costs.

17. An Admitted Body may operate a “closed” scheme which allows access only to those that have transferred. Only those staff members that undertake duties falling under the remit of the local authority’s outsourced contract are eligible. The Admitted Body can only grant access to new staff if they have an “open” scheme in place. This status will be outlined in the Admission Agreement but must be agreed by all parties.
18. However, the provision of the LGPS is costly and represents a significant pension risk to employers. Many companies will, as part of the commercial negotiations, try to pass this risk back to the local authority, through the setting up of “pass-through” arrangements or pension cost caps as part of the commercial contract between Wiltshire Council and the outsourced company.
19. Therefore it is essential that as part of the procurement process, pension costs are considered and form part of the evaluation process so that the service contract reflects where the pension risk sits, ensuring the Council achieves best value.

#### *Discretions*

20. Wiltshire Council has limited discretions in respect of the LGPS. It sets its own Discretion Policy which must be submitted to the WPF and should be kept under review. These mainly relate to Wiltshire Council’s policy for allowing early / flexible retirements and transfer in of pensions from other funds.

#### *LGPS 2014*

21. From April 2014, the scheme will move from being a final salary to a Career Average Re-valued Earnings (CARE) scheme. The purpose is to ensure the cost of the benefits package is lower and cost mechanisms will be implemented at a national level to limit employer cost for the future. Communications of these changes has commenced with employees and employers but will significantly increase in the New Year.

#### **Financial Implications**

22. The WPF is funded in line with the average scheme with employer contribution rates in line with those being paid nationally.
23. Wiltshire Council is responsible for the pension costs attributable to its entire staff within the LGPS. The employer contribution rates are assessed every three years when new rates are set by the Fund’s actuary. However, there is a Stabilisation Policy in place for employers like Wiltshire Council, who have tax-raising powers, which takes a long term approach to volatility in these contributions so these increases are limited to 1% per annum from April 2014 onwards.
24. Wiltshire Council must also pay up-front costs resulting from the early retirement of staff. This mainly applies to those who have attained age 55, who have been made redundant and under the regulations have the right to access their pensions immediately. Other pension’s costs arising from early access of benefits such as ill health retirements are included as part of the employer contribution rate.
25. Wiltshire Council can be potentially liable to pension costs from outsourcing depending on the agreed commercial agreement with the new provider, for example if pension risk is passed back to the authority. Wiltshire Council, also represents the ultimate guarantor for its outsourced companies should the WPF be unable to recover any outstanding amounts on a cessation event (this is when either all the active members have left or the contract is terminated). This guarantee has only been used once but

remains an important consideration when Wiltshire Council contracts with new providers.

### **Legal Considerations**

26. There are no legal implications arising from this report.

### **Safeguarding Considerations/Public Health Implications/Equalities Impact**

27. There are no known implications at this time.

### **Environmental and Climate Change Considerations**

28. There are no known implications at this time.

### **Impact of the Proposals**

29. There are none.

### **Risk Assessment**

30. The report itself attempts to summarise Wiltshire Council's commitment to the LGPS and highlight the associated risks.

### **Conclusions**

31. Wiltshire Council has limited discretion in respect of their ability to offer LGPS membership. We have a legal obligation to provide LGPS membership to all Wiltshire Council employees, local authority schools and Academies. The only discretion Wiltshire Council has concerning LGPS admittance is to Foundation Schools. If we denied LGPS access to Foundation Schools, Wiltshire Council would be required to provide an alternative pension scheme of a similar value.

32. The organisation does need to be aware of its long term financial commitments arising from its membership, especially in terms of restructuring its services and any potential indirect pension risks arising from commercial arrangements with new providers.

### **Proposals**

33. The Committee is asked to note the report.

MICHAEL HUDSON  
Associate Director, Finance, Revenues & Benefits and Pensions

Report Author: David Anthony, Head of Pensions

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Unpublished documents relied upon in the production of this report:

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE  
6 November 2013

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## Wiltshire Rewards Scheme

### Purpose of Report

1. This report was requested by Staffing Policy Committee at their July 2013 meeting in response to a discussion regarding the ability to extend the Wiltshire Rewards scheme to volunteers and other groups within Wiltshire.
2. The report will cover:
  - Roll out to foster carers – for information
  - Roll out to schools employees – options for discussion and decision
  - Extension of the scheme to other groups – for information

### Background

3. Wiltshire Rewards is a scheme which offers council employees access to:
  - **Discounts** - discounts with major retailers, accessed in two ways:
    - i) Through purchasing reloadable cards to use with specific retailers at a discounted price (for example a £10 Boots gift card would cost £9 when ordered through the site). Reloadable cards are available with many high street retailers. Alternatively users can choose an “easy-saver” card. They can purchase this card at a 7.5% discount (e.g. a £100 card would cost £92.50) and they can use this card at 28 different high street retailers.
    - ii) By using links from the Wiltshire Rewards website to access online retailers and earning cash back when they purchase goods online. For example if they order £100 worth of items on a site offering 5% cash back they would get £5 credited to their rewards account – this can be transferred into their bank account, used towards payment for a reloadable card or given to charity.
  - **Local discounts** - discounts available from local retailers accessed through production of a Wiltshire Council ID badge or payslip.

- **Salary sacrifice schemes** – these allow eligible staff to purchase a bike/safety equipment or childcare vouchers. They do not pay income tax or national insurance contribution on the part of their salary which is “sacrificed” to pay for the bike or childcare vouchers.
4. The scheme was launched to all non-schools council employees on Monday 30 September 2013. Roadshows have been held at major hub to promote the scheme, together with attendance at some front line team meetings.
  5. In the first month of the scheme approximately 1065 staff have signed up (20% of eligible staff) and savings made through the scheme are currently around £4,500. We will continue to monitor uptake and promote the scheme – in particular using our management information to target any teams where take-up has been lower than average.
  6. The new cycle to work salary sacrifice scheme was also launched in September. Uptake has been good with 71 employees registering for the scheme and total spend to date of £51,753. The initial application window was due to close on 1 November 2013. However due to demand this window has been extended until 1 December 2013. The scheme will then be re-launched again in early 2014.

#### **Roll out to foster carers**

7. It is planned to roll out access to Wiltshire Rewards to all Wiltshire Council foster carers by the end of November 2013.
8. We hold a database of foster carer details which can be used to confirm eligibility and are currently working with representatives from the Wiltshire Fostering Association to ensure a smooth launch of the scheme.

#### **Roll-out to schools staff**

9. The Wiltshire Rewards scheme was purchased with the intention to make it available to schools staff and the three year contract cost of £64,623 includes enough licenses for all schools staff to have access to the scheme.
10. We are able to provide access to any schools where we have employee payroll numbers and dates of birth. Therefore we could allow access to any schools that buy our payroll service including academies and non LA controlled schools.
11. Staff at the small number of Wiltshire schools that do not use Wiltshire Council as their payroll provider could still be given access to the scheme if their school provides a database of employee numbers and dates of birth for their staff on a monthly basis.
12. We can only give access to salary sacrifice schemes to direct employees where we run the payroll. Therefore academy staff will not be able to access these schemes, neither will staff in schools where we are not the payroll provider.
13. It is not currently feasible to open the offer to non Wiltshire based schools who purchase our payroll provision because of branding of the scheme (Wiltshire

Rewards). Staff in these schools would also be unable to access two of the key parts of the scheme (salary sacrifice and local offers) due to eligibility requirements. See point 26b regarding possible extension of the scheme in the future.

#### **Options for schools roll out:**

14. **Option 1** – Offer free access to Wiltshire Rewards as part of the package that we offer for any Wiltshire schools/academies that buy our payroll. Under this option we would exclude schools that don't buy our payroll service, regardless of status.
  - Potentially the cost of the payroll service could be increased in 2014 to reflect the additional administration involved in providing the scheme, however this would need to be carefully reviewed to ensure we remained competitive as a provider.
  - There would be no charge to schools on a per head basis for access and therefore we would not recoup any cost of providing the scheme.
15. **Option 2** - offer any Wiltshire school (including academies and non LA controlled schools) the chance to opt in to Wiltshire Rewards for an annual charge. If they don't buy our payroll service they would have to provide monthly database of eligible employees.
  - Charging schools where we are the employer could potentially be seen as unfair as we currently provide the scheme free of charge for all our other employees.
16. **Option 3** - offer free access to Wiltshire Rewards to staff at all Wiltshire Council and LA controlled schools. If they don't buy our payroll service they would have to provide monthly database of eligible employees. Alongside this offer access to the scheme to Wiltshire Academies and non LA controlled schools at a per head charge.
  - This option would require the scheme to be marketed differently to those schools who would not be given free access. We would also need to manipulate payroll data on a monthly basis to take out those schools which had not joined and where staff were not eligible. The risk is that the non LA controlled schools or academies would not choose to join the scheme as they would not understand the benefits it provides.
17. **Option 4** - Initially offer free access to Wiltshire Rewards to all Wiltshire schools/academies regardless of status. If they don't buy our payroll service they would have to provide monthly database of eligible employees. After one year implement an annual charge for academies and non LA schools who wish to continue to use the scheme.
  - This option would prevent a need to market the scheme differently – it could be launched to all schools in the same way and the benefits would hopefully be apparent during the first year of access which would lead to staff

pressure on non LA controlled schools and academies to continue membership of the scheme after the first year.

18. Our recommendation is to pursue option 4, with a focus on building strong registration and use of the scheme in 2014 with the aim to increase the opportunity to recoup scheme costs in future years through a re-charge to academies and non-LA controlled schools from 2015 onwards.

### **Extension of the scheme to other groups**

19. At the Staffing Policy Committee meeting in July an opportunity to extend access to Wiltshire Rewards to other groups was identified.
20. Subsequent investigation have suggested that the following groups could potentially be interested in access to the scheme:
  - People who volunteer directly for Wiltshire Council
  - Volunteers through partner organisations (e.g. GROW)
  - Town and Parish council staff
  - Area board positions – e.g. community reporters
  - Police, Fire and other public sector services

The feasibility of offering access to these groups has been reviewed and several issues have been considered

21. **Cost** – giving an individual access to the Wiltshire Rewards scheme currently costs the council £1.56 per annum. We currently have 17,000 licenses (intended to cover all council employees, foster carers and volunteers) and our current three year contract enables us to extend the number of licenses held at the same cost. Whilst the council has agreed to fund the scheme for employees and volunteers on the basis that this supports our People Strategy (to recruit, retain and engage these individuals) it would not be part of that strategy to fund the inclusion of other groups and the costs of additional licenses would need to be met by these groups.
22. **Administration resource** - It would be necessary to factor in the additional administration that would be required if we do not currently hold the payroll data for the individuals who were to be given access as there would be a requirement to do a monthly upload of starters and leavers for each group plus deal with any queries.
23. **Data availability** – in order for individuals to register for the scheme they need to prove their eligibility. To do this the scheme provider requires an upload of two unique identifiers about each individual. We are currently using employee number and date of birth for Wiltshire Council staff. For other groups to be able to access the scheme they would have to be able to provide these, or other unique identifying information, about any individuals who they want to have access to the scheme. This would require them to hold this information either in a payroll or database system and be able to provide this in a suitable format. It also requires the individuals who will have access to the scheme to know this information (e.g. to know their unique employee number).



24. **Suitability of the scheme** – currently the scheme is branded “Wiltshire Rewards” and contains information about both national and local offers, as well as the council’s salary sacrifice schemes.
- Salary sacrifice schemes are only open to people employed by and paid by the council and therefore this element of the scheme would not be open to other groups.
  - Local offers are available on production of a staff ID badge or payslip. Whilst it may be feasible to open this part of the scheme to anyone with a Wiltshire Council ID badge (e.g. volunteers) it would not be feasible for retailers to be expected to know about all of the other groups that might access this part of the scheme and accept ID from these groups. Therefore we would either need to substantially change this element of the scheme (e.g to require eligible staff to print a voucher or provide a code) or we would have to exclude them from this element of the scheme
25. **Intention of the scheme** – the current scheme is intended to be a tool for recruitment , retention and reward of council staff. If it were to be offered to wider groups then the intention would need to be clear – for example would it genuinely help those organisations to meet these objectives or would they have alternative reasons for wanting to offer the scheme and if so is it suitable to meet these needs.
26. Taking into consideration the factors above:
- a) The decision about extending the scheme to volunteers has been postponed until the volunteers project has been concluded. If, as is hoped, this project results in a volunteers database this would enable extension of the scheme to this group as the data would be available to upload and we would be able to provide volunteers with their unique identifying number and an ID badge to access local offers. The only element of the scheme they would be unable to access would be the salary sacrifice schemes.
  - b) It is currently not deemed feasible to offer access to other groups due to the branding of the site, and the fact that they would not be able to access the salary sacrifice scheme or local offers. We are currently in discussion with the scheme provider to understand whether it would be feasible to set up a sister site, with different branding and offers, which could be offered to groups outside of Wiltshire (such as non Wiltshire schools and academies who buy our payroll services) through a framework agreement.

### **Recommendation**

27. **Roll out to foster carers** – to note that this is due to take place by the end of November 2013.

28. **Roll out to schools staff** – that Staffing Policy Committee review the options outlined at points 14 -17 and confirm agreement with option 4 – to give all Wiltshire schools and academies free access to the scheme for one year, charging academies and non-LA controlled schools for continued access after one year.
29. **Extension of the scheme to other groups:**
- Volunteers - that Staffing Policy Committee note the intention to roll out the scheme to volunteers, but that this has been postponed until the current volunteers project is concluded.
  - Other groups – that Staffing Policy Committee note that it is not feasible to extend the current Wiltshire Rewards scheme to other groups and that we are to investigate the setting up of a framework agreement to enable an alternative and more suitable scheme to be extended to other groups.

**Barry Pirie**  
**Associate Director, People & Business Services**

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Report Author: Paula Marsh, Human Resources Strategy and Policy team

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

## Workforce Information

### Update on levels of employee engagement

#### Purpose of the report

1. The purpose of this report is to provide Staffing Policy Committee with an update on current levels of employee engagement based on the information and data available.

#### Background

2. Employee engagement is crucial to the success of the council and the delivery of the council's vision and the new business plan, and is an indication of the level of staff morale in an organisation. HR already monitors employee engagement and uses the national "engage for success" motion (started by the MacLeod Report, 2009) to support this. This is a central government initiative and gives the evidence for monitoring and improving engagement and is referred to throughout this report.
3. Recently, concerns about the current levels of employee engagement have been raised by some members and the branch office of UNISON, against a backdrop of significant change including a recent council wide voluntary redundancy programme and increases to senior manager pay.
4. At a meeting of Overview and Scrutiny on the 8<sup>th</sup> October a review of staff engagement and morale levels using an external provider was proposed and discussed. It was agreed that instead the data available internally should be used to provide an update on current employee engagement levels to Staffing Policy Committee.
5. It is important to understand the context around the initiatives that have taken place to maintain employee engagement and the challenges that the council has faced since it became a unitary in 2009. These challenges have included:
  - Doubling the size of the workforce by bringing together five councils
  - Placing over 2500 employees at risk of redundancy since 2009
  - 820 redundancies as a result of over 83 service reviews and a council wide voluntary redundancy programme
  - Bringing together five cultures, behaviours and terms and conditions
  - Deleting the chief executive post and implementing a new leadership model for the council
  - No annual pay award for Hay graded staff since 2008, and all other staff since 2009.
  - A freeze on the payment of increments for all staff since April 2010.
  - Introduction of new ways of working, including hot desking, and a requirement for staff to work more flexibly.
  - An increase in senior manager pay as a result of a review of market pay for jobs at the same level in the public and not for profit sector, the first such review since 2008.
  - A council wide voluntary redundancy programme, resulting in 253 further redundancies
  - A recent senior management re-structure resulting in the realignment of services and a reduction in senior management posts.

6. Each of these challenges has and will continue to shape initiatives aimed at reducing the impact on staff to ensure employee engagement can be maintained during unsettling periods for staff.

### **Steps taken to monitor and understand levels of employee engagement**

#### **Workforce data**

7. The transformation that has been taking place at the council since 2009 highlighted the need to monitor levels of employee engagement and in 2011 the first Wiltshire Council staff survey took place. In addition other steps were taken at the same time to ensure effective processes were in place to collect data that could reinforce the results of the staff survey. This included adapting the exit interview questionnaire and introducing more robust and effective monitoring of sickness absence levels and turnover. All of this data help us to understand the levels of employee engagement, and where appropriate enable the council to take action to address any issues.
8. Both the staff survey, which was repeated in 2012, and the exit interview questionnaire monitor engagement levels by asking six questions that monitor the three elements of employee engagement. The following questions are based upon ORC International's employee engagement model which is the product of 25 years of experience and development:
  - i. I am proud to work for Wiltshire Council
  - ii. I would recommend Wiltshire Council as a good place to work
  - iii. I feel a strong sense of belonging to Wiltshire Council
  - iv. I feel committed to the organisations goals
  - v. Working for Wiltshire Council makes me want to do the best job I can
  - vi. Wiltshire Council motivates me to do more than is normally required in my role
9. Please see Appendix 1 to view the results of these questions during both 2011 and 2012.
10. Using the statistics from the answers to these 6 questions has enabled the identification of engagement levels and the areas where improvements can be made.
11. Sickness and turnover information has also helped to monitor possible changes in employee engagement by looking at the levels of absence and turnover and the reasons for absence, particularly stress related absence.

### **Steps taken to maintain and improve levels of employee engagement**

12. Enablers for maintaining and improving employee engagement are defined in "engage for success" the government initiative for monitoring and improving engagement. There are 4 enablers and the council has taken action against each. This has included:
  - i. Visible, empowering leadership providing a **strong strategic narrative** about the organisation, where it's come from and where it's going.

#### **Actions taken:**

- New business plan (2013 – 2017) which clearly defines the councils priorities and the outcomes required
- People Strategy (2012- 2015) which provides the rationale for further change and acknowledges the workforce as the council's most important asset.

- Hub visits, staff & manager forums, to provide staff with leadership visibility and raise the profile of the councils priorities and the role of staff in delivering them
- Management blogs & the use of social media, to keep staff informed
- Behaviours framework launched in 2012 to define how we expect staff to behave

ii. **Engaging managers** who focus their people and give them scope, treat their people as individuals and coach and stretch their people.

Actions taken:

- New and revised HR policies and procedures to provide managers with information that clearly defines their role and responsibilities
- Management matters courses to develop core people management skills
- 76 coaches trained, to reinforce and develop effective leadership skills
- Embedding the behaviours framework in policies, procedures, learning & development, appraisals and staff awards.

iii. There is **employee voice** throughout the organisation, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solution.

Actions taken:

- Hub visits, staff & manager forums, giving staff to ask questions and challenge the information being provided.
- Staff surveys & the use of new social media for staff to feedback their views
- Staff survey action plans developed by staff in each service area in reaction to staff survey results
- Opportunities to join staff user groups to support and influence the transformational activities (travel, agile working etc)
- Introduction of monthly and annual employee awards to recognise contribution, aspirational behaviours and “can do” attitude

iv. There is organisational **integrity** – the values on the wall are reflected in day to day behaviours. There is no ‘say –do’ gap.

Actions taken:

- Introduction of a behaviours framework to clearly define the expected, desirable and aspirational behaviours required from staff, and embedded in policies, procedures, learning & development, appraisals and staff awards.
- Implementation of a new electronic appraisal solution focused on future performance and behaviour
- Monthly and annual employee awards assessed against the behaviours required and defined in the framework and recognising aspirational behaviour
- Hub visits, staff and manager forums, information cascaded reinforces the behaviours required
- New business plan which clearly outlines the importance of behaviours and the culture on delivery of the council’s priorities

**Employee engagement analysis**

13. The following section identifies our employee engagement levels based upon the analysis of staff survey results, voluntary turnover & exit interviews and sickness absence

## **Staff surveys**

14. Staff surveys took place in February 2011 and October 2012.
15. Despite the challenges facing the council throughout this period (over 400 redundancies, deletion of the chief executive post) the 2012 results showed that significant improvements had been made in the following sections:
  - 'Managing Change' saw a 32% increase
  - 'Management and Leadership' saw a 10% increase
  - 'Employee Engagement' saw a 19% increase up to 51% (engage for success suggest only 33% are engaged across the country)
  - Questions regarding workload stayed consistent
  - 12 of the 14 questions used in both surveys saw increases in positive responses, the highest being for 'Wiltshire Council manages change effectively' where positive responses almost doubled.

## **Voluntary Turnover & Exit Interviews**

16. Voluntary turnover decreased between the 2009/10 and 2010/11 financial years by 1.6%.
17. Since then though voluntary turnover has increased by 0.6%, and turnover for the current year is above the local government benchmark. The main reason given for leaving the council is "resignation for alternative employment. Despite this, analysis of the data from exit interviews shows that:
  - a. 90% were happy in their team
  - b. 65% left because they wanted a change in their career
  - c. 20% left due to better terms and conditions
  - d. 10% left due to a lack of job security and work life balance, which is a reduction when compared to 2009 when 20% gave this as the reason for "resignation for alternative employment".
18. The fact that job security and work life balance as a reason for leaving has reduced is an indication that the council has been able to manage effectively the changes that have taken place, including 274 redundancies so far in 2013.
19. This data suggests that employee engagement has not been a cause of voluntary turnover. This is reinforced by the results of the staff surveys in February 2011 and October 2012 which showed an increase of 19% in employee engagement.

## **Sickness Absence**

20. Sickness levels were high during the first year of unitary (2009/10), with 9.4 days of absence per full time equivalent (FTE) but this dropped to 8.7 days during the following year, (2010/11).
21. Since then the levels of sickness absence has remained constant with little variation. However despite this the level of sickness absence attributed to stress has decreased by 15% in 2012/13 compared to 2009/10.
22. The fact that stress related sickness absence has decreased indicates that the cause of work related stress are being managed well despite the challenges being faced by the council and the impact of those challenges on the workforce.

## **Peer Review**

23. The data analysis and the actions taken to maintain and improve employee engagement during a period of significant change is supported by initial feedback from the peer challenge which has been extremely positive on staff and culture. The peers were impressed by the council's positive and community focused organisational culture. They found that the council has a highly engaged workforce with a real sense of pride in the organisation, a clear understanding of the council's vision and purpose, an emerging single view of change, strong leadership and trusted relationships between officers and councillors. They concluded that this reduces the risk of failure of the transformation and will also ensure that robust decisions are made by the council and resources are allocated to ensure delivery of the business plan.

## **Summary**

24. The report highlights that, although the council has been through a lengthy period of change and faced many challenges that have had an impact on the workforce; employee engagement has improved with the information suggesting that employees are more engaged with the council now than when the monitoring began in 2011.

25. The report also highlights the actions that have been taken to maintain and increase employee engagement across the council, recognising its importance in delivering the council's vision.

26. The analysis of all of the data available shows that concerns about staff morale cannot be substantiated. The conclusion is that all of the data available suggests that despite the changes taking place and the challenges being faced that employees are engaged.

**Barry Pirie**  
**Associate Director People & Business Services**

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Report Author: Joanne Pitt, Service Head, HR Strategy & Policy

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

## Appendix 1 – Staff survey employee engagement results

			% 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



## **UPDATE ON CHANGES TO THE SENIOR MANAGEMENT STRUCTURE**

### **Purpose of the Report**

1. To update the Staffing Policy Committee on the implementation of the new senior management structure.

### **Background**

2. Following the elections in May 2013, a new business plan was drafted reflecting the challenges and changes that the council faces in the next four years. The new business plan focuses on transformation and innovation along with themed areas of service delivery.
3. On 23 July 2013 Cabinet agreed that the senior management structure would be reviewed and a new structure would be implemented in order to support the delivery of the new business plan.
4. The business plan was approved by full council on 3 September 2013 and collective consultation with the service directors affected by a proposed new senior management structure commenced on Wednesday 11 September 2013. As a result twelve service directors were placed at risk of redundancy.
5. Following feedback and comments on the proposed structure a report was presented to Cabinet on 24 September 2013 detailing the final structure.
6. In the structure a new role of Associate Director replaces the Service Director role currently in place. The Associate Director role is a different role to that of Service Director. In most cases the new role has multiple service responsibilities, and in all cases there is more of an emphasis on partnership working as well as a wider corporate responsibility with peers. In addition job profiles have been introduced for these roles, which describe the level at which the Associate Directors will work.
7. These changes meant that there was no ownership of the Associate Director posts in the new structure and as a result the Service Directors were invited to apply for voluntary redundancy by Friday 27<sup>th</sup> September 2013.

### **Main considerations**

8. Two applications for voluntary redundancy were received from two Service Directors. These applications were accepted subject to approval by the Senior Officers Employment Sub Committee. The Committee met on Wednesday 9 October 2013 and approved a recommendation to terminate the employment of two service directors on grounds of redundancy, and both left the council on 25 October 2013.
9. As a result there were ten service directors still at risk of redundancy, and following the deadline for applications for voluntary redundancy a process to identify roles which met the criteria for suitable alternative employment opportunities for these service directors was completed.
10. Nine suitable alternative employment opportunities were identified for the ten service directors. For eight roles there was only one candidate for whom the role was suitable, and

for one role there were two candidates. The redeployment process was completed on Friday 18 October 2013 when the Officer Appointments Committee met to approve recommendations to appoint to nine posts. These appointments are:

- Associate Director, Adult Care Commissioning, Safeguarding and Housing – James Cawley
- Associate Director, Communications, Community Area Boards, Libraries, Arts, Heritage and Culture – Laurie Bell
- Associate Director, Economic Development and Planning – Alistair Cunningham
- Associate Director, Environment and Leisure – Tracy Carter
- Associate Director, Finance, Revenues & Benefits and Pensions (Section 151 Officer) – Michael Hudson
- Associate Director, Highways and Transport – Parvis Khansari
- Associate Director, Legal and Governance (Monitoring Officer) – Ian Gibbons
- Associate Director, People and Business Services – Barry Pirie
- Associate Director (with CCG), Quality Assurance, Commissioning, Performance, Schools and Early Years Effectiveness – Julia Cramp

11. On completion of this appointments process one service director remained at risk of redundancy and was given a final opportunity to volunteer for redundancy, the deadline for which was Friday 25 October 2013.
12. The new senior management structure was implemented Monday 21 October 2013, and the appointments outlined in paragraph 10 were effective from that date.
13. The process to recruit to the post of Associate Director, Children's Social Care, Integrated Youth, Preventative Services and 0-25 SEN/Disability Service was also completed on Friday 18 October 2013. The Officer Appointments Committee approved the appointment of Terence Herbert, who is currently Head of Service for Community Safeguarding. He will take up this new role 4 November 2013.
14. There are two Associate Director posts that remain vacant in the new structure. These posts are Associate Director, Public Health and Protection and Associate Director, Adult Social Care Operations. Steps are now underway to recruit to the Associate Director, Public Health & Protection post, and recognising that this post will be difficult to fill an executive search and selection agency has been employed to manage this process.
15. The Associate Director, Adult Social Care post is currently filled by an interim manager and this arrangement will stay in place until 2014 when steps will be taken to recruit permanently to this post.
16. A copy of the new senior management structure is attached as appendix 1.

### **Safeguarding Considerations**

17. The changes to the structure maintains separate roles in terms of frontline social care for both children and adults, and in line with best practice the quality assurance safeguarding functions will be led outside these frontline delivery functions, within the commissioning and performance areas. The expectation will be that all corporate and associate directors have a role in promoting safeguarding within their specific areas, as is the case currently.

### **Public Health Implications**

18. There are no public health implications as a result of the new senior management structure.

## **Environmental and Climate Change Considerations**

19. There is no environmental or climate change impacts as a result of the new senior management structure.

## **Equalities Impact of the Proposal**

20. There is no equalities impact as a result of the new senior management structure. The council has in place robust policies and procedures to support change to structures all of which have been subject to an equalities impact assessment.

## **Risk Assessment**

21. There are no current risks applicable to the changes to the senior management structure.

## **Financial Implications**

22. The implementation of the new senior management structure has resulted in the deletion of 5 service director posts, and will deliver annual savings of £292k after taking account of the realignment of pay with the market median pay rates for roles in the structure.

## **Legal Implications**

23. The process to appointment to roles in the new structure is in line with the Appointments Policy & Procedure for Chief and Senior Officers.

## **Options Considered**

24. The Appointments Policy & Procedure for Chief and Senior Officers outlines the process for appointing staff to posts following a change to a structure. This process has been followed and therefore there were no other options to consider.

## **Conclusions**

25. There were no other options available as the Appointments Policy & Procedure for Chief and Senior Officers provides a clear and agreed process for appointing staff to posts following re-structure, and this process was followed.

## **Proposals**

26. It is proposed that the Staffing Policy Committee note the update on the implementation of the new senior management structure.

**Barry Pirie**  
**Associate Director, People & Business Services**

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Report Author: Joanne Pitt, Service Head – HR Strategy & Policy

Appendix 1 – New senior management structure chart

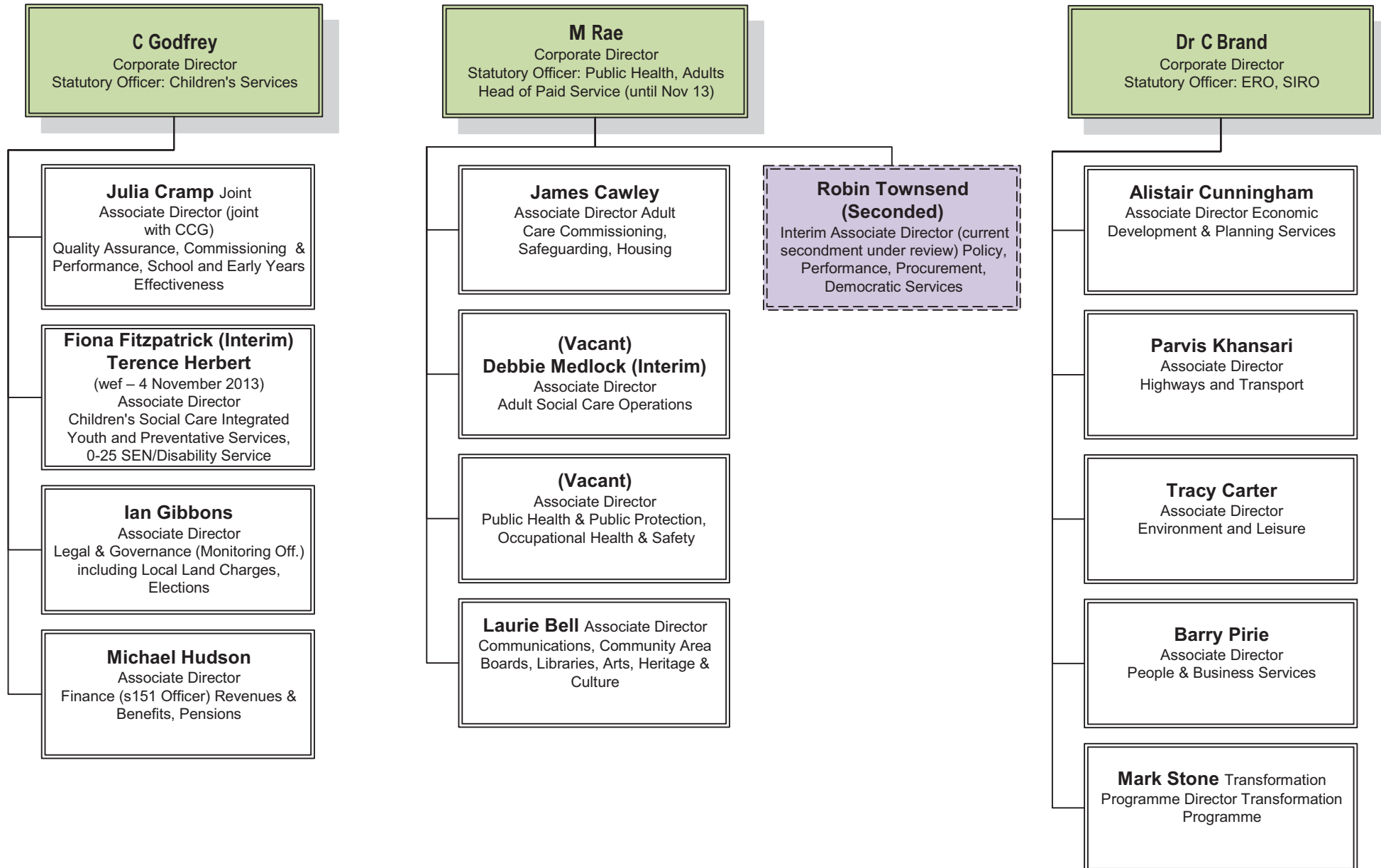
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# Senior Management Structure

Oct 2013

Appendix 1

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## SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE

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**MINUTES OF THE SENIOR OFFICERS EMPLOYMENT SUB-COMMITTEE  
MEETING HELD ON 9 OCTOBER 2013 AT PITMAN ROOM - COUNTY HALL,  
TROWBRIDGE.**

**Present:**

Cllr Mike Hewitt, Cllr Jon Hubbard and Cllr Stuart Wheeler

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**9 Election of Chairman**

**Resolved:**

**To elect Cllr Stuart Wheeler as Chairman for the meeting.**

Councillor Stuart Wheeler in the Chair

**10 Apologies for Absence**

There were no apologies for absence.

**11 Minutes**

**Resolved:**

**To confirm and sign as a correct record the minutes of the previous meeting held on 16 July 2013.**

**12 Declarations of Interest**

There were no declarations of disclosable interest or dispensations granted by the Standards Committee.

13 **Chairman's Announcements**

There were no Chairman's announcements.

14 **Public Participation**

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

15 **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 Number 16 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.**

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

On considering two confidential reports by the Corporate Directors,

**Resolved:**

- (1) To approve the termination of the employment of Mrs Jacqueline White, Service Director - Business Services on the grounds of redundancy with effect from 25 October 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 Ms Nicola Lewis, Service Director – Communities on the grounds of redundancy with effect from 25 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](mailto:roger.bishton@wiltshire.gov.uk)

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