

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: Salisbury Room, County Hall, Trowbridge BA14 8JN
Date: Wednesday 1 November 2017
Time: 11.00 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 Andy Phillips
Cllr Tony Jackson	Cllr Ricky Rogers
Cllr Richard Clewer	Cllr Baroness Scott of Bybrook OB
Cllr Mike Hewitt	E
Cllr David Jenkins	Cllr Hayley Spencer

Substitutes:

Cllr Fleur de Rhé-Philippe	Cllr Gordon King
Cllr Peter Evans	Cllr Ian Thorn
Cllr David Halik	Cllr Ian McLennan
Cllr Jon Hubbard	Cllr Tony Trotman
Cllr Bob Jones MBE	

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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 - 10)*

To confirm the minutes of the meeting held on 5 July 2017. (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 this agenda no later than 5pm on **Wednesday 25 October 2017** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Friday 27 October 2017**. 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 **Trade Union Deduction of Contributions at Source (DOCAS)** *(Pages 11 - 12)*

A report by the Head of Human Resources & Organisational Development is attached,

7 **Staff Car Parking near County Hall** *(Pages 13 - 16)*

A report by the Head of Human Resources & Organisational Development is attached.

8 **Apprenticeship Policy and Progress on the Recruitment of Apprentices** *(Pages 17 - 36)*

A report by the Head of Human Resources & Organisational Development is attached.

9 **Quarterly Workforce Report: April - June 2017** *(Pages 37 - 44)*

A report by the Head of Human Resources & Organisational Development is attached.

10 **Date of Next Meeting**

To note that the next meeting of the Committee is due to be held on Wednesday 10 January 2018 at County Hall, Trowbridge, starting at 10.30am.

11 **Urgent Items**

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

PART II

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

None

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STAFFING POLICY COMMITTEE

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 5 JULY 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Allison Bucknell (Chairman), Cllr Tony Jackson (Vice Chairman),
Cllr Richard Clewer, Cllr Andy Phillips, Cllr Ricky Rogers, Cllr Hayley Spencer,
Cllr Tony Trotman and Cllr Mike Hewitt (Substitute)

24 Apologies for absence

Apologies for absence were received from Cllr David Jenkins and Cllr Baroness Scott of Bybrook OBE (who was substituted by Cllr Mike Hewitt).

25 Minutes of Previous Meeting

Resolved:

To confirm and sign as a correct record the minutes of the previous meeting held on 1 March 2017.

26 Declarations of Interest

There were no declarations of interest made at the meeting.

27 Chairman's Announcements

The Chairman made the following announcement:-

EPIC impressions launch The Chairman was pleased to announce that this new initiative had been launched that day with stands in the atriums of all three hubs, with members of the #EPIC team on hand to show staff how to send an impression.

Staff would now be able to thank colleagues and highlight their hard work by sending them an EPIC impression via grow.

EPIC impressions was a quick way to send thank you or well done messages to colleagues which would then appear on their grow profiles and could also be added to their annual appraisal form.

Further information and guidance about leaving EPIC impressions, was available at [EPIC impressions workspace](#) on grow.

28 **Public Participation**

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

29 **Appointment of Sub-Committees**

To appoint members to serve on the sub-committees of this Committee for the ensuing year as set out below:-

(a) **Senior Officers Employment Sub-Committee**

Cllr Allison Bucknell, Cllr Richard Clewer & Cllr Hayley Spencer.
(Substitute Members: Cllr Jon Hubbard, Cllr David Jenkins, Cllr Bob Jones MBE, Cllr Andy Phillips, Cllr Fleur de Rhe-Philipe, Cllr Baroness Scott of Bybrook OBE, Cllr Ian Thorn & Cllr Tony Trotman.)

(b) **Appeals Sub-Committee**

Cllr Allison Bucknell, Cllr Richard Clewer & Cllr David Jenkins.
(Substitute Members: Cllr Mike Hewitt, Cllr Jon Hubbard, Cllr Gordon King, Cllr Fleur de Rhe-Philipe, Cllr Baroness Scott of Bybrook OBE, Cllr Hayley Spencer, Cllr Ian Thorn & Cllr Tony Trotman.)

(c) **Grievance Appeals Sub-Committee**

Cllr Allison Bucknell, Cllr Tony Jackson & Cllr Hayley Spencer.
(Substitute Members: Cllr Peter Evans, Cllr David Halik, Cllr Jon Hubbard, Cllr David Jenkins, Cllr Gordon King, Cllr Andy Phillips, Cllr Ian Thorn & Cllr Tony Trotman.)

30 **Professional Qualification Learning Loans Policy and Procedure**

The Committee considered a report by the Associate Director, People & Business which set out a new professional qualification learning loans policy and procedure to enable employees to access an interest-free learning loan to undertake a professional qualification that supported their career aspirations and development.

It was explained that this proposed new policy and procedure aimed to support employees who would be required to self-fund the cost of a qualification and may not have the means to pay all of the cost of the course upfront. With the current budget constraints placed on service areas, this would enable employees to invest in their own development with support from the Council and still enable them to continue to gain qualifications and develop their career.

It was noted that the policy would require a short term outlay of funds from the Council to pay course providers but this would be recouped from an employee's

salary over the duration of the course. Should the employee leave and the Council was unable to recoup the loan, the outstanding amount would be invoiced to the employee. If the outstanding amount could not be recovered, then it would be charged to the service area budget.

After some discussion,

Resolved:

To approve the proposed Professional Qualification Learning Loans Policy and Procedure.

31 **Quarterly Workforce Report: January - March 2017**

The Committee received a workforce report, excluding fire, police and school staff, for the quarter ended 31 March 2017.

It was explained that this was a new format for the existing quarterly workforce report which aimed to raise awareness of the size and makeup of the workforce and of the issues that affected it. When appropriate it would provide the opportunity to explore and discuss issues identified from analysis of the data arising from workforce transactions.

It was noted that the first section of the new report would provide key observations from the data that had been analysed for the quarter. This would be followed by a themed commentary which would provide a deeper analysis and insight into a specific topic that was current for the Council. The indicators at the end of the report would give an instant view of selected trends over the last year to see the wider picture of what was changing in the workforce. It was proposed that the following key themes be chosen when the most relevant and applicable:-

- Sickness absence
- Employee turnover
- Resourcing and recruitment
- Employee costings
- Apprentices
- Employee engagement
- Under 25s/demographics
- Agency

Attention was drawn to sickness absence during this quarter where it was noticed that 9,472 days were lost. Over the previous four financial years on average there had been a 6% increase in absence days in this quarter due to seasonal factors. The highest absence across the council directorates continued to be in Waste and Environment where work was being carried out to establish reasons for this and if there were any preventive measures which could be undertaken.

Members enquired if there were any comparator statistics available from other local authorities from which this council could compare sickness rates especially in Waste and Environment. It was explained that such benchmarking figures were not available as a significant number of councils outsourced these services. However, Members did wonder how the level of sickness affected service delivery but were pleased to note that the depots were being visited by health & safety and occupational health officers to help ascertain the causes of these problems. It was also noted that workshops on mental health issues were being provided for managers.

The Chairman, on behalf of the Committee, thanked the officers for the new and helpful format for the quarterly workforce reports and asked Members to let her have details of any further changes or additional information they would like to see included which she would pass on to the officers.

Resolved:

To note the contents of the report.

32 **Date of Next Meeting**

Resolved:

To note that the next scheduled meeting of the Committee was due to be held on Wednesday 6 September 2017 at County Hall, Trowbridge starting at 2.00pm, to be preceded by a further training session on staff engagement and workforce development starting at 1.00pm for all Members and substitute Members of this Committee.

33 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 11.00 am - 11.40 am)

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

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

WILTSHIRE COUNCIL

Staffing Policy Committee

1 November 2017

Trade Union Deduction of Contributions at Source (DOCAS)

Purpose

1. The purpose of this item is to bring to the attention of staffing policy committee the current draft Trade Union (Deduction of Union Subscriptions from Wages in the Public Sector) Regulations 2017 which are due to be implemented on 10 March 2018.

Background

2. The Trade Union Act 2016 included a provision to restrict the use of DOCAS or “check off” arrangements across the public sector. To support this the currently draft DOCAS regulations are being introduced.
3. DOCAS is the process whereby a union member has their union subscription deducted from their pay via their employer’s payroll. The payroll provider then forwards the collected union membership subscriptions to the union each month.
4. Wiltshire Council payroll currently processes DOCAS on behalf of the unions at no charge.

Main considerations

5. The proposed new DOCAS regulations will mean the council is only be able to deduct trade union subscriptions from employees where:
 - the employees are given the option to pay their subscription by other means; and
 - the union makes reasonable payments to the council which represent the total cost to public funds of making the deductions.
6. It is the responsibility of the union to provide evidence to us that they offer alternative methods for employees to pay their union subscriptions other than via our payroll.
7. UNISON have asked for the council to sign a Service Level Agreement (SLA) once the DOCAS regulations come into force on 11 March 2018. UNISON have requested this for all councils and produced a draft SLA for consideration.
8. The council is currently considering the implications of agreeing the UNISON SLA, which may result in us having to provide more detailed information than currently e.g. producing a monthly reconciliation report to UNISON on actual

deductions for unions subscriptions compared with expected union subscription deductions.

9. The council is also seeking advice from our legal team regarding DOCAS and the implications of potential SLAs which unions may agree direct with foundation and voluntary aided schools and academies which will impact on our payroll traded service agreements with these schools / academies.
10. Alongside this the council is researching what other local authorities have agreed with the unions as well as determining the likely cost to the payroll and finance service in processing DOCAS.

Environmental Impact of the proposal

11. None

Equalities impact of the proposal

12. None

Risk Assessment

13. None

Financial Implications of the proposal

14. The new regulations will mean that the council will receive payment from the unions for collecting union members' subscriptions via payroll deductions.

Recommendations

15. It is recommended that:

- the council continues to investigate an appropriate calculation for each union so that the DOCAS regulations are complied with.
- the council reports back to staffing policy committee once this work has been carried out.

Joanne Pitt
Head of HR&OD

Report author: Amanda George, HR Strategic Delivery Manager

WILTSHIRE COUNCIL

Staffing Policy Committee
1 November 2017

Staff car parking near county hall

Purpose

1. The purpose of this item is to bring to the attention of staffing policy committee that staff car parking in the near vicinity of county hall is likely to be reduced from next year.

Background

2. In February 2015 all staff based at county hall were given the opportunity to park free of charge on the east wing and greyhound site by applying for a staff permit.
3. Permits were also made available for staff to park in Lovemead car park in Trowbridge town centre.
4. At the same time arrangements were put in place for staff who needed to regularly use their cars for unplanned or emergency situations via a priority car parking permit system.
5. There are 773 staff car parking spaces currently available near county hall at the east wing, greyhound and county hall sites and a further 165 in Lovemead, bringing the total available spaces to 938.

Main considerations

6. The east wing site at county hall has the potential to be developed and outline planning permission was sought at the start of August 2017. The outcome of the planning permission will be known at the end of October 2017.
7. Should planning permission be granted work is likely to start on the east wing site in 2018. This will mean a loss of around 315 of the current 938 staff car parking spaces, leaving a balance of 623.
8. In order to gather data on which employees currently drive to work at county hall and whether the reduction in car parking spaces will cause that to change a survey is being designed to send out to all staff later this year.
9. An initial assessment has been carried out of the available car parking spaces in Trowbridge town centre and the data is available in the table below:

Car Park	Capacity	Peak Usage	Demand (%)
The Shire's	1,000	340	34.0%
St Stephen's MSCP ⁵	446	365	81.9%
Lovemead	165	48	29.3%
Broad Street	35	24	69.1%
Court Street	78	21	26.8%
St Stephen's Place	111	57	51.6%
Gateway	240	124	51.6%
TOTAL	2,075	1,058	51.0%

10. The data shows that should staff who currently drive to work wish to continue to do this once the east wing site is developed there are plenty of car parking spaces available in the town centre, although there will be a cost involved to park there.
11. A staff car parking group has been established from across the organisation, to include union representation, to consider staff car parking issues and they are meeting on a monthly basis.
12. The group will also be considering the effect of any decisions made for Trowbridge staff car parking on the provision of staff car parking at the other hubs in Chippenham and Salisbury.

Environmental Impact of the proposal

13. Whilst the loss of car parking spaces will cause an issue for some staff the council is also mindful that the current provision of car parking spaces is not in line with our sustainable transport plan which stipulates that for an office building this size the council should have around 500 car parking spaces.

Equalities impact of the proposal

14. An equality impact assessment will be carried out once more detail is known.

Risk Assessment

15. None

Financial Implications of the proposal

16. None

Recommendations

17. It is recommended that:

- Staffing policy committee note the contents of the report and that information on proposals from the staff car parking group is shared with the committee when it becomes available.

Joanne Pitt
Head of HR&OD

Report author: Amanda George, Strategic Delivery Manager

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WILTSHIRE COUNCIL

Staffing Policy Committee

1 November 2017

Apprenticeship policy and progress on the recruitment of apprentices

Purpose

1. The purpose of this item is to present to staffing policy committee the updated apprenticeship policy, along with a progress report on the recruitment of apprentices and the use of our apprenticeship levy.

Background

2. An apprenticeship is a work-based training programme which leads to a nationally recognised qualification or set of competencies. The apprenticeship programme allows apprentices to gain the technical knowledge, practical experience and wider skills they need for their immediate job and future career.
3. The new regulations for apprenticeships were launched in April 2017 so that now apprenticeships are available to anyone over the age of 16, whether they are a school leaver or have previous work experience, and are also available for current staff who want to improve skills in their chosen career or start a new career.
4. An apprentice role:
 - Should ideally be for a minimum of 30 hours per week but the length of an apprenticeship can be extended to accommodate fewer working hours:
 - may be a new role within the team
 - may be an existing role which could be converted into an apprentice role
 - may be upskilling of a current employee for future succession planning, and
 - must involve at least 20% off the job training, normally supplied by an external provider.
5. An apprenticeship must run for at least one year, but depending upon the type and level of the programme can last up to five years. Extensions to an apprenticeship agreement may be considered depending upon circumstances.
6. There is a government target for the council to employ 2.3% of its workforce as apprentices which currently equates to approximately 266 apprentices per year.
7. In order to support the apprenticeship programme the council has in place an apprenticeship policy for managers and employees and this is supported by a

managers' guidance document and a set of frequently asked questions. The policy has been recently updated and improved now that the new regulations are in place.

Main considerations

Apprenticeship levy

8. With effect from 6 April 2017 the council has had to pay 0.5% (£366,919) of its 2017/18 pay bill into the apprenticeship levy.
9. This levy can be used to fund the cost of apprentice training as follows:
 - On-the-job and off-the-job training through an externally contracted training provider.
 - Planned on-programme assessment and the formal end-point assessment, including any costs associated with external quality assurance and the certification of the apprenticeship.
 - Distance, online or blended learning related to the off the job training element of an apprenticeship
10. It is not possible to use the apprenticeship levy to fund the apprentice's salary costs and therefore the salary costs must be borne by the service area employing the apprentice.
11. Earlier this year an apprenticeship training coordinator was employed within HR&OD in order to manage the apprenticeship programme to include the procurement of external apprenticeship providers and the allocation of levy funds from the digital apprenticeship account.

External apprenticeships

12. It is the council's objective to recruit and develop apprentices who will continue their employment, following completion of the apprenticeship programme, and develop their career within the council. The policy is therefore clear that services should ensure (as much as possible) that there will be a job available at the end of the apprenticeship.
13. The apprenticeship training coordinator is working with HR strategic business partners to help managers identify apprenticeship opportunities and these are being advertised and marketed on our careers website, supported by films of current apprentices who are undertaking their training.

Internal apprenticeships

14. The council are also committed to providing apprenticeship opportunities for existing employees to gain new skills where undertaking an apprenticeship will

enable the employee to gain a qualification and work experience which is relevant to the service area / team they are employed in.

15. The apprenticeship training co-ordinator works alongside the HR strategic business partners to identify apprenticeships which will provide apprenticeship opportunities for current staff to enable us to be more effective at succession and workforce planning.

Apprenticeship standards

16. As part of the new regulations launched in April apprenticeship standards have replaced the old apprentice frameworks. We are currently limited to offering the standards that have been developed as not all are available yet. However, there is commitment nationally to developing more standards and additional standards are becoming available every month.
17. The apprenticeship standards are available at different levels so that they can be matched to an individual's skills and previous experience. They range from a level 2 apprentice (business administration, customer services) up to a level 6 or 7 apprentice which is equivalent to a degree qualification in a professional service area.

Current apprentices

18. We currently have procured a small range of apprenticeships which include business administration, accountancy and management and have plans to increase this range significantly as more standards become available in 2018. The table below shows our current apprentices:

Current apprentices (as of 16/10/2017)

Number of Apprentices	Apprenticeship	Job Title
2	Business admin Level 3	Payroll Assistant
2	Accountancy level 3	Finance Assistant
1	Business Admin level 3	Business Support for children's placement services
1	Business Admin level 3	Technician Support in Fleet
1	Business Admin Level 3	Registrations Assistant
1	Business Admin Level 3	Business support for Economic Regeneration
1	Business Admin Level 4	Business support for Joint Commissioning
1	Management level 3	Fleet Transport Officer
1	Management Level 3	Systems Administrator
1	Management Level 3	Area Co-ordinator Highways and Transport
1	Building Control Level 3	Assistant Building Control officer

Apprenticeships in leadership

19. The HR&OD team have been developing a new leadership and management offer which will be launched in January 2018. The programme will include the opportunity to complete the following qualifications:

- **Chartered manager institute level 3 diploma in principles of leadership and management -**

This qualification is ideal for aspiring managers that do not have prior formal management qualifications and/or previous management experience.

- **Chartered manager institute level 5 diploma in principles of leadership and management**

Managers with 3 years' managerial experience can also achieve chartered manager status upon completing this apprenticeship. Chartered manager (CMgr) is the highest status that can be achieved in the management profession.

This qualification is suitable for managers or aspiring managers that do not have prior formal management qualifications

20. The apprenticeship standard for the level 6 chartered manager degree apprenticeship will also be available in February 2018 and the new master's degree apprenticeship for senior leaders will be offered once it becomes available.

21. We hope that these apprenticeship opportunities will be widely taken up as part of our learning and development offer for aspiring, developing and experienced managers.

Apprenticeships policy

22. We have recently taken steps to update and improve our apprenticeships policy following the introduction of the new regulations and the levy. There have been a number of changes this year to how we recruit apprentices and complexities about pay rates and current employees becoming apprentices, and it has taken some time to determine the best course of action and develop robust procedures to ensure that our recruitment of apprentices and internal apprenticeship offer is clear.

23. We have recruited an OD delivery manager and an apprenticeship training coordinator within the HR&OD team and there is now a real focus on delivering apprenticeships within our clear guidelines and procedures. We have worked hard to ensure our managers are engaging with us to create apprenticeship opportunities and there is now much more interest in following this route to ensure successful workforce and succession planning.

24. A report about the progress on the recruitment of apprentices against our target and the impact of the apprentice levy will be brought to staffing policy committee at the end of the financial year 2017/18.

Environmental Impact of the proposal

25. None

Equalities impact of the proposal

26. None

Risk Assessment

27. None

Financial Implications of the proposal

28. The council will draw down from the levy training costs of the apprenticeship and the salary cost for the apprentice will be offset against the vacant post of the substantive role the apprentice will move to upon successful completion of the apprenticeship.

Recommendations

29. It is recommended that staffing policy committee:

- note the apprenticeship policy, managers' guidance document and frequently asked questions which are designed to support managers when recruiting an apprentice.
- receive a further report on the impact of the apprenticeship levy at the end of the 2017/18 financial year and an overview on the number, type and level of apprenticeships in place across the council.

Joanne Pitt
Head of HR&OD

Report author: Janice Hiscock, HR Consultant Policy and Organisation Design

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Wiltshire Council Human Resources Apprenticeship Scheme 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 outlines how apprenticeships can be utilised within Wiltshire Council and how managers recruit, support and develop apprentices within their teams.

Go straight to the section:

- Who does it apply to?
- What are apprenticeships?
- The Apprenticeship Levy
- The Apprenticeship Digital Service Account
- Additional payments
- Register of Apprenticeship training providers & Wiltshire Council's approved list
- Employee costs
- Salary rates
- End point assessment
- New apprentice roles
- Transferring a vacancy into an apprenticeship
- Apprenticeship opportunities for internal staff
- Upskilling using apprenticeships
- Apprentice recruitment process
- Safeguarding of young persons and vulnerable adults
- Equality of opportunity
- Supporting an apprentice
- At the end of the apprenticeship
- Employment opportunity
- Ending an apprenticeship
- Roles and responsibilities

Who does it apply to?

This policy applies to all employees appointed to an apprenticeship at Wiltshire Council, with the exception of those apprentices who transfer into the council under TUPE and teaching and non-teaching staff employed in maintained schools or academies.

What are apprenticeships?

1. Apprenticeships are work-based training programmes which will lead to a nationally recognised qualification or set of competencies. Through their apprenticeships, apprentices gain the technical knowledge, practical experience and wider skills they need for their immediate job and future career. Apprenticeships are either on a Framework or a Standard (frameworks are being phased out) and apprentices will need to demonstrate that they have learned the appropriate skills by either completing a portfolio of work or undertaking an end point assessment. Apprentices will have monthly meetings with a training provider to complete on and off the job training; this will also be supported by their manager and/or mentor.
2. Apprenticeships are open to anyone over the age of 16, whether school leavers or with work experience and may include those who want to improve skills in their chosen career or start a new career. No upper age restrictions apply. Applicants to the programme must be living in England, have been a citizen or continuously resident in the Economic European Area (EEA) for 3 years prior to appointment and not in full time education.
3. An apprentice role:
 - Should ideally be for a minimum of 30 hours per week but the length of an apprenticeship can be extended to accommodate fewer working hours:
 - may be a new role within your team
 - may be an existing role which could be converted into an apprentice role
 - may be upskilling of a current employee for future succession planning, and
 - Must involve at least 20% off the job training (for more information about what the 20% off the job training is defined as, including examples, refer to the Apprenticeship Guidance)
4. An apprenticeship must run for at least 1 year, but depending upon the type and level of the programme can run up to 5 years. Extensions to an apprenticeship agreement may be considered depending upon circumstances.
5. There is a government target for the council to employ 2.3% of its workforce as apprentices which currently equates to approximately 266 apprentices per year.
6. The HR&OD strategic business partner and apprenticeship and training co-ordinator will discuss with managers what suitable apprenticeship standards or frameworks are available.

7. Frameworks are slowly being phased out and replaced by Standards. The Standards show what an apprentice will be doing and the skills required of them, by job role. Standards are developed by employer groups known as 'trailblazers'. More Standards will be published as they are developed and approved.

8. Apprenticeships have equivalent educational levels:

Apprenticeship Level	Equivalent
Level 2	GCSE, NVQ Level 2, Level 2 National Certificate
Level 3	A-Level, NVQ Level 3, Level 3 National Diploma
Level 4	CertHE, HNC, NVQ Level 4
Level 5	DipHE, HND, NVQ Level 5
Level 6	Degree with honours (BA, BSc)
Level 7	Integrated Master's degree, Master's Degree.

The Apprenticeship Levy

9. With effect from 6 April 2017 the council have to pay 0.5% of its pay bill into the apprenticeship levy.
10. The apprenticeship levy can be used to fund the cost of apprentice training and the end point assessment.

The Apprenticeship Digital Account Service (DAS)

11. The DAS holds the funds the council has paid into the levy.
12. The DAS enables the council to view the funds that it has available to spend on apprenticeships. This will pay the training provider to deliver the chosen apprenticeship training and fund the end-point assessment.
13. Funds from the digital account can be used for:
- On-the-job and off-the-job training through an externally contracted training provider.
 - Planned on-programme assessment and the formal end-point assessment, including any costs associated with external quality assurance and the certification of the apprenticeship.
 - Distance, online or blended learning related to the off the job training element of an apprenticeship.

- Registration, materials, examination and certification, where delivered as part of the apprenticeship programme excluding any licences to practice.
- Any administration directly linked to the training, education and end-point assessment.

Additional Payments

14. The council may receive a payment towards the additional cost associated with training if at the start of the apprenticeship, the apprentice is:
- Aged between 16 and 18 years old (or 15 years of age if the apprentice's 16th birthday is between the last Friday of June and 31 August).
 - Aged between 19 and 24 years old and has either an Education, Health and Care Plan provided by the local authority, or has been in the care of the local authority.
15. Funding from the Education and Skills Funding Agency (ESFA) can also be drawn down for apprentices to achieve qualifications in English or Maths, if they do not meet the minimum standards set out by the government which are GCSE A* to C in English and Maths. This will not be deducted from the Wiltshire Council digital account as it's paid directly to training providers.

Register of Apprenticeship Training Providers (RoATP) and Wiltshire Council's approved list of training providers

16. The ROATP is a register which holds details of all approved training providers who have the overall responsibility for the training and on-programme assessment and end-point assessment for the apprentice.
17. Training providers can be colleges, universities, charities, private companies or local authorities. The training provider may sub contract some or all of the training to other approved training providers.
18. The council will undertake a procurement process to identify training providers to deliver apprenticeships. The apprenticeship and training co-ordinator will be able to advise who these approved training providers are and will work with managers to identify new training providers when required.

Employee Costs

19. Employment costs can not be funded by the levy and are as follows:
- Payment of the apprentice's salary and any other related contributions.

- Management time to support the apprentice in the workplace and to take an active part in any review sessions as provided by the approved external training provider.
- 20% of time out of the workplace to allow the apprentice to attend formal training, time with an assessor to review progress, plus any other apprenticeship events where their presence is required.
- Any additional costs for additional equipment i.e. tool kits, safety items, educational visits, annual subscriptions.

Salary rates

20. The table below details the minimum hourly rates payable depending upon the age of the apprentice and the level of apprenticeship they are doing. Subject to the requirements of the role being undertaken for the duration of the apprenticeship at L4 or higher apprenticeship the rates below provide options of what the rate of pay may be.

Pay rates for apprentices - as at 1 April 2017

Age under 18 L2 & L3	Age 18 – 20 L2 & L3	Age 21 - 24 L2 & L3	Age 25+ L2 & L3	Age over 18 L4	Age over 18 L5	Age over 18 L6	Age over 18 L7
£4.22 ph	£5.60 ph	£7.05 ph	£7.50 ph	£9.72 ph	£10.71 ph	£11.74 ph	£15.63 ph
£8,146 pa	£10,804 pa	£13,602 pa	£14,470 pa	£18,746 pa	£20,661 pa	£22,658 pa	£30,153 pa
Increase in line with GLPC pay award	Increase in line with NMW	Increase in line with NMW	Increase in line with NLW	Increase in line with GLPC pay award	Increase in line with GLPC pay award	Increase in line with GLPC pay award	Increase in line with GLPC pay award

NB: For all apprentices appointed prior to October 2016 they will continue to be paid their current rate of pay for the remaining term of their apprenticeship.

21. These rates will increase in line with the national GLPC annual pay award, national minimum wages (NMW) and the national living wage (NLW) rates.

End-point assessment

22. End-point assessment is an assessment of the knowledge, skills and behaviours which have been learnt throughout the apprenticeship
23. Apprentices will not be able to achieve an apprenticeship Standard without satisfying all the requirements of the assessment plan, including the end-point assessment

New Apprentice Roles

24. It is the council's objective to recruit and develop apprentices who will continue their employment, following completion of the apprenticeship programme, and develop their career within the council. Therefore, when creating an apprenticeship role, managers must consider how the role will develop in the current team structure, in consultation with the HR&OD Strategic Business Partner, and how the skills could be transferable across the council. Managers must secure an ongoing budget for a role which the apprentice can move into, on completion of their apprenticeship.
25. The apprenticeship post will be attached to the substantive role description of the post which, on successful completion of the apprenticeship, the apprentice will move into.

Transferring a vacancy into an apprenticeship role

26. Where vacancies arise consideration should be given as to whether the role could be converted into an apprenticeship. The manager will need to demonstrate how the role could be filled by an apprentice and have liaised with the HR&OD Strategic Business Partner and Apprenticeship and Training Co-ordinator regarding the options and feasibility of this.
27. Where it is agreed that there is an opportunity to convert the vacancy to an apprenticeship the role description for the post will be converted to an apprenticeship description, with the relevant apprenticeship framework or standard included, prior to advertising the apprenticeship opportunity.

Apprenticeship opportunity for internal staff

28. The council will use the apprenticeship levy to supplement current employees' training and development. The HR&OD Strategic Business Partner and Apprenticeship and Training Co-ordinator will be able to discuss options and opportunities with managers.
29. Current employees can apply for an advertised apprenticeship post. They will move to the apprenticeship and be paid on the advertised apprenticeship pay rate and then move to the substantive role on successful completion of the apprenticeship.

Upskilling using apprenticeship

30. For existing employees there may be an opportunity to undertake an apprenticeship to gain a qualification and work experience in an area which is relevant to the service area / team they are employed in. The employee will remain in their current post and salary and following successful completion of the apprenticeship will remain in their post. Upskilling current staff through apprenticeships provides the potential for these staff to apply for future promotion roles when they are advertised. Where a manager is considering upskilling for a member of their team they need to speak with their HR Strategic Business Partner in the first instance, prior to discussing this with their team member.

Apprentice recruitment process

31. To recruit an apprentice, managers will need to follow the council's recruitment policy and procedure which includes gaining authorisation to fill the vacancy through Talentlink and creating the role on SAP (or converting the existing vacant post into an apprentice role) using the SAP position creation form. Refer to managers guide to the e-recruitment system [Talentlink guidance for managers](#) and [Talentlink guidance for Service Directors](#).
32. Managers will need to identify the role description for the substantive post the apprentice will move into upon completion of the apprenticeship and then liaise with recruitment to transfer this into an apprenticeship role description and text to support the advert.
33. Managers should follow the usual recruitment process, liaising with the apprenticeship and training co-ordinator to ensure the vacancy is advertised on the National Apprenticeship Service (NAS) website where applicable.
34. Some apprenticeship roles will require a DBS check and this should be highlighted on the approval to recruit form as it will need to be included in the job advertisement and the DBS check carried out on the preferred candidate. Refer to the policy on [DBS](#) checks.
35. Some apprenticeships will require previous experience in order for the candidate to have the required skills and experience to meet the requirements of the substantive role description at the end of the apprenticeship. Where this is the case this will be included in the recruitment process (i.e. highlighted in the advert text and included in any interview process)
36. Apprentices can apply for the role via the council's recruitment website.
37. Once the candidates have been short listed, interviews should be held. Managers should also refer to the [recruitment policy and procedure](#).
38. When a suitable candidate has been selected as the preferred candidate, the normal [recruitment procedure](#) should be followed. This will include the completion of a pre-

employment questionnaire and any [reasonable adjustments](#) will be identified and measures put in place to accommodate them.

Safeguarding of young persons and vulnerable adults

39. The council takes its responsibilities seriously under the [safeguarding vulnerable groups act 2006](#). The recruiting manager is responsible for ensuring that safe recruitment practices are followed when recruiting into roles dealing with young persons and vulnerable adults.
40. The recruiting manager should refer to the following policies/guide:

- [employment of children and young persons](#)
- [DBS](#)
- [guidance for managers on safer recruitment](#)

Equality of opportunity and diversity

41. Refer to [guidance for managers on equal opportunities in recruitment](#) for further equality and diversity issues and considerations.

Supporting an apprentice

42. The key element of an apprenticeship programme is to combine work-based learning with the achievement of formal qualifications. To achieve this, the apprentice has an individual learning plan, and must sign an apprentice agreement. This will outline the training programme with the training provider, including duration, key dates and attendance. It will also apply focus to the learning and identify key achievement milestones.
43. The individual learning plan will be developed by the training provider with input from the manager and the apprentice. This document will then be used to develop a structured work experience and development programme which supports the formal study element of the apprenticeship. Any [reasonable adjustments](#) required, such as training formats or additional support will be included.
44. An apprentice will be allocated a mentor as agreed with the line manager. Their main role is to provide an additional source of support to the apprentice. This will give the mentor the opportunity to develop supervisory and performance management skills.
45. Managers or mentors are required to hold regular one to ones with their apprentice to coach them within their role, to ensure they are performing satisfactorily and are developing their skills in work. This should be recorded in grow. Managers are also required to liaise with the training provider to provide “on the job” feedback regarding their employee’s progress. In some cases this may be a supervisor or mentor who has been allocated the role as part of their own development.

At the end of the apprenticeship

46. Once the apprentice has successfully completed their apprenticeship it is expected they will move into a substantive post within the team where they were an apprentice.

Employment opportunity

47. If the originally identified post within the team is no longer available the apprentice will be supported to look for suitable vacant posts across the council which they could apply for.

48. Where an apprentice moves into the substantive role or is appointed into another post they will be subject to the Council's probationary period from the date of appointment, although their continuous start date will be from when they commenced their apprenticeship.

Ending an apprentice role

49. The apprenticeship ends when the Framework or Standard, including successful completion of end-point assessment, and qualifications have been completed within the timescale originally set for the apprenticeship, unless an extension has been agreed then it will be at the end of the extended period.

50. The council will make every effort to find a suitable post for the apprentice. However if this is not possible and in accordance with the apprentices contract, the manager will inform the apprentice giving appropriate notice that the apprenticeship will end.

Roles and responsibilities

Line manager responsibilities

51. Identify the skills gap within their team which could be filled by employing an apprentice

52. Identifying the substantive post within their service that the apprentice will move into following the completion of the apprenticeship.

53. Identify funding for the apprenticeship role to cover salary and on costs and ongoing budget to fund the substantive post within the structure.

54. Identify or create the role description for the substantive post and liaise with the Apprenticeship Co-ordinator to make relevant for the apprenticeship role.

55. Gain authorisation to recruit to the apprenticeship post

56. Liaise with the recruitment team to design advert text

57. Interview prospective apprentices in line with the council's recruitment policy

58. Provide a safe and secure working environment
59. Ensure that the apprentice has time for study and is given work that develops their skills – knowledge and experience which is linked to their Individual Learning Plan
60. Liaise promptly with the recruitment team to ensure HR Payroll Administration receive all appropriate paperwork
61. Allocate a work space for the apprentice and order any equipment they may need
62. Allocate a mentor
63. Organise an induction and risk assessment. Contact HR case adviser/Occupational Health and Safety.
64. In the first arranged one to one meeting, ensure the apprentice understands what is required from them in the workplace and refer them to HR Direct and to the policies which they need to understand for instance absence, email and internet usage, and conduct and performance
65. Assess performance and have regular reviews with both the apprentice and tutors from the training provider

HR&OD Strategic Business Partners responsibilities

66. Liaise with managers to provide advice & guidance on identifying suitable apprenticeship opportunities, ensuring this is in line with the service structure and supports succession planning.

Apprenticeship and Training Co-ordinator responsibilities

67. Provide the manager with advice regarding relevant apprenticeship Standard and Frameworks.
68. Provides support with converting the substantive role description to an apprenticeship role description and advise on advert text.
69. Provide advice for interview/selection processes.
70. Negotiate with the approved training provider regarding the content of the apprenticeship standard and cost to provide it.
71. Ensure a detailed individual learning plan is provided for agreement with the line manager and the apprentice.
72. Sign the apprenticeship agreement, ensuring all parties are aware of their responsibilities

73. Support and advise the line manager and apprentice on the learning programme for its duration
74. Ensure the training is delivered in line with the apprenticeship Standard or Framework and resolve any queries
75. Assessment and evaluation of the programme once the apprentice has completed their placement
76. Carry out an exit meeting and countersign completion documents.
77. Complete change form on completion of apprenticeship and email form to payroll and recruitment to trigger permanent contract and change in salary.
78. Ongoing evaluation of external training provision.
79. Manage Wiltshire Council's apprenticeship levy funds and ensure the correct use of the Digital Apprenticeship Service.

Apprentice responsibilities

80. Attend planned and agreed formal learning and development sessions whilst working towards the apprenticeship framework either through day or block release, through generic in house or external courses
81. Complete assignments/coursework related to their programme by the set deadlines
82. Perform the job to the best of their ability
83. Discuss any problems, issues or concerns about the programme or their work with their manager, mentor or Apprenticeship and Training Co-ordinator.

Recruitment

84. Using information provided by the manager/Apprenticeship & Training Co-ordinator on the e-recruitment system, create an advert which will include standard apprenticeship agreed text.
85. Respond to recruitment queries from prospective candidates
86. Initiate all new starter actions including any DBS clearance
87. Ensure that new starter information is sent via an e-form to the payroll team.
88. Issue written conditional apprenticeship offer to candidates

89. Set up electronic personal files and ensure a copy of all relevant documentation is held on the file including a signed copy of the apprenticeship agreement and the interview notes.
90. Issue contract of permanent employment on completion of apprenticeship.

Equal Opportunities

This policy has been Equality Impact Assessed to identify opportunities to promote equality and mitigate any negative or adverse impacts on 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

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:

- Apprenticeship guidance
- Apprentice FAQs
- Recruitment Policy and Procedure
- Criminal records disclosures
- Politically restricted posts
- Code of conduct
- Disciplinary

Guidelines

- [guidance for managers to managing appointments through e-recruitment](#)
- [talentlink guidance for Service Directors.](#)
- [guidance for managers to recruitment](#)
- [guidance for managers to safer recruitment](#)
- [guidance for managers - reasonable adjustments](#)
- [guidance for managers - equal opportunities in recruitment](#)
- [guidance for managers – induction](#)
- [recruitment flowchart](#)

Forms

- [form - SAP configuration request](#)
- [form - approval to recruit](#)
- [template - short listing matrix](#)
- [form - interview assessment](#)
- [form - preferred candidate](#)
- [form - DBS clearance information](#)

Other

- [recruitment training](#)
- [safer recruitment](#)

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

Policy author	HR Policy Team
Policy implemented	01-09-2011
Policy last updated	19/09/2017 (JH)

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Quarterly Workforce Report



Introduction

This is a new format for the existing quarterly workforce report which aims to raise awareness of the size and makeup of the workforce and of the issues that affect it. When appropriate it provides the opportunity to explore and discuss issues identified from analysis of the data arising from workforce transactions.

The first section of the new report will give the key observations from the data that has been analysed for the quarter. This will be followed by a themed commentary which will provide a deeper analysis and insight into a specific topic that is current for the council. The indicators at the end of the report will give an instant view of selected trends over the last year to see the wider picture of what is changing in the workforce. We are proposing the following key themes to be chosen when most relevant and applicable:

- Sickness absence
- Employee turnover
- Resourcing and recruitment
- Employee costings
- Apprentices
- Employee engagement
- Under25s/demographics
- Agency

Quarterly Workforce Report

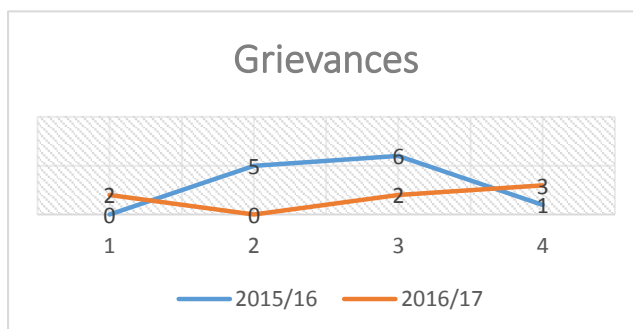
April – June 2017



Key Observations

Employee costs have seen an increase this quarter in both permanent staff and casual staff. The increase in permanent employees is due to the 1% increase that came into effect in April 2017. The cost of casual workers will also be affected by the pay award however there has also been an increase in casual hours worked.

The largest increase in use of casuals has come within Highways and Transport, particularly of Passenger Assistants due to greater demand for the service, cover for sickness and turnover which is relatively high within this service due to an aging workforce. There were 5 leavers this quarter and 6 last quarter. A recruitment campaign is currently underway supported by HR.

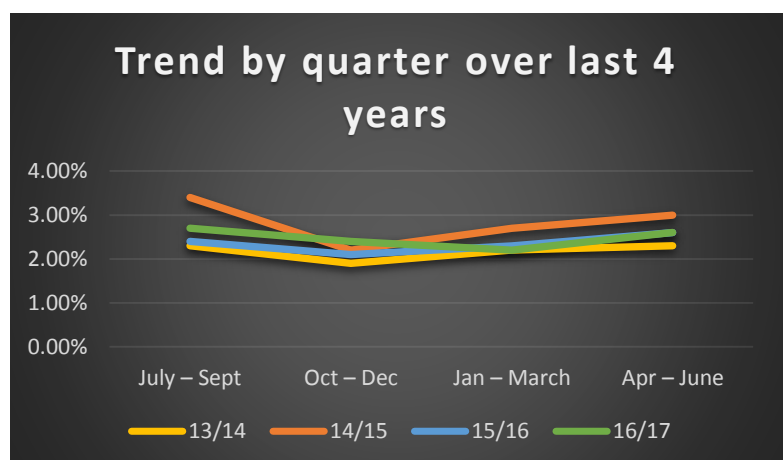


The number of grievance cases has seen an upward trend over the last year. Although this may indicate cause for concern, the annualised average number of grievances is the lowest for the last 5 years. In HR we will be keeping track to see if this upward trend continues and further analysis will be carried out on the location and reasons for grievances should this prove necessary.

In common with previous years, voluntary turnover has seen an increase this quarter. A significant part of this increase relates to coaches in Leisure leaving. The most frequent reason for leaving given is “for a job outside of local government”. Although we have no empirical data to back this up, anecdotally it seems that this is due to market pressures such as pay and conditions.

Leavers in the Under 25 age group have increased this quarter, although the underlying trend indicates improved retention of employees in this age group. Of these leavers,

63% left for employment outside of local government. The recruitment freeze in the council and similar pressures in other authorities may be causing these employees to seek progression opportunities outside of local government. To address this, HR are exploring career pathways and upskilling through a wider range apprenticeship opportunities funded by the Levy.



Apprenticeships

10

the current number of
Levy funded
apprenticeships

From April 2017, Central Government introduced an apprenticeship levy of 0.5% of the wage bill for all organisations where salary costs exceed £3M.

Currently Wiltshire Council are paying around £73k per month into this levy through payroll for the Council and maintained schools. This levy funding is available for the council to access to fund apprenticeship training.

The Wiltshire Council Apprenticeship programme has been introduced and its aim is to value apprenticeships as high quality pathways to successful careers, providing opportunities for new and existing employees, enabling clear career paths, talent management and learning & development in line with our Wiltshire Council Business Plan 2017 – 2027.

In the 2016 staff survey, it was found that satisfaction with learning and development and career progress had fallen from 2014 by 14%, 61 people made a separate comment with regards to this. The apprenticeship training opportunity will enable employees to have access to qualifications and training which will help with their own personal development and help the council to continue to have the right people with the right qualifications for the future.



Traditionally apprenticeship training has been regarded as something for new inexperienced employees, but HR are working with services to develop workforce plans which enable the use of the levy in three different ways;

- For new employees starting at Wiltshire council. Usually lower apprenticeships – encouraging the start of our grow your own scheme.
- For our current employees who might feel that they need additional skills to fully fulfil their current role. – e.g. newly appointed manager
- For our current employees who would like to take the next step up the ladder but are unable to due to not having the right qualifications or experience

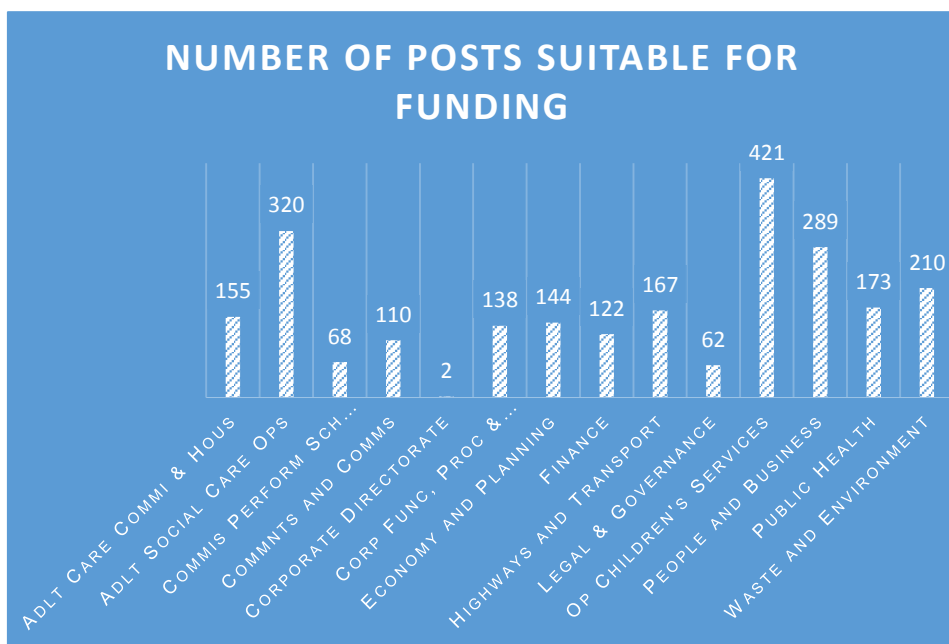
THEMED COMMENTARY

Apprenticeship standards have been provided by central government and there are 179 frameworks and standards currently available, spanning a wide range of business functions and academic levels up to post graduate level. Many of the standards are gradually being developed and more will be available in the future.

“There are 179 apprenticeship standards currently available”

Not all standards will be relevant to the council; there may only be interest in around 5% of the 179 available options. For this reason the introduction of apprenticeships to all services will take some time. The council has the opportunity to participate in the development of standards should this prove to be an effective way to meet its workforce needs. As well as supporting services to deliver effectively this would maximise the use of the council’s levy contribution.

Additionally, when mapping the potential for apprentices in the current workforce, not all posts would be suitable to undertake an apprenticeship. Any post that is less than 0.8 FTE would not necessarily be eligible to undertake an apprenticeship due to the requirements. This graph shows the number of apprenticeship frameworks and standards that have been mapped to suitable roles within the council.



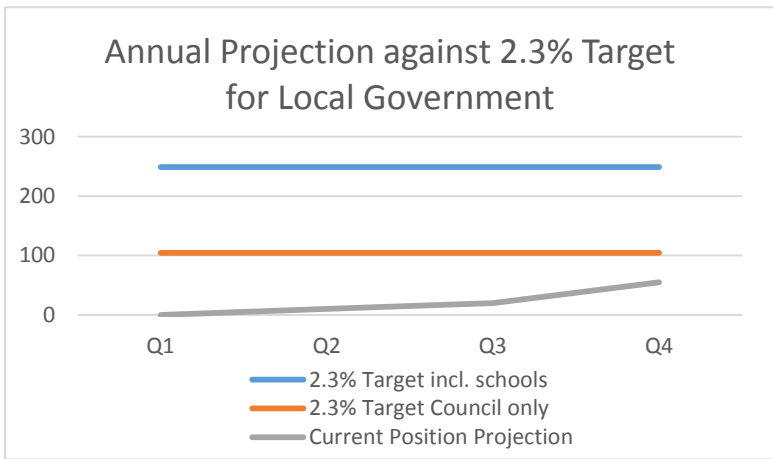
This can give an idea of the areas that we can target.

Information will be sent out from HR to all services with more detail on what positions would be suitable for apprenticeship training and what is available. Our apprenticeship co-ordinator is actively working with services to develop apprenticeship opportunities and support them to ensure that their apprenticeships are successful.

THEMED COMMENTARY

A central government target of 2.3% of the workforce starting new apprenticeships each year has been set. This equates to approximately 105 new apprentices each year for the council. Including schools increases this target to 249 new starts a year. Councils have been given until 2020 to show that they can meet this target. Whilst this target is challenging, appropriate workforce planning will create a wider range of opportunities for apprentices, clarifying the councils aims to make apprenticeships an integral part of every service. As there is currently a focus on this developing area of activity, measures monitoring the use of apprenticeships and Levy funding will be provided by HR.

249
the target of new apprentice starts each year – including schools

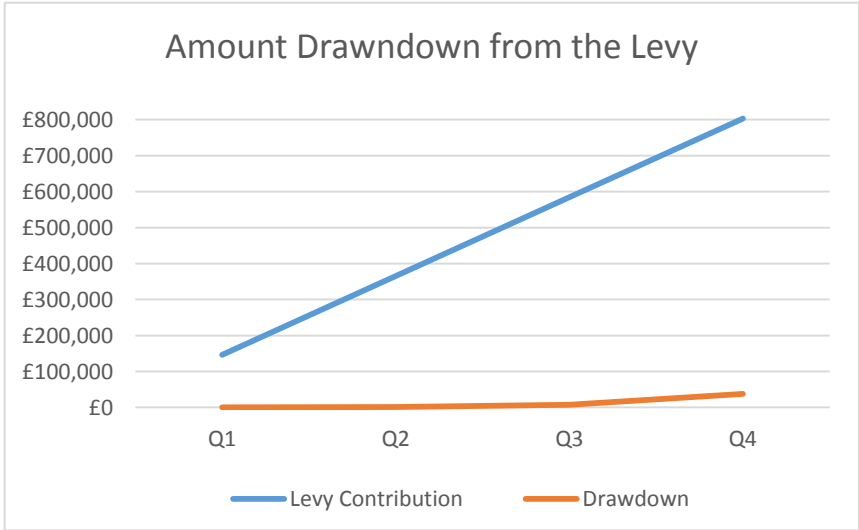


Based on an early projection, we estimate having around 55 apprentices by the end of the 2017/18 financial year, meaning the council does not currently meet the target of 105 new starts.

The number of starts will be influenced by the range of apprenticeship frameworks available, the timetable for service reviews and the development of workforce plans for services which accommodate the use of apprentices. HR will be working with services on these

drivers to get closer to the target number of starts between now and 2020.

As at 23rd August 2017 the council has paid £294,201 into the levy pot. The projection above has been factored in to the costing analysis in the graph to the right. This graph shows the gap between how much we will have paid into the levy by the end of the financial year, the projected actual drawdown from the levy and what the annualised cost would be for the projected number of apprentices.



QUARTERLY WORKFORCE Measures

Quarter ended: 30 June 2017

Staffing Levels					
Measure	July – Sept 16	Oct – Dec 16	Jan – March 17	Apr – June 17	Trend
Headcount	4683	4657	4639	4635	▽
FTE	3615	3547	3527	3511	▽
Agency worker use (equivalent number of FTE's used during quarter)	122	117	95.9	97.3	▽
Ratio of managers to employees	1:9	1:9.9	1:10.2	1:10.3	▽
FTE of managers	477	456	445	439.3	▽
Number of redundancies made during quarter	43	30	25	19	▽
Ratio of starters to leavers (FTE)	1:1.1	1:1.4	1:1.1	1:1.4	△

Sickness Absence						
Measure	July – Sept 16	Oct – Dec 16	Jan – March 17	Apr – June 17	April – June 16	Trend
Working days lost per FTE	2.1 days	2.1 days	2.7 days	2.2 days	2.1 days	△
% of total absences over 20 days	54.5%	47%	42.9%	53.5%	52.4%	▬

Health and Safety RIDDOR related injuries					
Measure	July – Sept 16	Oct – Dec 16	Jan – March 17	Apr – June 17	Trend
No. of workplace incidents/injuries reported	3	1	2	0	▽

New Disciplinary, Grievance and Absence Cases					
Measure	July – Sept 16	Oct – Dec 16	Jan – March 17	Apr – June 17	Trend
Disciplinary cases	17	15	20	16	▬
Grievance cases	2	0	2	3	△
Absence cases	107	129	202	131	△

Voluntary Staff Turnover						
Measure	July – Sept 16	Oct – Dec 16	Jan – March 17	Apr – June 17	Apr – June 16	Trend
% staff turnover	2.7%	2.4%	2.2%	2.6%	2.6%	▬
% <1 year turnover rate	3.4%	4.8%	3.2%	4.3%	5.9%	▬
% Under 25's voluntary turnover	6.3%	6.1%	1.9%	5.1%	6.4%	▽
Average leavers' length of service	7.7 years	9.2 years	8.4 years	8.1 years	7.3 years	▬

Employee costs						
Measure Relating to Quarter	July – Sept 16	Oct – Dec 16	Jan – March 17	Apr – June 17	April – June 16	Trend
Total paid in salaries to employees (non casual)	£25.68m	£25.68m	£25.08m	£25.23m	£26.05m	▼
Total paid in salary to casual employees	£0.43m	£0.48m	£0.40m	£0.48m	£0.41m	▲
Total salary pay	£26.11m	£26.16m	£25.49m	£25.71m	£26.46m	▼
Total paid to agency workers	£1.40m	£1.43m	£1.15m	£1.06m	£1.43m	▼
Median employee basic salary	£20,456	£20,456	£20,456	£20,661	£20,456	▲

Why this is important: Clear budgetary constraints 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>	July – Sept 16	Oct – Dec 16	Jan – March 17	Apr – June 17	Trend
Cost of sick pay	£0.69m	£0.71m	£0.85m	£0.78m	▲
FTE change due to employee hour changes	-15.0	-4.9	-6.2	-4.6	▼
Cost/saving of employee hour changes	-£343,335	-£80,357	-£165,370	-£125,180	▼

Why this is important: Sick pay amounted to £2,989,600 across Wiltshire Council during the 2016-17 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. FTE changes indicate where services may 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 could also be an indication that services are adopting a more positive approach to flexible working.

Employee Diversity						
Measure	July – Sept 16	Oct – Dec 16	Jan – March 17	Apr – June 17	April – June 16	Trend
% < 25	6.8%	6.5%	6.7%	6.5%	6.7%	▼
% 55 and over	24.7%	24.7%	24.9%	24.9%	24.7%	▲
% Female	70.1%	69.9%	70.0%	70.2%	70.1%	▲
% Part-time	42.5%	43%	43.6%	44.1%	42.6%	▲
% Temporary contracts	5.9%	5.5%	5.5%	5.3%	6.4%	▼
% Black or Minority Ethnic	2.2%	2.1%	2.1%	2.0%	2.1%	▼
% Disabled	3.2%	3.4%	3.6%	3.6%	3.2%	▲

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