Wiltshire Council
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AGENDA

Meeting: **STAFFING POLICY COMMITTEE**

Place: Kennet Room - County Hall, Trowbridge BA14 8JN

Date: Wednesday 5 March 2014

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 David Jenkins
Cllr Bob Jones MBE
Cllr Gordon King
Cllr David Pollitt
Cllr Jane Scott OBE
Cllr John Smale
Cllr Stuart Wheeler

Substitutes:

Cllr Desna Allen
Cllr Peter Evans
Cllr Jon Hubbard
Cllr Bill Moss
Cllr Mark Packard
Cllr Fleur de Rhé-Philipe
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 Wednesday 8 January 2014. (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 26 February 2014**. 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 **Domestic Abuse Policy and Procedure** *(Pages 7 - 28)*

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

7 **Bring Your Own Device (BYOD) Policy** *(Pages 29 - 42)*

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

8 **Job Families Approach Report** *(Pages 43 - 46)*

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

9 **Delivering the Business Plan October to December 2013** *(Pages 47 - 52)*

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

10 **Recruiting and Retaining Young People** *(Pages 53 - 60)*

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

11 **Date of Next Meeting**

To note that the next meeting is due to be held on Wednesday 7 May 2014 in the North Wiltshire Room, County Hall, Trowbridge, starting at 10.30am.

12 **Urgent Items**

Any other items of business which, in the opinion of the Chairman, should be considered as a matter of urgency. Urgent items of a confidential nature may be considered under Part 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 8 JANUARY 2014 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chair), Cllr Peter Evans (Substitute), Cllr Mike Hewitt, Cllr Jon Hubbard, Cllr David Jenkins, Cllr Gordon King, Cllr Bill Moss (Substitute), Cllr David Pollitt and Cllr Stuart Wheeler

Also Present:

Cllr Terry Chivers, Cllr Helen Osborn and Cllr Jeff Osborn

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1 **Apologies for absence**

Apologies for absence were received from Cllr John Smale, who was substituted by Cllr Peter Evans and Cllr Jane Scott OBE who was substituted by Cllr Bill Moss.

2 **Minutes of Previous Meeting**

Resolved:

To confirm and sign as a correct record the minutes of the Committee meeting held on 6 November 2013.

3 **Declarations of Interest**

There were no declarations of interest made at the meeting.

4 **Chairman's Announcements**

There were no Chairman's announcements.

5 **Public Participation**

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

6 **Pay Policy Statement**

Consideration was given to a report by the Associate Director, People & Business Services which presented the updated Pay Policy Statement for approval prior to agreement by Council and publication on the Council's website.

It was explained that under chapter 8 of the Localism Act 2011, every local authority was required to prepare an annual pay policy statement. Wiltshire Council originally published its pay policy statement in February 2012 and the Council was now required to publish an updated policy on its website by 1 April 2014.

It was noted that the policy had now been updated to include:

- A revised introduction setting the context of the Council.
- Updated figures on the budget, number of employees and pay ratios.

The Pay Policy Statement set out the Council's policies for the financial year relating to:

- The remuneration of chief officers
- The remuneration of the lowest-paid employees
- The relationship between the remuneration of chief officers and employees who are not chief officers

Reference was made to the review of the pay of staff at senior management level undertaken in 2013 which included employees on the upper HAY grades and Members were informed that the salaries of those remaining HAY graded employees would be reviewed shortly.

After further discussion, during which a few minor amendments to the Pay Policy Statement were made,

Resolved:

To approve the draft Pay Policy Statement which would be presented to Council at its February 2014 meeting for agreement after the budget figure had been reviewed and updated, subject to the following amendments:-

Para 27 to read:

"The Council's policy is to apply the nationally negotiated JNC pay award for HAY graded employees, except for corporate and associate directors, and NJC pay award for GLPC graded employees which takes effect from 1 April each year."

Para 70 to read:

"The table below shows the relationship between the basic pay of the highest and lowest paid employees in the council, excluding pensions and allowances. The figures include all staff in non schools and are based on annual full time equivalent salaries."

7 **Equality and Diversity Monitoring Report**

Consideration was given to the updated annual equality and diversity employment monitoring report as prepared by the Associate Director, People & Business Services. It was noted that the Council was required to produce this information annually as part of the Public Sector Equality Duty in line with the Equality Act 2010.

It was noted that this updated report outlined the work the Council continued to take in relation to positive action and also outlined work which had been identified for consideration or action based on data analysis which included:

- Measures to increase the recruitment and retention of under 25's
- To improve the rate of unknown's for all categories – including consideration of further data cleanse exercises or targeting particular areas where information was low ie paper based checks for those who did not have a pc etc.
- To give consideration to increasing the number of protected characteristics monitored.
- Dignity at work – further analysis of the staff survey indicated that disabled staff were twice as likely to indicate that they had been bullied. Dignity at work training would be included in the programme of Manager briefings for 2014.

After discussion,

Resolved:

(1) To endorse the contents of the draft Equality and Diversity Employment Monitoring Report, subject to the following amendment:

Para 53 to read as follows:

"The council has a single countywide appraisal system. The appraisal process enables staff to discuss issues relating to barriers to access and progress at work with their manager and is primarily used for developmental purposes."

(2) To request a report for the next meeting outlining work being undertaken to encourage the recruitment and retention of young people under the age of 25 years.

8 **Delivering the Business Plan July to September 2013**

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

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

During discussion the following points were highlighted:-

- The headcount during this quarter had decreased by 116 to 5043, largely due to 58 employees being TUPE transferred out in Adult Care and Housing Operations and a large reduction in Schools & Learning due to a structure review. This had resulted in a saving of £140,000.

- Sickness rates during the quarter had slightly decreased to 2.0 FTE days per FTE. The sickness rate for the rolling year 1 October 2012 to 30 September 2013 was 8.9 FTE days per FTE, this being 1.0 day lower than the benchmark rate. It was noted that Waste Management Services and Adult Care & Housing Operations had the highest rates of sickness at 5.0 (+0.6 days per FTE) and 3.4 (-0.2 days per FTE) days per WTE respectively. 36.1% of all absences in Waste Management Services were due to stomach complaints. These absences were being investigated in conjunction with Public Health colleagues. A comparison with similar staff in other local authorities had shown that these absences in Wiltshire were not greater.

- The spend on agency staff had increased this quarter by £240,905. This was largely due to an increase in Adult Care & Housing Operations. Without this cost there would have been a reduction of £124,829 during the quarter, the largest reduction (£129,942) being in Children's & Families Social Care.

Resolved:

To note the contents of the report.

9 **Implementation of the Living Wage**

Consideration was given to a report by the Associate Director, People & Business Services from which it was noted that at the Council meeting held on 12 November 2013, Cllr Jeff Osborn and Cllr Terry Chivers presented a Motion that the Living Wage should be adopted by the Council. Council had agreed to refer the Motion to Staffing Policy Committee for consideration.

It was explained that the Living Wage was an hourly rate set independently by the Centre for Research in Social Care at Loughborough University and had increased on 4 November 2014 from £7.45 to £ 7.65 per hour, an increase of 2.7%; in 2012 the Living Wage had increased by 3.4%. Members were informed that 16 local authorities had adopted the Living Wage approach but seven of these were London Boroughs.

It was noted that Cabinet had agreed to investigate the implementation of a job family modelling approach to replace the current job evaluation system. The job family modelling approach had been piloted successfully when the corporate and senior management reviews were implemented. This approach was now being scoped for the rest of the organisation and as part of this project the current pay and grading structure would also be reviewed.

It was explained that consideration could be given to applying the principles of the Living Wage to the new pay and grading structure when this project was implemented.

After discussion, during which Cllrs Jeff Osborn and Terry Chivers supported this suggested approach,

Resolved:

(1) To note that the Staffing Policy Committee was responsible for making key decisions about the implementation of job families.

(2) To agree that, as part of this project, this Committee would review the pay and grading structure, and would consider if it were appropriate, to implement the Living Wage, taking into account the cost pressures.

(3) To invite Cllrs Jeff Osborn and Terry Chivers, the mover and seconder of the Motion at Council, to the appropriate meeting of this Committee when the matter would be considered.

(4) To request that a time-line for this project be presented to the next meeting of this Committee.

10 **Date of Next Meeting**

Resolved:

To note that the next meeting of this Committee was due to be held on Wednesday 5 March 2014 in the Kennet Room at County Hall, Trowbridge, starting at 10.30am.

11 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 10.30 - 11.55 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

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
5 March 2014

DOMESTIC ABUSE POLICY AND PROCEDURE

Purpose of Report

1. This report presents a domestic abuse policy and procedure, which provides managers and staff with a framework of guidance, support and advice on domestic abuse. The domestic abuse policy is closely linked to the employee health and wellbeing policy.

Background

2. Domestic abuse is a high priority for the Wiltshire Community Safety Partnership (WCSP) which includes Wiltshire Council. Awareness raising about domestic abuse, the signs and how to seek support and help is a key action within the domestic abuse strategy implementation plan.

3. Wiltshire Council is leading a campaign to raise awareness of domestic abuse both outward looking into Wiltshire communities and also inward looking to ensure that our services and our employees are both aware of and know how to get support if they are experiencing domestic abuse.

Main Considerations for the Council

4. The domestic abuse policy has been put together in consultation with public protection and occupational health.

5. The domestic abuse policy encourages managers to pick up on concerns that a member of staff is or has been experiencing domestic abuse and sets out a range of supportive measures they should consider as appropriate to ensure staff safety at work. The policy is clear that the role of the manager is not to become a support worker to the member of staff and that they should be encouraging staff to self refer to specialist agencies for professional support on domestic abuse.

6. The domestic abuse policy will be supported by a toolkit of additional information. Public protection are in the process of putting together a short DVD to support managers in meetings with staff where a disclosure of domestic abuse takes place and in discussions about putting support measures in place which might assist staff at work. Additional guidance will also be put together on the issue of perpetrators at work.

7. Public protection will also be looking to develop briefings, training and awareness raising campaigns. It is hoped that once the policy and toolkit is in

place within the council that similar information on domestic abuse can be made available to use as a model in other organisations in Wiltshire.

8. The policy was approved by JCC on 19 February 2014 following consultation with operational human resources teams, the stakeholder panel, union representatives and other key stakeholders. An Equality Impact Assessment (EIA) has also been undertaken.

Environmental Impact of the Proposal

9. None.

Equalities Impact of the Proposal

10. An Equalities Impact Assessment was undertaken on 10 February 2014 and minor wording amendments have been made to the policy.

11. It was recognised that the issue of monitoring domestic abuse needs to be explored further.

Risk Assessment

12. None

Options Considered

13. None.

Recommendation

14. That Staffing Policy Committee approve publication of the policy as presented.

Barry Pirie
Associate Director
People and Business

Report Author: Catherine Coombs, Human Resources Policy & Reward team

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

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Draft
Wiltshire Council Human Resources

Domestic abuse policy

This policy can be made available in other languages and formats such as large print and audio on request.

What is it?

This policy outlines the council's approach to domestic abuse and provides managers and staff with information, guidance and support relating to domestic abuse. This policy should be read alongside the employee health and wellbeing policy and provides links where applicable.

Go straight to the section:

- Who does it apply to?
- When does it apply/when does it not apply?
- What are the main points?
- Policy statement
- What are the main points
- Definition of domestic abuse
- Help and support
- Raising the matter at work
- Identifying signs of domestic abuse and responding to them
- Responding to disclosures of domestic abuse
- Confidentiality and safeguarding
- Supportive measures
- Perpetrators of domestic abuse
- Record keeping
- Raising awareness
- Roles and responsibilities
- Frequently asked questions
- Legislation
- Further advice and information

Who does it apply to?

This policy applies to all Wiltshire Council employees (with the exception of teaching and non-teaching staff employed in locally managed schools).

This is a harmonised policy and applies to all Wiltshire Council employees including TUPE employees.

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When does it apply?

The policy will apply to employees in circumstances where they are:

- currently experiencing or have experienced domestic abuse
- a manager or colleague who receives a disclosure of domestic abuse or is concerned about an employee who may be a victim of domestic abuse
- a perpetrator of domestic abuse.

When does it not apply?

There are no exemptions under this policy and procedure.

Please note that where an employee receives a disclosure from a service user, customer or member of the public they should refer the matter to a specialist agency see www.speakoutwiltshire.com

Background

1. It is estimated that domestic abuse currently costs UK business over £1.9 billion a year and affects thousands of working men and women every day. By proactively addressing the issue and supporting the employee, Wiltshire Council aims to help retain its staff as productive members of the work force and sends a clear message that domestic abuse is a crime and will not be tolerated.

2. It is estimated that 1 in 4 women and 1 in 6 men will experience domestic abuse in their relationships. Therefore it is likely that a percentage of Wiltshire Council employees will be or are victims or survivors of domestic abuse or perpetrators. In addition, 75% of those experiencing domestic abuse are likely to be targeted whilst at work ranging from harassing telephone calls to physical assaults (Friedman and Cooper 1987).

3. Women experience an average of 35 incidents of domestic abuse before reporting an incident to the police (Yearnshaw 1997).

4. Victims of domestic abuse are more likely to experience repeat victimisation than victims of any other type of crime (British Crime Survey). 76% of all domestic abuse incidents are repeats (Home Office 2010).

5. Domestic abuse will affect people regardless of their social group, class, age, race, colour, creed, sexual orientation, disability. Abuse can begin at any time in a relationship.

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6. Although domestic abuse is overwhelmingly directed at women, males and those in same sex relationships also experience domestic abuse.

7. Victims of domestic abuse may be at increased risk of harm in their workplace if they leave an abusive partner, as it may be the only place where they can be located. Therefore it is important for employers to help protect their employees from violence at work by making sure they are aware of this policy and familiar with its contents.

8. A US research study with convicted perpetrators sent to a domestic violence programme found that 44% had told someone at work about the abuse they perpetrated (Rothman and Perry 2004).

What are the main points?

9. The aims of this domestic abuse policy are to:
   - increase awareness of domestic abuse among employees
   - to set out the council's policy statement on domestic abuse and a consistent framework for managers and employees to follow
   - provide a framework of information and support for managers and employees on domestic abuse to assist in reducing the prevalence and impact of domestic abuse
   - support the health and safety of employees
   - encourage multi-agency working to ensure that the best support and advice is given to victims and their families
   - provide guidance for dealing with perpetrators of domestic abuse.

Policy statement

10. All employees of Wiltshire Council have the right to raise the issue of domestic abuse with their manager in the knowledge that they will be treated sympathetically, confidentially and effectively.

11. Wiltshire Council is committed to reducing domestic abuse and this policy sets out the actions that may be taken in responding to employees who are experiencing domestic abuse and where there are concerns that an employee maybe the perpetrator of domestic abuse.

12. All employers have a responsibility under the Health and Safety at Work Act 1974 to ensure the health and safety of employees and have a duty to ensure that reasonable steps are taken to ensure the safety of staff at work.

13. Wiltshire Council will not discriminate against anyone who has been subjected to domestic abuse both in terms of current employment of future development.

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Definition of domestic abuse

14. The official Home Office cross-government definition of domestic violence and abuse as of March 2013 is:

‘any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:

- psychological
- physical
- sexual
- financial
- emotional

Controlling behaviour

15. Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour

16. Coercive behaviour is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim. This is not a legal definition.

17. For more information about domestic abuse and the many forms it can take www.speakoutwiltshire.com

Help and support

18. As an employee:

- it is recommended that you seek specialist support from trained advisors who can assess your risk and offer confidential advice on keeping safe. See The Department of Health’s guidance and contact details below for support services; also available on www.speakoutwiltshire.com
- if you think you are in immediate danger, call 999

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- it may also help to seek confidential support at work under this policy.

Raising the matter at work

19. If you have or are experiencing domestic abuse and this is having an impact on your wellbeing or work you are encouraged to raise this with your manager in confidence.

20. Your manager should use this policy to provide appropriate support to you and will consider whether any of the measures set out in this policy may be of assistance in achieving this.

21. If you feel unable to approach your line manager in the first instance you may wish to approach your line manager's manager, a trade union representative if you are a member of a union, HR, the chaplaincy service or a work colleague or ring the employee wellbeing helpline.

22. If you disclose to someone who is not your line manager, you should be aware that your line manager will not know about your circumstances and therefore will not be in a position to support you in terms of measures set out in this policy. Non disclosure might also lead to potential difficulties in supporting your health and safety at work, or if you are involved in another HR procedure such as sickness absence, improving work performance or disciplinary policy. The person who you disclose to should therefore encourage or support you to make a disclosure to your manager where possible.

Identifying signs of domestic abuse and responding to them

23. As part of their role, your manager may approach you if they have concerns about your performance or wellbeing at work and/or they have noticed for example a change in your behaviour or work patterns.

24. All the following signs could be attributed to a variety of issues, some, for instance consistent lateness, could lead to disciplinary action. If your manager has noticed that you are displaying some of these signs they may approach you about this. It will be important that they establish the under lying cause of the change and they are likely to ask you about this. Disclosure will support your manager in identifying what action or support to put in place and may assist you to deal with your situation more effectively.

Signs your manager will consider include:

Changes in character – for instance:

- becoming quieter

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- isolating from colleagues
- anxious, frightened
- tearful
- fatigued
- aggressive
- distracted
- depressed.

Changes in behaviour – for instance:

- no longer open about home life
- increased concerns about children
- increased frequency in sickness or absence.

Change to appearance – for instance:

- wearing long sleeves or high necks in summer. This could be covering injuries/bruises. (Although many perpetrators will make sure that injuries are sustained in areas where they won't be seen.)
- increased amount of make-up being worn (possibly to conceal bruising)
- noticeable lack of make-up where previously make-up has been worn
- dress becomes dowdy when it wasn't previously.

Changes to working patterns - for instance:

- frequent lateness to work
- needing to leave work early on a regular basis without an explanation
- spending an increased amount of time in the office, avoiding lunch breaks
- working more often from home or a reluctance to work from home
- decreased productivity (quality and or quantity of work) missed deadlines
- change in use of phone/emails for example increase in the number of personal calls/text, increased use of mobile telephone.

Responding to disclosures of domestic abuse

25. Your manager should:

- ensure that any discussions take place in private and they respect confidentiality as far as possible (see below for further guidance)
- take time to listen and to take what you say seriously
- be sensitive to your situation, this includes being non-judgemental, supportive, practical and discrete
- not ask for proof of abuse or talk to the alleged abuser. It is recognised that this could put you at greater risk

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- under no circumstance adopt the role of the support worker, your manager should always sign post you to the relevant support service
- be aware of what support is available and explore these options with you (see details set out at the end of this policy). However your manager will not insist on any particular action
- be accepting of your wishes if you do not want to contact other agencies
- be understanding of the fact that you may have involved a third party such as a colleague or trade union representative
- be aware that you may be facing additional issues because of your age, sex (male or female), sexual orientation, gender identity, ethnic background, disability, care duties or other equality or diversity factors
- not assume that you will want to leave the abusive partner (there may be mitigating circumstances that prevent a victim leaving, for instance children and leaving the abuser should always be done with the help of a specialist support service.)
- not assume that if you have returned to or stay in an abusive relationship that you want or deserve abuse, or that the abuse is not severe or does not take place.

Statistics show that the risk of more serious assault, permanent injury or murder increases when a victim decides to leave a partner or immediately afterwards. This course of action should not be entered into lightly. It is important therefore not to underestimate the danger or assume that the fear of violence is exaggerated.

Confidentiality and safeguarding

26. If you have disclosed to your manager that you are or have experienced domestic abuse, your manager will treat this information confidentially, as far as possible. However, you should be aware that an exception to this would be where you have given information to your manager which would lead them to believe that:

    - you or any colleagues are at risk of serious injury or death
    - that there is a substantial risk of harm (whether physical, emotional, sexual or neglect) to any children who are witnessing the violence or abuse.

27. If your manager has concerns about child protection they must seek further advice from the children's social care team. They should inform you about their concerns and the action they are proposing to take. You should be aware that they may be advised by the children's social care team to make a referral and this may involve sharing information without your consent. Your manager should keep a record of this.

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Information and advice on child protection issues can be obtained from children's social care team.

28. Consideration also needs to be given if a vulnerable adult could be at risk from abuse (whether physical, emotional, sexual, financial or neglect).

29. Where there are concerns relating to vulnerable adults managers must seek further advice from the social care helpdesk or one of the Wiltshire police vulnerable adults' units.

30. Your manager may also discuss with you what information you would be prepared to share with colleagues about your situation. In particular where your manager has responsibility for others they will want to share information about any potential risks or they may need to consult others about the supportive measures they want to put in place for you. This should only be on a need to know basis. Where it is agreed that information can be shared with colleagues your manager should remind them that the information is confidential and any breaches of confidentiality could result in action under the disciplinary procedure.

31. The consequences of breaching confidentiality could have serious effects for the person experiencing domestic abuse. It is important therefore, not to underestimate the danger or assume that the fear of violence is exaggerated.

Supportive measures

32. Once your manager is aware that you are or have experienced domestic abuse they should arrange to discuss with you whether any of the following measures could be supportive to you. All meetings should take place in a private and confidential setting. You should let your manager know if you would find it helpful to bring a union representative or work colleague to any meetings for additional support.

33. It may be helpful to look at support and information available within Wiltshire from www.speakoutwiltshire.com

Safety

34. Your manager is responsible for your health and safety at work and the council has a corporate health and safety policy and guidance for manager's in managing incidents at work which includes abusive, threatening or physical assault at work (please also see any service specific guidance).

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35. The corporate health and safety policy sets out roles and responsibilities but your manager will need to consider additional factors in relation to domestic abuse, in particular, the potential of an abusive partner or ex-partner visiting the workplace, abusive phone calls, or intimidation or harassment by the alleged perpetrator.

36. Your manager should consider the following measures in consultation with you:
    - improve security measures, such as changing key pad numbers or ensuring that access to buildings is open to authorised staff only
    - remind reception, switchboard and staff not to divulge personal information about employees, especially details such as addresses, telephone numbers or shift patterns
    - agree what to tell colleagues and how they should respond if the abuser rings or calls at the workplace. This could include providing colleagues with a photograph of the abuser and other relevant details which may help them to maintain security in the workplace
    - make sure that the systems for recording your whereabouts during the day are adequate and if the work requires visits outside the office, considering how risks can be minimised (for example change duties or allow another colleague to accompany you on certain journeys)
    - agreeing emergency or safe contact arrangements
    - record any incidents of violence in the workplace, including persistent phone calls, emails or visits from their partner/ex-partner. Details of any witnesses to these incidents should also be recorded. These records could be used if you need to press charges or apply for an injunction against the alleged perpetrator. It is important for your manager to also consider the safety of work colleagues and service users if the alleged perpetrator has access to you at work. Your manager could also apply for an injunction through legal if the action of an alleged perpetrator impinges on the health and safety of other staff or service users
    - any of the above measures must have your full knowledge and consent

Other measures

Leave

37. Your manager will give sympathetic consideration to requests for time off where you have let them know that you are or have been experiencing domestic abuse. Time off will generally be facilitated through flexi leave, annual leave, or unpaid leave. Managers may also explore other measures, such as temporary negotiated hours, where this is suitable (see below).

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38. Your manager's manager or Head of Service may authorise requests for reasonable paid time off, in the following circumstances, where appointments are unavailable outside the employee's normal working hours and other options relating to annual leave and flexi-time have been exhausted:

- appointments with local support agencies, for example Victim Support, Independent Domestic Violence Advisor, Children's Social Care, Adult Services
- housing related issues
- medical appointments
- meetings with criminal justice agencies, for example the Police, solicitors, court hearings
- making alternative childcare arrangements, including meetings with schools.

Changes in workplace, hours, patterns

39. Your manager will give consideration to other changes to your work arrangements where possible to make you less at risk at work and on journeys to and from work.

40. If you are on flexitime you may be able to use this effectively to change your start or finishing times. If you are not on flexitime your manager may consider a temporary variation to your hours for a specifically agreed period, to provide you with flexibility for dealing with a short term crisis. Your manager may also be able to give consideration to other patterns of working depending on the nature of your work. This would not extend to allowing an employee to be paid for more hours than they work in a week.

41. Depending on the nature of your work your manager may be able to consider enabling you to work at a different workplace for a temporary basis or in a different part of the building so that you are not visible from reception points or from ground floor windows if this would cause a danger from the perpetrator.

42. It may be helpful to consider changes to specific duties, such as answering phones or working in reception area or in exceptional circumstances it may be possible for your manager to transfer you to another job on the same grade for a temporary period.

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Concerns about health

43. If your manager has concerns about your health they may refer you to occupational health for further advice and support. Occupational health provide support and advice to managers and employees. Your manager will seek your consent before they make the referral. The council also offer a confidential wellbeing help line 01225 713147.

Concerns about finances

44. If you have concerns about your finances you should seek confidential personal advice for example from the Citizens Advice Bureau.

45. If your partner has access to your finances or is exerting financial pressure on you, the HR payroll and administration section may be able to assist by changing your method of salary payment.

46. Your manager will have to take into account whether the above measures are operationally appropriate. However, ensuring your safety should be of primary consideration throughout this process.

Perpetrators of domestic abuse

47. Domestic abuse is a serious matter which could lead to criminal conviction.

48. Abusive behaviour is the responsibility of the perpetrator who needs to take responsibility and be held to account for their actions.

49. Managers' duty of care extends to perpetrators who, through their actions, are damaging their own lives as well as the lives of others.

50. Wiltshire Council recognises that if you are a perpetrator of domestic abuse you may need help to change your behaviour and therefore will support and encourage you to address violent and abusive behaviours of all kinds. This will include providing information about the support and services available to you.

51. The information that the manager and organisation gathers will be the basis for its decision about how best to engage with you if you are a perpetrator of domestic abuse and what kind of specialist help is required, either for you directly or to manage the risk to other employees.

52. Allegations of domestic abuse will not automatically lead to an investigation, however, if you are an employee who has been formally accused of perpetrating domestic abuse or you have come forward to declare this to your manager you should be aware that your manager

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will consider whether an investigation or further action in accordance with council policies and procedures is required.

53. You should be aware that if you are accused of serious misconduct and/or criminal offences committed during or outside of working hours which bring you or the council into disrepute this may be the subject of disciplinary action which could lead to dismissal. Employees are also required to notify Wiltshire Council of any caution, reprimand, warning or conviction which they are given after they are appointed.

54. If you are an employee who has been found to be assisting or colluding with abuse or malicious allegations you may also be subject to an investigation and appropriate further action in accordance with council policies and procedures.

55. Expectations in relation to employee conduct are set out in a number of council policies. Employees are expected to comply with these policies as a condition of their employment. These include but are not limited to:

- The code of conduct
- The behaviours framework
- The equality and diversity policy and procedure
- The disciplinary policy and procedure
- The dignity at work policy and procedure.

If the victim and the perpetrator are both employed by Wiltshire Council

56. In cases where both the perpetrator and the victim work in the organisation, Wiltshire Council will take the following additional appropriate action to the above:

- if you are the victim your manager will need to consider whether action is required to minimise the potential for the perpetrator to use their position or work resources to abuse you at work. This might include limiting the perpetrators ability to find out details of your whereabouts at work, changing duties, if practical, for one or both employees or withdrawing the perpetrators access to certain computer programs. Please note some actions may require co-ordination with the manager of the perpetrator and your manager may consult you about confidential contact.

- if you are the perpetrator and your manager is aware of this your manager will also need to consider steps to minimise the risk to the victim at work.

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57. It is recognised that in certain circumstances the victim and perpetrator may choose to seek solutions jointly and appropriate support should be given.

Record keeping

58. Your manager will keep a record of any agreed adjustments or measures that they have put in place to support you. These will be held confidentially, not on your personal file and securely and will have no impact on your employment record.

59. Your manager will keep a record of any disclosures they have made without your consent (relating to disclosures where there are concerns of risk of serious injury or death) and share this with you.

60. Any incidents of violence, threatening behaviour or breaches of security in the workplace should be recorded and retained for evidence purposes if required. The record must be clear, accurate and include dates, times, locations, and any witnesses. Any breaches of orders, for example, non-molestation orders should also be noted.

61. Your manager will not keep records of other incidents which occur outside of work. You are encouraged to report other incidents outside of work to the police or your support service.

Raising awareness

62. Wiltshire Council will regularly raise awareness about the various forms of domestic abuse and sign-post employees to www.speakoutwiltshire.com for support services both within Wiltshire and nationally. These campaigns will be via distribution of posters, materials, displays and via the intranet.

63. It is your manager's responsibility to make you aware of the campaigns, sources of help and any awareness training opportunities.

64. Briefings and training for managers, elected members and staff will be held regularly and managers will be expected to attend.

65. Your manager should include information about the domestic abuse policy at induction.

Roles and responsibilities

Employee responsibilities

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66. If you have experienced domestic abuse or are in a controlling relationship which is affecting you at work you are responsible for:
    - making sure you have the right information and knowledge about abusive behaviours within relationships to make informed choices
    - deciding whether to confide in your line-manager, work colleague, trade union representative or other confidante about your personal situation
    - recognising that where you decide not to confide in your line manager they will not be aware of your situation and will not therefore be in a position to be able to work with you to identify support for you. This is also relevant if you are already subject to an HR procedure for example improving work performance or sickness absence management
    - recognising that a concerned work colleague also has the right to confide in their manager if they suspect that you may be a victim of domestic abuse or a perpetrator
    - recognising that your manager may need to confide in their line manager to ensure that support measure discussed with you are put in place
    - deciding along with your manager a suitable course of action to help you fulfil your work commitments
    - recognising that you are under no obligation to accept the help offered, however any support will be offered in good faith and with the purpose of assisting you to maintain performance and attendance at work, reducing safety risks and/or assisting your wellbeing.

67. All employees are responsible for:

    - being supportive of colleagues who they become aware of who have or are experiencing domestic abuse and of measures that are put in place to support those colleagues
    - treating any information relating to a colleague in this position with respect and in confidence
    - recognising that an abuse of confidence or support may place that colleague in a position of further risk
    - encouraging colleagues who make a disclosure to them to seek support from their manager or obtain their colleagues consent to share some of the relevant facts with the manager on their behalf.

Line manager responsibilities

68. Managers have a responsibility to apply this policy and procedure fairly and consistently. They should ensure that team members are aware of the support and services available in relation to all matters regarding employee wellbeing, including awareness of the existence of the domestic abuse policy.

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69. Where they are become aware that an employee has experienced or is experiencing domestic abuse they are responsible for:

- understanding that it may take an employee several attempts to disclose their abuse and they may 'test' the manager for a likely reaction to their disclosure first
- recognising that under no circumstances should managers adopt the role of the support worker, the employee should always be sign posted to the relevant support service
- taking seriously any disclosures of domestic abuse in accordance with this policy and to treat all information related to disclosures in strictest confidence. The exception being where it is critical to breach confidentiality to protect a serious health and safety concern relating to the employee, themselves or others including the employees children (please see further information set out in the policy relating to this)
- recognising that they should not seek evidence of domestic abuse as this may place the employee at further risk
- giving careful and serious consideration to the range of support measures set out in this policy and to the health and safety of the employee and to discuss this with the employee
- recognising that the role of the manager is non judgemental and that it is up to the employee to agree to the support offered
- seeking advice from Occupational Health where there are concerns about the employees health and wellbeing
- reviewing supportive measures and adjustments periodically to reflect any change in risks and make sure they are effective.

HR responsibilities

70. The role of HR is to promote advice and guidance on this policy and procedure and to support the line manager where appropriate. This may include attending formal meetings relating processes such as the disciplinary procedure where the matter relates to a perpetrator of domestic abuse.

Occupational Health responsibilities

71. Occupational health provides a range of services with the aim of promoting and maintaining good health and wellbeing in the work place. This includes advice to employees as well as to managers regarding the impacts of an employee's health on their work and visa versa.

72. Where your manager has sought further advice from occupational health they may (with your permission) seek further medical information

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about your condition from your doctor or medical specialist, to ensure the most appropriate recommendations are forwarded to your manager to maximise the support for you at work.

73. Occupational health is not a treatment service, but an advisory service. Following your occupational health assessment a confidential report will be provided to your manager with information to allow decisions to be made to support your health at work. You are entitled to have a copy of this report. It is the responsibility of the manager to make decisions regarding appropriate action and implementation of the recommendations of occupational health.

74. Occupational health discussions take place in confidence; information is only shared with third parties where there has been specific agreement with the individual concerned or threat to life or a safeguarding issue (see confidentiality and safeguarding section para 26). Documentation created as a result of engagement with the OH service is maintained in line with data protection and relevant codes of confidentiality.

Public Protection responsibilities

75. The safer communities team (public protection) work with the council's communications team on awareness campaigns and ensuring that information regarding domestic abuse and awareness resources are kept up to date and made available through www.speakoutwiltshire.com

Frequently asked questions

76. How can occupational health help?

Access to occupational health is usually via an occupational health management referral, which will result in to either a face to face or a telephone appointment with a health professional.

Where disclosures about domestic abuse are indicated to occupational health, they will work with you and (with consent) your line manager to ensure appropriate workplace support is provided to assist you in your role. This might include recommendations regarding (but not limited to) any of the following;

- adaption to hours, patterns of work or work activities
- actions aimed at safeguarding the individual in the workplace
- signposting the individual to relevant specialist support agencies
- employee wellbeing measures in line with employee wellbeing policy

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All workplace changes can only be taken in consultation with your line manager.

77. I have a concern that a member of my team is experiencing domestic abuse, what is the best way to approach the subject with them:

People do not in general respond openly to direct questions about domestic abuse before they have established a trusting and empathic relationship first. However, victims often say that if they had been asked they would have disclosed (Nelms et al 2009). Therefore, rather than wondering why an employee is reluctant to disclose they are suffering from an abusive relationship, managers should ask themselves how they can make it clear that it is safe and helpful to tell them about their situation.

Managers should ask the employee indirect questions some examples are:

- I have noticed you have not been yourself recently, is anything the matter?
- How are things at home, with the family?
- Are there any reasons outside of work that are causing your frequent lateness/time off sick/missed deadlines?
- What support do you think might help?

Refer to the guidance and appropriate training.

78. A colleague has confided in me that they are experiencing serious problems at home and I am concerned for their safety - what action should I take?

- in the first instance you should reassure them that disclosing is a positive step and that there are people who can help both within the organisation and externally
- you should suggest that they look at the information and links to websites available at www.speakoutwiltshire.com
- refer them to this domestic abuse policy for guidance
- advise them to speak in confidence to their line manager
- if you have concerns about their safety and feel that they will not approach their own manager, you can speak to your line manager in confidence.

If any employee or colleague is in immediate danger call 999

Equal Opportunities

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

If appropriate:
Managers will make any necessary adjustments to ensure that all employees are treated fairly. For further information see the guidance on equal opportunities in (link to equal opps guidance)

Legislation

- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1992
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995
- Health and Safety (Consultation with Employees) Regulations 1996.

Advice and guidance

If you require help in accessing or understanding this policy you should contact your line manager or trade union representative if you are a member.

If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you.

See guidance for managers – giving advice on policies.

Further information

There are a number of related policies and procedures that you should be aware of including:

- Employee health and wellbeing policy
- Corporate health and safety policy
- The code of conduct
- The behaviours framework
- The equality and diversity policy and procedure
- The disciplinary policy and procedure
- The dignity at work policy and procedure.
- Flexible working policy
- Annual leave and bank holidays entitlement policy

Supporting this policy, a toolkit is available which includes manager guidance and supporting documents to use when following this policy and procedure.

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For further information please speak to your supervisor, manager, service director or contact your HR case adviser.

For further information about any issues related to domestic abuse reduction or this policy vice you can contact the safer communities team.

Policy author	HR Policy and Reward Team – (Initials)
Policy implemented	DD-MM-YYYY
Policy last updated	DD-MM-YYYY

Ensuring the victims safety

Where to get more help

www.speakoutwiltshire.com

For more information about domestic abuse www.speakoutwiltshire.com

Further reading – Informative and practical guides for employers and employees
http://www.caada.org.uk/resources/resources.html

Resources for employers
View the CAADA/Home Office guidance for employers, Practical guidance for line managers, Human Resources and Employee Assistance Programmes and for employees, Practical guidance for employees experiencing domestic abuse.

Corporate Alliance Against Domestic Violence www.caadv.org.uk
The Corporate Alliance aims to raise awareness and reduce the social and economic impact of domestic abuse in the workplace. Working together with employers, their vision is to create a work environment where employees have the opportunity to seek practical support and advice and ultimately take positive action to end domestic abuse. Membership is open to any employers, trade union or representative body in the UK.

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
5 March 2014

Bring your own device (BYOD) policy

Purpose of the report

1. To present a policy prepared by Information Services to make clear the responsibilities of employees who would like access to Wiltshire Council data using their own IT devices such as smartphones and tablets (BYOD).

Background

2. With the development of IT technology and the Council's commitment to flexible working, device owners increasingly want access to Wiltshire Council data using their own personal devices (BYOD). The data that can be accessed using an individual's own device is Wiltshire Council's email, calendar and Lync.

Main considerations

3. The policy explains:

- the procedure to follow to request access to this facility and the requirement to sign an acceptance of the policy.
- the responsibilities of the individual and the council.
- the consequences for misusing the facility.
- the possible actions that could be taken by Information Services if there is a security incident.

4. The policy was agreed by JCC on 19 February.
5. The policy is intended to also apply to members and will be referred to the Standards Committee for their consideration on 4 April 2014.

Environmental Impact of the Proposal

6. None.

Equalities Impact of the Proposal

7. The policy was equality impact assessed on 26 February.

Risk Assessment

8. There is a risk of information security incidents so the policy provides clarity to the individual mobile device user of what using BYOD means and explains the role of the

Council and the reasonable actions they are able to take should a security incident occur.

Options Considered

9. None.

Recommendation

10. Staffing Policy Committee is invited to agree the policy and procedure as presented, and to refer the policy to the Standards Committee for consideration in terms of members.

Barry Pirie
Associate Director People and Business

Report author: Amanda George, HR Policy and Reward Manager

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

Wiltshire Council
Where everybody matters

Bring Your Own Device Acceptable Use Policy

Released On	
Author(s)	Irene Docherty
Reviewed By	
Version and Date	v 1.3, 08/01/14
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Protective Marking	unclassified

1. Document Control

1.1. Distribution List

Name	Role	Signature	Date	RACI
Andy Spurway	Head of Service Delivery, Information Services			R
Tim Way and Debbie Mason-Smith	Information Security Architects, Corporate Governance			A
Mike Potter	Information Assurance and Policy Officer			R/C
Keir Eaton	Information Security Officer, Programme Office			C
Information Services Managers				C
Ian Baker	Head of Corporate Programme			C
Information Assurance Steering Group				C
Mark Stone	Programme Director Transformation			C
Margaret Roots and Amanda George	HR Policy Officer and HR Policy and Reward Manager			C
Richard Woods	Insurance Officer			C

1.2. Audit History

Version	Date	Name	Notes
1.0	21/10/13	Irene Docherty	Document created
1.1	19/11/13	Irene Docherty	Amendments after contributions from: BB, TW, PB, IB, AW, AS
1.2	06/12/13	Irene Docherty	Incorporated comments from IASG and HR (MR)
1.3	08/01/14	Irene Docherty	Incorporated comments from RW and BB

1.3. Document References

Document Name	Author	Date & Version
Technical Standard, Common Standard for Malware Protection, Public Services Network Programme	PSN Infrastructure Security and Cyber Defence Team	6th December 2012, v. 1.0
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Casey, Kevin (19 November 2012). "Risks Your BYOD Policy Must Address", *InformationWeek*. Retrieved 19 June 2013.		[accessed 21/10/13]
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http://cxounplugged.com/2013/01/byod-policy/		[accessed 21/10//13]
Wiltshire Council Information Assurance Acceptable Usage Policy for email, internet and computer use	Information Assurance	26/02/13
ICO Bring Your Own Device Guidance www.ico.org.uk/.../ico_**bring_your_own_device_byod**_guidance.pdf	ICO	[accessed 17/10/13]
Wiltshire Council Flexible Working Policy and Procedures [Accessible from HR Direct: http://thewire.wiltshire.council/hrdirect/flexibleworkingandhomeworking/flexibleworking/flexibleworkingpolicyprocedure.htm accessed 17/10/13]	Human Resources Strategy and Policy Team	Revision April 2013
Information Security Management Principles ISBN 978-1-78017-175-3	Andy Taylor, David Alexander, Amanda Finch and David Sutton	Second Edition, 2013
Existing mobile device management monitoring and reporting processes	Barney Brooks and Hannah Smith	Revision 22/10/13

2. Introduction

Wiltshire Council is committed to flexible working and has a suite of flexible working policies and associated guidance and toolkits. Further, Wiltshire Council recognises that Device owners wish to use their own mobile devices to access Wiltshire Council data and use Wiltshire Council applications as part of flexible working arrangements. This policy outlines the responsibilities of both the device owner and Wiltshire Council.

This document provides standards and guidance for acceptable behaviour for the use of personal devices, such as smart phones and tablets, by Wiltshire Council device owners to access network resources, namely their Wiltshire Council e-mail, calendar and Lync, for business purposes. This policy will be updated regularly to accurately reflect devices and IT Services coverage.

Access to and continued use of network services is granted on the condition that each device owner reads, signs, respects and follows Wiltshire Council's policies concerning use of these devices and services. The use of a personally-owned device in connection with Wiltshire Council business is a privilege granted to device owners through approval of Information Services management. Wiltshire Council reserves the right to revoke these privileges in the event that device owners do not abide by the policies and procedures set forth in this document.

3. What is Bring Your Own Device?

"Bring Your Own Device" (BYOD) refers to organisations permitting their device owners to bring personally owned mobile devices (e.g. tablets and smart phones) to their workplace, and use those devices to access privileged organisational information and applications.

4. Who does it apply to?

This policy applies to employees, elected members, Co-opted members, contractors and third parties who wish to connect to any of Wiltshire Council's computer systems to access Wiltshire Council's electronic data using a personal device. Third parties would additionally be required to sign an appropriate data sharing agreement or contract. At this stage there is no policy framework for allowing volunteers access to BYOD, therefore they are excluded from this policy.

You must read, understand and formally accept this policy by signing and returning the Bring Your Own Device Application Form and Acceptable Use Statement found in Appendix 2 before you can use Wiltshire Council's computer systems and equipment.

You may be asked to re-confirm acceptance annually with updates being sent out throughout the year.

5. Which Devices are Covered?

Current devices approved for Bring Your Own Device use are listed below along with the minimum system requirements:

- Android 4 or higher Smart Phones and Tablets*
- iOS 5 or higher iPhones and iPads
- Windows Mobile 8 or higher

Devices below these specifications will not comply with our policies and therefore will not be supported.

Devices that have taken part in the BYOD pilot will be covered retrospectively by this policy by completing and returning the Bring Your Own Device Application Form and Acceptable Use Statement in Appendix 2.

* Android Device owners are required to have anti-malware software installed on their devices, otherwise Wiltshire Council will deploy anti-malware software onto all Android devices under this policy. For further guidance on this, please contact the IS Service Desk on 01225 718718.

6. What IT Services are Available?

Device, Application or Data Access Limitations

The IT Services covered by policy are:

- E-mail – business e-mails are accessed and three days' worth are downloaded to the device, after which they are overwritten
- Calendar
- Contacts
- Tasks
- Lync

These are subject to normal performance management constraints.

7. Who Manages this Facility?

Information Services in conjunction with Corporate Governance will manage the BYOD facility, as described within this document, on behalf of Wiltshire Council. Human Resources will advise managers, if corporate policies have not been followed. In specific the BYOD facility includes the approval, monitoring, reporting and security incident processes, e.g. wiping the device, for all devices.

8. What Support will Information Services Provide?

Wiltshire Council will not support or maintain any personal mobile device. Further, Wiltshire Council will not cover any damage to the device. Refer to section 18 Wiltshire Council Release of Liability and Disclaimer Statement for further details. It is recommended that device owners insure their device as part of their home contents insurance and advise their insurer that the device will be used for work purposes at home and at work locations.

Upon approval of the application and installation of the mobile device management software, the device owner can connect to the Wiltshire Council infrastructure to access their Wiltshire Council e-mail, calendar and Lync at his own risk. However, the device owner is personally liable for the device and carrier service costs. They will not be reimbursed by Wiltshire Council for the acquisition of a mobile device, its use, maintenance or replacement or any carrier service charges incurred. The device owner must agree to all terms and conditions in this policy to be allowed access to the Wiltshire Council services listed in this document.

Device owners with devices that are not in line with our standard approved device lists may not be allowed to have their devices added to the servers. Owners of personal devices are not permitted to connect to Wiltshire Council infrastructure without documented consent from Information Services. Furthermore, Wiltshire Council and Information Services specifically reserve the right to disable or disconnect some or all services without prior notification.

9. Regulations and Policies

There are a number of Wiltshire Council policies and UK Primary legislation that are aimed to protect the integrity of Wiltshire Council data and ensure it remains safe and secure under Wiltshire Council control; these can be found in Appendix 1. The lists in Appendix 1 are not exhaustive and will be updated, as new policies and regulations emerge.

10. Device Owner Responsibilities

As the device owner, you carry specific responsibilities, as listed below:

- You will not lend anyone your device to access Wiltshire Council information or use Wiltshire Council infrastructure.
- Should you decide to sell, recycle, give or change your device, you will inform the IS Service Desk by phone on 01225 718718 right away or through the IS Portal.
- The policy will require a four digit pin to access your device. Your device or application will lock every 5 minutes requiring re-entry of your pin.
- In order to access your Outlook e-mail, calendar and Lync, you will need to enter your network account password. This rotates every 90 days, as per domain policy.
- Backing up your personal files and in the case of a device shared with family or friends, their personal files to your own personal laptop.
- All external email transfers of sensitive information must be a password protected zip file for RESTRICTED. If this cannot be done, then you should not be sending the information on that device.
- You must conform strictly to the council's Protective Marking Procedures for the movement of large files and information; see the Protective Marking Procedures for more information http://thewire.wiltshire.council/index/dce-homepage/law-and-governance/ict-security-information-guides.htm.
- You must ensure that your device is compliant and that security software is kept up-to-date. The system will check whether your device meets compliance criteria and if not, will automatically stop syncing.
- You must not use your device to store corporate e-mails, files and data.
- Your device will be automatically wiped without notice if: (i) you lose the device; (ii) you terminate employment with Wiltshire Council or (iii) Information Services detects a data or policy breach or virus; refer to sections 12-14, 16-18.
- You are responsible for the safekeeping of your own personal data.
- In addition to the above security settings, all users are expected to use their device in an ethical manner. Using your device in ways not designed or intended by the manufacturer is not allowed. This includes, but is not limited to, "jailbreaking" your iPhone or "rooting" your android device.

Be aware that Jailbroken or Rooted devices will not be permitted as it violates the device compliance policy. Any devices that become rooted or jail broken will automatically stop syncing and will be reported to the IS Service Desk and Information Assurance teams.

11. Wiltshire Council's Responsibilities

As the data controller, Wiltshire Council is responsible for ensuring that all processing for personal data which is under his control remains in compliance with the Data Protection Act 1998.

Wiltshire Council must also remain mindful of the personal usage of such devices and the privacy of the individual. Technical and organisational measures used to protect council owned data must remain proportionate to the risks. A risk-based decision will look at both the risks and opportunities as part of the decision process.

The following will need to be assessed by Wiltshire Council:

- what type of data is held;
- where data may be stored;
- how it is transferred;
- potential for data leakage;
- blurring of personal and business use;
- the device's security capacities;
- what to do if the person who owns the device leaves their employment; and
- how to deal with the loss, theft, failure and support of a device.

12. Security Incidents

A number of security incidents could occur when using personal devices with Wiltshire Council data. These include:

- theft or loss of data or any equipment;
- transfer/disclosure of sensitive data to those who are not entitled to receive it;
- compromised passwords;
- attempt (either failed or successful) to gain unauthorised access to data or systems;
- connection of equipment that has either not been approved by Wiltshire Council;
- non-compliance with Wiltshire information security policies and associated procedures including this policy;
- hacking attempts, virus attacks, phishing etc;
- device "jailbreaking," "rooting," or the equivalent
- making any other modifications to device hardware and/or OS software beyond routine installation of updates as directly provided by the applicable device maker or mobile operator.

Performing such actions or making such unauthorised modifications is essentially an "inside attack" on device, application, and data security, and should be treated very seriously.

13. If a Security Incident should Occur

If a security incident should occur, e.g. your device is lost or stolen or is infected with malware, you are required to inform the IS Service Desk immediately with details.

Information Services reserves the right to wipe either Wiltshire Council data and applications or the whole device, if it is deemed necessary. This may impact other applications and data, such as the native Address Book data and any personal files on your device.

Generally, the following guidelines apply:

In the case of an Android device, the whole device will be wiped.

In the case of an iOS device, corporate data and applications will be wiped.

14. If You Leave the Employment of Wiltshire Council

As part of the leaver's process, your access to Wiltshire Council infrastructure and applications will cease and your device will be de-provisioned and ensure access to Council data is ceased and Council data is wiped.

15. What is the Procedure for Accessing this Facility?

Approval Process

The device owner and user will raise a Service Request through the IS Service Desk by phoning 01225 718718.

The IS Service Desk technician will e-mail the device owner a copy of BYOD policy statement to read, sign and date.

The signed form, Appendix 2, at the end of the policy document must be scanned and an electronic copy e-mailed to the IS Service Desk.

Upon receipt of the signed policy statement, the IS Service Desk will make an appointment with you to enable the mobile device management software on your device and in the case of Android devices to install anti-virus software on your device.

From the date of receipt of your signed policy statement, the anticipated time for this activity is approximately one work week.

16. Consequences for Misuse/Disruption

Breach of this policy by a Wiltshire Council employee may lead to disciplinary action, which could result in dismissal, suspension or termination of your access to the Service and/or prosecution and/or Wiltshire Council co-operating with law enforcement organisations, government agencies, other legal authorities or third parties involved in the investigation of any suspected or alleged criminal or civil offence. Please refer to the disciplinary policy and procedure for more information.

A complaint made against a councillor under this policy should be referred to the Monitoring Officer who will advise on the appropriate action to take.

17. Guidelines for Acceptable Behaviour

Device owners are expected to behave in accordance with Wiltshire Council's behaviours framework at all times whilst undertaking work for the Council. Further information can be found on HR Direct, from your manager or by contacting an HR advisor.

Be aware that any personal device used at work may be subject to discovery in litigation. This means that it could be used as evidence in a lawsuit against Wiltshire Council. Your data could be examined not only by Wiltshire Council but also by other parties in any lawsuit.

A further consideration is that if you travel internationally your device might be subject to search and seizure at border control.

18. Wiltshire Council Release of Liability and Disclaimer Statement

Wiltshire Council hereby acknowledges that the use of a personal device in connection with Wiltshire Council business carries specific risks for which you, as the device owner and user, assume full liability. These risks include, but are not limited to, the partial or complete loss of data as a result of a crash of the OS, errors, bugs, viruses, and/or other software or hardware failures, or programming errors which could render a device inoperable.

Wiltshire Council hereby disclaims liability for the loss of any such data and/or for service interruptions. Wiltshire Council expressly reserves the right to wipe the device management application (or similar applications) at any time as deemed necessary for purposes of protecting or maintaining Wiltshire Council infrastructure and services.

Wiltshire Council also disclaims liability for device owner injuries such as repetitive stress injuries developed. Wiltshire Council provides IT equipment that is suitable for long-term office use.

Device owners bring their devices to use at Wiltshire Council as their own risk. Device owners are expected to act responsibly with regards to their own device, keeping it up to date and as secure as possible. It is their duty to be responsible for the upkeep and protection of their devices.

Wiltshire Council is in no way responsible for:

- Personal devices that are broken while at work or during work-sponsored activities
- Personal devices that are lost or stolen at work or whilst undertaking work-related activities
- Maintenance or upkeep of any device (keeping it charged, installing updates or upgrades, fixing any software or hardware issues)
- The management or creation of users own 'cloud' based user accounts, which are required for purchasing software, or backing up data

Wiltshire Council does not guarantee that Service will be compatible with your equipment, or warrant that the Service will be available at all times, uninterrupted, error-free, or free of viruses or other harmful components, although it shall take reasonable steps to provide the best Service it can.

Furthermore, depending on the applicable data plan, the software may increase applicable rates. You are responsible for confirming any impact on rates as a result of the use of Wiltshire Council supplied applications as you will not be reimbursed by Wiltshire Council. Finally, Wiltshire Council reserves the right, at its own discretion, to remove any Wiltshire Council supplied applications from your personal device as a result of an actual or deemed violation of the Wiltshire Council's BYOD Policy.

Appendix 1

Wiltshire Council policies and UK Primary legislation

Relevant Wiltshire Council policies:

- Wiltshire Council Information Assurance Acceptable Usage Policy for E-mail, Internet and Computer Use
- Information Security Policy
- Protective Marking Policy
- Social Media and Blogging Policy
- Smartphone – Information Security Procedures
- Data Transfer Procedures
- Information Security Incident Reporting Procedures
- Wiltshire Council Flexible Working Policy and Procedures
- Wiltshire Council Corporate Health and Safety Policy
- Wiltshire Council Disciplinary Policy and Procedure

UK Primary Legislation that may apply:

- Computer Misuse Act 1990
- Data Protection Act 1998 (the DPA)
- Freedom of Information Act 2000
- Caldicott Report 1997
- The Police and Criminal Evidence Act 1984 (Codes of Practice) Order 2008
- Official Secrets Act 1989
- Regulation of Investigatory Powers Act (RIPA) 2000

Appendix 2

Bring Your Own Device Application Form and Acceptable Use Statement

Please return a signed copy of appendix 1 to the ICT Service Desk.

I, _____, the device owner and user, request permission to use my_____ to access Wiltshire Council data and use Wiltshire Council applications as part of flexible working arrangements. I confirm that my device is running on version _____ and meets the minimum system requirement listed in this document.

I have read, understood and agree to respect and follows Wiltshire Council's policies concerning use of these devices and services, as documented in the Bring Your Own Device Policy statement. Further, I have understood the limitations of this IT Service and the consequences of misuse on my behalf.

_____	_____	_____
(Print your name)	Signature	Date

For use by the ICT Service Desk

SR No.: _____

Date Signed Form returned to Information Services: _____

Date Mobile Device Management enabled: _____

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
5 March 2014

Job families approach report

Purpose of the report

1. To outline the likely timescales for the implementation of the job family approach.

Background

2. At the Staffing Policy Committee meeting on 8 January it was agreed that a report outlining the next steps including timescales for implementation of the job family approach would be brought to the following Staffing Policy Committee meeting.

Main considerations

3. A paper is currently being prepared for the Corporate Leadership Team (CLT) which outlines the various options to be considered when implementing the job family approach. The key considerations will include:

    - Whether to restructure services in order to implement the job family approach or whether to implement job families into current structures.
    - What the options are for exploring how the pay and grading system could be amended.
    - What budget will be available to implement the job family approach.
    - What organisational structure design principles will be agreed.
    - What governance model for the project will be determined.

4. CLT will be asked to agree the approach and to confirm when the project will commence.

5. The timescales for implementation of this project are contained in appendix 1. This indicates that it is likely to take around 18 months for the project to be implemented which is in line with other local authorities who have introduced the job family approach.

Environmental Impact of the Proposal

6. None.

Equalities Impact of the Proposal

7. An equalities impact assessment will be carried out at the start of the project once the approach is confirmed.

Risk Assessment

8. None

Options Considered

9. None.

Recommendation

10. It is recommended that Staffing Policy Committee note that once CLT have agreed the approach and start date, the project will take around 18 months to complete.

Barry Pirie
Service Director People and Business

Report author: Amanda George, HR Policy and Reward Manager

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

JOB FAMILIES TIMELINE

ACTION	WHO	MONTH																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Agree budgets and proposals	CLT																		
Workshop for project team re: Org design	AG																		
Governance board agreed (SMEB)and first meeting held	AG																		
Staffing Policy committee briefed on proposals	AG																		
Unions briefed	AG																		
Heads of service briefed via structural design workshops	Project team																		
Communcations plan devised	AG / Comms																		
Review JE conventions	Project team																		
Initial communication to all staff	AG / Comms																		
Role profile writing . Involve manager working parties .	Project team																		
Support for heads of service in implementing effective structures	Project team																		
SMEB meeting	AG																		
TU negotiation meeting	AG																		
Staffing policy																			
Explore and agree pay and grading options	Project team																		
Monthly communications to staff via usual channels	AG / Comms																		
Agree role context statements	Project team																		
Implementation	Project team																		

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QUARTERLY WORKFORCE REPORTING

Report for Wiltshire Council relating to the quarter ending December 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: January – March 2013
  Quarter 2: April – June 2013
  Quarter 3: July – September 2013
  Quarter 4: October – December 2013
  Last year: October - December 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

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

HR Information Team Observations:

Headcount	*1*	Since last quarter, the overall headcount has reduced by 89 to 4954 (-1.8%). The overall full time equivalent (FTE) count has reduced by 87 to 3693 (-2.3%). During the quarter, there were 35 leavers in Environment & Leisure, 33 in Children & Families Social Care and 26 in Adult Care & Housing Operations; the most common reason for leaving was due to redundancy with 121 taking place across the council. The new structure of 17 (-3) Associate Directorate areas took effect near the beginning of the quarter.
Sickness rates constant	*2*	Overall sickness rates have remained relatively constant at 2.1 days this quarter; this is 0.3 days lower than for the same quarter last year. The rolling year sickness rate of 8.6 days is 1.3 days below the benchmark figure. The highest levels of sickness occurred in Adult Care & Housing Operations and Environment & Leisure at 3.6 and 2.6 days this quarter respectively. 22.5% of all absence days lost were due to 'stress/depression/mental health/fatigue'. The second largest proportion of absence days were lost due to 'cold/flu and other infections' accounting for 15.3% of all absence days lost during the quarter; an increase of 65.5% for this reason compared to the July – September quarter.
Redundancies decrease	*3*	121 (107 FTEs) redundancies took place from October – December 2013, 34 fewer than for the previous quarter. 20 redundancies took place in Public Health & Public Protection Services, 15 in Environment & Leisure and 13 in People & Business Services. The remaining 73 redundancies were spread across 14 different Associate Directorate areas.
Decrease in voluntary turnover	*4*	The turnover rate for the rolling year is 8.0%; this is 1.0% above the benchmark figure. This quarter, the voluntary turnover rate has reduced from 2.3% to 1.9%. During the quarter, there were 95 voluntary leavers; 23 fewer than the previous quarter and 12 fewer than compared to the same quarter last year. Children & Families Social Care had the most voluntary leavers during the quarter with 19; 9 of whom left due to 'family commitment/domestic/personal' and 6 resigned for 'alternative employment not with a local authority', the remaining 4 left due to various reasons. Adult Care & Housing Operations and Environment & Leisure had the joint second highest number of voluntary leavers during the quarter with 17 each.
Disciplinaries and grievances decrease	*5*	Disciplinary and grievance cases have both decreased this quarter with 16 and 0 being allocated to HR Advisers respectively during the quarter. 5 disciplinaries took place in Adult Care & Housing Operations, 4 in Children & Families Social Care and 4 in Environment & Leisure with the remaining 3 taking place across 3 different Associate Directorate areas. The most common reason for a disciplinary was 'other'.
Decrease in non-casual wage bill	*6*	The non-casual wage bill has decreased by £1.87m this quarter to £24.75m. As would be expected the area with the largest headcount, Children & Families Social Care, had the highest non-casual wage bill at £3.51m. The non-casual wage bill continued to decrease during the quarter with each month and the December figure was £0.48m less than for October.

Casuals wage bill decreases	*7*	The casual wage bill has decreased by £0.09m this quarter. Adult Care & Housing Operations and Quality Assurance Comm Perf School & Early Years had the highest casuals wage bills this quarter at £0.15m and £0.14m respectively.
Decrease in agency spend	*8*	The spend on agency staff this quarter has reduced by £376,825 since last quarter. The largest spends this quarter were seen in Children & Families Social Care and Adult Care & Housing Operations with £542,607 and £431,760 respectively. The largest proportion of spend in Children & Families Social Care was on Level 3 Social Workers (50.1%).
Saving from employee hour changes	*9*	A saving of £134,334 was achieved this quarter through employees changing their hours; a reduction of 4.6 FTE. The largest reductions took place in Adult Care & Housing Operations and People & Business Services with savings of -£55,137 (-2.3 FTE) and -£31,244 (-1.5 FTE) respectively.
Reduction in sick pay	*10*	As would be expected with a slight increase in the number of sickness days lost of 0.1 days per FTE, the cost of sick pay increased by £26,097 to £671,587.
E & D stats	*11*	The percentage of the workforce under 25 has increased again this quarter to 7.5% (372). There were 39 starters under the age of 25 during the quarter and the average age of the 238 leavers during the quarter was 48 years old.

QUARTERLY WORKFORCE REPORTING

Staffing Levels				
Measure	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
Headcount	5265	5159	5043	4954
FTE	3889	3903	3780	3693
Agency worker use (equivalent number of FTE's used during quarter)	175	148	152	132
Ratio of managers to employees	1:8	1:8	1:8.7	1:9
FTE of managers	584	582	560	530
Number of redundancies made during quarter	35	35	155	121
Ratio of starters to leavers (FTE)	1:4.0	1:4.0	1:1.2	1:2.1

Sickness Absence						
Measure	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Last year**	**Benchmark**
Working days lost per FTE	2.3 days	2.2 days	2.0 days	2.1 days	2.4 days	G
% of total absences over 20 days	34.3%	46.1%	44.4%	42.4%	46.0%	G

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

New Disciplinary and Grievance Cases					
Measure	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Benchmark**
Disciplinary cases	30	15	19	16	R
Grievance cases	1	2	4	0	G
Absence cases	160	156	143	108	n/a

Voluntary Staff Turnover						
Measure	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Last year**	**Benchmark**
% staff turnover	1.9%	1.9%	2.3%	1.9%	2.0%	R
% <1 year turnover rate	4.0%	4.0%	5.1%	5.0%	4.5%	n/a
Average leavers' length of service	9.6 years	9.6 years	10.4 years	13.2 years	7.8 years	n/a

QUARTERLY WORKFORCE REPORTING

Employee costs					
Measure Relating to Quarter	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Last year**
Total paid in salaries to contracted employees	£26.66m	£26.76m	£26.62m	£24.75m	£26.82m
Total paid in salary to casual employees	£0.60m	£0.60m	£0.58m	£0.49m	£0.79m
Total salary pay	£27.27m	£27.36m	£27.20m	£25.24m	£27.61m
Total paid to agency workers	£2.23m	£2.32m	£2.56m	£2.18m	£2.27m
Median employee basic salary	£19,621	£19,621	£18,638	£18,638	£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 ***(If the figure is negative a saving has been achieved)***	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
Cost of sick pay	£0.74m	£0.70m	£0.65m	£0.67m
FTE change due to employee hour changes	-3.6	-4.2	-9.2	-4.6
Cost/saving of employee hour changes	-£79,099	-£115,663	-£196,215	-£134,334

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.

Employee Diversity					
Measure	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Last year**
% < 25	6.4%	6.3%	7.3%	7.5%	6.6%
% 55 and over	24.5%	23.9%	23.1%	22.4%	23.7%
% Female	68.3%	69.6%	69.3%	69.4%	68.0%
% Part-time	45.5%	44.2%	44.1%	44.5%	44.3%
% Temporary contracts	8.8%	8.2%	8.1%	8.1%	8.8%
% Black or Minority Ethnic	1.8%	1.9%	2.1%	2.1%	1.9%
% Disabled	2.3%	2.4%	2.6%	2.5%	2.3%

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
5 March 2014

Recruiting and retaining young people

Purpose of report

1. To update Staffing Policy Committee on the schemes used to recruit and retain young people, particularly those aged under 25 years.

Background

2. At the Staffing Policy Committee on the 8 January 2014 it was requested that a report be produced for the following meeting outlining the work that is being done to support the recruitment and retention of staff aged under 25 years.

3. The latest figures from the Office for National Statistics show that the number of 16 to 24 year-olds across the UK who are unemployed is almost 1 million at 920,000 meaning the unemployment rate for the under 25 age group is 20%. This compares with an overall unemployment rate of 7.1%.

4. In terms of Wiltshire, the council has an ageing workforce. 22% of our current workforce is over the age of 55, and 30% of these staff are at the age where they can take their state pension. In real terms, this means that 7% of the workforce could leave with a state pension tomorrow and from 1st of April 2014 all 22% are eligible to take retirement and receive their Wiltshire Council pension due to the change in pension regulations.

5. As an employer we therefore need to ensure that we have promising new talent emerging to replace our older employees who will be retiring.

6. Wiltshire's people strategy 2012 – 15 identifies the under 25s workforce as an under-represented group. Our workforce statistics show that 7.5% of the Wiltshire council workforce is under 25 in comparison with 16% of the working age community. Wiltshire Council's percentage of under 25's, however, is high when compared with the level seen across other local authorities (4.8%).

7. The council's business plan demonstrates the commitment "to provide opportunities for every child and young person to improve their attainment and skills so they can achieve their full potential". It is therefore key that we have initiatives in place to support this commitment.

Main considerations

Recruiting young workers

8. Currently the council targets young applicants through the following schemes:

National Graduate Development Programme (NGDP)

9. This programme is designed to support and develop the most promising graduates to become local government leaders. Individuals are given the opportunity to study for a post graduate qualification and get to network with like-minded graduates from across the country, as well as gain valuable experience working on a variety of projects within the Council.

10. National management Trainees (NMTs) are given the opportunity to move across services and undertake a variety of roles (usually 3 or 4) which will help them to develop the multi-functional knowledge required by our leaders.

11. We currently have 3 individuals on the external scheme and a further 3 on our internal version known as the Wiltshire Graduate Development Programme (please see section on retention).

Apprenticeships

12. The approach to apprenticeships has changed and these schemes are now viewed as key alternatives to college or university which can be very expensive. This is quite a change from the traditional view where they were regarded as being suitable primarily for manual roles.

13. An apprenticeship is a comprehensive work-based development programme for people in employment. This can include school leavers, those already in work or those who are seeking to start a new career.

14. Apprentices learn on the job, building up knowledge and skills whilst gaining nationally recognised qualifications. An apprentice follows a structured development programme to achieve a competence based qualification in their occupational area.

15. Depending on the type of apprenticeship, a programme usually takes between 1 and 3 years to complete.

16. The council has already been instrumental in placing a number of apprentices in Wiltshire businesses on apprenticeship schemes. Economy and Regeneration and Learning in Wiltshire (OD and Learning) are continuing to promote apprenticeships externally in Wiltshire and build on working relationships with the local business community.

17. Currently we can offer apprenticeships in:

- Health and social care adults
- Supporting teaching and learning in schools
- Business and administration
- Children and young people's workforce (social care and early years – two separate qualifications)
- Customer service
- IT applications

18. Within the last 2 years we have had 6 apprentices within the council. Work is currently being undertaken within HR and OD and Learning to develop our approach to apprenticeships and to encourage managers to consider this route to fill vacancies.

Traineeships

19. Similar to apprenticeships, Traineeships are designed to reduce numbers of young people currently not in employment, education or training (NEET), by offering them the opportunity to gain access into a work environment, where barriers may have previously prevented them to do so, due to lack of formal qualifications and work experience.

20. Traineeships are offered to help those who do not feel ready for an apprenticeship with the overall aim of making a trainee ready for either an apprenticeship or other work role.

21. The core content of a traineeship is a high quality work placement, work preparation training and qualifications in english and maths. They typically last between six weeks and five months.

22. Traineeships are a relatively new scheme and Wiltshire now has funding to offer its first 6 placements this year. The OD and Learning team are currently working to promote the scheme and identify managers who are willing to take on a traineeship opportunity.

Volunteering

23. A volunteer is a person who donates their time, skills and experience without receiving any form of compensation from Wiltshire Council. Volunteers can apply for jobs using the volunteer centre Wiltshire or by responding to adverts which are sent locally accompanied by application forms.

24. Volunteering can increase the chances of a young person finding work as it offers individuals knowledge and insight into the work that Wiltshire Council does. This in turn gives them the experience valued by employers when attempting to enter the jobs market.

25. We currently have approximately 1100 volunteers of which we estimate that around 15% are under 25. These are mainly within libraries and the youth service.

Work experience

26. Work experience placements are offered across many of our services. Most placements are matched on a reactive and ad hoc basis and managers are approached when a request is received for a placement in a particular service area.

27. There is also a specific work experience scheme within our looked after children service to offer opportunities to our young people who are leaving the care system.

28. Placements can range from a week for school work experience students to a year's placement for someone at university and are arranged at a local level between the service and the individual requesting work experience.

29. These placements offer young people the ability to gain experience of a working environment and are also used to allow individuals to network and understand the roles on offer at the council.

Retaining young workers

Currently the council aims to retain young people through the following schemes:

Wiltshire Graduate Development Programme (WGDP)

30. The WGDP is the internal version of the National Graduate Development Programme (NGDP), which is detailed above. The key difference with this initiative is that the applicants are sourced from our internal graduate pool and they remain in their current roles rather than have placements in the organisation.

31. We currently have our first 3 internal graduates on the scheme and there are plans to increase this number in order to continue to develop our younger workforce.

Learning and development opportunities

32. Wiltshire Council offers a number of learning and development opportunities including internal development courses and external nationally recognised qualifications.

33. This is a key benefit for young people who are keen to develop their education and gain additional qualifications.

34. Employees are able to access courses leading to a nationally recognised qualification which is directly linked to their role. For example, employees in trainee posts can gain professional qualifications in engineering, ILM level 3 and 5 management qualifications and customer services qualifications. Higher qualifications are also available e.g. a level 5 diploma in Social Care.

Coaching

35. All staff and managers have the opportunity to be coached at work by a colleague.

36. Young people who believe they would benefit from coaching are added to the Wiltshire Council coaching pool where they are matched with a coach who can support them in defining and achieving learning and development goals.

37. Working with a coach helps a young person to explore different ways of looking at situations and be able to see different solutions to challenges.

HR Rising Stars

38. The Public Sector People Manager Association (PPMA) runs a yearly event to encourage young talent in HR to showcase their skills, called PPMA Rising Stars.

39. Young HR professionals are tasked with writing a business case for an innovative idea, presenting that idea and then implementing it. Wiltshire Council have had an young applicant taken through to the final of this scheme in both of the last 2 years.

Young and in local government (YILG)

40. Similar to the HR rising stars event, the YILG scheme develops the communication skills of people in the early stages of their working lives or those who are performing

voluntary work in the community.

41. It does so through an annual series of residential courses and competitions of between two and four days duration. Run by two charities (the Young Programme and the Institute of Contemporary Scotland) it aims to encourage the research, writing and presentational abilities of delegates, helping to build confidence where it is fragile as well as enhancing the talents of more experienced participants.

42. The minimum age for entry is 18 and there is no upper age-limit, but the programme is particularly relevant to anyone in the formative years of their career.

Wiltshire rewards

43. The council offers a range of employee benefits schemes to help retain staff such as Wiltshire Rewards. This scheme allows staff to purchase gift cards from a number of retailers at a reduced price, and earn cash back on their purchases.

44. Whilst this scheme is available to all staff, the use of modern technology, apps, instant discounts and cash back is particularly appealing to our younger staff. There are also a wide range of retailers and activity centres offering discounts to suit the younger age-group.

Future schemes

45. The following schemes are being evaluated to decide whether they would add value and complement the other strategies above that are already implemented:

Social worker academy

46. Social worker academies are aimed at a social worker who has been qualified for 6 months or less. A typical academy provides:

- A 6 month development programme
- Balanced, reduced caseloads for year 1
- Dedicated management
- Fortnightly reflective supervision
- Coaching, mentoring & peer support
- Excellent ongoing training, support and career opportunities

47. Work is currently being scoped to determine whether this type of scheme could be beneficial in Wiltshire to develop our newly qualified social workers.

Supported Internships

48. Wiltshire Council is acting as a pathfinder in advance of the new children and families bill of which supported internships is one aspect.

49. A supported internship is a programme of work and study based primarily at an employer's premises for disabled young people with learning difficulties and / or disabilities.

50. They are designed to better enable disabled young people to achieve sustainable paid employment by equipping them with the skills they need for the workplace e.g. treating them as employees throughout the programme.

51. For the young person, the internship should contribute to their long-term career goals and fit with their working capabilities. For the council, the internship must meet a real business need; with the potential of a paid job at the end of the programme of study should the intern meet the required standard.

52. The overall goal of supported internships is for disabled young people to move into paid employment. The structured study programme includes on-the-job training provided by expert job coaches, and the chance to study for relevant qualifications, where appropriate.

53. The job coaches also provide support to employers, increasing their confidence of working with disabled young people and helping them to understand the business case of employing a diverse workforce. Job coaches also provide support after the structured study programme for those young people who are not offered a paid job at the end of the programme.

GROW events

54. These events are currently being designed by employees within HR/OD along with existing National Management Trainees as part of their personal development and the ongoing work to increase employee engagement. GROW stands for goals, responsibility, obstacles/opportunities and working together.

55. The events are expected to be largely informal and will be used to help current young employees find out more about how the council's structure, the learning and development opportunities, the career paths, the breadth of services within the council and the types of roles available across the council.

56. It is expected that the events will be shaped by those who attend. There will be presentations and group work formats to allow a mix of individual learning and networking.

Support to school leavers

57. The education and skills act 2008 introduced from September 2013 the requirement that all young people in England have to stay on in either:

    a. full time education;

    b. or training (apprenticeships);

    c. or at least part-time education with either a part time job or at least 20 hours of volunteering per week

    until the end of the academic year in which they turn 17 years of age.

58. The council will be looking at ways to liaise with Wiltshire schools and colleges and develop appropriate apprenticeship opportunities to help support this act and provide opportunities for young school leavers.

Changes to job descriptions and interviews

59. We will continue to look at how we recruit to make the process more attractive and offer equal opportunities to younger applicants.

60. We are aware that some roles are advertised asking for unnecessary experience and/or qualifications that may be impossible for an otherwise talented and capable young individual to meet. We will continue to educate managers to reduce these requirements and therefore allow younger applicants to compete.

61. Job family modelling will help to explain the essential requirements of a role and is therefore expected to make these clear to both applicants and managers.

62. Behavioural interview questions aim to find out exactly what behaviours a candidate has demonstrated in the past as usually evidence of past behaviour is a good indicator of future behaviour.

63. Wiltshire Councils behaviours framework introduced the concept that it is more about "how you do it, than what you do". We now expect that 50% of all interview questions are behavioural. This allows a young person to compete with older applicants as using this method concentrates on potential and cultural fit rather than previous experience & current skills.

64. We understand that whilst we have already made good steps towards these goals we must continue to develop & embed them to ensure that there are truly equal opportunities for young applicants during the recruitment stages.

Conclusion

65. As can be seen from this report the council has an ageing workforce population and it is therefore important that we have innovative schemes in place to encourage younger people to come and work for us.

66. The council does currently offer a variety of schemes to help recruit young workers e.g. graduate schemes, apprenticeships, traineeships and work experience schemes. Work is ongoing to improve our uptake in these areas and to encourage managers to take part in these schemes.

67. There are also a number of retention initiatives that have been implemented e.g. WGDP, HR Rising Stars, Wiltshire Rewards and learning and development opportunities, and there are opportunities to continue to develop our offer further.

68. It is appreciated that more can still be done to improve the recruitment and retention of our young workforce, so we are currently looking at ways in which we can improve our representation of this group of staff through innovative schemes e.g. supported internships, support to school leavers, a social worker academy and GROW events.

Recommendations

69. It is recommended that Staffing Policy Committee note the contents of this report and continue to support the recruitment and retention of young workers.

Barry Pirie
Associate Director, People and Business
5 March 2014

Report author: Paul Rouemaine, HR Information Manager