

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: The Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Wednesday 4 May 2016
Time: 11.30 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 Bybrook 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 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 - 12)*

To confirm the minutes of the meeting held on 2 March 2016. (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 (acting on behalf of the Corporate Director) no later than 5pm on **Tuesday 26 April 2016**. 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 **Workplace Health Charter Update** *(Pages 13 - 16)*

A report by the Associate Director, Public Health is attached.

7 **Dignity at Work and Grievance Policy & Procedure** *(Pages 17 - 38)*

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

8 **Outcome of local trade union negotiations for changes to terms and conditions and update on national pay negotiations** *(Pages 39 - 42)*

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

9 **Purchasing Annual Leave Policy** *(Pages 43 - 54)*

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

10 **Delivering the Business Plan - March 2016** *(Pages 55 - 60)*

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

11 **Careers Website - Performance and Progress 2015/16** *(Pages 61 - 74)*

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

12 **Date of Next Meeting**

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

13 **Urgent Items**

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

PART II

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

None

STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 2 MARCH 2016 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chair), Cllr John Smale (Vice Chairman), Cllr David Pollitt, Cllr David Jenkins, Cllr Mike Hewitt, Cllr Stuart Wheeler, Cllr Bill Moss (Substitute), Cllr Bob Jones MBE and Cllr Graham Wright

13 Apologies for absence

An apology for absence was received from Cllr Baroness Scott of Bybrook OBE, who was substituted by Cllr Bill Moss.

14 Minutes of Previous Meeting

Resolved:

To confirm and sign the minutes of the previous meeting held on 6 January 2016 as a true record.

15 Declarations of Interest

There were no declarations of interest.

16 Chairman's Announcements

The Chairman made the following announcements:-

- **Departmental Reorganisation** The Human Resources (HR) and Organisation Development (OD) services had merged reducing two heads of service to one. A process to re-structure the new combined service was now planned and further information would be provided to Staffing Policy Committee once the restructure is complete.

Joanne Pitt was congratulated on her appointment as Head of the new HR & OD Unit.

- **Budget Savings** Ongoing negotiations were taking place with the trade unions on ways of achieving necessary savings to help balance the budget for the next financial year. It was hoped that agreement would be reached by the end of March 2016.

17 **Public Participation**

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

18 **Update on the Grow Learning Management System**

The Committee received a presentation by Daniel Holmes, Strategic Project Officer in which he provided an update on the grow learning management system.

He explained that the purpose of grow was

- To carry out reviews – appraisals and 1-1's
- Objective setting
- Learning and development
- Social groups
- Career development

Members were informed that

- The grow system was launched May 2015
- Manager training sessions had taken place across hubs and depots, with 173 attendees to date
- Informal training sessions and drop-in's were offered
- A full suite of online guidance was available
- Corporate priority based on staff survey 2014
- 51% completed or in progress as at 16 Feb 2016
- Cycle runs until end of March 2016
- Support offered to services with lower completion rates
- Feedback sought and form reviewed for 2016/17 cycle which will launch April 2016
- Optional for services to set objectives in grow in 2015/16
- Corporate objectives were cascaded from the senior team to all managers and staff
- Good take-up rate across services - 3217 additional objectives set.
- 2016/17 focus will be on linking all staff objectives to business plan through grow
- Optional for services to set objectives in grow in 2015/16
- Corporate objectives were cascaded from the senior team to all managers and staff

- Good take-up rate across services - 3217 additional objectives set.
- 2016/17 focus will be on linking all staff objectives to business plan through grow
- Probationary reviews all conducted within grow – 90 complete and 21 in progress.
- 1-1 templates created, including bespoke templates for teams with particular requirements.
- ASYE (Assisted & Supported Year in Employment) programme for assessors and candidates delivered through grow.
- Learning history transferred from SAP.
- All internal course booking now completed within grow.
- Refreshed blended induction pushed out to new staff automatically.
- Will support external Learning in Wiltshire programme.
- 29 social learning groups created
- Social groups linked to courses to support blended learning approach
- Will enable knowledge sharing and collaboration within teams and specialisms

Resolved:

(1) To thank Daniel Holmes for his interesting and informative presentation.

(2) To request a further update in due course.

19 Delivering the Business Plan - December 2015

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 31 December 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

It was noted that the headcount across Wiltshire Council had seen a decrease of 206 (4%) over the past rolling year with the greatest reduction being in Adult Care Commissioning and Housing Service (-18), followed by Commissioning Performance and Schools Effectiveness (-16).

Sickness rates had increased this quarter to 2.4 days lost per FTE, an increase of 0.5. This was 0.1 days per FTE below the benchmark for a local authority and was a seasonal increase in sickness absence.

Resolved:

To note the contents of the report.

20 **Date of Next Meeting**

Resolved:

To note that the next scheduled meeting of the Committee was due to be held on Wednesday 4 May 2016, in the Kennet Room at County Hall, Trowbridge, starting at 10.30am.

21 **Urgent Items**

There were no items of urgent business.

22 **Exclusion of the Press and Public**

Resolved:

To agree that in accordance with section 100A (4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute No. 23 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.

23 **Local Government Pension Scheme (LGPS) Employer Discretions - Payment of Deferred Benefits**

Consideration was given to a confidential report from the Associate Director, People & Business in which the Committee was asked to consider a request from a former employee for early release of deferred pension benefits held in the Local Government Pension Scheme on compassionate grounds.

After discussion,

Resolved:

To agree to the early release of the former employee's deferred pension benefits, as set out in the report, on compassionate grounds.

(Duration of meeting: 10.30 - 11.30 am)

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

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

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

4th May 2016

Workplace Health Charter Update

Purpose of Report

1. To provide an update on the accreditation outcomes for Workplace Health Charter status.

Background

2. The Workplace Health project is aimed at raising awareness of workplace health issues and influencing the management of those health risks both by management and by individuals. Inherent within these goals is the achievement of accreditation for the nationally recognised Workplace Health Charter.
3. The principal objective is a shift in individual and corporate behaviours which are perpetuated to become norms of behaviour thus creating a workplace culture in which preventative health management is embraced.
4. The potential for savings is significant with annual sickness absence costs alone currently running at around £3 million per annum. An improved performance would also impact upon service delivery, recruitment and retention and the broad sense of personal well-being and morale.
5. The council submitted its body of evidence against each of the 8 criteria below and was formally assessed by an external verifier over 12-13 April 2016. The assessment included staff interviews as well as scrutiny of documented evidence and case studies.
 - a. Leadership
 - b. Absence management
 - c. Health and safety
 - d. Mental health
 - e. Smoking
 - f. Physical activity
 - g. Healthy eating
 - h. Alcohol and substance misuse

Main Considerations for the council

6. The council was awarded a rating of 'Excellence' in each of the 8 categories and thus overall too.
7. We believe that Wiltshire Council may be the first local authority in England to achieve this rating.

8. Whilst at time of writing we are yet to receive the final report, the verifier's initial outcome report commented:

"I would like to express my thanks for inviting me to attend the offices of Wiltshire Council in order to assess the organisation for the Workplace Wellbeing Charter. It was a privilege to be invited and I would like to thank everyone involved who made the assessment a seamless process and for the warm hospitality offered during the visit. It is not often you can honestly leave an organisation and think that it was not a workplace you had left but a community."

9. The council will receive formal notification of the accreditation outcome in due course and be invited to an award ceremony to receive the accolade. Internal and external communications have been organised to celebrate the award.
10. The next phase of the Charter journey is to compile and implement a benefits realisation plan. This will be presented to CLT and set out the means by which we will:
- a. further influence and embed positive management behaviour in relation to health awareness and sickness absence;
 - b. further influence and engage staff participation in health promotional events and awareness training;
 - c. ensure a consistent and sustained communication strategy that promotes and celebrates positive health as a key workplace priority.
11. The core understanding to be achieved is that healthier staff, achieved through heightened awareness of lifestyle choices plus positive and early management support in the workplace, will lead to cost savings through better attendance, better performance, higher morale, better retention, fewer incidents, lower litigation levels and reputational gains.

Environmental Impact of the Proposal

12. None.

Equalities Impact of the Proposal

13. All employees will benefit from enhanced and consistently applied health management standards. Those experiencing health inequalities will have opportunities to engage positively with support services.

Risk Assessment

14. Staff surveys show a minority of employees do not currently feel that personal health issues, and especially those linked to lifestyle choices, fall within the employer's remit. There is also evidence to suggest that the group most willing to engage with health promotional events are those who would already be considered within the healthier proportion of the working population. Chasing the 'disinterested' or the 'worried well' is not likely to be effective use of resources.

Financial Implications

15. Annual sickness absence costs are currently around £3 million. Costs associated with presenteeism, cases of poor employee well-being, staff turnover and other negatives affected by poor health are likely to be equally significant.

Recommendations

16. The Staffing Policy committee is invited to welcome the outcomes of the accreditation procedure, recognise the enormous amount of excellent work that has been undertaken by staff and to congratulate all those involved in that work.

17. It is also recommended to endorse the ongoing benefits realisation plan and to seek continued updates of progress.

Frances Chinemana
Associate Director, Public Health

Report Author: Paul Collyer, Head of Occupational Health and Safety

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 May 2016

DIGNITY AT WORK AND GRIEVANCE POLICY AND PROCEDURE

Purpose of Report

1. The purpose of this report is to present amendments to the dignity at work and grievance policy and procedures. The main changes include bringing the formal stage of the dignity at work policy in to line with the grievance policy, the inclusion of a statement of commitment in the dignity at work policy and changes around the grievance clarification meeting in the grievance procedure. Other minor drafting amendments have been made and are explained in this report.

Background

2. The grievance policy provides a route for employees to raise complaints and concerns which arise at work and the dignity at work policy provides a slightly different procedure for employees to raise complaints about inappropriate behaviour including bullying, harassment and victimisation. The proposed amendments to both policies have arisen as a result of:
 - representations from the HR advisory team and legal team that it would be more consistent to have one formal procedure for both of these policies. There has also been some confusion amongst managers and staff about which policy to follow.
 - the council's equality objective around bullying and harassment in relation to staff with a disability (and some other groups of staff with protected characteristics). The aim of this objective is to improve the perceptions and experiences of staff in relation to bullying and harassment and as part of this objective we have said that we would revisit the policy.

Main considerations

3. Key stakeholders have been consulted about the proposed changes including the unions, HR Stakeholder panel, legal, the staff forums and the HR teams.
4. The main changes to the dignity at work policy include:
 - A clearer statement on the council's commitment to dignity at work and zero tolerance approach.
 - An increased number of routes in the policy, and support in terms of contacts available to discuss concerns prior to making a decision about whether to raise the matter through the policy. Employees may seek this type of support through routes including the manager, HR, unions and support through staff forums etc
 - More information on mediation and emphasis on resolving issues through the informal procedure where this is appropriate.
 - Formal dignity at work complaints to be raised through the grievance policy so that formal complaints are dealt with consistently.

5. These changes address some points which have been raised in the past by the disability staff forum and issues identified by Stonewall (lesbian, gay, bisexual and transgender (LGBT) rights charity) as part of the assessment process for their champion index.
6. As a result of incorporating the dignity at work complaints procedure into the formal stage of the grievance procedure there have been some amendments to the grievance procedure. Minor changes have also been made to the process to ensure that managers can seek clarification about the grievance that has been raised. It is proposed that clarification can be sought via a meeting or via telephone conversation, email etc where necessary and appropriate.
7. In relation to our equality objective around bullying and harassment there is likely to be more work to do on dignity at work, in addition to changes to the policy. We are currently consulting the staff forums on this and have identified some areas which need to be explored further. These include; having a clear message from the senior team, exploring the potential use of dignity at work objectives in grow for managers in the future, reviewing mediation/conflict resolution and reviewing current e-learning for induction. We are also exploring the potential use of new interactive technologies to add a new dimension to the information on HR direct for dignity at work, and increasing awareness generally in relation to the different protected characteristics.
8. For ease of reference the changes in both policies have been highlighted in yellow.

Environmental Impact of the Proposal

9. None.

Equalities Impact of the Proposal

10. The intention is to improve the perceptions and experience of staff with disability and some other protected characteristics in terms of making complaints around bullying and harassment. An equality analysis panel was held on 13 April 2016 for both policies.

Risk Assessment

11. None.

Options Considered

12. None.

Recommendation

13. To recommend approval of the dignity at work policy and procedure.

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

DRAFT March 2016

Wiltshire Council Human Resources

Grievance Policy and Procedure

This policy can be made available in other languages and formats such as large print and audio on [request](#).

What is it?

This policy and procedure sets out a framework for employees to raise concerns, problems or complaints that arise at work and for managers to respond to these concerns in a fair and reasonable way.

Go straight to the section:

- [Who does it apply to?](#)
- [When does this policy apply](#)
- [When doesn't this policy apply](#)
- [What are the main points?](#)
- [What is the procedure for registering a grievance?](#)
- [Mediation](#)
- [Resolving matters informally - stage 1](#)
- [Resolving matters formally - stage 2](#)
- [Formal grievance hearing](#)
- [Failure to attend the formal grievance hearing](#)
- [Time limits](#)
- [Transfer to another procedure](#)
- [Right of appeal - stage 3](#)
- [Right to be accompanied at meetings](#)
- [Reasonable adjustments](#)
- [Investigations](#)
- [Line manager's and senior manager's responsibilities](#)
- [Investigation officer's responsibilities](#)
- [Employee's responsibilities in relation to raising a grievance](#)
- [The role of human resources \(HR\)](#)
- [Your responsibilities if you have had a grievance raised against you](#)
- [Support](#)
- [Relationship between grievance and disciplinary procedure](#)
- [Requirement to keep records](#)
- [Frequently asked questions](#)

- [Relevant legislation](#)
- [Further information](#)

There is also a [toolkit of documents](#) including letter templates and guidance notes to use when following this policy

Who is covered by this policy?

This policy applies to all Wiltshire Council employees, with the exception of those on TUPE terms and conditions and teaching and non-teaching staff employed in maintained schools or academies.

In grievance matters that are raised by the corporate directors and associate directors of the council these procedures must be read in conjunction with their JNC terms and conditions of employment and [Wiltshire Council's constitution](#).

When does it apply?

Issues about which a grievance may be raised include but are not limited to the following:

- terms and conditions of employment
- health and safety
- work relations
- new working practices
- working environment
- organisational change
- equal opportunities.

The grievance procedure also includes dignity at work complaints under the formal part of this procedure only. Dignity at work complaints include complaints relating to inappropriate behaviour which can include harassment, bullying and discrimination. In these cases the grievance policy should be read in conjunction with the dignity at work which sets out further relevant information. Employees are encouraged to explore informal remedies set out in the dignity at work policy prior to raising a formal complaint.

The policy and procedure applies equally to a grievance of a group of employees, in which case the group can appoint one of their number as a spokesperson, who will then follow the procedure on their behalf and the answers given will then be deemed to apply to all members of that group.

When does it not apply?

The grievance policy and procedure will not apply to:

- Reports of illegal activities, wrongdoing or malpractice and concerns relating to these issues should be raised under the council's [whistleblowing policy](#) and not under the grievance policy and procedure. However, where the employee is directly affected by the matter in question, or where the employee feels he or she has been victimised for whistleblowing, an employee may raise the matter under this policy and procedure.
- Complaints relating to the [right to request access to information requests](#) which should be raised under the [review procedure for information requests](#).
- Individual redundancies, the non renewal of fixed term contracts on their expiry and job evaluations and any other internal or external policy where there is a separate policy and procedure and appeal or review process where this is more appropriate.
- Challenges in relation to disciplinary procedures or decisions and/or sanctions awarded as part of the disciplinary process, which must be pursued through the disciplinary appeals process and not through the grievance process.
- Challenges in relation to the outcome and decisions and/or sanctions awarded as part of any other policy and procedure at the final appeal/dispute/review stage. Complaints about how a procedure has been conducted at this stage may be appropriate as a grievance.
- Issues relating to pensions, statutory deductions from pay such as income tax and national insurance.
- Personal matters not directly related to employment. Line managers may be able to assist or advice can also be sought from the Employee Wellbeing helpline on 01225 713147.
- A collective grievance raised on behalf of two or more employees by a representative of a trade union or other appropriate workplace representative. Collective grievances will be dealt with in the context of the council's joint consultative process.

What are the main points?

1. The grievance policy provides you with a procedure for raising a grievance which is fair and consistent and:
 - provides you with the opportunity to put your case and say how you would like your concern resolved;
 - have the facts related to your concerns investigated (where appropriate and necessary) so that an informed decision can be made;
 - deals with your concerns promptly;
 - allows you the right to be accompanied at any formal grievance meeting or hearing;
 - allows you the right of appeal against any formal decision made.

2. Grievances which are considered frivolous (not serious), vexatious (with intention to harass or distress), are knowingly untrue and/or malicious (with wrongful intention), could lead to disciplinary action being taken against you.
3. Please note that where events are more than three months old it may not be possible to investigate them fully or to establish facts with any certainty. You are therefore encouraged to come forward with any complaints at the earliest opportunity.
4. Grievance complaints need to be set out in full and cover all the issues that you consider are relevant to your complaint. This is to ensure that all issues are investigated concurrently to provide a consistent outcome. Please note, therefore, that second and subsequent grievances relating to the same course of events, may not be accepted if those grievances could have been included within the original complaint and there is no reasonable explanation why they were not.

What is the procedure for making a grievance?

Raising a Grievance

5. Most employment problems and concerns are often raised and settled as a matter of course during everyday working relationships. This is often the most effective route and usually allows for problems to be settled quickly.
6. Where this is not possible or you have tried this and it has not worked you are also able to raise problems and concerns as a grievance using the grievance policy and procedure.
7. The grievance procedure sets out an informal and formal stage and unless there are good reasons not to do so you should raise and resolve your concern at the informal stage first if at all possible. Raising a concern at an early stage may also assist in reaching a prompt and satisfactory outcome. Where concerns are suitable for informal resolution and this route has not been followed, you will be asked to attempt informal resolution before your complaint can be considered formally.
8. In certain circumstances, where the grievance is complex or where the informal process is not appropriate, it may be possible to go straight to the formal stage in consultation with your manager. Guidance should be sought from HR before bypassing the informal stage and where bypassing this stage occurs, the reasons for this should be recorded by the manager.

9. During the operation of this procedure the status quo will remain (i.e. the procedures and policies that applied immediately prior to the formal use of the grievance procedure) until the council's procedure is exhausted.
10. Refer to [guidance for employees – employees raising a grievance](#).

Mediation

11. [Mediation](#) may be available at any stage of the grievance procedure. Mediation can be an effective way of resolving working relationship difficulties and you are asked to give it serious consideration to resolve your grievance if it is offered to you. You can also make a request to your manager for mediation.
12. If it is felt appropriate your manager may discuss this with you and any other individuals who are involved in the matter. If all the parties agree to use mediation, then the grievance procedure will be temporarily suspended. A decision about whether to continue with the grievance procedure will be made by all parties once mediation has taken place.

The process

Resolving matters informally - Stage 1

13. If you have a grievance relating to your employment you should discuss the matter initially with your immediate line manager, making it clear by stating that you are raising it as a grievance. If the grievance is raised verbally you may be asked to follow it up in writing, to assist the line manager in fully understanding the nature of the grievance. Your manager will arrange a meeting to discuss your grievance - [template – informal stage acknowledgement/invite to meeting](#).
14. If your grievance is against your line manager you should raise the grievance with your line manager's manager.
15. If your grievance relates to a dignity at work complaint you should refer to the dignity at work policy and procedure which contains details of the informal procedure and remedies which you can pursue in relation to this type of complaint.
16. Your line manager, or line manager's manager, should meet with you to discuss your grievance and ensure that:
 - a [written record](#) is made of the discussions and that a copy is given to you as a confidential record;
 - you are given a [written response](#) setting out the outcome, within 10 working days of the date that the grievance was raised, together with

a copy of the written record. In circumstances where the outcome cannot be provided to you within 10 working days i.e. during leave periods or holiday periods, a response will be provided to you as soon as is reasonably possible thereafter.

17. There is no right to be accompanied by a trade union representative or work colleague at this stage, however any request to be accompanied will be fairly considered and agreed where possible.
18. In all cases, if you are dissatisfied with the response given you can pursue the matter to stage 2 – the formal stage of the procedure without unreasonable delay and within 10 working days of the notification of the outcome of the informal stage.

Resolving matters formally - stage 2

19. In order to start the formal stage, you must submit your grievance in writing to your manager on the [grievance notification form GN1](#) provided for this purpose.
20. If the grievance is against your manager then you should raise the grievance with your manager's manager.
21. On the grievance notification GN1 form you should set out sufficient details of your concerns along with relevant evidence, where available, to enable your manager to establish the nature of your grievance. You may wish to seek help from a work colleague or trade union representative to complete the grievance notification form.
22. Your manager will send a copy of the grievance notification form to an HR case adviser.
23. Once you have submitted your written grievance (on the GN1 form) your manager will establish who will be responsible for considering and responding to your grievance (called the 'grievance manager') in consultation with HR. Wherever possible this is likely to be your manager's manager or another manager from within your service line management structure, who is not the subject of your grievance.
24. The grievance manager will acknowledge your grievance - [grievance acknowledgement/clarification letter](#) and may seek further clarification on issues connected to your grievance, prior to arranging an investigation or formal meeting. The issues s/he may seek clarification on include:
 - the nature of your grievance and the remedy you are seeking;
 - what has been done informally to resolve the grievance;
 - mediation;

- to establish whether an investigation is required and to seek clarification or to agree the remit for the issues to be investigated;
 - other measures including speaking to the subject (person or parties involved whom the grievance may be against, etc);
 - whether any personal support is required.
25. Clarification could be sought via a telephone call and/or letter. If a meeting is necessary, you will be invited – [invite to grievance clarification meeting](#). A meeting to clarify your grievance may be particularly relevant where you have bypassed the informal stage of the grievance procedure.
26. If a meeting or discussion has been held with the grievance manager, s/he will confirm the outcome in writing to you within 5 working days – [outcome of grievance clarification meeting](#)/discussion. This is so that you are clear on what the next steps

Investigation

27. The grievance manager will appoint an investigation manager if a formal grievance investigation is required prior to the formal grievance hearing and will arrange for the investigation to take place as quickly as possible.
28. The investigation manager will invite you to a meeting in order to hear your concerns – [invite to investigation meeting](#).
29. The investigation manager may also invite an employee or employees who are the subject of your grievance, to a meeting – [invite to investigation hearing – employee subject of grievance letter](#).
30. Investigatory managers will carry out investigations according to the [guidance for managers – carrying out investigations](#).
31. The aim of any investigation will be to establish the facts behind the issues raised in the grievance in a fair and impartial way. The amount of investigation will depend on the nature of the issues raised and will vary from case to case.
32. Investigations may involve interviewing and taking statements from you and from any witnesses or the person(s) whom the grievance may be against, and/ or reviewing relevant documents and records (see [record of investigation interview](#)). The investigation may be carried out by your line manager or a nominee appointed to undertake this role.
33. If you are an employee who has had a grievance raised against you, you will be informed of this as soon as it is possible and appropriate. You will be given a copy of the grievance notification form, or in cases where the grievance also relates to other matters, a copy of the part which is

relevant to you. You should refer to [guidance for employees who are the subject of a colleague's complaint](#).

34. Where you are invited to take part in an investigation you will be expected to co-operate fully and promptly with any investigation process.
35. Other employees may be called to take part in an investigation as a witness – refer to [guidance for witnesses and invite to investigation meeting as a witness](#).
36. The grievance manager and/or investigation manager will ensure that you are kept informed in writing, at regular intervals, of the progress of the investigation if you are either raising a grievance or are the subject of a colleague's grievance. Line managers who are not part of the grievance process or witnesses may also need to be kept informed of progress as appropriate.

Formal Grievance hearing

37. Following the completion of an investigation or other steps identified by the grievance manager, the grievance manager will invite you to attend a formal grievance hearing – refer to [guidance on holding meetings](#). Refer to - [invite to formal grievance hearing](#).
38. You will be entitled to 5 working days' notice of the hearing. In the event that an investigation has taken place you will be sent a copy of [the investigation report](#) and any statements taken as part of the investigation or any other paperwork which will be relied on at the hearing. If you wish to submit any further supporting documentation for your grievance you must ensure that you submit this in advance of the hearing.
39. At the hearing you will be allowed to be accompanied by a work colleague or trade union representative, if you wish. Further information about this and the role of the companion is provided in the [guidelines on the right to be accompanied](#).
40. At the grievance hearing you will be given the opportunity to restate your grievance and how you would like to see it resolved. Where a grievance investigation has taken place you have the opportunity to receive feedback on the outcomes of the investigation report.
41. The grievance manager may consider adjourning the hearing if necessary to investigate any new facts which arise or to consider the information that has been provided before making a final decision on the outcome. An HR case adviser and an impartial note taker will also be present at the hearing.

42. If you wish to call a witness to the grievance hearing you should make a request regarding this in advance. The grievance manager will decide on the appropriateness of any witnesses and will inform you in advance if any other management witnesses will be called to the hearing.
 43. Where it is inappropriate or insensitive to call a witness or the person who the grievance has been brought against to the hearing, it may be appropriate to consider a signed written statement from that person instead. (Where an investigation has taken place this is likely to form part of the investigation report and attached statements).
 44. After the grievance hearing the grievance manager will give a written response - [formal grievance hearing outcome](#) - with the outcome of the decision, within 5 working days of the date of the hearing. You will also be given a copy of the notes of the hearing. The letter will set out:
 - Whether the grievance has been upheld, either in part or full;
 - What action will be taken to resolve your grievance;
 - Your right of appeal if your grievance has not been upheld in full.
 45. The grievance manager will ensure that any actions identified as part of the outcome of the grievance are communicated and implemented as appropriate and as soon as is possible.
 46. If you have raised a dignity at work related grievance or a grievance where following the investigation it is concluded that there is a case to answer in relation to another employee, consideration will be given as to whether disciplinary action or any other action is justified.
 47. The employee whom the allegation has been made against will be informed in writing of the decision within 5 working days. If this timescale is not possible all parties need to be informed of the expected date of decision.
 48. Specific details of any further outcomes in relation to the person whom the allegation has been made against, will not be shared with you, as this will be a confidential process between management and the individual.
 49. More specific details on potential sanctions and decisions relating to disciplinary action are contained in the [disciplinary procedure](#)
- Failure to attend the formal grievance hearing
50. You must take all reasonable steps to attend the grievance hearing. If you fail to attend the grievance hearing more than once without reasonable cause the grievance manager can decide to proceed in your

absence on the basis of the information available. You will be notified of this decision and the outcome in writing. In addition to this where insufficient evidence is available in your grievance, the grievance manager may decide that the complaint should be treated as withdrawn (due to lack of active pursuit) and any further complaints relating to the same facts and individuals will not be accepted.

Time limits

51. The time limits referred to in the procedure may be varied by the council and you will be kept informed of the reasons for this. However, the procedure should be conducted expediently and in reasonable time to ensure compliance with statutory obligations and to ensure fairness.

Transfer to another procedure

52. This procedure, including the investigation, may be suspended at any point where it becomes apparent that the matter would be best dealt with in line with a different policy and procedure i.e. disciplinary procedure. An assessment of the impact of any transfer will be carried out by the grievance manager in consultation with HR.
53. In these circumstances you will be informed by the grievance manager that either:
 - the grievance will be suspended immediately, to allow the transfer to the alternative policy and procedure to take place;
 - or
 - the investigation will continue until the outcome is known, with the possibility that the issue may be transferred for further investigation under an alternative policy.
54. In circumstances where only part of the grievance needs to be transferred to an alternative policy and procedure the remaining elements may continue to be investigated under the grievance procedure at the same time.

Right of Appeal – Stage 3

55. If you are unhappy with the grievance decision from the formal process, you may lodge an appeal. This must be within 10 working days of receipt of the written outcome.
56. If you decide to exercise your right of appeal you should do so in line with the [council's appeals procedure](#).

Right to be accompanied

57. Refer to the [guidelines on the right to be accompanied](#).

Reasonable adjustments

58. If you have a disability and feel that there are adjustments which would assist you in being able to express and formulate your grievance or attend the grievance hearing you should let your manager know as soon as possible so that they can give consideration to reasonable adjustments. Refer to [see guide – equal opportunities in grievance matters](#).
59. You should also notify your manager if your companion has a disability and reasonable adjustments may be required for them to attend the hearing. Further advice can be obtained your HR case adviser.

Roles and Responsibilities

Manager responsibilities

60. To manage the grievance including the process, timescales, outcomes and the flow of information to all parties to the grievance in line with the grievance policy and procedure following HR advice – [refer to manager's guide – managing the grievance process](#).
61. To comply with the responsibilities set out in the dignity at work policy and to ensure that dignity at work related grievances are dealt with appropriately in the light of these.
62. In line with this policy to specifically:
 - establish whether an issue, concern or complaint raised by an employee is a grievance or not and whether it is appropriate to deal with it under the grievance policy and procedure or another procedure.
 - ensure that HR are informed of any grievance raised under the grievance policy and procedure and are sent a copy of the grievance notification form where a formal grievance is raised.
 - ensure that grievances are dealt with promptly and at the informal stage in the first instance where possible.
 - ensure that careful consideration is given at the formal stage, to who should consider and respond to the grievance, conduct the investigation (where appropriate), hear the appeal and provide support to the employee who has raised the grievance and other staff and managers who are the subject of or are affected by the grievance.
 - make arrangements for formal hearings (including the investigation and appeal), including ensuring appropriate and confidential note taking is organised.

- ensure that the employee raising the grievance is offered support as appropriate and is informed and kept up to date with details of the grievance process and timescales.
- ensure that where the grievance is against another employee that they are:
 - informed of the details of this as soon as possible as appropriate and that they are given a copy of the grievance notification form (or in cases where the grievance also relates to other matters) a copy of the part which is relevant to them.
 - offered support at the same time as the above
 - informed and kept up to date with details of the process and timescales.
- respond to all grievances in a fair, impartial and consistent manner having regard to equal opportunities and in line with the grievance policy and procedure.
- try and find positive and constructive ways of resolving grievances where a resolution is possible.
- give careful consideration to using mediation where appropriate.
- ensure that where recommendations are made as a result of a grievance that these are communicated to all those involved in the grievance and those who need to implement the recommendations. This also includes informing employees who are the subject of the grievance of the outcome in relation to their part in the grievance.
- For line managers to review where recommendations have been made that they have been implemented successfully at a suitable interval following the final grievance hearing.

Investigation officer responsibilities

63. In line with this policy to specifically:

- undertake an impartial fact finding investigation in line with the investigation brief from the grievance manager and in line with the [guidance for investigating officers](#), equal opportunities and the grievance policy and procedure.
- undertake correspondence with the employees involved in the investigation in relation to hearings and drawing up summary notes (statements) of hearings and arranging for these to be signed.
- keep the grievance manager up to date with the progress of the investigation so that they can keep all parties up to date with the timescales.
- consider the facts that have been gathered in an impartial manner and to draw up a report for the grievance manager containing conclusions relating to the issues which have been raised in the grievance (see [template-investigation report](#)).

Employee's responsibilities in relation to raising a grievance are:

64. To provide as much relevant information as possible to enable your manager or manager's manager to clarify and respond to your grievance, including how you would like the grievance to be resolved and to make it clear to your manager that you are raising the matter as a grievance under the procedure, at both the informal and formal stage.
65. Comply with the employee responsibilities set out in the Dignity at work policy where the matter raised is a dignity at work related grievance.

In line with this policy to specifically:

- complete the grievance notification form as requested to initiate the formal stage of the procedure.
- commit to approaching the procedure with a positive approach and engaging in constructive discussion in order to resolve the grievance wherever possible, at the informal stage.
- If it is felt that matters are best resolved by using mediation then you should be prepared to engage with this recommendation.
- maintain a professional approach towards colleagues in respect of your working responsibilities whilst the grievance process is ongoing. A discrete and co-operative approach will be expected to ensure that information collected from witnesses is independent and not unduly influenced by external sources.
- make every effort to attend hearings set up under the grievance procedure and to notify the manager who has invited you to the hearing, if you are unable to attend and the reasons for this.
- Ensure that if you have requested that a trade union rep or work colleague should be present, that you arrange for them to attend the hearings that you have been invited to promptly and that you inform the manager who has invited you to the hearing if your companion is unable to attend as soon as possible.
- inform the manager who invited you to the hearing know if you or your chosen companion require any adjustments to be made for the hearing.
- Fully participate and co-operate in any investigation which is required in to matters you have raised that is required, including attending an interview with the investigating officer and providing as full information as possible. You will also be asked to sign a summary statement of the interview.
- If you raise a grievance this should be a genuine concern and should be made in good faith. Malicious and vexatious complaints against colleagues and any intimidation of witnesses as a result of an investigation will not be tolerated and will be pursued in order to determine whether action could be taken for a disciplinary offence.

- If at any point during or at the end of the investigation a decision concludes that there have been actions of misconduct the matter will proceed under the disciplinary formal procedure, and you may be required to attend as a witness if the matter is referred to a disciplinary hearing.

The role of Human Resources (HR)

66. A HR case adviser will be allocated to support managers where they are informed that a grievance has been received.

The role of HR will be to provide:

- professional advice and guidance to managers to enable them to make an informed management decision;
 - an overview of the grievance to help ensure a timely resolution and progression of the matter;
 - an audit trail and chronology of the grievance;
 - co-ordination of the involvement of any other stakeholders (if necessary) e.g. mediators, other HR case advisers or legal;
 - support to managers during grievance hearings where appropriate;
 - support to managers during grievance investigations where appropriate.
67. In most cases the HR case adviser will become involved at the formal rather than informal stage of the grievance although this will depend on the nature and complexity of the issue. HR case advisers will not be responsible for note taking at any hearings under this policy and procedure.

Employee's responsibilities if you have had a grievance raised against you:

68. These are set out in the [employee guide – employees who are the subject of colleague's grievance](#).

Support

69. Details of the support available to you if you are raising a grievance or if you are the subject of a colleague's grievance are set out in the:
- [Employee guide – employees raising a grievance](#)
 - [Employee guide – employees who are the subject of a colleague's grievance](#)
 - Mediation (to follow)

Relationship between grievance and disciplinary procedure

70. Where an employee raises a grievance during a disciplinary process the disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and disciplinary cases are related it may be appropriate to deal with both issues concurrently.

Requirement to keep records

71. It is important to keep written records during the grievance process. Records should include:
- The nature of the grievance raised
 - A copy of the written grievance
 - Notes of hearings held during both informal and formal stages
 - The manager's response
 - Action taken
 - Reasons for action taken
 - Whether there was an appeal and, if so, the outcome; and
 - Subsequent developments.
72. Managers should send copies of all grievance records (including the informal and formal stage) to HR to retain on the employee's file. Records will be processed in accordance with the Data Protection Act 1998.

Frequently asked Questions

73. **What do I do if I don't want to use the formal procedure yet?**

Employment problems and concerns are often raised and settled as a matter of course during day to day management. Often if your manager is aware of your concern or issue they can work with you to resolve it. As such you should aim to settle most concerns informally and quickly with your line manager.

However, there will be situations where matters are more serious or where an informal approach has been tried and has not worked. If informal action under the procedure does not resolve the matter, or the grievance is considered serious, you should raise a formal grievance. The grievance procedure will be used to manage your grievance.

74. **Can I use the grievance procedure to resolve a dignity at work issue?**

There is a separate dignity at work policy and procedure which you should refer to. You are encouraged to try and resolve your concerns using the informal remedies and procedure set out in the dignity at work

policy in the first instance as this is usually the most effective route. However where you have tried this and it has not work or the matter is considered serious, the grievance procedure is now the correct route to raise a formal dignity at work issue. You should read the dignity at work policy in conjunction with the grievance policy. Further guidance and advice is also available under the dignity at work section in HR direct. . There are also further faq's in the dignity at work statement of commitment which you may find helpful.

75. Can I use the grievance procedure in relation to concerns relating to equal pay?

Most posts within the council have a grade which has been job evaluated against the council's job evaluation scheme which is used to ensure that a fair and equal process is followed for the grading of posts within the council. The job evaluation scheme includes an appeals process and this is likely to be the most appropriate route for any concerns relating to equal pay in the first instance.

If this procedure does not cover your circumstances or you are unhappy with the process which has been followed you can raise the matter as a grievance under this procedure. In line with the grievance procedure you will be encouraged to use the informal stage initially. Your grievance will need to set out details of your concerns and identify your comparator. You may also have questions which you would like the organisation to respond to in order to help you resolve the concerns you have raised about your pay. Your manager will need to gather information relating to your equal pay concerns including from HR to help them to respond to the issues you have raised.

76. When should I not use the grievance procedure?

You cannot use this procedure to raise a grievance regarding a matter that has already been dealt with under the grievance procedure. You should consider whether your issue would be better dealt with under separate policies and procedures that deal specifically with the matter concerned please see section [when the procedure does not apply](#). Other issues it may be helpful to consider include whether the grievance procedure is the best way of achieving your outcome, how old the issue is and whether it is now realistically resolvable.

77. Who should I send my grievance to?

Informal and formal grievances should be raised with either your immediate line manager or in the event that the grievance is against your manager your line manager's manager. It is important that you send your grievance to the correct manager as attempts to involve more senior managers at an early stage may lead to them being unable to

become involved in the grievance at a later stage in the process. Grievances sent incorrectly to senior managers will be redirected.

78. Does anyone else need to be told about my grievance?

Your grievance will be treated confidentially but there are likely to be a number of people who are involved in your grievance who will need to know details of all or part of your grievance in order to be able to assist in the process of resolving it. This will include your line manager and any other manager hearing your grievance or appeal (if it gets to this stage), the investigation officer (if one is appointed) and HR staff assisting managers.

Where your grievance is against another member(s) of staff or involves other member(s) of staff as witnesses they will need to be made aware of the parts of your grievance which relate to them in order that the matter can be investigated fully with them and to potentially involve them in the resolution of the grievance and outcome.

79. What is mediation and does it suit my circumstances?

If your grievance concerns your working relationship with your manager or another member(s) of staff mediation should be considered **as it can provide helpful solutions to working relationship difficulties.** Mediation is a method of helping people resolve disputes and finding ways of working together more effectively and can be beneficial either prior to a formal grievance being raised or at any stage during the grievance procedure.

An external mediator will use specific skills which are impartial and they will facilitate a process that aims for a workable agreement between parties.

Mediation introduces a new dynamic to any discussion involving disagreements or disputes and enables people to restore and develop healthy working relationships.

You should seek advice from your line manager or their manager to decide whether **mediation** support could be a productive way forward. **You are asked to give mediation careful positive consideration if it is recommended as a way forward for potentially resolving the issues you have raised.**

80. Would I be entitled to see the investigation report including witness statements if my complaint is a dignity at work complaint related to the behaviour of a colleague?

Yes, you will be entitled to see the investigation report in relation to a complaint relating to the behaviour of a colleague(s), however you

should be aware that in rare circumstances the council may withdraw this right to have access to the full report including witness statements if it is judged that the release of these would have a substantial detrimental impact, including on the health, wellbeing of either yourself or other team members and or cohesion of the team (e.g causing an irretrievable breakdown of the team). In these circumstances you would be provided with as much information from the full version of the report as possible to help you decide whether you wish to appeal.

81. Is it appropriate for me to continue working with the person I have complained about?

This will very much depend on the nature of your grievance and the circumstances. Wherever possible the status quo will be maintained and support may need to be put in place for you and others affected. Your manager (or their manager where the grievance is against your line manager) will take into account your views, those of the person your grievance is against and possibly other members of your team. Your manager may take advice on possible ways forward from an HR case adviser before a decision can be reached about this. The council does not have any obligation to offer you employment in any other area of the council if you raise a grievance.

82. I have just become aware that a colleague has raised a grievance against me. What support is available to me?

Your manager should inform you if a grievance is raised about you and you should be given details of the complaint (you will only be given details of the parts which relate to you if there are a number of facets to the grievance). Your manager or their manager will involve you in trying to seek to resolve the matter informally in the first instance where possible. You may be invited to take part in mediation either at the informal or formal stage of the procedure.

If the grievance moves to the formal stage of the procedure you may be invited to an investigation meeting and if this is the case you will have the opportunity to be accompanied by a trade union representative or work colleague. The investigation officer will give you the opportunity to respond to the complaint made against you and will arrange for a statement of the meeting to be drawn up which you will have the opportunity to check and sign.

They should also keep you informed of the timescales for resolving the grievance. You will also be entitled to be informed of the outcome of the grievance where appropriate and where it relates to you (which might not be the full grievance). For further information and details of the support available please refer to the guidance for staff who have a complaint made against them.

83. What happens if my grievance is upheld?

Where the grievance is upheld the grievance manager is responsible for ensuring that the outcome and any recommendations are communicated to your line manager or the manager responsible for implementing them.

Where the grievance is against another member of staff and the outcome of the grievance is that there has been an issue of misconduct the matter may be referred to a disciplinary hearing. If this is the case you may be called as a witness at the hearing and copies of the grievance hearing records and /or statements obtained during any investigation may be used at the disciplinary hearing. In addition or as an alternative to disciplinary action, the manager may consider taking some other action to resolve any outstanding concerns, for example, extra training, re-clarification of accepted standard of work, reallocation of tasks etc. You will not know the outcome of any disciplinary action relating to another member of staff as the matter will be confidential.

Relevant Legislation

From 6 April 2009 the key statutory provisions governing grievances at work are to be found in:

- the Employment Act 2008, and
- the Employment Tribunals (Constitution and Rules of Procedure) (Amendment) Regulations 2008.

The policy and procedure takes in to account current employment legislation together with the

[ACAS Statutory Code of Practice \(April 2009\)](#)

[Equality Act 2010](#)

Health and Safety Act 1974

Protection from Harassment Act 1997

Management of Health and Safety at work Regulations 1999 (SI 1999/3242)

Advice and guidance

If you require help in understanding this policy or completing any of the associated forms 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.

Further advice

There are a number of related policies which you should be aware of:

- [Dignity at work policy and procedure](#)
- [Appeals procedure](#)
- [Whistleblowing policy](#)
- [Disciplinary policy and procedure](#)
- [Improving work performance policy and procedure](#)
- [Sickness absence management policy and procedure](#)
- [Behaviours framework policy and procedure](#)

There is also a toolkit including manager guidance and supporting documents to use when following this policy and procedure

For further information please speak to your supervisor, manager, service director or contact a member of your [human resources advisory team](#).

| | |
|-------------------------------------|-------------------------------------|
| Policy author | HR Policy and Reward Team – (ML/CC) |
| Policy last updated and implemented | DATE |

**WILTSHIRE COUNCIL
STAFFING POLICY COMMITTEE**

4 May 2016

**Outcome of local trade union negotiations for changes to terms and conditions
and update on national pay negotiations**

Purpose of the report

1. The purpose of this report is to provide an update to Staffing Policy Committee on the outcome of local trade union negotiations and provide an update on the national pay negotiations, along with an overview of the actions agreed.

Background

2. The council's budget for 2016/17 requires the delivery of savings of £25.254m, whilst still delivering the priorities over the next year.
3. In order to deliver the savings required a total of £2.5m was allocated to be provided from changes to terms and conditions.
4. Negotiation with our recognised unions – UNISON, Unite and GMB - is the council's agreed process for changing employee terms and conditions. The outcomes of negotiations apply to staff who are employed on NJC terms and conditions as well as Hay graded senior managers. This includes the majority of council employees, together with school support staff.
5. The outcomes of these negotiations do not apply to teachers, centrally employed teachers, and a small number of staff who employed on Soulbury, Youth and Community or TUPE terms and conditions.

Main considerations

6. Negotiation meetings between the council and the recognised trade unions commenced in February 2016 and were led by Carlton Brand, Corporate Director. The aim of these meetings was to try and reach agreement on ways that these savings could be found.
7. At initial negotiation meetings the council outlined a large number of possible options that could be considered for delivering the required £2.5m savings, including:
 - A reduction in redundancy pay
 - A reduction in overtime rates
 - A reduction in unsocial hours payments
 - No pay for first three days of sickness absence
 - Removal of subsistence allowances
 - Removal of the homeworking allowance
 - Reduction in the business mileage rate
 - Increment freeze
8. Some terms and conditions could not be considered as part of local negotiations as they are negotiated at a national level – for example the annual pay award. There are also some terms

and conditions which are determined by legislation and cannot be significantly changed or removed.

9. The unions were also invited to put forward suggestions as to how the savings target could be delivered.
10. The council provided data to show the impact of potential changes across the workforce, and updated these to take into account union suggestions and requests for information.
11. It was made clear that failure to achieve the savings through changes to terms and conditions could result in a requirement to significantly increase the number of redundancies required (on top of those already agreed to deliver part of the savings target).
12. Throughout the course of the negotiation meetings it became clear that the unions' preferred option was not to agree permanent changes to terms and conditions that would result in a reduction in overall pay.
13. They were more willing to consider changes which were temporary in nature and which did not impact on the pay which staff were already in receipt of – such as a temporary increment freeze. However a one year increment freeze would not deliver the full savings amount required.
14. After much debate the unions tabled a counter proposal that rather than cutting various terms and conditions, the council should look at the option of a longer period of incremental freeze. The advantage of this option is that this would result in a temporary change and as well as there being no impact on current levels of pay, this would also avoid any permanent cuts to terms and conditions.
15. The counter proposal was considered by the council and as a result the council proposed an increment freeze for two years, along with proposals to increase annual leave by two days per annum, and to introduce a “purchase of annual leave policy” that would enable staff to buy additional leave of up to 10 days.
16. The trade unions felt that the 2 days additional annual leave and the new purchase of annual leave policy would encourage their membership to vote to accept the changes. The council also offered a guarantee that would mean no further negotiations on changes to terms and conditions would take place for four years.
17. The trade unions agreed that this set of proposals was the best outcome they could achieve from negotiations and conducted a ballot of their members. The result of the ballot was significantly in favour of accepting these proposals.

Financial implications

18. The outcome of the negotiations means that the required savings of £2.5m will be delivered annually for 4 years until 2020.
19. The additional 2 days annual leave for council staff will have little financial impact as managers will be expected not to cover the absences. For council term time only staff and schools support staff there will be a limited financial impact as these staff have a paid working weeks calculation which will increase.
20. The purchase of annual leave policy should generate income as in the majority of cases managers will not be covering the additional leave. This policy will not be available for council term time only staff and school support staff.

National pay award negotiations - update

21. The annual pay award is negotiated by the National Employers and UNISON, Unite and GMB who together make up the National Joint Council (NJC) which covers councils in England, Wales and Northern Ireland.
22. The National Employers need to be able to reach a formal agreement with all three unions before local councils can implement the pay award for their staff.
23. On 9 December 2015 the National Employers made a final two-year pay offer of 1.00% increases in 2016 and 2017 for employees on pay points 18 and above. Over that same two-year period employees on pay points 6 to 17 would receive increases in pay of between 10.28% and 2.30%. The increase on the bottom pay point 6 would produce an hourly rate of £7.52 this year and £7.78 in April 2017; some way above the new National Living Wage of £7.20.
24. UNISON and Unite conducted ballots of their memberships through their local branches and recommended that the offer be rejected. GMB conducted a secret postal ballot of its individual members and the offer was accepted by a majority.
25. UNISON now plans to conduct a further ballot to see if there is support for strike action or whether its members wish to accept the Employers' final two-year pay offer. Unite is meeting on 21 April to decide its next steps.

Recommendations

26. It is recommended that Staffing Policy Committee:
 - a. Note the update on changes to terms and conditions.
 - b. Note that the new policy for "Purchase of Annual Leave" is on the agenda for Staffing Policy Committee for their agreement.
 - c. Note that national negotiations are still taking place on the annual pay award and that the committee will be kept up to date regarding progress on this matter.

Barry Pirie
Associate Director People and Business

Report author: Amanda George, HR Policy and Reward Manager

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

4 May 2016

Purchasing Annual Leave Policy

Purpose of Report

1. The purpose of this report is to present the purchase of annual leave policy which gives employees the opportunity to purchase two weeks additional leave each year (pro-rata for part-time employees). This can be used for special occasions or personal reasons and is aimed at providing greater work/life balance for employees.

Background

2. The introduction of this scheme is as a result of the recent local negotiations between the trade unions and the council to deliver savings from staffing costs.

Main Considerations for the Council

3. The policy contains the following points:
 - The scheme will allow employees to purchase up to 10 days (pro-rata for part time employees) additional leave each year to be taken in one week blocks.
 - There is an application window period each year when employees can apply for additional leave which is December to January for requests to purchase extra leave during the new leave year.
 - For 2016 there will be special arrangements as the scheme is being introduced part way through the year.
 - Employees will pay for the additional leave by having monthly deductions taken from their pay over a 9 month period.
 - The scheme is a discretionary one. It is not a permanent change to an employee's terms and conditions of service and can be reviewed each year.
 - Employees will apply by completing an application form and purchased annual leave will be recorded separately from regular annual leave.

Environmental Impact of the Proposal

4. There is no environmental impact arising from this policy.

Equalities Impact of the Proposal

5. There are no equality issues arising from this policy as the scheme is open to all employees.

Risk Assessment

6. Some services may find it easier to accommodate these requests than others. HR will need to monitor requests and reasons for refusal.

Financial Implications

7. In the majority of cases the additional annual leave will not be covered by another employee so it is anticipated that the scheme will bring in revenue for the council.

Recommendation

8. To recommend approval of purchasing of additional annual leave policy.

Barry Pirie
Associate Director People and Business

Report Author: Margaret Roots, HR Policy Officer

Wiltshire Council Human Resources

Purchasing Annual Leave policy and procedure

This policy can be made available in other languages and formats such as large print and audio on [request](#).

What is it?

This scheme gives employees of Wiltshire Council the opportunity to purchase up to two weeks additional leave each year (pro-rata for part-time employees). It is aimed at providing greater work/life balance for employees and allow for events such as a special occasion or trip or taking extra leave for personal or family reasons.

Go straight to the section:

- [Who does it apply to?](#)
- [When does it apply?](#)
- [When does it not apply?](#)
- [Application period](#)
- [Amount of additional leave that can be purchased](#)
- [Application process](#)
- [Recording of annual leave and purchased annual leave](#)
- [Cost of your additional leave](#)
- [Commitment](#)
- [Sickness](#)
- [Maternity, adoption & paternity](#)
- [Redundancy](#)
- [Pension implications](#)
- [Roles & responsibilities](#)
- [Frequently asked questions](#)

Who does it apply to?

The policy applies to all Wiltshire Council employees except centrally employed teachers, Youth and Community employees and teaching and non-teaching staff employed in maintained schools or academies. It also does not apply to an employee who has transferred under TUPE terms and conditions of employment.

When does it apply?

The scheme runs from 1 January – 31 December alongside the normal annual leave year but it will be administered separately.

It is a discretionary scheme and will be reviewed each year. It is not a term and condition of your employment.

For 2016 only there will be special arrangements as the scheme has been introduced part way through the year.

When does it not apply?

The policy will not apply to:

- employees in their probationary period
- fixed term or temporary contracts with less than 12 months left to run
- teaching and non-teaching staff employed in maintained schools or academies.
- centrally employed teachers
- youth and community employees
- staff on term time only contracts

What are the main points?

Application period

1. There is one application window each year during which you can apply to purchase additional annual leave of up to 10 days for full-time employees, pro-rata for part-time employees. The application window will be 1 January to 31 January for requests to purchase extra leave during the new leave year.
2. Precedent will be given for requests for standard annual leave where known. This means that requests for the purchase of additional annual leave may be refused where the requests coincide with standard annual leave for other employees in the same team, and agreeing the purchase of the additional annual leave would impact on service delivery.

Interim arrangements for 2016 only

3. For 2016 only as the scheme is being introduced part way through the year the window of application will be 9 May 2016 to 3 June 2016 for purchasing annual leave to be taken between 4 July and 31 December 2016.
4. For 2016 you will only be able to purchase one week (5 days) of additional leave (pro-rata for part-time employees) as the scheme is being introduced mid-way through the year.
5. Applications to purchase annual leave must be made using the application form ([link](#)).

Amount of additional leave that can be purchased

6. If you are a full-time employee you are able to purchase a maximum of 10 days additional leave each year to be taken in one week blocks. A week is based on your working week pattern and must be a normal working week even if some of these days are non-working days.
7. If you are a part-time employee you can purchase the equivalent of 10 days pro-rata leave each year to be taken in one week blocks. A week is based on your part time working week pattern and must be a normal working week, even if some of these days are non-working days.
8. You are able to request to take the two week blocks consecutively.
9. In accordance with the [Annual leave and bank holiday entitlement policy](#) the maximum amount of leave that can be taken at any one time by combining annual leave with carry-over of annual leave, accrued banked leave, unpaid leave and purchase of annual leave is 40 days (pro-rata for part time staff). This is subject to the approval of your manager.

Application process

10. If you wish to request additional annual leave you need to complete the application form within the application window detailing the amount of leave you are requesting and send the form electronically to your manager for approval.
11. If you have more than one job at the council you can apply for a maximum of 10 days additional leave (pro-rata for part time staff) in total, and not for each job. If you are requesting leave from all your jobs at the same time you will need to get the approval of each of your managers.
12. Your manager will assess all applications received for purchased annual leave at the end of the application window period and will take into account that standard annual leave booking takes precedence over purchased annual leave.
13. If your manager approves the leave they will complete the form and send it to Policyandreward@wiltshire.gov.uk.
14. When the approved application is received by HR, the team will carry out eligibility checks to make sure you have sufficient pay after deductions to meet the legal minimum requirements for the national minimum wage. Providing this is satisfactory your request will be actioned and you and your manager will receive an email of confirmation.
15. As with any other leave request managers have the right to refuse requests in full or part (e.g. one week instead of two) because of service delivery

reasons such as the leave request is over a busy period or other employees have already booked standard annual leave for the same time.

16. If your manager cannot agree to your request they must give their reasons for refusing the request on the form and return it to you. Your manager will discuss with you the potential for agreeing alternative dates.
17. Managers can discuss with their team if there are a number of requests for the same period to see if someone is prepared to alter their dates, or if there can be a compromise.
18. Managers need to ensure consistency in their decisions to agree or decline purchase of annual leave requests as with any other leave requests.
19. If it is not possible to accommodate your request or agree alternative dates your request will be declined and there is no right of appeal. Managers must send the form including the reason the request was declined to policyandreward@wiltshire.gov.uk

Recording of annual leave and purchased annual leave

20. Annual leave and purchased additional annual leave must be recorded and processed separately. There is no change to the way annual leave is requested and recorded.

The cost of your purchased annual leave

21. You are able to calculate the estimated cost of your annual leave by using the purchase annual leave calculator. ([link](#))
22. Deductions for the purchase of annual leave will be taken from your salary starting in March each year and will be taken in 9 equal monthly instalments equivalent to the value of the number of days purchased.
23. The cost of your annual leave is based on your contractual hours and salary at the time of the application window closing date. It will include all regular contractual payments you receive such as unsocial hours allowance.
24. The cost of your purchased annual leave will be deducted from your gross salary prior to deductions for tax, national insurance and pension.
25. A request for purchased annual leave will be declined if after deductions your hourly rate is lower than the national minimum wage.

Commitment

26. Once your application to purchase annual leave has been agreed you are committed to the scheme. If you fail to take the leave at the agreed time the

leave will be lost with no reimbursement unless you are able to agree with your manager a mutually convenient time to take the leave within the leave year.

27. By completing and submitting an application for the purchase of annual leave you are agreeing to deductions for the purchase of your leave from your salary.
28. Purchased annual leave cannot be carried over from one leave year to the next. If it is not used within the 12 month annual leave year in which it was purchased it will be lost. The annual leave year runs from 1 January to 31 December.
29. In exceptional circumstances if your manager requests that you do not take the leave because of urgent service needs and you agree to the request, you will be reimbursed the amount that you have paid for the additional purchased leave which has not be taken. Alternatively you may be able to agree with your manager a mutually convenient time to take the leave at a different time within the leave year.
30. If you leave the council you will be reimbursed for any outstanding additional annual leave purchased and not taken. For any purchased leave taken but not yet paid for the amount will be reclaimed from your final salary.

Sickness

31. If you are unable to take purchased annual leave due to sickness a discussion will need to take place with your line manager to agree whether the leave can be taken at a different time or whether you can be reimbursed.
32. If it is not possible for you to take purchased annual leave at another time the deductions will stop and you will be reimbursed for the deductions taken to date.

Maternity/adoption and paternity leave

33. In the case of maternity/adoption or paternity leave if you have purchased annual leave and payments have been deducted for leave not yet used you will be reimbursed. For purchased annual leave taken but not yet paid for the amount will be reclaimed from you. You will not be able to carry additional leave forward to when you return from maternity / adoption / paternity leave.

Redundancy

34. If you are made redundant you will be reimbursed for any purchased leave not taken for which deductions have already been made. For any purchased

leave taken but not yet paid for the amount will be reclaimed from your final salary.

Pension implications

35. Purchase of annual leave is treated as unpaid leave for pension purposes and will result in a loss of pension unless you make an election to pay additional pension contributions (APCs).
36. To make up the lost pension you must do so within 30 days of your return to work in order for the council to fund $\frac{2}{3}$ of the cost of the APC and for you to pay $\frac{1}{3}$ of the cost of the APC. If you do not do this within this time frame you will be responsible for funding the whole cost of the APC.
37. If you choose not to purchase an APC then this period of service will not count as qualifying and reckonable service for pension purposes.
38. You must state on your application form for purchase of annual leave whether you intend to purchase APCs.

Roles and responsibilities

Employee responsibilities

- Discuss your request for purchased additional leave with your manager prior to submitting an application form.
- Submit the application form to your manager before the closing date of the application window.
- Note that by requesting the purchase of annual leave you will have deductions from your salary for the cost of the leave.
- Take responsibility for managing your own leave to ensure that all your leave, additional purchased leave and annual leave, is taken before the end of the leave year.
- If applying for another job with the council inform the recruiting manager that you have an arrangement for additional leave in place.
- Ensure you fully consider the financial implications of the monthly deductions from your salary.
- Ensure you fully consider the implication for your pension and make sure you understand the options to buy back lost pension entitlement.

Line manager responsibilities

- Ensure employees have been given the opportunity to request their standard annual leave prior to agreeing any purchases of annual leave. This means that the booking of standard annual leave takes precedence over purchased annual leave.
- Assess the request taking into account service needs and the ability for additional leave to be accommodated within the employee's leave year.

- Discuss the application with your employee and if necessary discuss the possibility of alternative dates.
- Assess all applications at the end of the application window period. If there is a difficulty with requested dates discuss the possibility of alternative dates with individual employees.
- If a number of your employees want the same periods of leave you could discuss the situation with your team to see if a compromise can be reached.
- Treat all applications equally. On HR Direct there is guidance and information on Equality and diversity.
- Ensure proper management of the employee's leave throughout the year in order to ensure that all leave including additional purchased leave is taken prior to the end of the leave year.
- If you are unable to approve the request explain the reasons to your employee and clearly outline these on the application form.

39. Complete the application form and send to policyandreward@wiltshire.gov.uk

HR responsibilities

- Provide guidance to line managers on queries relating to this policy.
- Carry out eligibility checks to ensure employees earn at least the national minimum wage after the deductions for annual leave.
- Email the manager and the employee to confirm if they meet with the minimum requirements and their application can proceed or not.
- Forward approved applications to payroll for processing.

Frequently asked questions

40. What happens if my job, hours or salary changes prior to me taking the additional leave?

Your arrangement for purchased annual leave is based on your contractual hours at the time of the application window closing date. If subsequently you change jobs or working hours your monthly deductions will remain the same and will not be adjusted. You need to take this into consideration when applying to purchase additional annual leave.

41. Can I change the dates of my leave after they have been authorised?

42. Once your request for purchased annual leave has been approved leave it is a binding agreement. If you fail to take the leave at the agreed time the leave will be lost with no reimbursement. Only in exceptional circumstances will consideration be given to changing your dates if you are able to agree with your manager a mutually convenient time to take the leave within the leave year.

43. Can I change my mind after purchasing extra leave or change the amount of leave I purchase?

No, once you have requested the extra leave and it has been agreed you are committed to purchasing and using the leave, or you will lose it.

44. Why can't I take individual days of leave rather than in blocks of 5 or 10 days?

Many of our employees have working patterns which vary from week to week and makes administering this kind of scheme and calculating the cost of an additional day complex. We need to keep the process as simple as possible and that is why this scheme can only be used for blocks of 5 or 10 days, pro rata for part time. An employee can use their standard annual leave entitlement for taking an individual day's leave.

45. I started mid-way through the year and therefore did not have the opportunity to apply for additional leave. Can I do so now?

No, applications for purchased annual leave can only be made during the application window. You will need to wait for the next application window before you can apply.

46. I am currently in receipt of a tax credit (working tax credit, child tax credit or universal credit) will this be affected?

You may be affected and you are advised to contact HM Revenue and Customs on their helpline 0845 300 3900 to check your personal circumstances.

47. What effect will reducing my national insurance contributions have?

As your NI contributions will be reduced this may affect statutory benefits based on NI contributions such as maternity, adoption, paternity, sickness, incapacity and the state pension. You should take this into account when making decision regarding purchasing extra additional annual leave.

48. Can I carry any unused purchased leave over to the next year?

No, if you don't use all your purchased leave within the scheme period for which it was agreed you will lose it and not be reimbursed.

49. Can I 'sell' any unused purchased leave?

No, selling annual leave is not part of the scheme.

50. Can my manager refuse my purchase of annual leave and can I appeal against the decision?

Managers will be encouraged to agree the purchase of annual leave wherever possible. If this is not possible they should discuss alternative dates with you before making a decision to refuse your request. However, your manager is able to refuse your request if service delivery will be impacted. There is no right of appeal should a manager refuse your request but they will need to clearly outline why it has been refused.

51. Why do you need to know when I want to take the additional leave?

Your manager will need to know the dates in order to assess whether they are able to let you take the additional leave taking into account the impact on service delivery and also the numbers of other staff already on leave in the team.

Your manager will need to ensure that staff who are requesting to book their standard annual leave take precedence over those wishing to purchase additional annual leave.

It is therefore important that all staff request their standard annual leave dates as early as possible each year.

Definitions

Equal Opportunities

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

This policy has been reviewed by an external legal organisation to ensure compliance with (the above legislation and) our statutory duties.

Advice and guidance

If you require help in accessing or understanding this policy [\[or completing any of the associated forms\]](#) 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:

- [Annual leave and bank holiday entitlement policy](#)

For further information please speak to your supervisor, manager, service director or contact your [HR case adviser](#).

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


QUARTERLY WORKFORCE REPORTING


Report for Wiltshire Council relating to the quarter ending March 2016.

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 (9.9%) we could estimate that 472 employees will leave Wiltshire Council during 2016-17 resulting in costs of **£1,382,960**.
- **% <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: April – June 2015
 - Quarter 2: July – September 2015
 - Quarter 3: October – December 2015
 - Quarter 4: January – March 2016**
 - Last year: January – March 2015**
- 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: 31st March 2016

HR Information Team Observations:

Headcount reduction 1 The headcount across Wiltshire Council has seen a decrease since last quarter of 56 employees (-1.2%), with this figure now standing at 4772. The headcount has consistently decreased over the past year; as would be expected in the current financial climate, reducing by 262 (5%) since the January – March 2015 quarter. The greatest reduction in headcount was seen in the Highways and Transport service (-18), followed by Public Health (-11). Adult Care Commissioning and Housing saw an increase in headcount of 5 (+2.1%). This is due to filling vacancies via a restructure.

The full time equivalent (FTE) figure has decreased this quarter by 13 (-0.3%). The highest reduction in FTE this quarter was in People and Business (-10.2) followed by Highways and Transport (-7.4).

Increase in sickness absence 2 Sickness rates have increased this quarter to 2.5 days lost per FTE (+0.1). This at the same level as the benchmark for a local authority. Although when looking at recent absence figures, there isn't necessarily a seasonal trend in absence in this quarter, it can be argued the absence rate has been influenced by seasonal factors this quarter. The fact that cold/flu and other infections saw the largest increase by any absence reason (+2.1%) and short term absences have increased this quarter (+1.3%), suggests that absence figures have been influenced by seasonal factors. The highest levels of sickness absence remain within the Waste and Environment service at 3.9 (-0.1). Whilst Adult Social Care Operations have the second highest sickness absence rate at 3.7 (+0.8 – the largest increase this quarter). This was due to a significant increase in the Learning Disabilities Provider Services team (92% of the total increase in Adult Social Care Operations). This is predominantly as a result of an increase in stress/depression/mental health/fatigue related absences, and more specifically; work related stress (47% and 22% of the total increase in Adult Social Care Operations respectively). This may be as a result of a recent restructure in Adult Social Care Operations; and is being picked up by the HR Advisory team. Legal and Governance decreased the most, down by 0.8 days per FTE from 3.0 to 2.2. Whilst Communities and Communications saw the lowest sickness absence rate across the quarter; at 1.5 days per FTE (-0.4 days).

This quarter, 46.1% (-2.3%) of all absence days lost were due to long term absences (greater than 20 days), this is 9.7% below the benchmark for a local authority. Corporate Function, Procurement and Programme Office had by far the lowest proportion of long term absences at 13.2% (-16.4%). The next lowest is Public Health with 30.8%. Commissioning, Performance and School Effectiveness had the greatest improvement in long term absences decreasing to 45.0% (-20.0%). Legal and Governance had the largest proportion of long term absences at 74.4% (+17.6%). Whilst Finance saw the largest increase in long term absences increasing to 44.7% (+29.1%).

22.9% (-3.1%) of all absence days lost were due to 'stress/depression/mental health/fatigue'; of which 39.2% (+4.9%) was recorded as not work related, and 20.2% (+1.4%) recorded as work related. 'Cold/flu and other infections' continues to be the second most common reason for absence this quarter; with 15.8% of absences attributed to this reason (+2.1%). This can be put down to a seasonal variance and contributes to the decrease in proportion of long term absences.

QUARTERLY WORKFORCE REPORTING

- Increase in voluntary turnover**
- 3 The voluntary turnover rate has increased to 2.3% this quarter (+0.1%). This is 0.5% above the benchmark voluntary turnover rate for local government. It is suggested (by ACAS for example) that people tend to change jobs after Christmas and summer holidays. This is supported by past data; the previous 3 financial years have all seen an increase in voluntary turnover in the January – March quarter.
- Communities and Communications had the highest voluntary turnover rate this quarter at 4.1% (+1.2%). This increase was consistently spread across most of the service, an increase of 1 voluntary leaver in: Communications (Events and Marketing), Communications (News and Information), Community and Organisational Transformation and Library and Information Services (amounting to an increase of 4 voluntary leavers across the whole service). 64% of the voluntary leavers in Communities and Communications are in Library and Information Services; this is due to the nature of their roles. The service with the second highest voluntary turnover rate was Legal and Governance with 3.5% (+2.6% - the largest increase seen by a service this quarter). However these are small services and any turnover reflects significantly on their turnover percentages. Adult Care Commissioning and Housing and Finance shared the lowest voluntary turnover rate at 0.4% (-4.8% and -0.8% respectively). The reduction in voluntary turnover in Adult Care Commissioning and Housing was the largest reduction seen by a service over the quarter. A reduction from 13 voluntary leavers last quarter, to 1 voluntary leaver this quarter. This reduction was largely in Housing.
- Despite a slight increase in voluntary turnover this quarter in Operational Children's Services; the annualised voluntary turnover has reduced from 20.2% to 7.4% since September 2014 when the social worker recruitment campaign commenced. Since this campaign began Wiltshire Council have managed to retain 100% of the social workers recruited as part of the campaign.
- 41.8% (46) of all voluntary leavers during the quarter resigned for alternative employment not with a local authority. This is up 6.2% from last quarter (35.6%, 37 leavers) and helps support the anecdotal statements that employees are more likely to leave voluntarily after Christmas. The second most common reason continues to be due to family commitments with some 20 employees accounting for 18.2% of all leavers (down from 26.0%, 27 people last quarter).
- The ratio of starters to leavers (FTE) has decreased this quarter to 1:1.6 (a change from 1:1.4). This means that there were even more leavers than starters this quarter compared with last; 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 decreased this quarter to 16 (-10). The largest number of disciplinary cases this quarter was in Public Health; with 5 new disciplinary cases opened (an increase of 1 from last quarter). Adult Social Care Operations witnessed the largest decrease, reducing the number of new disciplinary cases from 10 last quarter; to 0 this quarter.
- The number of new grievance cases opened in the quarter has increased to 6 this quarter. This is an increase from 5 last quarter. Highways and Transport had the highest number of new grievance cases opened in the quarter (5); this is an increase of 3. This increase has come from Senior Civil/Civil Enforcement Officers in Highways and Streetscene – South.
-
- Decrease in non-casual**
- 5 The non-casual wage bill has decreased to £25.86m for the quarter (-£297,314). This is in line with the fall in headcount seen over the last few

QUARTERLY WORKFORCE REPORTING

| | |
|-------------------------------------|---|
| wage bill | <p>quarters. The largest reduction was seen within Communities and Communications with a reduction of £88,041; 30% of the total reduction across the whole of Wiltshire Council. The next largest reduction was in Public Health (-£70,940). Both the change in headcount this quarter and last quarter have had an effect on this quarter's wage bill in Communities and Communications (reducing by 20 over the two quarter). Most of the reduction this quarter came from library assistants in the Library Development Services team, with a reduction of just under £26,296. This is due to leavers/reduced hours. Corporate Function, Procurement & Programme Office again had the largest increase in non-casual wage bill this quarter; increasing to £1.02m (+£0.5m). This is primarily as a result of the restructure in the procurement service.</p> |
| Decrease in casual wage bill | <p>6 The casual wage bill has decreased this to £393,616 (-£120,396). This is the first time since the same quarter last year, that the cost of casual use has seen a decrease. The majority of this decrease was from canvassers in Electoral Services in Legal & Governance who witnessed a decrease of £75,851, and didn't use any in the final month of the quarter (March 16). This is due to the end of the short term demand for electoral canvassers. The other significant decrease in casual wage bill was from Operational Children's Services who reduced their casual wage bill to £0.07m (-£24,521). This reduction was spread pretty evenly across the whole service. People and Business and Waste and Environment (+£4,162 and +£1,143 respectively) where the only two services to increase their casual wage bill this quarter. The increase in People and Business was due to an increased use of practice assessors in Organisational Development. Whilst the Waste and Environment increase was in January only and was due to short term cover for an employee on a career break.</p> |
| Decrease in Agency Use | <p>7 Reporting on agency staff is being reviewed to ensure a consistent approach between the figures provided by finance, procurement and HR. This continues to be ongoing; however the figures published by HR for workforce monitoring purposes are below. The use of agency staff continues to reduce and has fallen consistently over the past financial year. Wiltshire Council used the equivalent of 111 full time employees through agency this quarter (-30 FTE's). Waste and Environment saw a decrease in agency use this quarter to 49.0 FTE (-13.1 FTE - the largest decrease seen by a service). This reduction is spread amongst the Waste & Recycling Collection North, East and South teams and largely from waste loader roles. Operational Children's Services saw the second largest decrease in agency use this quarter to 28.6 FTE (-8.3). This is largely due to a reduction in use of Level 3 Social Workers and removing agency use of Family Support Workers in Safeguarding and Assessment. There were no increases in agency use this quarter; all services reduced their use of agency.</p> <p>In line with the decrease in agency use this quarter; the spend on agency staff has also decreased significantly. Reducing to £1.55m over the quarter (-£382,944). Since the same period last year the spend on agency has reduced by £1.02m, a reduction of 40% on the agency spend since last year. Operational Children's Services saw the largest decrease in agency spend over the quarter spending £0.60m (-£140,465). This is due to a reduction in more costly roles compared to Waste and Environment.</p> |
| Increase in sick pay | <p>8 The cost of sick pay has increased this quarter to £816,134 (-£52,319). This is in line with the increase in sickness absence (+0.1 days per FTE). People and Business saw the largest increase in sick pay over the quarter to £94,148 (+£43,230); in line with a large increase in sickness absence of (+0.8 days lost per FTE). Operational Children's Services has the highest cost of sick pay to the council, costing £190,118 over the quarter (+£11,700).</p> |

QUARTERLY WORKFORCE REPORTING

| Staffing Levels | | | | |
|--|-----------|-----------|-----------|-----------|
| Measure | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| Headcount | 4984 | 4865 | 4828 | 4772 |
| FTE | 3753 | 3685 | 3675 | 3662 |
| Agency worker use (equivalent number of FTE's used during quarter) | 167 | 158 | 140 | 111 |
| Ratio of managers to employees | 1:9 | 1:9 | 1:9 | 1:9 |
| FTE of managers | 513 | 510 | 509 | 504 |
| Number of redundancies made during quarter | 28 | 116 | 12 | 19 |
| Ratio of starters to leavers (FTE) | 1:1.5 | 1:1.2 | 1:1.4 | 1:1.6 |

| Sickness Absence | | | | | | |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Measure | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Last year | Benchmark |
| Working days lost per FTE | 2.2 days | 1.9 days | 2.4 days | 2.5 days | 2.4 days | A |
| % of total absences over 20 days | 42.1% | 43.4% | 48.4% | 46.1% | 40.8% | 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 | 4 | 2 | | G |

| New Disciplinary, Grievance and Absence Cases | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|
| Measure | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Benchmark |
| Disciplinary cases | 20 | 23 | 26 | 16 | G |
| Grievance cases | 2 | 0 | 5 | 6 | G |
| Absence cases | 110 | 142 | 120 | 119 | n/a |

| Voluntary Staff Turnover | | | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Measure | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Last year | Benchmark |
| % staff turnover | 3.0% | 2.4% | 2.1% | 2.3% | 2.7% | R |
| % <1 year turnover rate | 4.8% | 5.1% | 4.0% | 4.5% | 5.5% | n/a |
| % Under 25's voluntary turnover | 5.3% | 6.9% | 4.5% | 3.1% | 6.2% | n/a |
| Average leavers' length of service | 7.7 years | 8.2 years | 6.3 years | 7.7 years | 5.5 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) | £26.61m | £26.46m | £26.16m | £25.86m | £26.40m |
| Total paid in salary to casual employees | £0.42m | £0.44m | £0.51m | £0.39m | £0.35m |
| Total salary pay | £27.03m | £26.90m | £26.68m | £26.26m | £26.75m |
| Total paid to agency workers | £2.57m | £2.30m | £1.93m | £1.55m | £2.57m |
| Median employee basic salary | £20,253 | £20,253 | £20,253 | £20,253 | £19,742 |

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

| Additional financial information | | | | |
|--|-----------|-----------|-----------|-----------|
| Measure <i>(If the figure is negative a saving has been achieved)</i> | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| Cost of sick pay | £0.72m | £0.62m | £0.76m | £0.82m |
| FTE change due to employee hour changes | -4.5 | -15.4 | -6.0 | -7.8 |
| Cost/saving of employee hour changes | -£154,971 | -£318,662 | -£124,842 | -£233,872 |

Why this is important: Sick pay amounted to £2,920,635 across Wiltshire Council during the 2015-16 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 | 7.1% | 7.0% | 6.7% | 6.5% | 7.2% |
| % 55 and over | 23.8% | 24.0% | 24.3% | 24.4% | 23.4% |
| % Female | 70.0% | 70.1% | 70.2% | 70.2% | 69.8% |
| % Part-time | 44.0% | 42.8% | 42.5% | 42.9% | 44.0% |
| % Temporary contracts | 8.9% | 8.6% | 7.9% | 7.3% | 9.1% |
| % Black or Minority Ethnic | 1.9% | 2.0% | 2.0% | 2.1% | 1.9% |
| % Disabled | 2.7% | 2.8% | 2.8% | 3.1% | 2.7% |

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

Date: 4 May 2016

Careers Website - Performance and Progress 2015/16

Purpose of Report

1. The purpose of this report is to provide Staffing Policy Committee with:
 - a. A complete set of 2015/16 performance data for the careers website which launched 11 May 2015.
 - b. Progress made against the improvements identified in the report to Staffing Policy Committee on the 4 November 2015
 - c. Details of further developments planned to improve attraction and recruitment

Background

2. A report was presented to Staffing Policy Committee on 4 November 2015 which outlined the background to the careers website development and implementation, the key performance indicators (KPIs) which had been developed and the first outturn report for Q1 and Q2, and identified the further improvements planned for 2015/16. To provide further contextual information, the paper also outlined the attraction initiatives which were being undertaken to draw people to the website and highlighted jobs (e.g. via social media, targeted advertising through campaigns) and to promote the council's brand (EVP) by promoting key messages and unique selling points¹ (USPs).
3. An analysis of the careers website KPI's is provided in paragraphs 11 – 20. The KPIs that have been developed have supported the identification of areas where further improvements are required and include the:
 - customer journey
 - conversion rates - clicks through from job adverts to 'apply'
 - effectiveness and reach of targeted recruitment campaigns (e.g. for social care, Procurement/Commissioning), particularly through paid for advertising and social media
4. The majority of the improvements identified in the previous report have been made; progress against these can be correlated with an increase in the number of website sessions by more than 60% from Q1 – Q4 with a steady rise in applications being started from Q2 – Q4 despite a slowing down in the number of vacancies being advertised due to internal budgetary pressures
5. In addition to the development of contextual links² (identified as an improvement action in November 2015), HR have also recently developed website landing pages to support recruitment campaigns. Landing pages allow the council to convey detailed content on one page, specific to a particular service area and jobs being advertised. The specific landing page has a unique webpage address which can be used in all promotion – paid advertising, social media for example, giving potential candidates targeted information and increasing the probability of job applications being made. A [landing page](#) was recently built to promote a number of vacant jobs within the Strategic Procurement Hub

¹ A unique selling point is a factor that differentiates a product or service from its competitors. A USP could be thought of as "what you have that competitors don't."

² 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

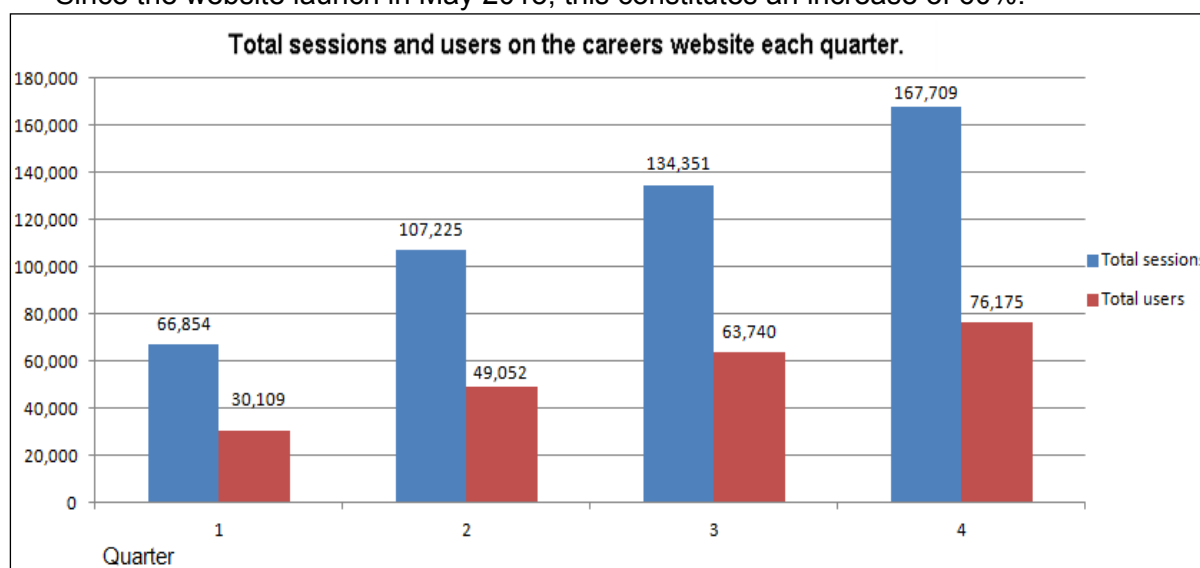
6. Alongside the launch of the website, the use of social media as an important promotion and attraction tool to drive traffic to specific job adverts and engage potential candidates has been further developed. In January 2016 HR & OD developed an account profile on Instagram to promote the council and careers to a younger age cohort (39% of Instagram's UK's active users (14 million) are aged 16-24). This makes our social media presence unique for local government with active promotion and targeting taking place over Facebook, Twitter, LinkedIn as well as Instagram. In addition, all career related films are hosted on the councils YouTube account
7. The development of the council's [Glassdoor](#) profile continues with regular company updates being added and employee reviews noted and responded to. As part of the council's account, Glassdoor also pulls through jobs advertised on the council's career website, providing a further avenue for targeting potential candidates with relevant jobs
8. In April 2016, the council was the first UK local authority to reach the Glassdoor 'Open Company' status which is a programme designed to recognise companies that embrace transparency. The council's current company rating of 4.5 is outstanding when compared to other local authorities and commercial companies in the UK (further commentary is provided in section 21 below)

Main Considerations for the council

9. KPI summary table for 2015/16 Q1 – Q4 is attached as appendix 1. It has to be noted that the data for Q1 is not complete because the careers website launched mid-way through Q1 (May 2015). However, the analysis still gives a comprehensive view of the performance over the last year and enables the identification of improvements needed and the setting of targets where appropriate for 2016/17
10. Benchmarking data has been sought from other local authorities through the southern counties HR data benchmarking group. However, members of this group do not collect the range of data that can enable benchmarking to take place. This situation will be monitored

KPI summary analysis:

11. 33,358 extra sessions³ took place in Q4 compared to Q3, with 12,435 additional users. Since the website launch in May 2015, this constitutes an increase of 60%:



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

12. Approximately 78% of visitors are female with an average of 52% visitors aged 35 – 54 and 30% aged 18 – 34 years
13. The majority of website users continue to be local and live in Trowbridge. However, this could reflect a proportion of employees visiting the careers website during breaks who work at council buildings in Trowbridge.
14. Over a third of users continue to navigate to the website from a google search, and the proportion of users navigating to the website directly has decreased slightly to 23%. This is in line with national research around how google is an increasingly used search engine tool for job vacancies
15. The bounce rate⁴ has continued to increase up to 32.1%. This could be due to users becoming more familiar with the website and navigating directly to the search and apply pages from a google search.
16. Facebook continues to produce the highest number of re-directs with 72% increase to the careers website; over ten times more than for the second highest, LinkedIn. This reconfirms the council's strategic approach to using social media as a key medium for recruitment. In addition, 25 visitors to the website came from Glasdoor during Q4 which is a key area of growth for 2016/17
17. The majority of website users continue to view via a desktop computer although the number of people viewing the website via a mobile device has increased by 8% since Q1. This again is in line with national research which indicates that most job site views are made on a mobile device. As the council's website is 'mobile-friendly' together with the development of the 'apply by CV' in February 2016 (noted in section 27) this ensures that viewing relevant job adverts and submitting a job application via a mobile device is simple and easy for candidates
18. The 'search and apply' page is the most commonly visited page. This is ultimately the page we want to direct viewers to, to maximise the conversion from views into applications
19. The number of applications started has increased in Q4 by 67 more than the previous quarter. This careers website data does not take into account whether the application has been completed and submitted. However, when this data is compared to the numbers of applications started and submitted within the council's applicant tracking system (Talentlink), the data follows the same pattern
20. The candidate satisfaction survey is sent to successful candidates on completion of the interview process. Although survey response rates are low (21 responses received for Q1 – Q4), the majority of answers are positive and do not indicate any causes for concern (Appendix 3).

Social media analysis:

21. Glasdoor analytics show that the number of people engaging with the site has increased. The total number of page views has reached 7,000; monthly views are steadily increasing after a peak in October 2015 when the council became an engaged employer with Glasdoor.
22. The number of employee reviews on Glasdoor now stands at 21. Employee reviews contribute to the council's overall company rating as employees can rate Wiltshire Council on five different workplace criteria using a scale of 0 - 5 (appendix 4). The council's overall rating has improved from 3.4 in May 2015 when the careers website

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

was launched to 4.5 in April 2016. This is an outstanding rating when benchmarked against other local authorities and commercial companies. The rating for 'work/life' balance exceeds the overall rating at 4.7 which is significant given that this is one of the council's 'selling points' used in promoting the council as an employer of choice. 94% of those submitting an employee review would recommend Wiltshire Council as a place to work to their friends

23. The use of social media as a tool for sourcing potential candidates as well as promotional activity has increased. Since November 2015, a number of sponsored Facebook adverts have been purchased for services to ensure maximum exposure to specific jobs as well as identifying potential candidates matched against the job requirements, particularly using LinkedIn. These have ranged from housing, planning, procurement, social care, economy and leisure.
24. Although this area has yet to be developed further, there has been some success with this approach in terms of supporting recruitment to jobs which have historically been hard to recruit to. Recent examples have been a Service Development Officer in the housing service and a Conference and Reviewing Officer in children's commissioning (the latter resulting in the exit of an agency staff and reducing agency spend)
25. This use of social media also has also resulted in a number of broader, positive outcomes that supports the overall strategic vision for resourcing:
 - Positioning the council as an employer of choice within the increasingly competitive candidate market (improving awareness and exposure)
 - Steadily increasing the numbers of people engaging with HR & OD with increased exposure (and hence increasing the number of likes/followers) about a range of careers and initiatives
 - Offering a way of contacting HR & OD outside of standard 9 – 5 office hours

Improvements made since the last report:

26. Progress against the improvements identified in November 2015 is shown as a table in Appendix 2.
27. Key highlights have been:
 - Introduction of 'apply by CV' for all non-safeguarding roles in addition to the online application form resulting in 240 clicks in one week at the end of March alone. This is also an added 'selling' feature as we know that CV applications aren't accepted as the norm amongst many local authorities.
 - Contextual links and landing pages developed adding more variety and content to job adverts and campaigns that is proving to be an effective way of engaging more candidates and increasing the chances of applications.
 - Using analytical data to target social media promotion and advertising to optimum viewing times.

Next steps – key improvement actions:

28. Continue to develop the 'apply by CV' functionality on the website for all roles (including those that are deemed as 'safeguarding' roles requiring additional requirements under the Safeguarding Policy). This will be an added attraction and promotional opportunity, making the council leaders in the field of recruitment.
29. Actively promote careers to the defence and armed forces community, including their spouses and apply for the gold award of the Defence Employer Recognition Scheme. As part of this work, HR are leading on creating a landing page on the careers site which sets out how our employment practice is defence and armed-forces friendly. This page will be

promoted on social media and linked to from the homepage of the careers site to enable us to help recruit employees with military connections, be they Reservists, former serving personnel, spouses/partners and family members.

30. Develop analytical reporting, aligning different data sets to create a joined up view of the candidate journey. The candidate survey will also be refined and developed to add to the overall set of information
31. Continue to develop the council's profile on Glassdoor and promote the outstanding company rating to aid attraction, recruitment and employee engagement
32. Roll-out EVP awareness internally. The careers website, careers messaging has been integrated robustly with the council's EVP. However, there is a need to communicate the EVP through internal messaging to the council's workforce ensuring a connection between outward and inward facing communication. This is particularly important during the on-boarding⁵ phase when new employees join the council; an on-boarding project is being developed by HR & OD (commencing summer 16) and will involve a range of internal stakeholders. Joint work between corporate communications and HR to develop this is underway.
33. Continue to develop landing pages and other resources (e.g. short films) to market and target specific jobs, particularly those hard to recruit to

Environmental Impact of the Proposal

34. None

Equalities Impact of the Proposal

35. 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

36. 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

37. Licence costs (Talentlink provided by Lumesse and Talentbond – both providing the applicant tracking system and advanced search functionality) will have to be budgeted for 16/17 and annually thereafter in order for the website to function.

Recommendation

38. It is recommended that Staffing Policy Committee:

⁵ Onboarding is the process by which new employees are emotionally, physically and professionally integrated into the established culture and operations of their new employer

- a. note the contents of this report, and
- b. are provided with a further update on the performance of the website in 12 months

Barry Pirie
Associate Director – People and Business

Report Author: Jane Graham – Resourcing Manager

Appendix 1: Key performance indicators (KPIs) 2015-16 – careers website: jobs.wiltshire.gov.uk

| Measure | Q 1 (launch 11/05/15) | | Q 2 | | Q 3 | | Q 4 | |
|--|------------------------|--------|------------------------|--------|-----------------------|--------|-----------------------|--------|
| Total sessions* | 66,854 | | 107,225 | | 134,351 | | 167,709 | |
| Total users | 30,109 | | 49,052 | | 63,740 | | 76,175 | |
| Unique visits to the 'search and apply' page | 47,000 | | 77,292 | | 91,111 | | 118,758 | |
| Applications started** | 5,566 | | 5,153 | | 5,452 | | 5,519 | |
| Average session length | 2 mins 33 sec | | 2 mins 8 sec | | 1 min 48 sec | | 1 min 52 sec | |
| Bounce rate*** | 19.5% | | 23.0% | | 31.4% | | 32.1% | |
| Top five cities that visitors came from | Trowbridge | 28% | Trowbridge | 29% | Trowbridge | 23% | Trowbridge | 20% |
| | Bristol | 11% | London | 13% | London | 13% | London | 12% |
| | London | 11% | Bristol | 9% | Bristol | 9% | Bristol | 10% |
| | Bath | 6% | Bath | 6% | Salisbury | 5% | Bath | 5% |
| | Salisbury | 5% | Salisbury | 5% | Bath | 5% | Salisbury | 5% |
| Top five sourcing channels | Google search | 42% | Google search | 41% | Google search | 34% | Google search | 37% |
| | Directly | 32% | Directly | 27% | Indeed | 24% | Directly | 23% |
| | The Wire | 16% | The Wire | 16% | Directly | 23% | Indeed | 22% |
| | Bing search | 3% | Indeed.co.uk | 6% | The Wire | 11% | The Wire | 8% |
| | Yahoo search | 1% | Bing search | 3% | Bing search | 2% | Bing search | 3% |
| Top three social media sources and number of sessions | Facebook | 974 | Facebook | 1,429 | Facebook | 2,558 | Facebook | 3,446 |
| | LinkedIn | 89 | LinkedIn | 149 | LinkedIn | 148 | LinkedIn | 336 |
| | Twitter | 75 | Twitter | 87 | Twitter | 133 | Twitter | 245 |
| Percentage of sessions by device | Desktop | 62% | Desktop | 61% | Desktop | 57% | Desktop | 52% |
| | Mobile | 19% | Mobile | 21% | Mobile | 22% | Mobile | 27% |
| | Tablet | 18% | Tablet | 18% | Tablet | 21% | Tablet | 21% |
| Top five pages being viewed with average session durations | Homepage | 30s | Search and apply page | 2m 55s | Search and apply page | 3m 20s | Search and apply page | 3m 31s |
| | Search and apply page | 2m 13s | Homepage | 23s | Homepage | 22s | Homepage | 23s |
| | Opportunities page | 55s | Schools vacancies page | 1m 44s | Job advert pages | 1m 20s | Job advert pages | 1m 23s |
| | Schools vacancies page | 4m 22s | Job advert pages | 1m 45s | Featured jobs page | 32s | Featured jobs page | 29s |
| | Featured jobs page | 29s | Opportunities page | 23s | Opportunities page | 28s | Opportunities page | 35s |

*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 for Q 1 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.

Q 1: April – June 2015

Q 2: July – September 2015

Q 3: October – December 2015

Q 4: January – March 2016

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| Appendix 2: Improvements identified and progress made | | |
|--|--|---|
| Analysis | Action | Progress |
| 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 | This has been done; using a social media scheduling tool called 'Buffer'. HR continue to monitor peak viewing days using social media analytics and schedule posts accordingly. Tuesday still remains a popular day for peak views. However, this depends on the type of social media channel with weekends being most popular with LinkedIn. Time of day is also important with early morning (pre-work) and early evening (post-work) being most popular time to view relevant content Sponsored/paid for advertising has been pursued (section 22) but will be developed further |
| The time spent on different pages | Review page content for relevance and duplication | Some scaling back of content has been done on certain pages as well ensuring content remains relevant and up to date. However, given the latest full website analytics performance report, this area can be pursued further and remains an improvement action for 16/17 |
| | Develop contextual links ¹ 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 | Contextual links have been developed on job adverts which are the subject of recruitment campaigns. These have been predominantly for social care. With the recent Strategic Procurement Hub campaign, a short 'talking head' video was made of the Head of Service which was embedded as a contextual link on the job adverts (now closed) and was shown on the landing page (section 5) |
| Improve conversion rates | Integrate CV application functionality into the apply stage of the careers website for non-safeguarding roles | Apply by CV was introduced for all non-safeguarding roles in February 2016 and has been heavily promoted via social media as a USP (few other local authorities have introduced CVs as an application route). Data is only available for the last week of Q4 (22 nd – 31 st March). However, this shows a healthy 240 clicks on the 'apply by CV' button. This is a further area for development, particularly in the roll-out to all safeguarding roles and will feature as |

¹ 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

| | | |
|--|---|--|
| | | a KPI in the scorecard for 2016/17 |
| 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 | This has been done in part (mentioned in section 25) and an understanding of the performance of paid for advertising via social media in respect of campaign work has been achieved. However, the aligning of datasets needs further development and will be part of future workforce planning and insight work within the new HR & OD service structure |
| Demographic data | Explore with Penna how we can receive a full breakdown of visitors to the website by gender and age as a minimum | This has been done and is being reported on |
| 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 | This is outstanding and needs further development as part of the future workforce planning and insight work within the new HR & OD service structure |

Appendix 3

| | |
|---|---------------|
| Did you find the careers website easy to navigate? | Q1 - 4 |
| Yes | 18 |
| No | 3 |
| Which page of the careers site did you find most useful? | |
| Home | 2 |
| About | 1 |
| Working Here | 4 |
| Opportunities | 9 |
| What we offer | 8 |
| Featured jobs | 2 |
| Applying | 6 |
| Job search pages | 9 |

| 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. | |
|--|----|--|----|---|----|---|----|
| Q1 - 4 | | | | | | | |
| Strongly agree | 1 | Strongly agree | 3 | Strongly agree | 2 | Strongly agree | 0 |
| Agree | 12 | Agree | 13 | Agree | 10 | Agree | 10 |
| Neither agree nor disagree | 3 | Neither agree nor disagree | 2 | Neither agree nor disagree | 3 | Neither agree nor disagree | 3 |
| Disagree | 3 | Disagree | 1 | Disagree | 3 | Disagree | 1 |
| Strongly disagree | 2 | Strongly disagree | 1 | Strongly disagree | 2 | Strongly disagree | 4 |

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Appendix 4: Glassdoor analytics 2015-2016

Rating Trends

Ratings Snapshot

4.5 ★★★★★ 21 Reviews
Previously 4.5 Stars

Would Recommend



Previously 94%

Positive Outlook



Previously 65%

CEO Approval



Jane Scott
(14 reviews)

Previously 99%

Ratings Trends

4.5 Overall 4.3 Culture & Values 4.7 Work/Life Balance 4.0 Senior Management 4.3 Comp & Benefits 4.3 Career Opportunities

Competitor Comparisons

Comparison Chart

| | Glassdoor Avg. | Wiltshire Council | Nationwide Building Society | Bathnes | Swindon Borough Council |
|---------------------------|----------------|-------------------|-----------------------------|---------|-------------------------|
| Number of Reviews | - | 21 | 135 | 1 | 3 |
| Overall Rating | 3.2 | 4.5 | 3.1 | 3.0 | 3.3 |
| Career Opportunities | 3.0 | 4.3 | 2.9 | 3.0 | 3.0 |
| Compensation & Benefits | 3.2 | 4.3 | 3.0 | 2.0 | 3.0 |
| Culture & Values | 3.2 | 4.3 | 3.4 | 3.0 | 2.5 |
| Senior Leadership | 2.9 | 4.0 | 2.7 | 3.0 | 2.7 |
| Work Life Balance | 3.3 | 4.7 | 3.2 | 3.0 | 3.7 |
| Recommend to a Friend? | 57.5% | 94.5% | 53.2% | 0.0 | 73.6% |
| CEO Approval | 68.8% | 98.9% | - | - | 100.0% |
| Positive Business Outlook | 39.2% | 64.8% | 56.1% | 0.0 | 0.0 |
| % from Current Employees | 57.6% | 81.0% | 58.5% | 100.0% | 33.3% |
| Current Employee Rating | 3.4 | 4.5 | 3.4 | - | - |
| Former Employee Rating | 2.9 | 3.1 | 2.3 | - | 3.3 |

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