AGENDA

Meeting:	**STAFFING POLICY COMMITTEE**
Place:	The Kennet Room - County Hall, Trowbridge BA14 8JN
Date:	Wednesday 7 September 2016
Time:	**10.30 am**

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

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

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

Membership:

Cllr Allison Bucknell
Cllr John Smale
Cllr David Pollitt
Cllr David Jenkins
Cllr Mike Hewitt

Cllr Baroness Scott of 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-Philipe

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 5 - 8)*

To confirm and sign the minutes of the previous meeting held on 6 July 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 **Wednesday 31 August 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   **Recording of Annual Leave** *(Pages 9 - 14)*

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

7   **Staff Survey 2016** *(Pages 15 - 46)*

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

8   **Delivering the Business Plan - June 2016** *(Pages 47 - 52)*

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

9   **Date of Next Meeting**

To note that the next meeting of the Committee is scheduled to be held on Wednesday 2 November 2016, in the Kennet Room, County Hall, Trowbridge, starting at 10.30am.

10   **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

Wiltshire Council
Where everybody matters

STAFFING POLICY COMMITTEE

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 6 JULY 2016 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chairman), Cllr John Smale (Vice Chairman), Cllr David Pollitt, Cllr David Jenkins, Cllr Mike Hewitt, Cllr Bob Jones MBE and Cllr Graham Wright

40 **Apologies**

Apologies were received from Councillors Stuart Wheeler and Baroness Scott of Bybrook OBE.

41 **Minutes of Previous Meeting**

Resolved:

To approve and sign as a true and correct record the minutes of the meeting held on 4 May 2016.

42 **Declarations of Interest**

There were no declarations.

43 **Chairman's Announcements**

There were no announcements.

44 **Public Participation**

There were no questions or statements submitted.

45 **Appointment of Sub-Committees**

The Committee discussed appointments to its three sub-committees.

Resolved:

To appoint the following members to the Senior Officer Appointments Sub-Committee:

Stuart Wheeler, Allison Bucknell, Bob Jones MBE
Substitutes – Fleur de Rhé-Phillipe, John Smale, Desna Allen, Tony
Trotman, David Jenkins, Mike Hewitt

To appoint the following members to the Appeals and Grievance Sub-Committees:

Desna Allen, John Smale, Fleur de Rhé-Phillipe
Substitutes – Stuart Wheeler, Allison Bucknell, Bob Jones MBE, Tony
Trotman, David Jenkins

46   **Update on Actions to Recruit and Retain Social Workers**

A report was presented by Joanne Pitt, Head of Human Resources and Occupational Development, updating the Committee on the actions taken to recruit and retain social workers since the campaign first commenced in August 2014 following difficulties retaining experienced social workers in both adults and children's services. Steps had included a marketing supplement, higher profile recruiting, encouraging former social workers to return, and offering improved career prospects and training.

The Committee discussed the update, noting the high turnover common to the social worker profession, and praised the efforts of the teams to make Wiltshire a more attractive location for aspiring and current social workers, and in particular the close working of the service with Human Resources to maximise efforts to improve the situation. 123 appointments had been made in children's social care, with 53 in adult social care, with significant retention.

The Committee discussed the next steps for the campaign to capitalise on the current momentum, to include a teaching partnership consortium and a collaborative approach to social worker agency pay.

Resolved:

To note the progress of the social work recruitment campaign to date, and the steps taken to improve recruitment and retention in social work roles across children's and adult services.

47   **National Joint Council (NJC) National Pay Award 2016/17**

A report was presented by Joanne Pitt, Head of Human Resources and Occupational Development updating the Committee on the National Joint Council pay award negotiated with the National Employers and Unison, Unite and GMB unions. The offer was being implemented even though Unite rejected the offer.

There had been agreement on a 2 year deal of an increase of 1% for employees on spinal points 18 or above as detailed in the report, with larger increases for those on lower scales.

The Committee discussed the impact of the Pay Award as detailed, and noted that future negotiation might be needed with the implementation of the National Living Wage from April 2017, especially on non-teaching staff in schools.

Resolved:

To note the implementation of the two-year pay award for 2016 and 2017.

To note that current work is being undertaken nationally to review the national pay spine and that the committee will be kept up to date regarding progress on this.

48   **Misuse of Alcohol, Drugs and other Substances Policy and Guidance**

A report was presented by Paul Collyer, Head of Occupational Health and Safety, on proposed updates to the Misuse of Alcohol, Drugs and other Substances Policy. After a review it had been decided not to proceed with random testing of staff, instead clarifying the expectation on managers to monitor staff and act promptly in the event of reasonable concern, as well as strengthening support given to employees who disclose problems, with facilitation of rehabilitative services.

The Committee discussed the policy, seeking details of how managers would be expected to respond in the event of a disclosure of substance abuse problems, including legal problems such as smoking. In response to queries it was stated in respect of vehicle use, the policy was directed toward those using Fleet vehicles rather than their own vehicles. The council did have a general driving policy which included sections on substance misuse, and the Committee requested this be cross referenced with the proposed Policy.

The Committee discussed other ways the report's intentions could be strengthened, and also discussed whether a zero tolerance approach for those whose job roles required driving would be appropriate or possible, as was the case with some other professions.

At the conclusion of discussion, it was,

Resolved:

To approve the proposed revised policy and guidance for managers.

49   **Date of Next Meeting**

The date of the next meeting was confirmed as 7 September 2016.

50   **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 - 11.15 am)

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

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

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE
7 September 2016

<u>Recording of Annual Leave</u>

Purpose of report

1.   In May 2016 Staffing Policy Committee requested a short report setting out how annual leave is recorded and monitored at the council.

2.   This report confirms the current approach, and also outlines alternative recording methods which have been considered.

Background

3.   Since becoming a unitary authority in 2009 the council has had a single annual leave policy in place. The 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 and academies.

4.   The approach at the council is that recording and monitoring of annual leave is one of a suite of people management tasks which line managers are responsible for carrying out.

5.   Managers are supported in this through the provision of guidance and templates on HR Direct, and this also includes ensuring that individual employees are aware of their entitlement and responsibilities.

6.   The employment contract is based on trust and the majority of staff are empowered and trusted to record and monitor their own annual leave entitlement with line management supervision and agreement.

7.   The annual leave of front line staff tends to be more closely managed to ensure we are able to continue to deliver front line services and backfill leave where required.

Benchmarking

8.   In determining the approach in other councils the South West Councils regional network has been contacted for benchmark information.

9.   The councils that responded stated it was the managers' responsibility to monitor their employees annual leave and none of the respondents had a fully electronic self-service system.

10.   One council maintained full time employee's annual leave records through their HR system but only for full time staff with a regular working pattern. The system is unable to manage leave for part time staff or for those on non-standard working patterns or other types of contracts.

Annual leave entitlement

11.   An employee's annual leave entitlement is based on their length of service. The annual leave entitlement for full time staff is 25 days per annum. This increases to 30 days per annum after five years continuous service, and to 32 days per annum on completing 40 years' service. In addition employees receive six bank holidays and two public holidays per year. Part-time employees receive a pro-rata entitlement.

12.   Annual leave calculations are dependent on working patterns. The council encourages flexible working and there are therefore many different work patterns including part-time hours, compressed hours, term time working and annualised hours. Within these working patterns there are further differences with employees working different days and different hours including different hours from day to day.

13.   Calculating annual leave entitlement can be complicated and to support staff and managers in determining leave entitlement a self-service calculator and supporting guidance, (including relevant policies and procedures) is available via HR direct. There are calculators for full time staff, part time staff, annualised hours, bank holiday entitlement along with guidance on calculating annual leave for term time and compressed hours employees.

14.   Managers are expected to use this calculator and supporting information so that individual annual leave entitlement is calculated correctly and recorded. The majority of managers use a spreadsheet to record and monitor annual leave.

15.   There are some front line services (for example in Waste and Leisure) where a minimum level of cover is needed to deliver services so annual leave is recorded in a system to provide the service with a record of daily attendance.

Management role in monitoring leave

16.   The requirement to manage annual leave is a clear management responsibility. All management role profiles outline the requirement for postholders to complete HR processes and planning relating to line management to the required standards and timescales, and to take accountability for their employees' wellbeing.

17.   The annual leave policy details that it is a line managers' responsibility to make sure their employees calculate their annual and bank holiday leave entitlements correctly each year and to give assistance, where necessary, in doing this.

18.   It also states that it is the managers' responsibility to make sure their employees book and take their leave entitlement each year and to check that an employee is not using annual leave when another type of leave would be more appropriate such as carers' leave, family, emergency and compassionate leave etc. It also advises managers on having an accessible team leave chart.

19.   Managers need to monitor annual leave requests in conjunction with requests for other types of leave such as carry over of annual leave, purchase of annual leave, requests for unpaid leave etc. making sure they can cover their services and business priorities.

20.   Methods for recording and monitoring annual leave vary across services. Some teams use spreadsheets, others store electronic leave cards on sharepoint or shared drives which are managed by the manager or a nominated member of staff.

21.   In office based teams most staff book holiday using their outlook calendar and maintain their own leave cards. This has the advantage that annual leave is

transparent, other staff can see when they are on leave and managers can approve requests electronically avoiding the need for any paper based system.

22. On the grow induction checklist which managers complete for new starters it details that the manager should explain to the new employee the team protocol around hours of work, booking holidays and, where appropriate, the use of team rotas, flexi-time and flexible working. This ensures that new starters understand the processes used within their own team.

Employee role in managing annual leave

23. Employees are fully aware of their leave entitlement and the contract of employment gives information about their annual leave entitlement, with additional information available via HR Direct.

24. The responsibility for individual employees to take and manage their own annual leave entitlement is re-iterated through the induction process. The corporate induction informs new employees how they can access the information on HR direct and gives key HR information, including the contractual annual leave entitlement.

25. As outlined employees can access the annual leave and bank holiday entitlement policy on HR direct along with the annual leave calculator. HR direct also has guidance and information for employees on different working patterns and how to work out annual leave calculations for these flexible work practices. Frequently Asked Questions are contained within the policy and there is a printable or electronic annual leave card that employees can use to record their leave as they take it.

HR support

26. If additional public holidays are declared such as a royal occasion or the Leader of the Council grants an extra day's leave for staff such as Christmas Eve specific guidance is issued to managers and staff via the Manager Wire, Electric Wire and notices for front line staff.

27. Eight HR Manager briefing sessions have been run by HR on 'Time Off' which included information on annual leave and bank holiday entitlement, what to take into account and how to calculate these entitlements.

Evidence of issues related to annual leave

28. There is little evidence that there is any abuse of the annual leave entitlement by staff, and there have been no cases raised related to employees being prevented from booking annual leave.

29. There have been two instances brought to light this year by a new manager where bank holiday entitlements have been wrongly calculated. These issues have been handled by the HR Advisory team through our normal processes.

30. Following the introduction of the purchase of annual leave scheme (PAL) in the second half of this year we received 122 applications from employees in a wide range of roles, and across a wide spread of services. To apply and be considered for PAL managers would have had to check that their employees had either taken or booked their full leave entitlement for the year. This indicates that employees do feel able to take their

full entitlement of leave and that managers are able to accommodate requests for additional leave.

31.   Should employees identify any anomalies regarding annual leave entitlement within their own team, as with any other employment concerns, they have recourse to council policies enabling them to raise issues using either an informal or formal process.

32.   Whilst there have been no issues raised with HR about annual leave it is proposed that a communication via the Managers Wire is sent in September 2016 to remind managers that, as we are nearing the end of the leave year and because of the recent annual leave increases, they have a duty to ensure that their employees have taken or booked their annual leave entitlement for the 2016 leave year and not overtaken their entitlement.

Option considered - SAP recording

33.   When the council adopted SAP in 2009 work was undertaken to understand whether it would be beneficial to use the SAP system to record annual leave.

34.   A survey of working patterns was undertaken across the council. Approximately 50% of employees responded to the survey and from these there were more than 2000 different working patterns.

35.   The administration required to build each of these working patterns into SAP, select the correct pattern for each employee and to maintain this whenever a working pattern changed (either permanently or temporarily) would place a considerable administrative burden on both HR and managers.

36.   Although SAP can be used to book annual leave it is not a workable option due to the huge number of flexible work patterns from which the system is unable to specify the amount of leave an employee has taken, or calculate and monitor an individual employee's annual leave entitlement. Previous attempts to test this have resulted in significant errors in the information available.

37.   The decision was therefore taken that having reviewed the requirement to use SAP to monitor leave this would deliver less value than the time and resource it would take to administer.

Option considered - HR monitoring of leave records

38.   As an HR service we are focused on being proactive and strategic, rather than transactional and monitoring.   Our approach is to empower managers and this is seen in our aim to make HR policies self-service and to move towards more self-directed learning.

39.   Using HR resource to regularly monitor whether managers are complying with basic employee processes would not add value or support this approach. It would require significant resource to be focused on these tasks, taking resource away from other key areas of work.

40.   Managers understand their responsibilities, and the focus on the need to deliver outcomes means that managers have a good reason to ensure that staff are taking the correct amount of annual leave, and that annual leave takes into account operational needs and is spread evenly throughout the year.

Recommendations

41.   It is recommended that Staffing Policy Committee;

  a. Note that central monitoring of annual leave would be a resource intensive process which is unlikely to add value.

  b. Support the approach outlined in this report which requires managers to be responsible for annual leave monitoring arrangements.

  c. Agree that HR sends a communication via the Managers Wire in September 2016 to remind managers that, as we are nearing the end of the leave year and because of the recent annual leave increases, they have a duty to ensure that their employees have taken or booked their annual leave entitlement for the 2016 leave year and not overtaken their entitlement.

Barry Pirie
Associate Director People and Business

Report author: Margaret Roots, HR Policy Officer

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

7 September 2016

Staff Survey 2016

Purpose of report

1. The purpose of the report is to outline the arrangements for the 2016 staff survey.

Background

2. The staff survey is a valuable tool to "take the temperature of the organisation" and the results help shape the priorities for both corporate and service area plans.

3. A staff survey was last undertaken in October 2014 and was completed by 60% of the workforce.

4. The 2014 survey results were provided at both a corporate and head of service level, using reports linked to key people strategy themes.

5. As a result of the priorities agreed after the 2014 staff survey two corporate objectives were cascaded to all managers:

   - Carry out action planning based on staff survey responses;
   - Carry out appraisals, objectives setting and development planning with every employee.

Main points

Timescales

6. The staff survey will run from Monday 21st November – Friday 9th December 2016.

7. Staff forums are scheduled to take place between 9th and 23rd November 2016 and will include a short "You said…we did" style feedback based on outcomes from the 2014 survey to encourage higher engagement and response rates.

8. It is envisaged that corporate reports outlining the survey results will be available to CLT and Staffing Policy Committee in early February 2017.

Survey amalgamation

9. Both the staff survey and the health survey are full staff surveys which take place bi-annually.

10. Public Health and HR have agreed that it would be helpful to have the opportunity to take the pulse of the organisation with regard to specific areas covered by each of these surveys annually.

11. A short additional "workplace health" section will be added to the staff survey this year, repeating 5 of the questions from the health survey in 2015. CLT will determine a small number of staff survey questions to be followed up in the health survey in 2017.

Questions

12. In order to enable good benchmarking and comparison the questions within the staff survey will remain largely the same as in the 2014 survey, however some changes have been agreed. Appendix 1a shows the questions from the 2014 survey and Appendix 1b shows the proposed questions for the 2016 survey. The main changes are highlighted below by section:

Section 3 – Your role

13. Question 8a – following the launch of the new appraisal process in grow this additional question will help us to assess whether the data coming through grow gives a complete picture or whether appraisal discussions are still taking place outside of this system.

Section 4 - Culture, Wellbeing and Safety

14. Question 21, 21a and 21b - bullying or harassment whilst at work.

- Where staff answer "yes" to the question this will trigger a further follow up question to understand whether the source of the bullying or harassment is internal or external.

- In 2014 of the 239 staff who answered "yes", only 29 of them identified a protected characteristic as a reason. 210 staff ticked the "other" box. For 2016 we are providing a comments box so that when staff select "other" they can provide more information to help us identify common causes.

Section 6 - Communication

15. Following discussion with Tim Edmonds, Head of Communications, the following changes have been made to this section:

16. Question 29 - the wording has been updated (as highlighted) to try and make it clearer what element of satisfaction is being measured and to focus the response on whether the information provided is what is needed for them to do their job.

17. Question 31 - removed as felt it was too similar to the following question and the useful responses came from question 32.

18. Question 33 – the communications team are aware of issues with navigation on the Wire – however they wanted to retain a question about this as a source of information so the focus has been changed to understand whether people still use this as a tool.

19. Additional question (replaces Q31) – the communications team want to understand how many employees follow particular social media channels; this question will also help to promote these channels to staff who may not currently

be aware of them.

20. CLT have requested the inclusion of a question to seek feedback about staff forums which will be added in to this section.

Section 8 – Learning and Development

21. An additional question on coaching has been included to:

- Identify the areas where coaching is not yet a part of the culture of the service to direct where further promotion needs to be undertaken
- Gauge if the coaching that has taken place is having a positive impact
- Help to predict potential future demand in order to ensure we are developing the right number of qualified coaches
- Raise awareness of the coaching offer
- Provide initial benchmarking data to enable trend analysis in future surveys

Section 12 – Legacy for Wiltshire

22. Following discussion with Tim Edmonds, Head of Communications this section will be removed from the survey as the legacy programme is stopping after this year and the data would not be used.

Section 14 – About you

23. In 2014 we extended this section to collect information about some additional protected characteristics. Since the 2014 survey we have gone out to the workforce to collect this data for reporting in SAP. This forms the basis of our statutory annual workforce equality and diversity monitoring report which is part of our public sector equality duty.

24. For 2016 this section has been extended to include a question on religion and belief – this matches the information we have collected for SAP.

25. It is very helpful to understand if there is a difference in answer when people provide information anonymously, whether compared to data given through SAP which is identifiable. Collecting this data also enables us to group survey responses by specific protected characteristics to identify significant differences between groups which can then inform action that we take.

26. In the introduction to this section we have also included information about the staff forums that exist to support staff with particular characteristics (disability / LGBT and BME), so that staff who are interested can easily access this information.

Process

27. SNAP survey will once again be used to build and run the survey. This will mean that costs will remain low as no external consultants will be required.

28. A link to the SNAP survey will be sent out through global wire messages, the Friday Electric Wire each week and placed on HR Direct to ensure that all

individuals who have access to a computer will be able to complete the survey on-line.

29. Staff without access to a computer will be asked to complete a paper questionnaire. These questionnaires will be distributed by contacts within each area and will be accompanied by freepost envelopes.

30. A tender exercise is currently being carried out to select a provider for the paper copy collation.

31. Response rates within sections will be published to drive competition between service areas, this will hopefully will lead to a higher response rate overall.

32. As in previous years, to preserve anonymity, where responses to any question could be used to identify individuals a report will not be supplied at that level.

Communications

33. HR will work closely with the communications team to create a comprehensive communication plan during the months leading up to the launch of the staff survey.

34. Comenius (providers of the council's grow system) have agreed to sponsor the survey to the value of £150. It is proposed that we offer a first prize of £50, second prize of £30 and 7 prizes of £10 gift cards through Wiltshire Rewards to encourage staff to respond to the survey.

Recommendations/Decisions

35. It is recommended that Staffing Policy Committee;

    a. Confirm support for the arrangements for the 2016 staff survey as outlined in this report.
    b. Note that a report of the results of the staff survey will be presented in February 2017.

Barry Pirie,
Associate Director People & Business

Report Author: Paula Marsh, Strategic HR Business Partner

Dear Colleague,

Your opinion on what it is like to work for the council is important to us, whatever your job. That's the aim of this staff survey – for you to have your say, in complete confidence.

The only way we can make any improvements to your working life at Wiltshire Council is if we know what you think. We want you to be completely honest in your answers to this survey and to tell us what we are doing well and what you would like us to improve, to make working here even better.

The results will help us to see where we have improved since the 2012 survey and where there are improvements to be made.

In 2012, you told us that you wanted:

- Consistent and regular information. So we launched the business plan through staff forums to increase understanding of business priorities.
- Open and honest communication to create confidence in our leaders. We have increased visibility of leaders through depot visits, online blogs and staff forums and delivered open and transparent council wide programmes to create savings.
- A culture where respect and recognition is embedded. We launched Wiltshire Rewards, the staff benefits scheme and continued to embed the behaviours framework across the council.
- Commitment to customer satisfaction and for all staff to be part of this. We have made customers a key priority in the council's business plan 2013-2017 and opened our first community campus in Corsham, bringing staff closer to customers.

So how have we done? It is important that you take time out of your working day to fill in the survey - your opinion will have an impact on what we do in the future, both as a whole council and in your own service areas.

We are using Wymann Dillon, the same company as before, to enter your response which means your feedback is totally anonymous; you do not need to write your name on the questionnaire except if you wish to enter the prize draw.

The survey is completely confidential. Thanks for your feedback.

Carlton, Carolyn and Maggie
Corporate directors

This year as an added incentive we are linking up with Wiltshire Rewards, the staff benefit scheme introduced as a result of your feedback in the 2012 staff survey. If you add your details at the end of the survey form you will be entered in to a prize draw for one of five, £20 Wiltshire Rewards vouchers. Your details will not be used for any other purpose.

Please return your completed survey to Wymann Dillon in the pre-paid envelope provided.

A large print version of this survey is available from HR on 01225 716161.

Section 1 - Where you work

Q1   **Which Directorate do you work within?**
- ❏ Adult Care Operations - Debbie Medlock
- ❏ Adult Care, Commissioning, Safeguarding & Housing - James Cawley
- ❏ Children & Families - Terence Herbert
- ❏ Corporate Function & Procurement - Robin Townsend
- ❏ Communications & Communities - Laurie Bell
- ❏ Economic Development & Planning - Alistair Cunningham
- ❏ Finance - Michael Hudson
- ❏ Highways and Transport - Parvis Khansari
- ❏ Legal and Governance - Ian Gibbons
- ❏ People and Business - Barry Pirie
- ❏ Public Health and Protection - Maggie Rae
- ❏ Quality Assurance, Commissioning, Performance, Schools and Early Years – Julia Cramp
- ❏ Waste and Environment - Tracy Carter
- ❏ Asset Management & Corporate Building Programme - Sarah Ward
- ❏ Corporate Research Team - Philip Morgan
- ❏ Systems Thinking - John Rogers
- ❏ Transformational Change - Julie Anderson-Hill

Please write your service area and the name of your Head of Service in the box below (if you are not sure of this please ask your line manager).

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Section 2 - Change

How much do you agree or disagree with the following statements?

Q2   **Wiltshire Council manages change effectively**
- ❏ Strongly Agree
- ❏ Agree
- ❏ Neither agree nor disagree
- ❏ Disagree
- ❏ Strongly Disagree

Q3   **I am able to make decisions without fear of being blamed if things go wrong**
- ❏ Strongly Agree
- ❏ Agree
- ❏ Neither agree nor disagree
- ❏ Disagree
- ❏ Strongly Disagree

Q4   **I am aware of the council's vision and aims**
- ❏ Strongly Agree
- ❏ Agree
- ❏ Neither agree nor disagree
- ❏ Disagree
- ❏ Strongly Disagree

Q5   **My line manager is open to my ideas and suggestions for change**
- ❏ Strongly Agree
- ❏ Agree
- ❏ Neither agree nor disagree
- ❏ Disagree
- ❏ Strongly Disagree

Q6   **I understand why changes are made**
- ❏ Strongly Agree
- ❏ Agree
- ❏ Neither agree nor disagree
- ❏ Disagree
- ❏ Strongly Disagree

Section 3 - Your role

Q7 **My line manager has made it clear about what I am expected to achieve in my role/job**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q8 **I have had an appraisal in the last 12 months**

❑ Yes ❑ No ❑ I have not finished my probationary period

Q8a **The appraisal process is a useful tool in aiding personal development and/or improving performance**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q9 **I receive regular and constructive feedback from my line manager which helps me to focus on improving my performance**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q10 **My work load is about right for the time that I have**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q11 **My job makes good use of my skills and abilities**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q12 **I am able to strike the right balance between my work and home life**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q13 **I understand how my work contributes to the success of the organisation**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q14 **I have enough time to do my job effectively**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q15 **I can meet the requirements of my job without regularly working excessive hours**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Section 4 - Culture, wellbeing and safety

Q16 **Where I work I have the resources I need to do my job effectively**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q17 **I am satisfied with my working conditions (e.g. noise, light, decoration, cleanliness, temperature and space)**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q18 **I am treated with fairness and respect at Wiltshire Council**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q19 **The council has made it clear about how I am expected to behave**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q20 **Health and Safety is taken seriously in this organisation**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q21 **In the last year, I have personally experienced bullying or harassment whilst at work. By bullying or harassment, we mean someone threatening, intimidating, frightening you or creating a hostile, humiliating or offensive environment**

❑ Yes   ❑ No

Q21a **If you answered yes to question 21, was the bullying or harassment in regard to your: (please tick all that apply)**

❑ Disability

❑ Sex (male/female)

❑ Ethnic origin

❑ Gender identity

❑ Religion or belief

❑ Caring for an elderly or disabled person

❑ Age

❑ Sexual orientation

❑ Pregnancy or maternity

❑ Marriage or Civil Partnership

❑ Other

Q22 **In the last year, I have personally experienced discrimination whilst at work. By discrimination, we mean someone treating you unfairly or differently to other people because of who you are**

❑ Yes   ❑ No

Q22a **If you answered yes to question 22, was the discrimination in regard to your: (please tick all that apply)**

❑ Disability

❑ Sex (male/female)

❑ Ethnic origin

❑ Gender identity

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- ❑ Religion or belief
- ❑ Caring for an elderly or disabled person
- ❑ Age
- ❑ Sexual orientation
- ❑ Pregnancy or maternity
- ❑ Marriage or Civil Partnership
- ❑ Other

Q23 **I would feel able to report bullying/harassment or discrimination without worrying that I would be treated in a negative way**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Section 5 - Reward and recognition

Q24 **My line manager recognises and acknowledges when I have done my job well**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q25 **I feel valued and recognised for the work I do**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q26 **I think that corporate awards are a good way to value and recognise staff for the work that they do**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q27 **I am aware of the Wiltshire Rewards staff benefits scheme**

❑ Yes ❑ No

Q27a **If you answered yes to question 27, do you think that the Wiltshire Rewards scheme enhances the council's benefits package?**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q28 **Considering my duties and responsibilities, I am satisfied with the total benefits package (e.g. Pension, salary, flexible working) that I receive**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Section 6 - Communication

Q29 **I am satisfied with the information I receive from management within my service on what is going on in Wiltshire Council**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

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Q30 Senior Management (Head of service and above) are open and honest in their communication with staff

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q31 I find the Electric Wire (global email) to all staff a good communication tool

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q32 The information contained in the Electric Wire is useful and informative

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q33 The Wire (staff intranet) is easy to navigate

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Section 7 - Management and leadership

Q34 I am confident that on important matters my thoughts are communicated upwards by my line manager

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

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❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

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Q37 Our leaders (associate directors and corporate directors) are sufficiently visible

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q38 I have confidence in our leaders (associate directors and corporate directors)

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q39 Poor performance is dealt with effectively where I work

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Section 8 - Learning and development

Q40 There are sufficient opportunities for me to receive training and development to improve my skills in my current job

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

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Q41 **The learning and development I have received is helping to develop my career**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Section 9 - Employee engagement

Q42 **I am proud to work for Wiltshire Council**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q43 **I would recommend Wiltshire Council as a great place to work**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q44 **I feel committed to the organisation's goals**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q45 **I feel a strong sense of belonging to this organisation**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q46 **Working for Wiltshire Council makes me want to do the best job I can**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q47 **Wiltshire Council motivates me to contribute more than is normally required in my work**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Section 10 - Team work

Q48 **There is good co-operation between teams I work with**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q49 **I am clear how the objectives of my role link to my team's/service's objectives**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q50 **The people in my team co-operate to get the work done**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q51 **Where I work we have effective team meetings**
❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Section 11 - Customers

Q52   **Where I work we get feedback on how satisfied our customers are with our work**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q53   **We act on the feedback we receive from customers**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q54   **My team regularly looks for ways of improving services to our customers**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q55   **I believe my job makes a difference to the community**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q56   **In my opinion the council is committed to customer satisfaction**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Section 12 - Legacy for Wiltshire

Q57   **Are you aware of our 'legacy for Wiltshire' activities?**

	Took part	Watched as a spectator	Aware but did not participate	Not aware
The Big Pledge	❑	N/A	❑	❑
Cycle Wiltshire - Sportive/Elite Cycle Race	❑	❑	❑	❑
Tour of Britain - Elite Cycle Race - Friday 12 September	N/A	❑	❑	❑
First World War Commemoration Events	❑	N/A	❑	❑
Wiltshire business and sports dinner - fundraising for Wiltshire's future Olympians and Paralympians	❑	N/A	❑	❑
Wealth of Wiltshire Fairs	❑	N/A	❑	❑
Wiltshire's Business EXPO	❑	N/A	❑	❑

Section 13 - Action

Q58   **Did you complete a staff survey last time?**

❑ Yes   ❑ No

Q59   **I believe that action will be taken on problems identified in this survey**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

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It is important that we can identify similarities and differences in responses between groups of employees in the council to inform the actions we may need to take as a result of the survey.

To help us understand any differences that may exist please could you take some time to answer the following questions.

Please be assured that your details will be kept strictly confidential and secure at all times.

Your responses will remain anonymous; we will not analyse or present the information you give in such a way that you can be identified individually.

Q60 **Do you have line managerial responsibilities?**
❏ Yes ❏ No

Q61 **Are you?**
❏ Male ❏ Female ❏ Prefer not to say

Q62 **Is your gender identity the same as the sex you were assigned at birth?**
❏ Yes ❏ No ❏ Prefer not to say

Q63 **Do you consider your sexual orientation to be**

❏ Heterosexual/Straight

❏ Lesbian/Gay woman

❏ Gay man

❏ Bisexual

❏ Prefer not to say

Q64 **How old are you?**

❏ 16-19 ❏ 45-49

❏ 20-24 ❏ 50-54

❏ 25-29 ❏ 55-59

❏ 30-34 ❏ 60-64

❏ 35-39 ❏ 65+

❏ 40-44 ❏ Prefer not to say

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Q65   **I would describe my ethnic origin as:**

❑ **White**
   ❑ White English/Welsh/Scottish/Northern Irish/British
   ❑ White Irish
   ❑ White Gypsy/Irish Traveller
   ❑ Other white background

❑ **Mixed background**
   ❑ White and black Caribbean
   ❑ White and black African
   ❑ White and Asian
   ❑ Other mixed/multiple ethnic background

❑ **Asian or Asian British**
   ❑ Indian
   ❑ Pakistani
   ❑ Bangladeshi
   ❑ Chinese
   ❑ Other Asian background

❑ **Black or black British**
   ❑ Caribbean
   ❑ African
   ❑ Any other black/African/Caribbean background

❑ **Other ethnic group**
   ❑ Arab
   ❑ Any other background

❑ **Prefer not to say**

Q66   **Do you consider yourself to be disabled?**
❑ Yes   ❑ No   ❑ Prefer not to say

Q66a   **If you answered yes to question 66, please select the definition/s from the list below that best describes your impairment:**

❑ Physical or mobility impairment

❑ Sensory Impairment

❑ Mental health condition

❑ Learning disability / difficulty

❑ Long standing illness or health

❑ Other (please specify condition e.g. cancer, HIV, diabetes, chronic heart disease or epilepsy)

❑ Prefer not to say

Q67   **Do you give help or support to family members, friends, neighbours or others because of a long-term physical or mental health or disability, or problems related to old age? (do not count anything you do as part of paid employment)**

❑ Yes   ❑ No   ❑ Prefer not to say

Q68   **Any further comments on any aspect of this survey:**

_____

_____

_____

_____

Q69   **If you would like to participate in the prize draw for one of five, £20 Wiltshire Rewards vouchers please enter your email address or telephone number here. This will only be used to contact you if you are a winner and you can be assured that your survey answers will remain anonymous.**

_____

_____

Thank you for taking part in the 2014 Wiltshire Council staff survey.

Please return your survey form to Wymann Dillon in the pre-paid envelope provided.

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PAPER COPY VERSION

Dear Colleague,

Your opinion on what it is like to work for the council is important to us, whatever your job. That's the aim of this staff survey – for you to have your say, in complete confidence.

The only way we can make any improvements to your working life at Wiltshire Council is if we know what you think. We want you to be completely honest in your answers to this survey and to tell us what we are doing well and what you would like us to improve, to make working here even better.

The results will help us to see where we have improved since the 2014 survey and where there are improvements to be made.

ADD SOME MESSAGING ABOUT OUTCOMES FROM 2014

So how have we done? It is important that you take time out of your working day to fill in the survey - your opinion will have an impact on what we do in the future, both as a whole council and in your own service areas.

The survey is completely confidential. Thanks for your feedback.

Carlton, Carolyn and Maggie
Corporate directors

grow
LIVE·WORK·DEVELOP

This year as an added incentive we are linking up with Comenius – providers of grow which was partly introduced as a result of feedback from the 2014 survey to provide a more joined up approach to appraisal, objectives and development.

If you add your details at the end of the survey form you will be entered in to a prize draw for a first prize of £50 voucher, second prize of £20 voucher and 5 runner up prizes of a £10 voucher. Your details will not be used for any other purpose.

Please return your completed survey to Wymann Dillon in the pre-paid envelope provided.

A large print version of this survey is available from HR on 01225 716161.

Section 1 - Where you work

Q1 **Which Directorate do you work within?**
- ❏ Adult Care Operations - Debbie Medlock
- ❏ Adult Care, Commissioning, Safeguarding & Housing - James Cawley
- ❏ Children & Families - Terence Herbert
- ❏ Corporate Function & Procurement - Robin Townsend
- ❏ Communications & Communities - Laurie Bell
- ❏ Economic Development & Planning - Alistair Cunningham
- ❏ Finance - Michael Hudson
- ❏ Highways and Transport - Parvis Khansari
- ❏ Legal and Governance - Ian Gibbons
- ❏ People and Business - Barry Pirie
- ❏ Public Health and Protection - Maggie Rae
- ❏ Quality Assurance, Commissioning, Performance, Schools and Early Years – Julia Cramp
- ❏ Waste and Environment - Tracy Carter

Please write your service area and the name of your Head of Service in the box below (if you are not sure of this please ask your line manager).

Note - online version has drop downs and pick lists

Section 2 - Change

How much do you agree or disagree with the following statements?

Q2 **Wiltshire Council manages change effectively**
❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q3 **I am able to make decisions without fear of being blamed if things go wrong**
❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q4 **I am aware of the council's vision and aims**
❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q5 **My line manager is open to my ideas and suggestions for change**
❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q6 **I understand why changes are made**
❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

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Q7 **My line manager has made it clear about what I am expected to achieve in my role/job**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q8 **I have had an appraisal in the last 12 months**

❑ Yes ❑ No ❑ I have not finished my probationary period

Q8a **If you answered yes to question 8 was this appraisal:**

❑ Online (through grow) ❑ Offline (recorded outside grow or on paper) ❑ Informal (not recorded)

Q8b **The appraisal process is a useful tool in aiding personal development and/or improving performance**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q9 **I receive regular and constructive feedback from my line manager which helps me to focus on improving my performance**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q10 **My work load is about right for the time that I have**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q11 **My job makes good use of my skills and abilities**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q12 **I am able to strike the right balance between my work and home life**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q13 **I understand how my work contributes to the success of the organisation**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q14 **I have enough time to do my job effectively**

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Q15 **I can meet the requirements of my job without regularly working excessive hours**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Section 4 - Culture, wellbeing and safety

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Q16   **Where I work I have the resources I need to do my job effectively**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q17   **I am satisfied with my working conditions (e.g. noise, light, decoration, cleanliness, temperature and space)**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q18   **I am treated with fairness and respect at Wiltshire Council**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q19   **The council has made it clear about how I am expected to behave**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q20   **Health and Safety is taken seriously in this organisation**

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q21   **In the last year, I have personally experienced bullying or harassment whilst at work. By bullying or harassment, we mean someone threatening, intimidating, frightening you or creating a hostile, humiliating or offensive environment**

❑ Yes ❑ No

Q21a   **If you answered yes to question 21, was the person whose inappropriate behaviour lead to the bullying or harassment you personally experienced:**

❑ Another member of staff (including managers)

❑ A third party (including customers, clients, visitors, contractors, elected members etc)

Q21b   **If you answered yes to question 21, was the bullying or harassment in regard to your: (please tick all that apply)**

❑ Disability

❑ Sex (male/female)

❑ Ethnic origin

❑ Gender identity

❑ Religion or belief

❑ Caring for an elderly or disabled person

❑ Age

❑ Sexual orientation

❑ Pregnancy or maternity

❑ Marriage or Civil Partnership

❑ Other

Wiltshire Council
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Q22 In the last year, I have personally experienced discrimination whilst at work. By discrimination, we mean someone treating you unfairly or differently to other people because of who you are

❑ Yes ❑ No

Q22a If you answered yes to question 22, was the discrimination in regard to your: (please tick all that apply)

❑ Disability

❑ Sex (male/female)

❑ Ethnic origin

❑ Gender identity

❑ Religion or belief

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❑ Age

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❑ Other

Q23 I would feel able to report bullying/harassment or discrimination without worrying that I would be treated in a negative way

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

NEW SECTION – WORKPLACE HEALTH

This section replicates a few key questions from the 2015 workplace health survey to enable us to measure progress as an interim step before the full survey is repeated in 2017 (question numbers relate to original workplace health survey).

Q6 Please tell us what impact the following topics have had on your wellbeing over the last 12 months?

Changes to team structure

☐ Positive   ☐ Neutral   ☐ Negative

Flexible working arrangements

☐ Positive   ☐ Neutral   ☐ Negative

Dealing with members of the public

☐ Positive   ☐ Neutral   ☐ Negative

If you have indicated a negative impact due to any of the above topics please explain why:

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Open comments box

Q13 When you are at work are you mainly

☐   Standing up   ☐   Sitting down   ☐   Walking about

Q23 How is your general wellbeing?

This is scored on a scale of 0-10, where 0 is the lowest, i.e. not at all and 10 is the highest, i.e. completely

- Overall, how satisfied do you feel with your worklife today

- Overall, how anxious do you feel about work today

- Overall, to what extent do you feel the things you do at work are worthwhile

- Comparing the previous questions to your life outside work, overall, how content are you with your life in general today

SCALE 0-10

Q24
In the last 12 months, has your line manager discussed your wellbeing in relation to your job

☐   Yes   ☐   No   ☐   Don't know

Q25
Over the last 6 months do you feel your general wellbeing has

☐   Improved   ☐   Stayed the same   ☐   Deteriorated

Section 5 - Reward and recognition

Q24 **My line manager recognises and acknowledges when I have done my job well**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q25 **I feel valued and recognised for the work I do**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q26 **I think that corporate awards are a good way to value and recognise staff for the work that they do**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q27 **I am aware of the Wiltshire Rewards staff benefits scheme**

❑ Yes   ❑ No

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❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q30 Senior Management (Head of service and above) are open and honest in their communication with staff

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q31 ~~I find the Electric Wire (global email) to all staff a good communication tool~~

❑ ~~Strongly Agree~~ ❑ ~~Agree~~ ❑ ~~Neither agree nor disagree~~ ❑ ~~Disagree~~ ❑ ~~Strongly Disagree~~

Q32 The information contained in the Electric Wire (weekly email newsletter) is useful and informative

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

Q33 I use "The Wire" (intranet) regularly to obtain information?

❑ Strongly Agree ❑ Agree ❑ Neither agree nor disagree ❑ Disagree ❑ Strongly Disagree

ADD Are you aware of the following Wiltshire Council social media channels?

	Yes, I contribute to these	Yes, I follow / like these	Yes but don't follow / like	Not aware
Twitter (@wiltscouncil)	❑	❑	❑	❑
Facebook (Our Wiltshire)	❑	❑	❑	❑
Wiltshire Council Linkedin	❑	❑	❑	❑

Section 7 - Management and leadership

Q34 **I am confident that on important matters my thoughts are communicated upwards by my line manager**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

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Q38 **I have confidence in our leaders (associate directors and corporate directors)**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q39 **Poor performance is dealt with effectively where I work**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Section 8 - Learning and development

Q40 **There are sufficient opportunities for me to receive training and development to improve my skills in my current job**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q41 **The learning and development I have received is helping to develop my career**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

ADD   I am aware of the opportunity to request coaching to support my own learning and development?

❏ Yes ❏ No

If Yes: I believe that a coaching culture benefits my development at work.

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Section 9 - Employee engagement

Q42   **I am proud to work for Wiltshire Council**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q43   **I would recommend Wiltshire Council as a great place to work**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q44   **I feel committed to the organisation's goals**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q45   **I feel a strong sense of belonging to this organisation**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q46   **Working for Wiltshire Council makes me want to do the best job I can**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q47   **Wiltshire Council motivates me to contribute more than is normally required in my work**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Section 10 - Team work

Q48   **There is good co-operation between teams I work with**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q49   **I am clear how the objectives of my role link to my team's/service's objectives**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q50   **The people in my team co-operate to get the work done**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q51   **Where I work we have effective team meetings**

❑ Strongly Agree   ❑ Agree   ❑ Neither agree nor disagree   ❑ Disagree   ❑ Strongly Disagree

Q52 **Where I work we get feedback on how satisfied our customers are with our work**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q53 **We act on the feedback we receive from customers**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q54 **My team regularly looks for ways of improving services to our customers**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q55 **I believe my job makes a difference to the community**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Q56 **In my opinion the council is committed to customer satisfaction**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

Section 12 - Legacy for Wiltshire

Q57 **Are you aware of our 'legacy for Wiltshire' activities?**

	Took part	Watched as a spectator	Aware but did not participate	Not aware
The Big Pledge	❏	N/A	❏	❏
Cycle Wiltshire - Sportive/Elite Cycle Race	❏	❏	❏	❏
Tour of Britain - Elite Cycle Race - Friday 12 September	N/A	❏	❏	❏
First World War Commemoration Events	❏	N/A	❏	❏
Wiltshire business and sports dinner - fundraising for Wiltshire's future Olympians and Paralympians	❏	N/A	❏	❏
Wealth of Wiltshire Fairs	❏	N/A	❏	❏
Wiltshire's Business EXPO	❏	N/A	❏	❏

Section 13 - Action

Q58 **Did you complete a staff survey last time?**

❏ Yes ❏ No

Q59 **I believe that action will be taken on problems identified in this survey**

❏ Strongly Agree ❏ Agree ❏ Neither agree nor disagree ❏ Disagree ❏ Strongly Disagree

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It is important that we can identify similarities and differences in responses between groups of employees in the council to inform the actions we may need to take as a result of the survey.

To help us understand any differences that may exist please could you take some time to answer the following questions.

Please be assured that your details will be kept strictly confidential and secure at all times.

Your responses will remain anonymous; we will not analyse or present the information you give in such a way that you can be identified individually.

The council supports 3 staff forums which provide mutual peer support, help raise awareness of equality issues and provide a consultative voice. See the Wiltshire website to join or find out more.

Q60   Do you have line managerial responsibilities?
❑ Yes   ❑ No

Q61   Are you?
❑ Male   ❑ Female   ❑ Prefer not to say

Q62   Is your gender identity the same as the sex you were assigned at birth?
❑ Yes   ❑ No   ❑ Prefer not to say

Q63   Do you consider your sexual orientation to be

❑ Heterosexual (attraction towards person of the opposite sex).

❑ Lesbian/Gay woman

❑ Gay man

❑ Bisexual

❑ Other

❑ Prefer not to say

Q64   How old are you?

❑ 16-19   ❑ 45-49

❑ 20-24   ❑ 50-54

❑ 25-29   ❑ 55-59

❑ 30-34   ❑ 60-64

❑ 35-39   ❑ 65+

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❑ 40-44　　　　　　　　　　　　　　　　❑ Prefer not to say

Q65　I would describe my ethnic origin as:

❑ **White**　　　　　❑ White English/Welsh/Scottish/Northern Irish/British
　　　　　　　　　　　❑ White Irish
　　　　　　　　　　　❑ White Gypsy/Irish Traveller
　　　　　　　　　　　❑ Other white background

❑ **Mixed background**　❑ White and black Caribbean
　　　　　　　　　　　❑ White and black African
　　　　　　　　　　　❑ White and Asian
　　　　　　　　　　　❑ Other mixed/multiple ethnic background

❑ **Asian or Asian British**　❑ Indian
　　　　　　　　　　　❑ Pakistani
　　　　　　　　　　　❑ Bangladeshi
　　　　　　　　　　　❑ Chinese
　　　　　　　　　　　❑ Other Asian background

❑ **Black or black British**　❑ Caribbean
　　　　　　　　　　　❑ African
　　　　　　　　　　　❑ Any other black/African/Caribbean background

❑ **Other ethnic group**　❑ Arab
　　　　　　　　　　　❑ Any other background

❑ **Prefer not to say**

Q66　Do you consider yourself to be disabled?
❑ Yes　　　　　❑ No　　　　　❑ Prefer not to say

Q66a　If you answered yes to question 66, please select the definition/s from the list below that best describes your impairment:

❑ Physical or mobility impairment

❑ Sensory Impairment

❑ Mental health condition

❑ Learning disability / difficulty

❑ Long standing illness or health (e.g. cancer, HIV, diabetes, chronic heart disease or epilepsy)

❑ Other

❑ Prefer not to say

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Q67 **To which of the following religions, bodies or belief systems, if any, do you belong or affiliate with?**

- ❑ Buddhist
- ❑ Hindu
- ❑ Jewish
- ❑ Christian
- ❑ Muslim
- ❑ Sikh
- ❑ Other
- ❑ Prefer not to say

Q68 **Do you give help or support to family members, friends, neighbours or others because of a long-term physical or mental health or disability, or problems related to old age? (do not count anything you do as part of paid employment)**

❑ Yes   ❑ No   ❑ Prefer not to say

Q69 **Any further comments on any aspect of this survey:**

_____

_____

_____

_____

Q70 **If you would like to participate in the prize draw for ADD PRIZE please enter your email address or telephone number here. This will only be used to contact you if you are a winner and you can be assured that your survey answers will remain anonymous.**

_____

_____

Thank you for taking part in the 2016 Wiltshire Council staff survey.

Please return your survey form by xxxxxxx to Wymann Dillon in the pre-paid envelope provided.

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QUARTERLY WORKFORCE REPORTING

Report for Wiltshire Council relating to the quarter ending June 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: July – September 2015
                                                   Quarter 2: October – December 2015
                                                   Quarter 3: January – March 2016
                                                   Quarter 4: April – June 2016
                                                   Last year: April – June 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:

<div align="center">

10%+ Positive Variation Green

Less than 10% variation Amber

10%+ Negative Variation Red

</div>

- 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

HR Information Team Observations:

Headcount reduction

1 The headcount across Wiltshire Council decreased since last quarter by 23 employees (-0.5%), with the figure now standing at 4749. The headcount has consistently decreased over the past year; as would be expected in the current financial climate, reducing by 235 (4.7%) since the April – June 2015 quarter. The greatest reduction in headcount, this quarter, was seen in the People and Business service (-47), followed by Communities and Communications (-15). Corporate Function, Procurement & Programme Office saw an increase in headcount of 46 (+35.4%). This is primarily due to Business Services Finance moving to the service from People and Business; this also explains the large decrease seen in People and Business.

The full time equivalent (FTE) figure has also decreased this quarter, by 13 (-0.4%). The highest reduction in FTE this quarter was in People and Business (-38.9) followed by Adult Social Care Operations (-12.1).

Decrease in sickness absence

2 Sickness rates have decreased this quarter to 2.1 days lost per FTE (-0.4). This is 0.3 days lost per FTE below the benchmark for a local authority. Adult Social Care Operations had the largest decrease over the quarter (-0.8 days lost per FTE) to 2.9 days – although this is still above the benchmark for a local authority. The highest levels of sickness absence remain within Waste and Environment with 4.0 days per FTE – an increase of 0.1 days from last quarter. This has had little change over the previous 3 quarters. The rate for Waste and Environment is 1.1 days per FTE above any other service across the council. This is primarily due to the nature of the job in Waste as reasons such as 'muscular/skeletal' and 'back and neck' are prevalent amongst the most common reasons, however 'stress/depression/mental health/fatigue' is the most common in Waste and Environment with 1 in 4 absence days lost due to this reason. This seems to be mainly in the frontline Waste & Recycling Collection services – 95% of the absence days lost to stress. This is also potentially a reason for the increase in agency use this quarter (+11.7 FTE used) to cover absences - the second most common reason behind 'short term demand' for acquiring agency staff - with 30% of the hours worked this quarter due to this reason; costing £109,296. Corporate Function, Procurement & Programme Office saw the largest increase this quarter to 2.0 days per FTE (+0.3 days). This is largely as a result of Business Services Finance moving to the Corporate Functions service who contributed 37% of the total absence days lost in the service this quarter.

This quarter, 52.4% (+6.3%) of all absence days lost were due to long term absences (greater than 20 days), this is 3.4% below the benchmark for a local authority. This is the highest the proportion has been for the last two financial years (since the April – June 2014 quarter). The HR advisory team are aware of several long term absences. Legal & Governance continued to have the highest proportion of long term absences at 71.3% (-3.0%). Finance, as well as the lowest absence rate (1.2 days per FTE), had the lowest proportion of long term absences at 23.0% (-21.7% - also the largest reduction seen by a service). Corporate Function, Procurement & Programme Office saw the largest increase in long term sickness absence this quarter to 45.3% (+32.1%). This is predominantly due to Business Services Finance moving to the service.

29.8% (+6.9%) of all absence days lost were due to 'stress/depression/mental health/fatigue'; of which 35.6% (-3.6%) was recorded as not work related, and 18.5% (-1.7%) recorded as work related. 'Other muscular/skeletal' is the second most common reason for absence this quarter; with 14.2% of absences attributed to this reason (+2.1%).

Increase in voluntary turnover

3   The voluntary turnover rate has increased to 2.6% this quarter (+0.4%). This is 0.9% above the benchmark voluntary turnover rate for local government.

Communities and Communications continued to have the highest voluntary turnover rate this quarter at 6.0% (+1.9%). The majority of this increase was within the frontline areas of the service; Library and Information Services (10 voluntary leavers – all library assistants) and City Hall Civic Facilities (6 voluntary leavers). The 10 leavers in Library and Information Services was spread relatively evenly among leaving due to alternative employment not a local authority, due to family commitments or due to retirement. Whilst the City Hall Civic Facilities leavers were predominantly due to leavers with no reason given (4 of the 6).   The service with the second highest voluntary turnover rate was Corporate Functions, Procurement & Programme Office with 4.6% (+3.8% - the largest increase seen by a service this quarter). This increase was mostly in the Performance, Risk & Scrutiny Office (3 of the 7 total voluntary leavers this quarter) – in Democratic Services Officer's (2 leavers). Finance had the lowest voluntary turnover rate at 0.4% (no change from last quarter).

34.1% (43) of all voluntary leavers during the quarter resigned for alternative employment not with a local authority. This is down 7.7% from last quarter (41.8%, 46 leavers). The second most common reason this quarter was due to people leaving with no reason given, with some 31 employees accounting for 24.6% of all leavers (up from 7.3%, 8 people last quarter).

Disciplinary and grievance

4   The number of new disciplinary cases opened this quarter has decreased this quarter to 11 (-5). The largest number of disciplinaries this quarter came from Adult Social Care Operations; with 4 new disciplinary cases opened (an increase of 4 from last quarter). All 4 of these new disciplinary cases in Adult Social Care Operations were due to safeguarding issues in the Learning Disabilities team – mostly in relief support workers. Public Health witnessed the largest decrease, reducing the number of new disciplinary cases from 5 last quarter; to 1 this quarter.

The number of new grievance cases opened in the quarter has decreased to 1 this quarter. This is a decrease from 5 last quarter. Highways and Transport (5 last quarter) and Waste and Environment (1 last quarter) have both reduced to 0 new grievance cases this quarter, whilst Operational Children's Services filed a grievance case this quarter against a Level 3 Social Worker.

Increase in non-casual wage bill

5   The non-casual wage bill has increased to £26.05m for the quarter (+£183,251). This is contradictory to the fall in headcount seen over the last financial year. However the increase is primarily due to an increase in cost seen in the June pay run (an increase of £239,462). This is as a result of the annual pay award being implemented in the June pay run and backpaid to April 2016. Therefore 3 months of the pay award was seen to be paid in the June month; resulting in this increase. This should be seen to return to an expected trend next quarter. The largest reduction was seen within People and Business with a reduction of £141,120; this is mostly as a result of Business Services Finance moving to Corporate Functions, Procurement & Programme Office. The next largest reduction was in Waste and Environment (-£38,937). This is mainly due to decreases in Environment Services, and the East and South Waste & Recycling Collection services (waste loaders). This is largely as a result of a significant increase in leavers this quarter (9 leavers this quarter, 3 leavers last quarter), as well as leavers from last quarter having an effect on the pay data this quarter. The largest increase in non-casual wage bill this quarter was in Corporate Functions, Procurement & Programme Office increasing to £1.19m (+178,908). This is partly due to Business Services Finance moving into the service – (+£136,543 in the quarter) and partly due to the filling of posts as a

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result of the ongoing procurement restructure – particularly buyers, senior category managers and category specialist posts. Operational Children's Services had the second largest increase in wage bill this quarter increasing to £4.8m (+£94,957) and are by far the highest costing service across the council in terms of staffing costs (£1.8m higher than the service with the next highest cost). This increase is primarily due to an increase in Early Help – largely from the Family Support Service – Intervention – who increased their staffing costs this quarter by £98,895 largely as a result of an increase in Family Support Workers (+£79,824).

Increase in casual wage bill

6   The casual wage bill has increased this quarter to £413,751 (+£20,135). The majority of this increase was in Operational Children's Services who witnessed an increase to £101,467 (+£27,283). This increase was spread relatively evenly across the services in Operational Children's Services. Most notable were increases in the use of WTB Family Support Workers in Safeguarding and Assessment (+£8k), Assistant Youth Development Workers in Early Help (+£8k), casual Social Workers in Fostering and Adoption (+£8k). Public Health saw the largest reduction in casual use this quarter, reducing to £87,995 (-£7,349). This is largely as a result of reducing the use of casual recreation assistants (wet), level 2 stop smoking specialists, fitness consultants and duty supervisors (dry).

Increase in agency Use

7   Reporting on agency staff is being reviewed to ensure a consistent approach between the figures provided by finance, procurement and HR. This review is on-going; however the figures published by HR for workforce monitoring purposes can be seen below. The use of agency staff has increased this quarter with Wiltshire Council using the equivalent of 113 full time employees through agency this quarter (+2 FTE). This slight increase was primarily due to a large increase in the use of agency in Waste and Environment who used the equivalent of 61 full time employees this quarter (+12 FTE). Waste and Environment continue to be the service using the highest number of agency staff. Without this large increase in Waste the council would've seen a decrease of around 10 FTE's used. As mentioned above, the increase in agency staff this quarter may partly be to cover for people off sick – as about 1 in 3 agency staff were assigned to cover absences. Whilst a large part of the increase in agency use in Waste is due to the fact that; in order to protect jobs, the council has agreed with Hills that all vacancies wherever possible will be covered by agency staff. Operational Children's Services saw the largest decrease in agency use this quarter using 24.9 FTE in agency staff this quarter (-3.7 FTE). Since the April – June 2015 quarter Operational Children's Services have almost halved their agency use; from 45.7 FTE in April – June 15 quarter to 24.9 FTE the April – June 16 quarter. This is as a result of the success of the social worker recruitment campaign and the WIHSC initiatives. People and Business saw the next largest reduction in agency use this quarter, using 12.8 FTE across April – June 16 (-3.5 FTE). The majority of this decrease was in IT, who used 3.5 FTE less in agency workers this quarter – mostly a reduction in the use of technical specialist – engineers.

Although the agency use this quarter has increased (as explained above), the cost of agency workers has actually decreased this quarter. This is due to the fact that the reason for the increase in use of agency staff was in Waste and Environment, which tends to be the lower paid agency staff (an increase of 11.7 FTE only resulted in a cost increase of £72,319). Whilst reductions in agency use of 3.7 FTE in Operational Children's Services and 3.5 FTE in People and Business resulted in a reduction of £72,879 and £53,068 respectively, due to the higher paid nature of the agency staff in these services. The spend on agency this quarter was £1,427,006 (-£121,540). The services with the highest cost increases/decreases are in line with the increases/decreases in agency use highlighted above.

QUARTERLY WORKFORCE REPORTING

Staffing Levels

Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Headcount	4865	4828	4772	4749
FTE	3685	3675	3662	3649
Agency worker use (equivalent number of FTE's used during quarter)	158	140	111	113
Ratio of managers to employees	1:9	1:9	1:9	1:9
FTE of managers	510	509	504	487
Number of redundancies made during quarter	116	12	19	28
Ratio of starters to leavers (FTE)	1:1.2	1:1.4	1:1.6	1:1.1

Sickness Absence

Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
Working days lost per FTE	1.9 days	2.4 days	2.5 days	2.1 days	2.2 days	G
% of total absences over 20 days	43.4%	48.4%	46.1%	52.4%	42.1%	A

New Health and Safety RIDDOR related injuries

Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
No. of workplace incidents/injuries reported	4	2	6	5	G

New Disciplinary, Grievance and Absence Cases

Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Benchmark
Disciplinary cases	23	26	16	11	G
Grievance cases	0	5	6	1	G
Absence cases	142	120	119	68	n/a

Voluntary Staff Turnover

Measure	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last year	Benchmark
% staff turnover	2.4%	2.1%	2.3%	2.6%	3.0%	R
% <1 year turnover rate	5.1%	4.0%	4.5%	5.9%	4.8%	n/a
% Under 25's voluntary turnover	6.9%	4.5%	3.1%	6.4%	5.3%	n/a
Average leavers' length of service	8.2 years	6.3 years	7.7 years	7.3 years	7.7 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)	£26.46m	£26.16m	£25.86m	£26.05m	£26.61m
Total paid in salary to casual employees	£0.44m	£0.51m	£0.39m	£0.41m	£0.42m
Total salary pay	£26.90m	£26.68m	£26.26m	£26.46m	£27.03m
Total paid to agency workers	£2.30m	£1.93m	£1.55m	£1.43m	£2.57m
Median employee basic salary	£20,253	£20,253	£20,253	£20,456	£20,253

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

Additional financial information				
Measure *(If the figure is negative a saving has been achieved)*	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
Cost of sick pay	£0.62m	£0.76m	£0.82m	£0.72m
FTE change due to employee hour changes	-15.4	-6.0	-7.8	-5.8
Cost/saving of employee hour changes	-£318,662	-£124,842	-£233,872	-£126,813

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	7.0%	6.7%	6.5%	6.7%	7.1%
% 55 and over	24.0%	24.3%	24.4%	24.7%	23.8%
% Female	70.1%	70.2%	70.2%	70.1%	70.0%
% Part-time	42.8%	42.5%	42.9%	42.6%	44.0%
% Temporary contracts	8.6%	7.9%	7.3%	6.4%	8.9%
% Black or Minority Ethnic	2.0%	2.0%	2.1%	2.1%	1.9%
% Disabled	2.8%	2.8%	3.1%	3.2%	2.7%