

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 4 November 2015
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 John Smale
Cllr David Pollitt
Cllr David Jenkins
Cllr Mike Hewitt

Cllr Baroness Scott of Bybook OBE
Cllr Stuart Wheeler
Cllr Bob Jones MBE
Cllr Graham Wright

Substitutes:

Cllr Mark Packard
Cllr Tony Trotman
Cllr Peter Evans
Cllr Bill Moss
Cllr Fleur de Rhé-Philippe

Cllr Desna Allen
Cllr Nick Blakemore
Cllr Stephen Oldrieve
Cllr Jeff Osborn
Cllr Ernie Clark

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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 7 - 14)*

To confirm the minutes of the meeting held on 9 September 2015.

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 (acting on behalf of the Corporate Director) no later than 5pm on **Wednesday 28 October 2015**. 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 **New Careers Website** *(Pages 15 - 26)*

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

7 **Planned Revisions to the Smoking Policy** (Pages 27 - 30)

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

8 **Public Sector Exit Payment Cap - Response to Consultation** (Pages 31 - 62)

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

9 **Delivering the Business Plan - September 2015** (Pages 63 - 68)

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

10 **Date of Next Meeting**

To note that the next meeting is scheduled to be held on Wednesday 6 January 2016, in the Kennet Room at County Hall, Trowbridge, starting at 10.30am.

11 **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.

12 **Exclusion of the Press and Public**

To agree that in accordance with section 100A (4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item No. 13 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

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

13 **Local Government Pension Scheme (LGPS) Employment Discretions - Payment of Deferred Benefits** *(Pages 69 - 78)*

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

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STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 9 SEPTEMBER 2015 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chair), Cllr John Smale (Vice Chairman), Cllr David Pollitt, Cllr David Jenkins, Cllr Tony Trotman (Substitute), Cllr Peter Evans (Substitute), Cllr Mike Hewitt, Cllr Bob Jones MBE and Cllr Graham Wright.

41 Apologies for absence

Apologies for absence were received from Cllr Jane Scott OBE (who was substituted by Cllr Tony Trotman) and Cllr Stuart Wheeler (who was substituted by Cllr Peter Evans).

42 Minutes of Previous Meeting

Resolved:

To confirm and sign the minutes of the previous meeting held on 8 July 2015.

43 Declarations of Interest

There were no declarations of interest.

44 Chairman's Announcements

The Chairman made the following announcements:-

1. Public Services Network (PSN) accreditation

Congratulations to Wiltshire Council and Wiltshire Police who after a lengthy and rigorous national audit had received accreditation from Central Government recognising that our infrastructure and networks are secure.

On Wednesday 19 August 2015, the Cabinet Office informed us that we had received the Public Services Network (PSN) accreditation. We were

also informed that the Home Office, who controlled the Public Services Network for Policing (PSNP), had granted accreditation for Wiltshire Police.

The PSN is a Central Government secure network enabling sensitive information to be passed between departments. Run by the Department of Work and Pensions, all communications between Central Government departments and Local Authorities and other public sector organisations MUST go via a PSN connection. In order to have a connection to the PSN, agencies and Local Authorities are required to prove that their networks are secure to a specific standard, set by PSN/PSNP, called the Code of Connection.

The PSN/PSNP connection allows the Council and Police to provide services such as Tell Us Once, Benefits payments, and access to the Police National Computer (PNC) and Police National Database (PND), all highly sensitive information applications.

This year's PSN audit was the first since most services moved into the hubs, and the first since taking on ICT for Wiltshire Police, so not only were we being audited against our changed environment, we also had to contend with the challenges of the Police environment, essentially two full PSN audits at the same time.

2. Windows XP remediation

Alongside this, Microsoft had announced that they had withdrawn support for the Windows XP operating system used across the Police estate, and that they were also withdrawing support for the Windows Server 2003 Operating System and the Structured Query Language (SQL) 2005 database platform on which a large number of the more legacy applications were hosted on. This added another dimension to the PSN, removal of obsolete software is a critical control.

Over the course of 6 months and working to extremely tight timescales, the ICT team upgraded 283 2003 Servers (~206 have been decommissioned), 20 SQL 2003/5 Servers (~11 have been decommissioned), 46 Applications, and 604 XP systems.

Now that Wiltshire Police have achieved accreditation, work can begin on the transition of their services from the old GCSx system to the new PSN based system, which is expected to complete in November 2015.

3. HR Team

The HR team had just been informed that it has been shortlisted for a number of HR awards taking place later this year as follows:

The Personnel Today Awards 2015 (award ceremony in November 2015)

Shortlisted for the 3 awards below:

- Award for Excellence in Public Service HR
- Award for Managing Change
- HR Team of the Year Award

The Engagement Excellence Awards 2015 (award ceremony in September 2015)

Shortlisted for the award below:

- Most effective re-launch campaign (for Wiltshire Rewards)

4. Apprenticeship success - PPMA Apprentice of the Year 2015

Megan Mouny, a former apprentice in the Cabinet Office, had been shortlisted as a finalist for the PPMA Apprentice of the Year awards. Megan was encouraged to apply by Cathy Hucker, Developer Practitioner /Assessor who supported her through her apprenticeship development programme, and her former supervisor, Victoria Moloney. Megan would now take part in two days of individual and group activities and presentations at Warwick University in September 2015. We all wish Megan all the best in the next selection round. Since completing her apprenticeship Megan successfully applied and was recruited to a PA role working directly to Parvis Khansari, Associate Director Highways & Transport.

5. Health and Safety (H&S) benchmarking

Colleagues in H&S benchmark accident were rated with 19 other unitary authorities in respect of all local authority employees including schools. For 2014/15 period Wiltshire ranked 3/20 in respect of overall accident rates; and 2/20 in respect of reportable accidents to HSE, an overall top ranking of all of the larger authorities.

Members of the Committee joined with the Chairman in warmly congratulating all these members of staff in achieving such excellent results.

45 **Public Participation**

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

46 **Update on Phase 3 of the Social Work Recruitment Campaign**

The Committee received a report by the Associate Director, People & Business, which provided a further update on the targeted campaign to recruit social workers across adult's and children's social care. The report outlined progress on phase 3 of the campaign which commenced on 1 April 2015.

The Committee was reminded that the social work recruitment campaign had commenced in September 2014 and had been broken down into three phases.

Phases 1 and 2 had run from September 2014 until March 2015. It was noted that a progress report on phases 1 & 2 had been provided to this Committee on 6 May 2015 when it had been reported that 127 vacancies had been advertised in 36 roles across operational children's and adult social care following which 75 candidates had been offered and had accepted posts.

The total number of vacancies as at August 2015 stood at 197 with the majority, 143, being within operational children's services. It was reported that the number of vacancies had risen during Phase 3 mainly due to the creation of new posts.

A number of new recruitment and retention programmes had been developed and were being implemented during Phase 3. These included:

- 'Return to Social Work' scheme which will attract qualified social workers who have taken time out of the profession and who need to regain HCPC registration to practice again (launching September 2015)
- A University of West of England student social work bursary scheme, (launching September 2015)
- Step up to Social Work, a national DfE sponsored 'fast-track' scheme which allows candidates to become fully qualified (children's) social workers within 14 months. Wiltshire Council is taking 6 candidates, 3 of whom are internal council employees
- Grow Your Own – a Wiltshire Council sponsored programme putting internal candidates through a degree to become fully qualified social workers (launching September 2016).

Operational children's services was implementing a new approach to aid with effective succession and new recruitment and retention opportunities. This involved establishing 'pods' of four newly qualified social workers (NQSW) with an 'Aspiring manager' (new role) to support, mentor and assess these NQSWs through their assessed and supported year in employment (ASYE). This new model would mean a more sustainable approach to addressing the (national and local) shortage of experienced social workers through more robust succession planning as NQSWs gained the practice experience and moved upwards through the organisation. There would also be a corresponding drop in agency spend as a more stable, permanent workforce was created.

Resolved:

To note the contents of the report and to request a further update following completion of Phase 3 of the recruitment campaign in March 2016.

47 **Equality and Diversity interim update**

Consideration was given to a report by the Associate Director, People & Business which presented an interim updated version of the annual equality and diversity employment monitoring report to facilitate the move to a new reporting period which was closer to the statutory publishing date. It was noted that the Council was required to produce workforce equality and diversity information annually as part of the Public Sector Equality Duty (PSED) in line with the Equality Act 2010.

It was noted that historically the headcount figures had been based on workforce data on 1 April each year but from the current year the reporting date was being moved to 1 October in order to bring the date nearer to the January publishing date, thus ensuring that the figures were as up to date as possible.

In addition to the data collected and published on sex, disability, ethnicity and age, work was taking place to extend the data to include religion and belief, sexual orientation, marriage and civil partnerships, gender reassignment and caring responsibilities. This improved data would form part of the Council's equality objectives. It was noted that the recent staff survey asked staff for anonymous data on the extended range of protected characteristics.

Members were informed that in general the data contained in the report was broadly in line with the previous year's data but with some slight fluctuations.

During discussion, reference was made to the small number of black and minority ethnic (BME) staff appointed and also women in more senior positions. However, Members were pleased to note the success in attracting young people to the various apprenticeship schemes and hoped that this success would continue, thus increasing the number of young people to the Council's workforce.

Resolved:

To note the contents of the report.

48 **Delivering the Business Plan - June 2015**

The Committee received a quarterly workforce report, excluding fire, police and school staff, for the quarter ending June 2015, concerning:-

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

Additional financial information
Employee Diversity

Resolved:

To note the contents of the report.

49 **Workplace Health Update**

Consideration was given to a report by the Associate Director, Public Health, which provided an update on the progress of the Workplace Health project and which set out a broad overview of short and medium term plans.

It was noted that this project was aimed at raising awareness of workplace health issues and influencing the management of those health risks both by managers and by individual members of staff. Achievement within these goals would lead to accreditation for the nationally recognised Workplace Well-Being Charter.

Members were informed that one area of particular prioritisation was mental health. There would be a strong emphasis in the Workplace Health project to raise the awareness of mental health conditions and to reduce or remove the workforce stigma associated with the disclosure of mental distress, anxiety or stress and any associated formal diagnosis.

Members were pleased to note that the mental health strand of the project would use strategies such as e-learning, individual and group well-being risk assessments and bespoke management training to improve understanding and confidence.

Resolved:

To support and endorse the Workplace Health project and to request a further update in due course.

50 **Date of Next Meeting**

Resolved:

To note that the next meeting of the Committee would be held on Wednesday 4 November 2015, in the Kennet Room at County Hall, Trowbridge, starting at 10.30am.

51 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 10.30 - 11.25 am)

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

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

4th November 2015

NEW CAREERS WEBSITE

Purpose of Report

1. The purpose of this report is to provide Staffing Policy Committee with:
 - a. Details of the performance of the new careers website which launched 11 May 2015.
 - b. An outline of the improvements that will be made as a result of the analysis of the performance.
 - c. Details of initiatives being taken to ensure that Wiltshire Council continues to be an employer of choice.

Background

2. The planning for a new careers website started in August 2014. The vision for the new website was to fully incorporate and communicate the council's recently developed Employer Value Proposition or brand and feature advanced search functionality to showcase the council as an innovative, modern workplace and to improve the candidate experience.
3. Penna, the council's recruitment marketing agency were tasked to come up with some initial designs which were presented to an internal stakeholder group in December 2014. The careers website was launched on the 11 May 2015 and a demonstration of the new website was given to the Staffing Policy Committee in advance of the 'go-live' date on the 6 May 2015.
4. Alongside the development of the website, the use of social media as a promotion and attraction tool to drive traffic to the careers webpages and specific job adverts has been increased. This is in line with national research indicating the increased use of social media, particularly by 18 – 34 year olds as a way of sourcing and applying for job vacancies¹
5. Initially, social media sites were developed in September 2014 to promote a number of vacancies within children's and adult's social care as part of the social work campaign; this has now expanded to include other 'hard to recruit to jobs' (e.g. Procurement, Planning, Housing) and the posting of the career films, staff blogs and other relevant information about the council, particularly emphasising our employer brand.
6. In September 2015 the council upgraded its Glassdoor² account (see appendix 2). Glassdoor is a jobs, recruiting and employer review website. Our account page includes content from the careers website, live social media feeds and current job listings and this provides a further avenue, in addition to Facebook, Twitter and LinkedIn (our main social networking sites) for potential candidates to comment, review and explore the working environment at Wiltshire council.

¹ <http://www.hrmagazine.co.uk/article-details/getting-social-media-recruitment-right>

² https://www.glassdoor.co.uk/Overview/Working-at-Wiltshire-Council-EI_IE582103.11,28.htm

7. To ensure that the new careers website meets the vision as described above, a set of key performance indicators (KPI's) have been developed (Appendix 1). KPI reporting is available for Quarter 1 and Quarter 2 of this financial year (15/16). Analysis of these KPI's with contextual information will provide the intelligence needed to monitor the overall effectiveness of the website and to make improvements where necessary.
8. In particular, the KPI's will help the council:
 - understand the customer journey
 - understand conversion rates - clicks through from job adverts to 'apply'
 - monitor the effectiveness and reach of targeted recruitment campaigns (e.g. for social care, Procurement/Commissioning), particularly through paid advertising and social media
9. It has to be noted that Q1 data (1 April - 30 June 2015) is not complete as the website was launched part way through this quarter in May. However, Q2 data (1 July – 30 September 2015) gives us the first full set of baseline data. This will be used going forward to monitor changes and take improvement actions.
10. Benchmarking data is being sought from other local authorities through the southern counties HR data benchmarking group and will be available for the next progress report

Main Considerations for the council

KPI summary analysis:

11. 107,225 sessions³ to the careers website were recorded during Q2 and of these, 63% were returning visitors.
12. The 'bounce rate'⁴ for the website has been consistently low at 19.5% and 23.0% respectively for Q1 and Q2; this is the percentage of visitors to the website that only view one page before leaving the website
13. The number of applications made and the percentage submitted (conversion rate) remained similar over both Q1 and Q2. However, given that Q2 is traditionally a 'quieter' month where fewer applications would be expected to be made (due to summer holiday breaks), the performance for Q2 is encouraging.
14. The majority of the visits to the website are made by people who:
 - Live locally (Trowbridge, Bath, Bristol) – although just over 10% are from those who live in London
 - Find the website by doing a Google search or by typing in jobs.wiltshire.gov.uk directly
 - Use a desktop (PC) to access the careers website, although about 40% of visitors use a mobile or tablet device to view
15. Many people (1,682 in Q2) also viewed website pages via social media channels with Facebook being by far the most popular channel (Facebook remains the UK default social networking site with over a third of the UK population being active users)

³ A 'session' is a group of interactions that take place on the website within a given time frame. A single session can contain multiple page views

⁴ The 'bounce rate' is the percentage of visits to the website where people only look at one page before exiting

16. An analysis of the time spent on each page shows that most visitors to the website want to find job vacancies as soon as possible and do not spend long on the content pages to find out what it is like to work at Wiltshire Council.
17. Visits to the careers website drop dramatically at weekends, with the peak days generally being Tuesdays. This is thought to be because jobs for schools were historically always advertised on a Tuesday and although this is no longer the case this continues to be the general pattern.
18. Average peak viewing time is between 12 and 3pm, with a further slight peak between 6 and 8pm
19. The majority of candidates who complete the candidate satisfaction survey (on submission of application) answer positively to the question, "Did you find the careers website easy to navigate?" Appendix 3 gives more detail

Understanding the peak in website views – 22nd September 2015 (Q2):

20. The highest number of sessions received on the website in one day since the launch of the site was on Tuesday the 22nd of September with 3,467 sessions. 36% of sessions came from indeed.co.uk (Indeed is a job aggregator site which will often appear top of a search when looking for job vacancies online)
21. Whilst it's difficult to pinpoint the exact origin for this significant increase in views, there does seem to be a strong correlation with the marketing campaign for the Head of Strategic Procurement, Head of Community Commissioning and Associate Director/Head of Specialist Commissioning vacancies.
22. This saw the design of a 'sidewinder' (see image below) and job listings via the Guardian online (starting in the afternoon of the 21 September). A sidewinder is a piece of advertising which appears online, often to the side of a page and folds out when clicked upon, like a 3-fold leaflet. The sidewinder which was purchased for this campaign included live links to the three vacancies and a film which showcased the modern working environment found in the three hubs.

LIVE · WORK · LEAD

Lead a new approach to procurement and commissioning

Head of Strategic Procurement
Lead a new strategic approach to procurement, implementing robust category management and overseeing contract management to ensure our £350m of spend improves outcomes for the people of Wiltshire.

Head of Specialist Commissioning
Break new ground as you commission around £110m health and care services for the most vulnerable adults and older people in Wiltshire for the Council and Wiltshire CCG.

Head of Commissioning – Community Services
Develop a strategic approach that embraces partnership working to ensure we deliver adult care and housing services that reflect the needs of Wiltshire's communities.

Lead a new approach to procurement and commissioning

Wiltshire Council
Where everybody matters

- 23. The 'sidewinder' was the first to be purchased as part of a recruitment campaign. Campaign management information from Penna (the advertising agency) suggests that this type of advertising attracted a healthy number of 'clicks' directed at our website. Based on the data analysis, this type of paid advertising is worth considering for future recruitment campaigns as a way of directing potential candidates to the website and to a specific job vacancy.
- 24. This type of campaign analysis – matching the website data with campaign management data (this is collected from paid advertising if purchased and social media insights) will be built into improvements in our recruitment marketing going forward

Next steps – improvement actions:

- 25. It is imperative that we use this performance data to drive forward continued improvements to the website and to understand the most effective ways of driving candidates to our job adverts. This means that the:
 - content remains relevant and engaging
 - conversion rates remain at an expected rate with room for improvement
 - the candidate journey (e.g. navigating the website, finding the right information, in the right format and applying) is as easy a process as possible
 - performance data is matched with other insight data to provide the context and understanding – particularly to measure the impact and effectiveness of specific recruitment campaigns
- 26. We will also need a better understanding around the characteristics of visitors (e.g. male/female, age ranges) to the website; currently demographic data is limited and we are exploring how to acquire a full set of data broken down by age and gender at a minimum
- 27. The following actions are planned during Q3 as a result of the analysis and from improvement work already identified and these will be taken forward by the HR Resourcing Manager:

Analysis	Action
Peak viewing times and days	Integrate into social media posting and social recruiting. This includes exploring paid for advertising via social media especially for jobs which have a poor recruitment history
The time spent on different pages	Review page content for relevance and duplication
	Develop contextual links ⁵ on targeted job adverts to provide further information and content relevant to the job being advertised. This will maximise the amount of information on the search and apply pages and improve the interaction and engagement with targeted information
Improve conversion rates	Integrate CV application functionality into the apply stage of the careers website for non-

⁵ Contextual links is any relevant content, appropriate to the job being advertised that takes a candidate to another page on the website or external to the website. It is usually displayed as a discrete panel to the side of the webpage being viewed. Examples of a contextual link would be a careers film on YouTube, a staff blog etc

	safeguarding roles
Deeper analysis and correlations between different insight data in relation to recruitment campaigns	Align datasets (website analytics with campaign management insight data) to understand the impact and cost effectiveness of campaigns
Demographic data	Explore with Penna how we can receive a full breakdown of visitors to the website by gender and age as a minimum
Customer/candidate satisfaction with the website	Explore ways of collecting improved customer satisfaction data (qualitative) to understand behaviours, expectations and satisfaction with website content and functionality

Environmental Impact of the Proposal

28. None

Equalities Impact of the Proposal

29. The careers website was designed with full involvement from a range of stakeholders, including the council's staff disability forum, consultation with an individual member of staff with a sight loss and with full professional input around web accessibility standards from Penna and from the council's communication team. Feedback influenced the design of the website, particularly colours used, contrast and text (e.g. the 'accessibility' button allowing users to increase the colour contrast and increase the size of the text). Images and films made ensured that they both covered the topic of equality and diversity and that there was good representation from diverse groups (e.g. black and minority ethnic, disabled staff)

Risk Assessment

30. If the website is not monitored for its efficiency and performance, there is a risk to the organisation in terms of attracting quality candidates with the right skills and experience to create a strong and diverse workforce. This would ultimately impact on service delivery and the delivery of the Business Plan

Financial Implications

31. There is an annual licence cost for Talentlink, the e-recruitment system that provides search and apply functionality, recruitment administrative process and applicant tracking system and additional advanced search functionality was been purchased as part of the development of the new careers website. The annual licence cost is now £20.7k.

32. There are annual subscription costs for jobs boards and some social media. Most are free but the annual cost of subscribing to Glassdoor is £4.8k, and includes unlimited job listings. However the increased use of social media will deliver efficiencies in the current annual expenditure on recruitment advertising (£126k per annum based on 2014/15 and excluding social work recruitment campaign).

Recommendation

33. It is recommended that Staffing Policy Committee:

- a. note the contents of this report, and
- b. are provided with a further update on the performance of the website in 6 months

Barry Pirie
Associate Director – People and Business

Report Author: Jane Graham – Strategic HR Manager (Resourcing)

Appendix 1

Careers website performance report: statistics for quarters 1 and 2, 2015

Q 1: 1st April – 30th June 2015 (please note that unless otherwise indicated, statistics for Q1 represent data from the old careers website as well as the new as the careers website which was launched mid-point on 11th May 2015).

Q 2: 1st July – 30th September 2015.

Key performance indicators – careers website: jobs.wiltshire.gov.uk				
Measure	Q 1		Q 2	
Total sessions*	66,854		107,225	
Total users	30,109		49,052	
Unique visits to the 'search and apply' page	47,000		77,292	
Applications started**	5,566		5,153	
Average session length	2 mins 33 sec		2 mins 8 sec	
Bounce rate***	19.5%		23.0%	
Top five cities that visitors came from	Trowbridge	28%	Trowbridge	29%
	Bristol	11%	London	13%
	London	11%	Bristol	9%
	Bath	6%	Bath	6%
	Salisbury	5%	Salisbury	5%
Top five sourcing channels	Google search	42%	Google search	41%
	Directly	32%	Directly	27%
	The Wire	16%	The Wire	16%
	Bing search	3%	Indeed.co.uk	6%
	Yahoo search	1%	Bing search	3%
Top three social media sources and number of sessions	Facebook	974	Facebook	1,429
	LinkedIn	89	LinkedIn	149
	Twitter	75	Twitter	87
Percentage of sessions by device	Desktop	62%	Desktop	61%
	Mobile	19%	Mobile	21%
	Tablet	18%	Tablet	18%
Top five pages being viewed with average session durations	Homepage	30s	Search and apply page	2m 55s
	Search and apply page	2m 13s	Homepage	23s
	Opportunities page	55s	Schools vacancies page	1m 44s
	Schools vacancies page	4m 22s	Job advert pages	1m 45s
	Featured jobs page	29s	Opportunities page	23s
% of candidates that find the website easy to navigate (total number of candidates)	86% (8)		100% (5)	

* A session is a group of interactions that take place on the website within a given time frame. A single session can contain multiple page views.

**This statistic includes data from 01/04/15, whereas the other statistics in the table only include data from the website launch on 11/05/15.

***The 'bounce rate' is the percentage of visits where only one page was viewed before leaving the site.

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Appendix 2

The screenshot displays the Glassdoor profile for Wiltshire Council. At the top, the Glassdoor navigation bar includes 'Jobs', 'Companies', 'Salaries', 'Interviews', a search bar, and options for 'Employers', 'Post a Job', and user account settings. The main header features a large image of the council's building with the 'Wiltshire Council' logo and name. Below this, statistics are shown: 12 Reviews, 14 Salaries, 2 Interviews, 19 Benefits, and 105 Jobs. A 'Follow' button and an 'Add a Review' button are also present.

The 'Company Updates' section contains two posts:

- A post about a new car parking permit scheme, dated 19 days ago.
- A post about 'Wiltshire Rewards' for employees, including discounts and access to salary sacrifice schemes, dated 30+ days ago.

The 'Wiltshire Council Video' section features a video player with the title 'LIVE WORK EXPLORER' and a play button. Below the video, it indicates '2 of 4 videos' and provides 'Prev' and 'Next' navigation options.

The 'Jobs You May Like' section lists several job openings, each with a salary range of £30k-£50k:

- Quality Assurance Manager - Wiltshire Council – Trowbridge, England
- Experienced Social Worker-Community Team for People with Learning... - Wiltshire Council – Trowbridge, England
- Independent Chair of Wiltshire Safeguarding Children Board - Wiltshire Council – Trowbridge, England
- Panel Minute Taker - Wiltshire Council – Trowbridge, England
- Community Walks Co-ordinator - Wiltshire Council – Trowbridge, England
- Social Worker - Multi Agency Safeguarding Hub (MASH) - Wiltshire Council – Trowbridge, England
- Accounting Technician - Wiltshire Council – Trowbridge, England
- Activity Coaching Assistant (Camp Activist) - Wiltshire Council – Corsham, England
- Community Resource Worker - Wiltshire Council – Warminster, England
- Specialist Social Worker with Deaf People - Wiltshire Council – Devizes, England

At the bottom, the 'Wiltshire Council – Why Work For Us?' section includes links for 'About Us', 'Working Here', 'Join Us!', and 'What We Offer'.

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Appendix 3

Did you find the careers website easy to navigate?	Q1	Q2		I was given the opportunity to show the relevant skills and abilities that I possess.		I received adequate information about the job during the recruitment process.		I was given adequate and timely feedback during the recruitment process.		The selection process matched the requirements of the job.	
Yes	7	5		Q1							
No	1	0		Strongly agree	2	Strongly agree	3	Strongly agree	0	Strongly agree	1
				Agree	4	Agree	2	Agree	3	Agree	2
				Neither agree nor disagree	1	Neither agree nor disagree	1	Neither agree nor disagree	3	Neither agree nor disagree	1
Which page of the careers site did you find most useful?	Q1	Q2		Disagree	1	Disagree	1	Disagree	0	Disagree	1
Home	1	0		Strongly disagree	0	Strongly disagree	0	Strongly disagree	1	Strongly disagree	1
About	0	0									
Working Here	1	1		Q2							
Opportunities	3	2		Strongly agree	0	Strongly agree	0	Strongly agree	2	Strongly agree	0
What we offer	2	3		Agree	4	Agree	4	Agree	3	Agree	4
Featured jobs	0	0		Neither agree nor disagree	0	Neither agree nor disagree	1	Neither agree nor disagree	0	Neither agree nor disagree	1
Applying	2	1		Disagree	1	Disagree	0	Disagree	0	Disagree	0
Job search pages	2	3		Strongly disagree	0	Strongly disagree	0	Strongly disagree	0	Strongly disagree	0

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE 4th NOVEMBER 2015

Planned revisions to the smoking policy

Purpose of Report

1. To update Staffing Policy Committee on the planned revisions to the current smoking policy.

Background

2. The current smoking policy and procedure was implemented in 2011 as a result of harmonising the county council and ex-district policies following the move to one council.
3. The current policy provides smoking areas along with cigarette bins at each of the main hubs and depots. It also allows managers to use their discretion when permitting smoking breaks outside of the lunch hour, as long as the time is made up.
4. The public health team have expressed concerns for some time about allowing our staff to smoke on site considering the council's priority to promote healthy living both across Wiltshire and within the workforce.
5. The public health team are keen that Wiltshire Council is committed to maintaining a healthy workforce. In order to support this, they maintain that work sites need to be developed with health in mind and that continuing to provide smoking areas contradicts the public health agenda and that as Wiltshire Council is one of the county's leading employers staff should be positive role models.
6. As a consequence of this a report by Public Health to CLT outlined a proposal to implement smoke free sites across Wiltshire Council and this was agreed on 24th August 2015. This means that all designated smoking areas at our hubs, other sites, depots and campuses will be removed and HR have been asked to develop a new smoke-free policy which will also include the removal of smoking breaks.

Main Considerations for the Council

7. The main points of the new smoke-free policy include:
 - Details of the support available to employees should they wish to stop smoking by accessing the Wiltshire stop smoking service or the occupational health service.
 - All Wiltshire Council sites will be smoke-free and any smoking on the grounds and in the car parks will be prohibited.
 - The designated smoking areas at all Wiltshire Council workplaces will be removed.
 - Smoke-free signage will be placed at entrances to Wiltshire Council buildings and grounds, and at staff and visitor car parks.
 - Cigarette bins at all sites will be removed.
 - Arrangements for smoking breaks in addition to the normal authorised rest breaks (lunchtime or shift breaks) will be removed from the policy and smoking breaks prohibited.

- The policy will apply to both tobacco cigarettes and e-cigarettes as the public health view is that there is still no regulation for e-cigarettes, and that encouraging use of e-cigarettes does not promote giving up smoking.
8. As with any policy change there are some challenges to implement this new policy. These include:
- Prior to the implementation of the current smoking policy, Wiltshire Council grounds were smoke-free. However, staff (at county hall in particular) adopted the habit of standing off-site to smoke during breaks in public spaces. This created a negative image of the council and resulted in complaints from local residents. This was therefore a factor in introducing designated smoking areas the use of which are defined in the current policy and there is a risk that these issues may re-surface as a result of this policy change.
 - Enforcement of the new smoke-free arrangements may prove difficult, especially as customers will also be expected to take note of the signage and refrain from smoking on site. There are public rights of way across some sites and it will therefore be difficult to stop customers smoking whilst crossing our sites.
 - Removal of the cigarette bins may increase litter. There are no plans for the council's facilities management team to remove cigarette litter from pavements around the sites and it is also not expected that the council's enforcement team will patrol the pavements and issue fixed penalty notices should littering occur.
 - The removal of the designated smoking areas and of smoking breaks is likely to have a negative impact on morale and motivation of those employees affected. This could be particularly difficult in our depots where a higher percentage of staff smoke.
 - Our partners will be expected to comply with the new policy and refrain from smoking on site. This includes the Wiltshire Police teams who are based at Monkton Park and Bourne Hill, and who operate 24 hour shift working. There are also organisations who lease our buildings and work with the property team needs to be undertaken to establish if it is possible to enforce a smoke free policy under the terms of their leases.

Consultation

9. The changes to the policy were discussed at manager's stakeholder panel and at JCC on 13th October 2015. The policy will be presented to Staffing Policy Committee for formal approval in January 2016, and the changes outlined will not be implemented until then.

Environmental Impact of the Proposal

10. There should be reduced smoking debris (cigarette butts) onsite due to the removal of designated smoking areas and cigarette bins. However, moving smoking off Wiltshire Council grounds may increase smoking debris at the entrances and public areas.

Equalities Impact of the Proposal

11. No negative impacts have been identified. Staff will still be able to smoke but will need to do so off site.

Risk Assessment

12. There is a risk that complaints from the public will escalate if staff smoke visibly on the pavements outside of their work base. There is also the risk that our partners and / or

organisations who lease our buildings do not comply with the policy.

13. There is also the risk of a decrease in staff morale and motivation by those employees affected by this policy.
14. Enforcement of the policy will be challenging as there will be no dedicated resource from the enforcement team and facilities management available to police the council sites or public spaces where staff may now choose to smoke.

Financial Implications

15. The facilities management team are currently investigating the cost for the removal of all cigarette bins and the placing of signage at entrances to all Wiltshire Council buildings and sites. It is expected that these changes will be funded from the public health budget.
17. The promotion of a smoke-free environment may increase the number of employees wishing to stop smoking, therefore increasing the demand on the stop smoking service and the funding available for stop smoking treatment.

Recommendation

18. It is recommended that Staffing Policy Committee;
 - a. Note the contents of this report, and
 - b. Support the development of a new smoking policy that incorporates the changes outlined in this report.

Barry Pirie
Associate Director – People & Business

Report Author: Laura Butcher, Human Resources Policy & Reward team

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

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**WILTSHIRE COUNCIL
STAFFING POLICY COMMITTEE**

4 November 2015

Public sector exit payment cap – response to consultation

Purpose of the report

1. The purpose of this report is to update Staffing Policy Committee on the result of the consultation that has recently taken place on the government proposal to place a cap on redundancy or compensation payments to certain public sector employees when their employment ends.

Background

2. The conservative party set out plans to introduce a cap on redundancy payments as part of its general election manifesto in which they outlined concerns about the number of exit payments made to public sector workers that exceed or come close to £100,000 and the need to ensure payments are proportionate and provide value for money.
3. The new conservative government subsequently issued a consultation document on proposals to introduce an exit payment cap on the cost of redundancies in the public sector. Responses were invited from public sector organisations and in the case of local authorities responses were co-ordinated by the local government association (LGA), although authorities were also able to respond directly to H M Treasury.
4. The consultation invited responses to a number of key questions, including whether limiting exit payments to £95k was appropriate, and also what payments should be included in this figure. The government proposed that the following payments should be included: redundancy pay or any other compensation payment as a result of a voluntary exit, any payment in lieu of unworked notice, untaken annual leave or other outstanding allowances and the costs associated with early access to an unreduced pension.
5. Excluded from the government's proposal were ill health payments, compensation payments in respect of death or injury attributable to the employment, and any payments following litigation from unfair dismissal or breach of contract.
6. The consultation response from the LGA and from Wiltshire Council contained a number of issues with these proposals, the most significant being the inclusion of pension strain cost in the cap. The proposed cap of £95k on the total exit payment would result in a significant reduction in the redundancy payment element in some cases where there is early access to unreduced pension.
7. The LGPS legislation means that employees are not able to refuse receipt of their pension if they are made redundant at age 55 or over, so would have no choice over the inclusion of the associated pension strain cost in the exit payment. In addition employees would not be able to request for their pension to be actuarially reduced if being made redundant. This would have implications where applications for voluntary redundancy are invited and would therefore impact on the council's ability to retain the right staff.

The council also recommended in their response that payment in lieu of unworked notice and untaken annual leave are excluded from the cap as the inability to pay this could impact on the

speed in which decisions can be made and implemented.

8. The consultation on the proposed exit payment cap closed on 27 August 2015 and the government has now provided its response to the issues raised. This was published on 16 September 2015 and is included at appendix 1.

Main considerations for the council

9. The government received more than 4000 responses to this consultation exercise, despite there being a very short response window during the school holiday period.
10. The government has admitted that the proposals did not receive overwhelming support, but say that in the absence of any more acceptable proposals to limit six figure pay outs they will be going ahead with this legislation.
11. Despite a significant number of responses urging the government to remove pension strain costs from the exit payment cap, the government has decided to include this cost within the £95K cap.
12. The government has therefore stipulated that the cap will apply to the wide range of payments related to exit, including cash compensation redundancy payments, pay in lieu of notice, the cost to employers of early access to pensions and any other exit payments. They say that this approach will ensure the cap is fair and is not subject to avoidance through individuals taking early retirement or being offered other forms of payment.
11. The government does, however, accept the arguments made by respondents that it would be disproportionate and potentially counter-productive to include payments for untaken annual leave within the scope of the cap. These will therefore be excluded from the cap.
12. The legislation will include a “waiver process”. This means that full council can vote, in exceptional circumstances, to grant a waiver for some individuals from the exit payment cap. This process will, however, be scrutinised.
13. The cap will apply to all workers within the “*central and local government and non-financial public corporation sectors as determined by the Office for National Statistics for National Account purposes are in scope*”. Therefore all Wiltshire Council employees, NHS, police and fire service staff will be affected by this legislation.
14. Appendix 2 contains an illustration of the exit payment costs for a sample of employees aged 55 or over. As can be seen in some cases the 95K cap is exceeded by pension strain alone. The Head of Pensions has suggested that the LGPS regulations may need to be amended in order to allow employees to contribute to the strain costs so that they are able to be made redundant – otherwise the council may not be able to enforce their exit, and this could have significant impact on the council being able to retain the right staff.
15. Further details of how the cap may work in practice, including the waiver procedure (which could potentially be invoked if the pension strain costs exceed 95K), are still to materialise.

Timescales

16. The timescale for the introduction of this piece of legislation is currently unclear. However, it is known that the government will take forward these proposals by taking powers in primary legislation as part of the Enterprise Bill. The detail of the measures will be implemented through secondary legislation.
17. The exit payment cap will have significant implications for the council’s redundancy pay policy and the current voluntary redundancy procedure will also need to be reviewed. There is also

an expectation that nationally the LGPS will need to be reviewed and the early retirement regulations amended.

18. At the same time the government has announced it will be establishing nationally determined rules requiring highly paid employees (earning over £100K) that leave and re-join the same part of the public sector within a year to return some or all of any exit payments that they have received.
19. These proposals are due to be taken forward in primary legislation as part of the Small Business Enterprise and Employment Bill with the measures likely to be implemented in April 2016.

Environmental Impact of the Proposal

20. None

Equalities Impact of the Proposal

21. This piece of legislation is likely to impact more greatly on older employees who have significant length of service within the public sector. As a result these employees could have a reduced or even no redundancy payment (see appendix 2)

Risk Assessment

22. The introduction of the exit payment cap will clearly be unpopular with employees and the unions, who will view this as another example of the erosion of public sector terms and conditions. Therefore industrial action may well follow.
23. Employees will be keen to exit the council in advance of this new legislation should they be aged 55 and over. Whilst this may be beneficial in the current financial climate, expectations will need to be managed and difficult decisions may also need to be taken in order to retain experience and maintain service delivery.

Financial Implications

24. The council is likely to save money on the cost of redundancies as a result of the introduction of this legislation.

Recommendation

25. It is recommended that Staffing Policy Committee note the contents of this report, and that a further report is provided to Staffing Policy once the timescales for the introduction of this legislation and implementation procedures are confirmed.

Barry Pirie
Associate Director
People and Business

Report author: Amanda George, HR Policy and Reward Manager

Appendix 1 – Public Sector Exit Payments - Government's response to the consultation
Appendix 2 – Illustration of exit payments costs across the council

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HM Treasury

Public Sector Exit Payments: response to the consultation



HM Treasury

Public Sector Exit Payments: response to the consultation



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1

Summary

1.1 The government announced on 23 May 2015 that it intended to end six-figure exit payments for public sector workers.

1.2 On 31 July 2015 the government published a consultation document asking for respondents' views on the details of the policy. The consultation closed on 27 August 2015.

1.3 The core elements of the proposal were to:

- Apply a £95,000 cap on the total value of exit payments made to employees in the public sector
- Apply the cap to all forms of exit payment, including cash lump sums, early access to an unreduced pension, payments in lieu of notice and non-financial and other benefits
- Apply the cap to all types of arrangements for determining exit payments
- Establish a waiver process for exceptional circumstances
- Apply the policy to all public sector bodies, with a small number of bodies granted an exemption from the policy

1.4 The [consultation document can be seen on Gov.uk](#):

1.5 Over 4,000 responses to the consultation were received. While a significant number were not in favour of a cap given other reforms to public sector terms and conditions, or had objections to the cap applying to the organisation they worked for, few representations set out a different proposition to address six-figure payouts in the public sector. A number of responses supported limiting the amount that individuals could receive on exit to under £100,000, and applying a cap across the public sector.

1.6 Having considered the responses to the consultation, the government proposes to continue to legislate to introduce a cap on exit payments.

1.7 The government will take forward these proposals by taking powers in primary legislation as part of the Enterprise Bill. The detail of the measure will be implemented through secondary legislation.

1.8 A number of respondents raised detailed technical issues connected with the implementation of the cap. These will inform the government's thinking as it develops the legislation to deliver the cap.

2

Outline of government proposals

Who is in Scope?	
Which employees	<ul style="list-style-type: none"> • Current and future public sector employees and office holders. Ministers and Special Advisers
Bodies in Scope	<ul style="list-style-type: none"> • All entities classified within central and local government and non-financial public corporation sectors as determined by the Office for National Statistics for National Account purposes, with a small number of exemptions. • The government is intending to exempt exit payments made by the following bodies from the cap: <ul style="list-style-type: none"> ○ The following public financial corporations and subsidiaries: <ul style="list-style-type: none"> ▪ The Royal Bank of Scotland ▪ UK Asset Resolution ▪ Northern Rock ▪ Bradford and Bingley ▪ Pension Protection Fund ▪ The London Authorities Mutual Limited ▪ National Employment Savings Trust Corporation (NEST) ▪ Financial Conduct Authority ▪ Financial Ombudsman Service Ltd. ▪ First Rate Exchange Services Holdings Limited ▪ First Rate Exchange Services Limited ▪ Guaranteed Export Finance Corporation PLC (GEFCo) ▪ Northern Ireland Central Investment Fund for Charities ▪ Prudential Regulation Authority ○ Armed Forces ○ National Museums ○ The Commissioners for Irish Lights ○ Public broadcasters: BBC, Ch4 and S4C ○ Bank of England • The government's strong expectation is that bodies that are proposed to be outside of the scope of the cap on exit payments will come forward with their own, commensurate cap on exit payments.
How will it work?	
Policy proposal	<ul style="list-style-type: none"> • Cap the total cost of exit payments available to individuals leaving employment to £95,000. • Apply the cap to all types of arrangement for determining exit payments.

<p>Payments in scope</p>	<ul style="list-style-type: none"> • The proposal is the cap will cover payments made in relation to leaving employment, including: <ul style="list-style-type: none"> ○ Voluntary and compulsory exits ○ Other voluntary exits with compensation packages ○ Ex gratia payments and special severance payments ○ Other benefits granted as part of the exit process that are not payments in relation to employment ○ Employer costs of providing early unreduced access to pension ○ Payments or compensation in lieu of notice and payments relating to the cashing up of outstanding entitlements • Where a number of payments are made they will be aggregated together to be measured against the cap. <p>It is proposed the following will not be in scope:</p> <ul style="list-style-type: none"> • Compensation payments in respect of death or injury attributable to the employment, serious ill health and ill health retirement and certain fitness-related requirements. • Payments made following litigation for breach of contract or unfair dismissal.
<p>Waiver process</p>	<ul style="list-style-type: none"> • The default position will be that any waiver of the cap would require consent from the relevant Minister, subject to Treasury controls and delegations to departments. • The Full Council to take the decision whether to grant a waiver of the cap in cases involving Local Authorities and for local government bodies within their delegated powers. • Public corporations will require Treasury approval in the same way as bodies covered by Managing Public Money.
<p>Devolution</p>	<ul style="list-style-type: none"> • Policy extends to all of the bodies where employment and remuneration practices are the responsibility of the UK Government. • Scottish government, Welsh government and Northern Ireland Executive to determine if and how they want to take forward similar arrangements in relation to devolved bodies and workforces.
<p>Compliance and transparency</p>	<ul style="list-style-type: none"> • Require bodies to maintain records and publish annual details of all exit payments made within a financial year.

3

Introduction

3.1 The government has committed to address six-figure exit payments in the public sector, and has consulted on the policy detail of a cap on exit payments that forms the basis of the legislation in the Enterprise Bill.

3.2 There were more than 4,000 responses to the consultation. Those organisations that responded are listed in Annex A. Officials also engaged with a range of stakeholders outside of the formal consultation process.

3.3 This document forms the government's response to the consultation.

3.4 Section 1 of Chapter 4 addresses responses to Questions 2 and 5 in the consultation document on the level of a cap.

3.5 Section 2 of Chapter 4 looks at responses to consultation document questions 1,3,4,6 and 7 which covered relevant forms of exit costs within the scope of the cap, and sought respondents' views on the proposed approach of limiting early retirement benefits with reference to the cost to the employer.

3.6 Section 3 of Chapter 4 explores responses to consultation questions 8-10, which asked for views on the scope of the policy, including how the cap will operate under TUPE rules, and the proposed waiver process and associated transparency arrangements.

4

An exit payment cap in the public sector

The government has set out its intention to end six-figure exit payments for public sector workers, implementing the manifesto commitment made in April 2015. While exit payments provide important support for employees as they find new employment, it is important these are proportionate and provide value for money to the taxpayer. Funding exit payments represents a substantial cost to the taxpayer, with £1.8 billion of exit payments made in 2013-14.

Section 1: Level of a cap

4.1 The consultation set out that the government was considering a cap set at £95,000 on exit payments made in event of redundancy that would apply both to existing and future employees of public sector organisations.

4.2 The cap of £95,000 would apply before tax and the level of the cap would be subject to review by government. The consultation noted that the cap at this level was intended to affect those individuals in receipt of the highest payouts, and leave employers with some flexibility to make small numbers of payments towards the cap limit where these were necessary for pursuing workforce reforms.

4.3 The consultation confirmed that the government would continue to expect employers to ensure exit payments provide value for money when a cap was in place.

Summary of responses

4.4 The majority of responses did not comment on the level of the cap, except to state that the sum presented appeared arbitrary.

4.5 A number of responses questioned the need for a blanket cap, citing a few high profile cases that they perceived this measure was designed to address. A significant number referenced reforms that had already taken place to limit exit payments and assurances that had been given on the longevity of these reforms without further change.

4.6 Other responses noted exit payments were usually determined based on salary, experience and length of service and a flat cap did not allow account to be made for different employee characteristics.

Government response

4.7 The government has consulted on a £95,000 level for the cap given the commitment to end six-figure payouts in the public sector. Given there were few responses suggesting an alternative cap level, the government will pursue a £95,000 cap on payouts in legislation as it believes this best meets the policy intention of ending six-figure exit payments in the public sector. Individual schemes will have the flexibility to set a lower limit where it is more appropriate to do so.

4.8 The government's intention is to keep the level of the cap under review and retain the flexibility to make changes in response to changing circumstances to ensure that the impacts of the cap remain proportionate.

4.9 Should the government decide to change the level of the cap, Regulations will be made following an affirmative procedure to allow for full parliamentary scrutiny of the potential impact.

4.10 The cap does not replace other arrangements for determining the level of exit payments in the public sector where these are below the level of the cap. Where other criteria or methods are used to cap exit payments, such as a maximum salary for the purpose of calculating compensation, these will remain unaffected, and the cap will apply after any other reductions.

4.11 Finally, legislation will extend to contractual compensation arrangements to ensure all forms of public sector exit payments fall under the scope of this measure.

Section 2: Payments included in a cap

4.12 The consultation set out that the government considers the following payments should be within the scope of the cap:

- Payments related to voluntary and compulsory redundancies
- Payments related to other voluntary exits
- The cost to the employer of offering early access to unreduced pensions in place of, or in combination with, other exit payments
- Special severance payments and ex gratia payments related to exit from employment
- The monetary value of any extra leave, allowances or other benefits granted as part of the exit process which are not payments in relation to employment
- Payments or compensation in lieu of notice and payments relating to the cashing up of outstanding entitlements (such as outstanding leave or allowances that are cashed up and added to the value of the sum)

4.13 The consultation set out that where a number of different payments are made they would be aggregated together to be measured against the cap. Payments would be in scope of the cap whether they were paid as part of a standing compensation scheme, a one-off arrangement or under the terms of an individual contract of employment, whether open-ended or fixed-term.

Summary of responses

4.14 Respondents did not generally argue against the government list of exit payments available in the public sector, or propose other significant payments that should be in scope of the cap.

4.15 On the specific types of payment to be included in the cap, a significant number of responses argued that payments for untaken annual leave should not be included in the scope of the cap, arguing these payments represent pay for work carried out. There were also concerns that including them within the cap may result in an individual taking leave

before exiting, which may not be in the organisation's interest. Some also argued that the proposal to include any additional paid leave granted as part of an exit package could limit employers' flexibility.

4.16 Respondents made similar points with regard to payments in lieu of notice (PILON). Some respondents argued that it should not be included in the cap as it formed a contractual entitlement of employment and could be a useful tool for employers in managing exits.

4.17 Many respondents also expressed concerns about the inclusion of special severance payments within the proposed cap. They thought that this would limit the flexibility of employers to settle litigation claims early where this was judged to provide value for money.

4.18 A significant number of respondents disagreed with government's intention to include early access to unreduced pensions within the scope of the cap. In particular they argued that this could mean the cap would affect those on more moderate salaries who have long service. Some argued that this would therefore be discriminatory towards older workers. Others argued that this represented a breach of the 25 year guarantee on pension reform made by the government in the last Parliament.

4.19 Respondents did not generally disagree with the government's proposal that compensation payments in respect of death or injury attributable to employment, serious ill health and ill health retirement should be excluded from the scope of the cap.

Government response

4.20 The government believes that the cap should apply to the wide range of payments related to exit, including cash compensation payments, the cost to employers of early access to pensions and other payments. This approach will ensure the cap is fair and is not subject to avoidance through individuals taking early retirement or being offered other forms of payment. The government does not accept that this approach is contrary to the 25 year guarantee, and emphasises that these changes will have no impact on individuals' accrued pension rights.

4.21 The government does however accept the arguments made by respondents that it would be disproportionate and potentially counter-productive to include payments for untaken annual leave within the scope of the cap. These will therefore be excluded from the cap.

4.22 However the government does not believe the same arguments apply where employers grant additional paid leave. The government believes it is necessary to include this in the cap to ensure that the granting of excessive additional leave cannot be used to circumvent the cap.

4.23 Similarly the government believes that it is necessary to include PILON to ensure that the cap is not circumvented by excessive notice periods which are then paid in addition to any exit payment. PILON can in some instances form a substantial part of the compensation paid to an individual leaving employment or office.

4.24 It is important to recognise that some employers, like the NHS, expect individuals to serve out their notice period and do not permit PILON as a matter of policy. However, the cap does not affect the existing flexibility employers have to agree PILON where it is justified and necessary for the normal operation of the organisation.

4.25 The government also believes it is necessary to include special severance payments to prevent these being used avoid the cap. However the government believes (as some

respondents acknowledge) that the proposed waiver system will provide important flexibility in cases where it can be demonstrated that such severance payments will provide value for money.

Section 3: Public sector scope of the cap

4.26 The consultation set out that the government was minded for the cap to apply to entities that were classified as public sector, based on the ONS classification. A similar approach was taken for the clawback reforms in the Small Business, Enterprise and Employment Act 2015.

4.27 It also set down a small number of organisations that the government was minded to initially exempt from the measure, and the government's intention to take powers to add and remove public bodies from those in scope, to respond to future changes to the public sector. The consultation noted the government's strong expectation that bodies who were proposed to be exempt would introduce a commensurate cap on exit payments at least equivalent to the arrangements proposed.

4.28 The consultation confirmed the government would request Legislative Consent Motions from the Devolved Administrations where appropriate, however it would be for the Devolved Administrations to decide the approach they wish to take to this measure.

4.29 It also confirmed there would be the ability to waive the cap in exceptional circumstances for both individuals and public bodies, subject to Ministerial, Treasury or Full Council approval depending on the nature of the organisation.

Summary of responses

4.30 Few representations proposed an alternative to the ONS list for purposes of defining the public sector. The more substantial number of responses related to issues with the organisations in scope of the measure and proposed exemptions.

4.31 A number of responses noted the measure should apply across the public sector without exceptions, questioning why broadcasters, banks and MPs were out of scope. The more substantial number of representations related to cases for additional exemptions for particular bodies related to the government role in the organisation, or the contractual nature of the relationship between the individuals and their employers.

4.32 Those respondents who commented on the question on how to approach those individuals with TUPE terms that could lead to a future entitlement to an exit payment in excess of the cap, were in support of protecting existing TUPE terms rather than the legislation overriding them.

4.33 Respondents did not disagree with the principle of a waiver system, though some argued either against the principle of a cap in the first place, or expressed concerns that a waiver could result in widespread exemptions being made.

Government response

4.34 The government recognises that these reforms are wide ranging in their impact in the public sector. However, the government commitment made was to end six-figure payouts in the public sector, and for the measure to apply across the public sector with few exceptions.

4.35 The government does not believe there is a case for excluding individuals by the sole virtue that they work for organisations that are outside of central and local government. Nor that some public sector organisations should be exempt based on criteria relating to

the degree of day-to-day government involvement with these organisations (over statutory independence), which would lead to a set of public sector organisations exempt from this measure inconsistent with the manifesto commitment.

4.36 The government therefore intends to continue to legislate on the basis of the scope set down in the consultation, and to have powers to add and remove bodies from the scope on a case by case basis. The main set of secondary regulations that set down the detailed scope of this measure will be subject to affirmative procedure in Parliament.

4.37 The government wishes to reinforce its expectation that organisations proposed to be exempt will introduce a commensurate cap and introduce this no later than the exit payment cap. It will be engaging with these organisations on this basis, and the exemptions will be kept under review. The government is currently minded not to include those individuals with protected TUPE terms in scope of the cap.

4.38 IPSA is responsible for MPs pay and conditions, and the government does not intend to change this position in relation to exit payments. IPSA is now implementing reforms, including limits to the payments to MPs on exits, below the level of the cap.

4.39 There will be no change to the intention to have a waiver system in place to enable decisions to be taken on individual cases where there may be exceptional circumstances that justify that the cap should be relaxed, covering both individuals or public organisations. This would be subject, as proposed, to strong scrutiny and approval by the relevant Minister or responsible authority, supported by clear transparency requirements.

A

List of respondents

A.1 The following organisations submitted responses to the consultation:

Association of Revenue and Customs
FDA
Northern Ireland Public Service Alliance
Public and Commercial Services Union
The Union for Borders, Immigration &
Customs
Trade Union Congress
UNISON
Unite

Association of Policing and Crime Chief
Executives
Cumbria Office of the Police & Crime
Commissioner
Metropolitan Police Service
National Police Chiefs' Council
Norfolk Constabulary
North Yorkshire Police & Crime
Commissioner
Police and Crime Commissioner for Thames
Valley
Police and Crime Commissioners Treasurers'
Society
Police Federation of England & Wales
Police Superintendents' Association of
England & Wales
Sussex Police & Crime Commissioner
West Yorkshire Police

British Dental Association
British Medical Association
National Institute for Health and Care
Excellence
NHS Joint Staff Council Trade Unions
NHS Sandwell & West Birmingham
North of England Commissioning Support
Unit
Public Health England
Royal College of Midwives

Association of Teachers and Lecturers
National Association of Head Teachers
National Association of Schoolmasters
Union of Women Teachers
National Union of Teachers

North West Regional College
Northern Ireland Further Education Colleges
Universities & Colleges Employers
Association

Association of Principal Fire Officers
Buckinghamshire and Milton Keynes Fire &
Rescue Authority
County Durham and Darlington Fire &
rescue Authority
Derbyshire Fire & Rescue Service
East Sussex Fire Authority
Essex County Fire & Rescue Service
Fire Brigades Union
Kent Fire & Rescue Service
Lancashire Fire & Rescue Service
Mayor's Office for Policing and Crime
North Yorkshire Fire and Rescue Authority
Nottinghamshire Fire and Rescue Authority
Stoke-on-Trent and Staffordshire Fire &
Rescue Authority
West Midlands Fire and Rescue Authority
Wiltshire Fire & Rescue Service

Transport for London
Network Rail

Amey Services Limited
Commonwealth War Graves Commission
Hymans Robertson LLP
Tees Active Limited
Trust Development Authority
Valuation Tribunal Service

Association of Local Authority Chief
Executives and Senior Managers
East of England Local Government
Association
Local Government Association
Sefton Labour Group of Councils
Society of Local Authority Chief Executives
and Senior Managers
Welsh Local Government Association

Northern Ireland Local Government Officers' Superannuation Committee
Local Government Staff Commission for NI
Greater Manchester Waste Disposal Authority
Yorkshire & Humber Employers' Association arc21

Northern Ireland Library Authority
Lake District National Park
Yorkshire Dales National Park

Antrim and Newtonabbey Borough Council
Ashford Borough Council
Barnsley Metropolitan Borough Council
Bath and North East Somerset Council
Birmingham City Council
Blackburn with Darwen Borough Council
Blackpool Council
Borough of Poole Council
Braintree District Council
Bury Council
Canterbury City Council
Cheshire West and Chester Council
Cornwall Council
Cumbria County Council
Devon County Council
East Midlands Council
Edlington Town Council
Fareham Borough Council
Fife Council
Gedling Borough Council
Gravesham Borough Council
Gwynedd Council
Hampshire County Council
Hartlepool Borough Council
Kent County Council
Kettering Borough Council
Kirklees Council
Lambeth Council
Leeds City Council
LGSS Northamptonshire County Council
Lisburn and Castlereagh City Council
Liverpool City Council
London Borough of Camden
London Borough of Hackney

London Borough of Hammersmith & Fullham
London Borough of Kensington & Chelsea
Ludlow Town Council
Manchester City Council
Middlesbrough Council
Milton Keynes Council
Newcastle City Council
North Herts District Council
North Warwickshire Borough Council
North Yorkshire Country Council
Northumberland County Council
Oldham Council
Oxford City Council
Preston City Council
Royal Borough of Kingston
Sandwell Metropolitan Borough Council
Sevenoaks District Council
Shropshire Council
Solihull Metropolitan Borough Council
Southampton City Council
Southend Borough Council
Staffordshire County Council
Stockton-on-Tees Borough Council
Stoke-on-Trent City Council
Swale Borough Council
Tamworth Borough Council
Teignbridge District Council
Test Valley Borough Council
Thanet District Council
Tonbridge & Malling Borough Council
Trafford Council
Wakefield Council
Warwickshire County Council
West Suffolk Council
West Sussex County Council
Wiltshire Council
Wyre Council
Wyre Forest District Council

Essex Pension Fund
Greater Manchester Pension Fund
Norfolk Pension Fund
North Yorkshire Pension Fund
South Yorkshire Pensions Authority
Wiltshire Pension Fund

HM Treasury contacts

This document can be downloaded from
www.gov.uk

If you require this information in an alternative
format or have general enquiries about
HM Treasury and its work, contact:

Correspondence Team
HM Treasury
1 Horse Guards Road
London
SW1A 2HQ

Tel: 020 7270 5000

Email: public.enquiries@hmtreasury.gsi.gov.uk

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Figures as at 1 September 2015

	<u>Grade</u>	<u>annual salary</u>	<u>Age</u>
Job 1	HAY L1	£ 139,096.00	55
Job 2	HAY L2	£ 97,297.00	55
Job 3	HAY L2	£ 97,297.00	55
Job 4	HAY L3	£ 70,061.00	55
Job 5	HAY S1	£ 53,144.00	59
Job 6	O	£ 42,053.00	58
Job 7	K	£ 31,846.00	56
Job 8	G	£ 21,530.00	61
Job 9	HAY L1	£ 139,096.00	50
Job 10	HAY L2	£ 97,297.00	37

<u>total pensionable</u> <u>service</u>	<u>Pension</u>	<u>Pension Lump sum</u>	<u>Pensionstrain costs</u>	<u>Redundancy</u>
30/000	£ 57,241.32	£ 117,783.83	£ 221,122.00	£ 106,704.00
20/000	£ 27,877.91	£ 45,902.86	£ 117,159.00	£ 74,638.80
07/000	£ 11,897.21	£ -	£ 65,087.00	£ 48,981.71
5/063	£ 6,082.32	£ -	£ 33,818.00	£ 25,193.25
36/313	£ 25,515.35	£ 56,787.97	£ 5,242.00	£ 40,768.00
40/027	£ 21,604.03	£ 49,247.97	£ 19,010.00	£ 32,260.00
23/244	£ 10,305.74	£ 18,873.24	£ 29,586.00	£ 24,430.00
7/253	£ 2,748.58	£ 284.89	£ 6,071.00	£ 9,290.48
14/000				£ 106,704.00
17/000				£ 74,638.80

<u>Pay in lieu of notice</u>	<u>Total (column G+H+I)</u>
£ 32,099.08	£ 359,925.08
£ 22,453.15	£ 214,250.95
£ 22,453.15	£ 136,521.86
£ 16,167.93	£ 75,179.18
£ 12,264.00	£ 58,274.00
£ 9,704.55	£ 60,974.55
£ 7,349.04	£ 61,365.04
£ 3,974.88	£ 19,336.36
£ 32,099.08	£ 138,803.08
£ 22,453.15	£ 97,091.95

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QUARTERLY WORKFORCE REPORTING


Report for Wiltshire Council for the quarter ending 30 September 2015.

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- Wiltshire Council figures exclude 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 (10.4%) we could estimate that 524 employees will leave Wiltshire Council during 2015-16 resulting in costs of **£1,533,960**.
- % <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: October – December 2014
 - Quarter 2: January – March 2015
 - Quarter 3: April – June 2015
 - Quarter 4: July – September 2015**
 - Last year: July – September 2014**
- 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:

Michael Taylor
01225 718091
michael.taylor@wiltshire.gov.uk

QUARTERLY WORKFORCE REPORTING

Wiltshire Council (excl. Schools)
Quarter ended: 30th September 2015

HR Information Team Observations:

Headcount Reduction	1	<p>The headcount across Wiltshire Council has seen a decrease since last quarter of 119 employees (-2.4%), with this figure now standing at 4865. This is the largest change in headcount reported over the last year. The greatest reduction in headcount was seen in the Commissioning Performance and Schools Effectiveness service (-92). This was due to the redundancy of a number of part time staff within the Music Service. This was followed by Public Health (-24). This was due to reducing seasonal demand within the Leisure Service. Adult Care Commissioning and Housing saw an increase in headcount of 11 (+4.5%).</p> <p>The full time equivalent (FTE) has decreased this quarter by 68 (-1.8%) and these changes in FTE were in line with the changes in headcount outlined above. Again the highest reductions in FTE were in the Public Health service (-38.6) followed by the Commissioning Performance and Schools Effectiveness service (-26.7). The headcount reduction was significantly higher than FTE reduction due to the number of part time and variable hours contracted employees who left during this period, particularly in the Music and Leisure Services.</p>
Reduction in sickness absence	2	<p>Sickness rates have decreased this quarter to 1.9 days lost per FTE, a reduction of 0.3. This is 0.5 days per FTE below the benchmark for a local authority. The highest levels of sickness absence remain within the Waste and Environment service and Adult Social Care Operations at 3.0 and 2.7 days respectively although this has fallen from 3.1 days for both services in the last quarter. The largest increase was seen in Commissioning Performance and School Effectiveness which increased by 0.4 to 1.9 days lost per FTE, however this is due to the reduction in the average headcount for the service (see above) rather than a large increase in sickness absence days. Legal and Governance decreased the most, down by 1.6 days per FTE from 2.6 in the last quarter to 1.0 day in this quarter.</p> <p>This quarter, 43.4% (+3.1%) of all absence days lost were due to long term absences (greater than 20 days) and this is 12.4% below the benchmark for a local authority. Corporate Functions, Procurement and Programme Office had no long term absences in the quarter; with Finance the next lowest at 18.7%. The greatest increase in absence days was in People and Business services up from 4.6% to 27.5%. This increase is due to five cases of long term sickness absence in this quarter compared to one in the previous quarter. Legal and Governance had the greatest improvement with long term absences down from 74.5% to 34.5% which was due to a four employees on long term absence having returned to work within a relatively small team.</p> <p>30.8% (+5.1%) of all absence days lost were due to 'stress/depression/mental health/fatigue'; of which 41.2% (-2.0%) was recorded as not work related, and 20.0% (+7.6%) recorded as work related). 'Other muscular/skeletal' was recorded as the second most common reason for absence this quarter; with 10.8% of absences attributed to this reason (-0.2%).</p>
Decrease in voluntary turnover	3	<p>The voluntary turnover rate has decreased to 2.4% this quarter (-0.6%). This is 0.7% above the benchmark voluntary turnover rate for local government.</p> <p>Public Health had the highest voluntary turnover rate this quarter at 3.9% a reduction of 0.9%; this was followed by Adult Social Care Operations and Waste and Environment at 3.2% with increases of 1.7% and 0.9%</p>

QUARTERLY WORKFORCE REPORTING

39.2% (47) of all voluntary leavers during the quarter resigned for alternative employment not with a local authority. The second most common reason for leaving the council voluntarily this quarter were leavers who resigned due to family commitments with some 25 employees accounting for 20.8% of cases.

The ratio of starters to leavers (FTE) has reduced this quarter to 1:1.2 (a change from 1:1.5). This means that there were more leavers than starters this quarter; which would explain why the headcount and FTE have both decreased this quarter.

Disciplinary and grievance

4 The number of new disciplinary cases opened this quarter has increased slightly to 23 (+3).

The number of new grievance cases opened in the quarter has decreased to 0.

Decrease in directly employed non-casual wage bill

5 The non-casual wage bill has decreased this quarter by £149,694 and currently sits at £26.46m. This is in line with the change in headcount seen over the last quarter (-119). The largest reductions are within Corporate function and Programme office and in Commissioning, Performance and Schools Effectiveness with reductions of £112,403 and £142,265 respectively, whilst reductions in Waste and Environment also totalled £82,851. The more significant increases have been seen in Adult Care Commissioning and Housing (£56,470), Operational Children's Services (£65,091), Economy and Planning (£55,538) and Legal and Governance (£43,152). Continuation of the social care recruitment activities will account for some of these increases.

Increase in casual wage bill

6 The casual wage bill has increased by £25,215 this quarter to £443,266. Adult Social Care Operations (£0.17m) continue to have the largest casual wage bill and has again seen an increase of £18,931 from the last quarter. This is followed by Public health which has seen a significant seasonal increase from Leisure Services up from £81,060 to £135,477.

Reporting Agency Use

7 Reporting on agency staff is being reviewed to ensure a consistent approach between the figures provided by finance, procurement and HR. Figures for agency staff will be circulated at a later date along with an explanation of any changes in the way that we report on these figures.

Decrease in sick pay

8 The cost of sick pay has decreased this quarter by £105,089 to £617,799. This is in line with the reduction in sickness absence (-0.3 days per FTE). Operational Children's Services saw the largest reduction in sick pay over the quarter (-58,767) to £130,024; in line with a reduction in sickness absence of (-0.4 days lost per FTE). Economy and Planning saw the highest increase in sick pay at £32,037.

QUARTERLY WORKFORCE REPORTING

Staffing Levels				
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	5000	5034	4984	4865
FTE	3788	3802	3753	3685
Agency worker use (equivalent number of FTE's used during quarter)	163	139	167	148
Ratio of managers to employees	1:9	1:9	1:9	1:9
FTE of managers	516	526	513	510
Number of redundancies made during quarter	43	3	28	116
Ratio of starters to leavers (FTE)	1:0.7	1:0.9	1:1.5	1:1.2

Sickness Absence						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	2.4 days	2.4 days	2.2 days	1.9 days	2.1 days	G
% of total absences over 20 days	44.8%	40.8%	42.1%	43.4%	52.2%	G

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

New Disciplinary, Grievance and Absence Cases					
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	27	33	20	23	G
Grievance cases	11	3	2	0	G
Absence cases	128	124	110	142	n/a

Voluntary Staff Turnover						
Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	2.2%	2.7%	3.0%	2.4%	3.4%	R
% <1 year turnover rate	3.6%	5.5%	4.8%	5.1%	4.4%	n/a
% Under 25's voluntary turnover	3.7%	6.2%	5.3%	6.9%	5.7%	n/a
Average leavers' length of service	7.6 years	5.5 years	7.7 years	8.2 years	7.5 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 employees (non casual)	£26.08m	£26.40m	£26.61m	£26.46m	£25.66m
Total paid in salary to casual employees	£0.41m	£0.35m	£0.42m	£0.44m	£0.51m
Total salary pay	£26.49m	£26.75m	£27.03m	£26.90m	£26.18m
Total paid to agency workers	£2.78m	£2.57m	£2.57m	£2.27m*	£2.25m
Median employee basic salary	£19,317	£19,742	£20,253	£20,253	£19,317

*This agency spend is excluding any spend outside of the Comensura framework. The data for spend outside of the framework is not yet available from procurement.

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	£0.69m	£0.79m	£0.72m	£0.62m
FTE change due to employee hour changes	-2.8	-8.6	-4.5	-15.4
Cost/saving of employee hour changes	£9,532	£-199,026	£-154,971	£-318,662

Why this is important: Sick pay amounted to £2,630,230 across Wiltshire Council during the 2014-15 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	7.6%	7.2%	7.1%	7.0%	7.4%
% 55 and over	23.2%	23.4%	23.8%	24.0%	23.0%
% Female	69.5%	69.8%	70.0%	70.1%	69.6%
% Part-time	43.5%	44.0%	44.0%	42.8%	44.2%
% Temporary contracts	9.0%	9.1%	8.9%	8.6%	9.0%
% Black or Minority Ethnic	1.9%	1.9%	1.9%	2.0%	2.0%
% Disabled	2.6%	2.7%	2.7%	2.8%	2.5%

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