

AGENDA

Meeting: Staffing Policy Committee

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

Date: Wednesday 29 January 2025

Time: 1.30 pm

Please direct any enquiries on this Agenda to Ellen Ghey - Democratic Services Officer of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718259 or email ellen.ghey@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 Stuart Wheeler (Chairman)
Cllr Allison Bucknell (Vice-Chairman)
Cllr Helen Belcher OBE
Cllr Richard Britton
Cllr Richard Clewer

Cllr Carole King
Cllr Jacqui Lay
Cllr Ashley O'Neill
Cllr Ricky Rogers

Substitutes

Cllr Liz Alstrom
Cllr Caroline Corbin
Cllr Mel Jacob
Cllr Simon Jacobs

Cllr Kathryn Macdermid
Cllr Nabil Najjar
Cllr Tom Rounds

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Public Participation

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Part 4 of the council's constitution](#).

The full constitution can be found at [this link](#).

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AGENDA

PART I

Items to be considered while the meeting is open to the public

1 **Apologies for Absence**

To receive any apologies for absence or substitutions for the meeting.

2 **Minutes of Previous Meeting** (*Pages 5 - 12*)

To confirm the minutes of the meeting held on 27 November 2024.

3 **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

To receive any announcements through the Chair.

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 22 January 2025** 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 24 January 2025**. 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 **Health and Safety Policy** *(Pages 13 - 38)*

To receive an update on the review of the Corporate Health and Safety Policy and to consult with the Committee on the proposed revised policy.

7 **Pay Policy Statement 2025/26** *(Pages 39 - 56)*

To receive an updated Pay Policy Statement for the financial year 2025/26 for approval prior to agreement by Council and publication on the website.

8 **Career Grade Policy** *(Pages 57 - 66)*

To receive a new Career Grade Policy and Procedure to enable managers to implement career grade structures within their teams.

9 **Dignity at Work Policy Updates** *(Pages 67 - 82)*

To receive an update on revisions to the Dignity at Work Policy in response to the changes implemented by the Worker Protection (Amendment of Equality Act 2010) Act 2023.

10 **Staff Car Parking Update** *(Pages 83 - 86)*

To receive a further update about staff car parking in Trowbridge in light of the proposal to build the new Trowbridge Leisure Centre on the County Hall East Wing site.

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

Staffing Policy Committee

MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 27 NOVEMBER 2024 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Stuart Wheeler (Chairman), Cllr Allison Bucknell (Vice-Chairman), Cllr Helen Belcher OBE, Cllr Carole King, Cllr Jacqui Lay, Cllr Ashley O'Neill, Cllr Ricky Rogers, and Cllr Simon Jacobs (Substitute)

31 **Apologies for Absence**

Apologies for absence were received from:

- Councillor Richard Clewer, who was substituted by Councillor Simon Jacobs
- Councillor Richard Britton

32 **Minutes of Previous Meeting**

The minutes of the previous meeting held on 12 September 2024 were considered.

The Chairman raised Minute Item 26, Potential Strike Action, and requested an update from officers. In response, Members were informed that industrial action did not take place as the Unions did not achieve a mandate to strike.

Following which, it was:

Resolved:

The Committee approved and signed the minutes of the previous meeting held on 12 September 2024 as a true and correct record.

33 **Declarations of Interest**

There were no declarations of interest.

34 **Chairman's Announcements**

There were no Chairman's announcements.

35 **Public Participation**

There were no statements or questions submitted.

36 **Vexatious and Unreasonable Communications from Members of the Public Policy**

Henry Powell, Democracy and Complaints Manager, introduced the report and proposed the adoption of the Vexatious and Unreasonable Communications from Members of the Public Policy and Procedure.

The background to the report was outlined as per Paragraphs 2 to 4, and it was highlighted that although it was a small percentage of people contacting, corresponding with, or complaining to the Council in a way that could be described as obsessive, harassing, or unreasonably repetitious, these individuals occupied a disproportionate amount of Council resources and could result in unacceptable levels of stress for staff. Consequently, the Council as an employer has a responsibility under Health and Safety Legislations to apply reasonably practicable measures to support the prevention of harm to employees, including psychological distress.

It was acknowledged that the Council already had an “Unreasonable Complainants Policy and Procedure” in place, however following a review of the policy, a number of improvements were identified, as detailed in Paragraph 6. Furthermore, once approved, the policy would be promoted across the Council to ensure maximum awareness and appropriate use.

During the discussion, points included:

- It was confirmed that the policy included reference to Members and although it wasn't a requirement, Members could apply the same framework when considering the behaviour of individuals contacting them.
- In response to how many instances of contact would qualify as unreasonable behaviour, officers confirmed that it was more dependent on the nature of the contact itself rather than a numerical threshold and referred to Paragraph 9 which detailed how the Policy aligned with the Equality Act 2010.
- It was confirmed that all decisions must be reviewed no more than 6 months after any restrictions were implemented, but that if it was considered that the individual was communicating reasonably, the restrictions could be removed where appropriate.
- Members queried how many times the Unwanted Behaviours from Members of the Public Policy had been utilised, to which officers confirmed that they could provide outside of the meeting after reviewing the data.
- It was acknowledged that as the current policy was underutilised and underpromoted, it was difficult to assess the trend of relevant behaviour encountered, but it was emphasised that although it was a minority of

individuals, the level of officer time spent on these communications was vastly disproportionate.

- Officers agreed to make a minor amendment to the wording of the Policy to reflect that it would also refer to contact or communications from organisations that could be considered unreasonable or vexatious.
- Members raised that response periods for both postal and email communications by officers should be promoted more widely and made more visible to members of the public to help manage expectations.

Following which, it was:

Resolved:

The Committee approved the Vexatious and Unreasonable Communications from Members of the Public Policy and Procedure for implementation.

37 **Update on the Employment Rights Bill**

Amanda George, Head of Strategic HR, introduced the report and updated the Committee on the HR Policy Workplan and the forthcoming changes to employment legislation.

It was explained that the draft Employment Rights Bill, as announced by Central Government on 10 October 2024, set out 28 individual reforms, the majority of which being subject to parliamentary debate by both the House of Commons and House of Lords, and various public consultations. As such, officers were awaiting the detail of these to be confirmed in order to better assess the impacts on the Council and HR Policy Framework.

However, the following key measures were noted as being:

- a) Day One rights to claim unfair dismissal, have the right to request flexible working, claim unpaid parental leave, paternity leave, and sick pay.
- b) Reforming the law on dismissal and re-engagement.
- c) Reform of zero-hour contracts.
- d) Extension of maternity protections.
- e) The introduction of a Fair Work Agency for the enforcement of statutory employment law rights including National Minimum Wage and Statutory Sick Pay.

Furthermore, it was noted that outside of the scope of the Employment Rights Bill but included within the accompanying 'Next Steps to Make Work Pay' policy paper, were planned reviews of parental leave, carers leave and TUPE (Transfer of Undertakings (Protection of Employment)), alongside a reconfiguration of the current legal distinction between 'employees' and 'workers', and a proposed move to a single worker status.

Members were reassured that officers would be following the progress of the Bill and any substantial changes or requirements to introduce new policies as a result of the Bill's enactment would be shared with the Committee at future meetings.

There being no questions or comments, it was then:

Resolved:

The Committee noted the updates and awaited further updates once these were known.

38 **Biannual Workforce Report**

Gregory Page, Senior Data Engineer, alongside Tamsin Kielb, Director of HR & OD, introduced the Biannual Workforce report and updated the Committee on the current workforce analytics position which detailed data up to and including September 2024.

As the new Oracle system had replaced SAP as the system to organise and collate workforce data across the Council since the start of April 2024, it was explained that new reporting methodologies across several typical Key Performance Indicator (KPI) measures meant some differences when comparing data between the two systems. Officers drew attention to one such change as detailed under the section of the report titled "Headcount". It was explained that previously headcount was calculated based on position count rather than actual headcount. The approach going forward was to provide reporting on the actual headcount, as some staff held more than one position.

Sickness absence was then raised, and it was acknowledged that although sickness costs were typically higher than expected according to the forecasted trend line, officers believed that it may be attributable to the change in process with the move from SAP to Oracle as knowledge and comfort with the use of the system were still being embedded. However, it was confirmed that this was being investigated and there would be further communications and training delivered to support managers and staff in sickness and case management.

During the discussion, points included:

- The rise in FTE (Full-Time Equivalent) staff was highlighted, with officers noting that a proportion of the visible growth was attributable to the filling of vacancies, the insourcing of Leisure, and increased grant funding in several services such as Adult Social Care, Environment, and Highways & Transport. However, Members were reassured that officers would continue to discuss the rise with relevant Directors to ensure that an accurate trend line was provided.
- It was acknowledged that while Oracle continued to be embedded within the organisation, there were still challenges being experienced, including compliance, however the system allowed for easier and more accurate

recording of data such as annual leave, sickness absences, and mandatory training completion.

- The small size of the team responsible for the implementation and operation of Oracle was commended when considering the extent and complexity of the project.
- The successful conversion of 7 agency workers into permanent roles within the Council were raised, and it was confirmed by officers that depending on the role, there were no associated exit fees, thus leading to significant cost savings.
- With regards to the Apprenticeship Levy, it was explained that despite reaching out to neighbouring authorities, officers had not received any data that would aid in comparison exercises or benchmarking. However, Members were reassured that officers were satisfied with the progress being made within the apprenticeship schemes over the past 2 years.
- Members queried volume of turnover within the HR&OD Directorate since April 2024, with officers explaining that it was primarily due to a significant number of staff coming up to retirement following the implementation of Oracle. However, the sheer volume of work required to introduce, integrate, and then embed the system had meant that additional resources had been employed, thus allowing for progression within the Directorate.

Following which, it was then:

Resolved:

The Committee:

- a) **Noted the update.**
- b) **Requested that officers shared the breakdown of headcount increases by directorate.**

39 **Staff Car Parking**

Amanda George, Head of Strategic HR, introduced the report and outlined the changes to staff car parking in Trowbridge in light of the proposal to build the new Trowbridge Leisure Centre on the County Hall East Wing site.

Members were informed that there were approximately 590 staff car parking spaces available at County Hall, with a reduction of approximately 270 spaces following the proposal to build the new Trowbridge Leisure Centre on the County Hall East Wing site. However, Members were reassured that a car parking review was being undertaken which aimed to replace the majority of spaces that would be lost to ensure that there continued to be adequate spaces to accommodate staff, Councillors, and visitors.

The work that had taken place to date was detailed as per Paragraphs 5 through 9, and it was noted that the changes to the staff car parks, and the

additional spaces at other Council car parks, would reduce the deficit from 270 to 43. It was acknowledged that some of the car parks that had been allocated to staff were located further away from County Hall and would require a half mile walk to reach the building. However, officers confirmed that this distance was in line with other hubs and would result in similar car parking experiences and length of walk for staff across the County.

It was highlighted that further reviews were being undertaken to determine occupancy rates for visitors, Priority Permit Holders, Directors, and Councillor spaces to ensure the best utilisation of those spaces and to explore reductions if appropriate. However, it was emphasised that on days where there were Full Council meetings a special parking procedure would be applied to ensure adequate spaces for all Councillors and officers.

During the discussion, points included:

- It was clarified that any and all Wiltshire Council staff were able to park at County Hall during their working days, however due to the breadth of roles within the Council, staff who required quick access to their cars, such as officers within Social Care, were issued with priority passes which allowed them to park in the Priority Permit Holders spaces at the front of County Hall. Other Priority Permit Holders such as Directors, Councillors and Temporary Health Permits, were also detailed.
- It was confirmed that the Workplace Parking Levy was only applicable for new buildings where there was a requirement to have a certain number of car parking spaces for the building and was therefore not applicable for County Hall.
- In response to a query, it was confirmed that officers would be able to collate an average day-by-day of the working week to take into account variations and allow for contingencies for the utilisation of parking spaces which could then be circulated to Members outside of the meeting.
- Members emphasised the importance of consistency in respect of equivalence of walking distances between allocated staff car parks for each hub and requested that officers review this with officers in the Highways Team, when possible, to ensure accurate representations.
- Officers explained that the last parking review was undertaken in 2015, and it was noted that there were fewer car parking spaces while the East Wing was still in place due to the size of the building. Furthermore, Parking Orders had been placed on the associated car parks for County Hall to allow for stricter enforcement.
- It was noted that there would be EV charging provision for visitor and staff parking spaces alongside the storage of electric fleet vehicles.
- It was acknowledged that during the construction phase of the Leisure Centre Project there would be disruption to existing parking spaces and access points, however officers were confident that the proposed changes would help to better utilise parking provision for the longer term.
- Members commended officers for the recognition and support for those members of staff with caring/parent responsibilities with regard to making the current car sharing spaces available to staff arriving after 9am.

Following which, it was then:

Resolved:

The Committee noted that there was a car parking review which would result in some minor changes to staff car parking in Trowbridge and that the work undertaken should not result in a significant loss of spaces, but that the location of some of the spaces would change.

40 **Urgent Items**

There were no urgent items.

(Duration of meeting: 2.00 - 3.10 pm)

The Officer who has produced these minutes is Ellen Ghey - Democratic Services
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Health and Safety Policy

Purpose

1. The purpose of the report is to provide the Staffing Policy Committee with an update on the review of the Corporate Health and Safety Policy and to consult with the Committee on the proposed revised policy.

Background

2. Wiltshire Council is a large and dynamic organisation with an ambition to be exemplar with respect to health and safety. As Wiltshire Council grows and evolves it is essential that it maintains its statutory responsibilities.
3. In accordance with the Health and Safety at Work Act etc (1974), and associated regulations, the organisation is required to provide a safe working environment. This includes conducting risk assessments, implementing safety control measures and ensuring compliance with health and safety standards.
4. Failure to adequately identify, manage and control health and safety risks can potentially lead to death or serious injury, corporate as well as individual criminal & civil litigation, poor productivity, poor staff morale, high staff turnover and significant reputational damage.
5. A Corporate Health and Safety Policy is essential for the organisation to fulfil its legal obligation, protect its employees, contractors, members, school children and the public, manage crisis effectively, maintain accountability and promote a culture of safety.
6. Everyone must play a part in achieving and maintaining the highest standards of health, safety and wellbeing. Members, Leaders, Directors and managers must strive and commit to developing, educating and empowering our employees to achieve the highest possible standards of health and safety, a safe working environment and a positive safety culture. Therefore, a policy should clearly demonstrate those responsibilities and have a clear delegated accountability structure to maintain transparency.
7. Wiltshire Council approved the organisation's current Corporate Health and Safety Policy in September 2023, and this policy was due to be reviewed in September 2024.

8. As part of a wider Health and Safety Improvement Programme that is being performed, the review of the Corporate Health and Safety Policy has been identified as a priority.

Main considerations

9. With a diverse range of responsibilities, the organisation is obliged to prioritise health and safety of their employees, contractors, residents and visitors.
10. The Council is responsible for delivering a wide range of services performed by employees and contractors therefore, a comprehensive health and safety policy safeguards against workplace hazards, reducing the risk of accidents and near misses and in turn, fosters a more productive workforce.
11. As the Council is also responsible for a wide range of assets and facilities, a strong policy also helps mitigate risks associated with directorate specific activities, protecting the public from potential harm and enhancing trust.
12. Transparency and accountability are paramount for organisations like Wiltshire Council therefore, having a clear delegation of roles and responsibilities and visible accountability and governance structure will demonstrate the Council's commitment to public and employee welfare, enhances its reputation and fosters confidence across the organisation.
13. The current Health and Safety Policy (appendix 1) incorporates a statement of intent, the organisational structure for health and safety and the roles and responsibilities of employees across the organisation.
14. A review has been performed and whilst the principles of the revised proposed policy are not too dissimilar, the following changes have been made –
 - Reformat of policy
 - Review of roles and responsibilities
 - Inclusion of premises related responsibilities
 - Inclusion of Governance and Accountability Structure

Reformat of policy

15. The proposed Corporate Health and Safety Policy has been separated into three separate documents –
 - Statement of Intent (HSP001)
 - Roles and Responsibilities (HSP002)
 - Governance and Accountability Structure (HSP003)

16. The proposed Statement of Intent (appendix 2) details the organisational commitment to health and safety. It is proposed that the statement is co-signed by the Chief Executive Officer and the Leader of the Council as this will clearly demonstrate the dedication and culture with respect to health and safety across the organisation.

Review of roles and responsibilities

17. The proposed Roles and Responsibilities (appendix 3) are not too dissimilar to the existing section of the Corporate Policy however, an opportunity arose to remove or reduce any ambiguity with respect particular phrases that were used. The purpose of this document is to ensure that there is clear delegation of responsibility across the organisation and everyone who works towards this policy, clearly understand what their role and responsibility is with respect to health and safety.

18. The concept of a 'CLT Health and Safety Champion' has also been included and the Chief Executive Officer is appointed to demonstrate their commitment to this agenda.

Inclusion of premises related responsibilities

19. A Fire Safety Audit was performed in August 2024 and an action was identified whereby the Corporate Health and Safety Policy needed to be updated and it should increase the level of detail within the structure and provide more in-depth information for premises related tasks.

20. The current Policy doesn't clearly delegate premises related responsibility, or outline what that responsibility entails, so this has been incorporated to achieve a clear understanding for all within Roles and Responsibility and the Governance and Accountability structure.

Inclusion of Governance and Accountability structure

21. The current Corporate Policy refers to the 'organisation structure for health and safety' however, doesn't clearly detail the overarching governance.

22. As referenced above, a Health and Safety Improvement Programme has been initiated to update the management, monitoring and performance of all health and safety matters across the organisation.

23. An integral part of this programme is the development of a robust governance framework which will promote better assurance and scrutiny of performance,

activity and risks. A Strategic Health and Safety Board, Operational Health and Safety Committees and Steering Groups have all been initiated.

24. It was also identified that the original organisation structure within the Policy does not include the Council's adopted quality assurance framework, Performance and Outcome Group(s) and Board(s).
25. To ensure the policy reflects the new governance, these have been included in the newly revised Governance and Accountability Structure (appendix 4).

Equalities impact of the proposal

26. It is important that the policy, and its implementation and understanding, consider all protected characteristics and reasonable adjustments required for employees.
27. A full Equalities Impact Assessment (EIA) was performed and discussed at the Equality Impact Assessment panel on the 15th January 2025.
28. All comments from the panel were considered prior to formal adoption of the new policy.

Risk Assessment

29. There are minimal identified risks associated with the decision to approve the revised policy.
30. With any implementation of a revised policy, there will need to be clear and robust internal communications across the organisation to ensure that all those impacted by this policy are aware of the newly adopted policy and the roles and responsibility laid out in it.
31. The Health and Safety Service will rely on leaders and managers across the Council to truly imbed this policy.
32. The Health and Safety Service can provide ongoing training and advice to services.
33. If the policy is not approved, whilst the principles of Council's current policy are still applicable, this Policy was due to be reviewed in September 2024 therefore, this will remain outstanding.
34. The lack of clear delegation (especially with respect to premises related responsibilities) could result in there being uncertainty across the organisation.

35. The Organisation Structure in the existing Policy also doesn't reflect the newly developed governance adopted by the organisation and this does not promote transparency.
36. The Council will not be adhering to the action outlined in the Fire Safety Audit performed in August 2024.

Recommendations

37. It is recommended that the Staffing Policy Committee support this updated policy.

James Barrah
Director of Assets

Report Author Craig Parker - Head of Health and Safety

Appendices

1. Current Corporate Health and Safety Policy
2. Proposed Health and Safety Policy - Statement of Intent (HSP001)
3. Proposed Health and Safety Policy - Proposed Roles and Responsibilities (HSP002)
4. Proposed Health and Safety Policy - Governance and Accountability Structure (HSP003)

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Health and Safety Policy

VERSION CONTROL

Date of issue	September 2023
Date of review	September 2024
Owner	Health and Safety Service

1. Guide to the Health and Safety Policy

This policy sets out Wiltshire Council's general approach to the management of health and safety and the way in which managers and employees should control risks. It is not a comprehensive reference of all work activities undertaken by council employees or the risks involved in those activities. Each service area, team and responsible person of any building is expected, where necessary, to produce more detailed information and guidance on the control or mitigation of the risks that its own staff and customers face. However, no amount of written advice can be a substitute for the application of common sense, care and vigilance by individual employees at all levels.

2. Statement of Intent

The Corporate Leadership Team (CLT) led by the Chief Executive accepts its responsibility for ensuring that the people who work for Wiltshire Council can do so in a safe manner and in a healthy environment. It also recognises that the people we provide services to, and those we work with, should have confidence that services are provided in such a way that risks are minimised as far as is reasonably practicable. These are important responsibilities, and we are committed to ensuring that they are met.

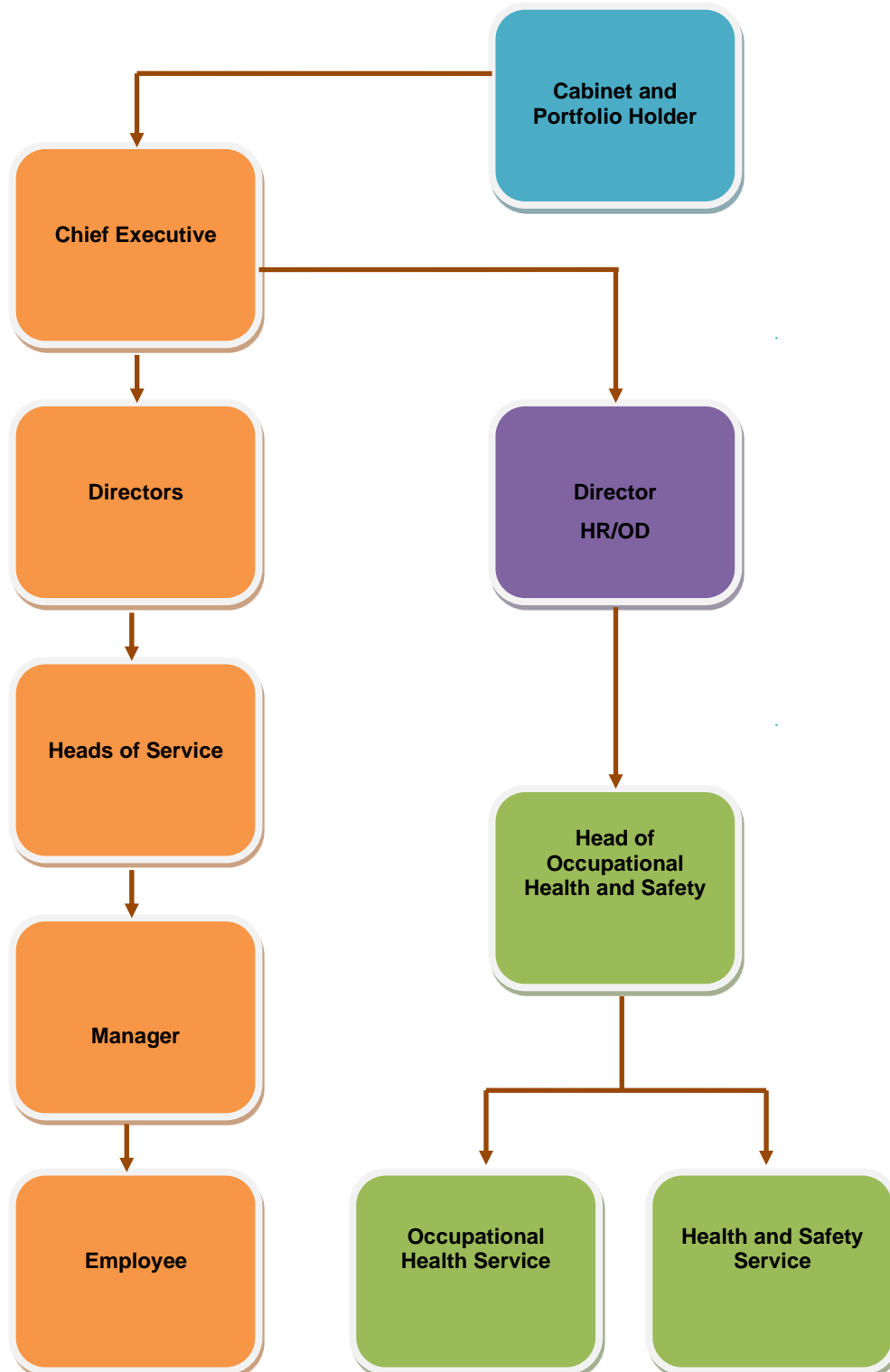
Our statement recognises that the success of this policy must also rely upon the co-operation of employees to contribute to the health and safety standards of their own workplace and to follow the advice and instructions that are given for this purpose. It is our view, that all employees, at every level, have a personal role to play in achieving the health and safety standards we expect. It is through a combination of good management and individual commitment that we can best achieve a safe and healthy working environment for all of our employees and customers.

This corporate policy contains clear information regarding responsibilities and arrangements in respect of the significant risks that may be faced in carrying out the work of the council. It underpins all other supporting specialised policy and guidance produced by service areas. It is to be applied whenever and wherever it is relevant. If there is no direct reference to a specific risk, then it is intended for that issue to be addressed in line with the same principles of sensible risk management espoused throughout the rest of the policy.

The health and safety of employees and that of our customers, clients, visitors, contractors, school children and others affected by our work undertakings are integral priorities in everything we do.

September 2023

Organisation Structure for Health and Safety



3. Responsibilities

The following are the principal duty holders for health and safety in Wiltshire Council.

Members of the Cabinet and the portfolio holder for Public Health and Public Protection will:

- (i) ensure that suitable resources and strategic direction are available to discharge the Council's health and safety responsibilities.
- (ii) monitor, via reports, the overall performance of the Council's health and safety management system.

The Chief Executive will:

- (i) allocate and prioritise resources to be able to apply this corporate policy.
- (ii) promote an effective safety culture throughout the organisation through his words and actions and by his direction of CLT and Directors.
- (iii) be accountable for compliance with statutory duties and corporate negligence.

The Director responsible for health and safety (currently Director of HR/OD) will:

- (i) appoint competent persons and advisers in line with the Management of Health and Safety at Work Regulations 1999.
- (ii) keep the corporate risk profile associated with health and safety under regular review and ensure action is taken to address them or escalate to CLT if mitigation cannot be achieved.
- (iii) monitor regular and annual data indicators to assess the effectiveness of health and safety performance.

Each Director will:

- (i) be accountable for ensuring that their services comply with corporate health and safety policy.
- (ii) establish any additional local policies, management organisation and procedures necessary to ensure safe service delivery.
- (iii) ensure that all risks within their service are assessed and control measures are introduced to minimise the risks as far as reasonably practicable.
- (iv) monitor health and safety performance in their area of control.

Each Head of Service / senior manager will:

- (i) implement the corporate and specific service health and safety policies in their area of responsibility.
- (ii) ensure that all staff are trained, or otherwise competent, to be able to apply the identified control measures designed to protect the health and safety of themselves and others affected by their work.
- (iii) ensure that suitable personal protective clothing and equipment is provided and used in accordance with the relevant safe system of work.
- (iv) ensure that all incidents and accidents are reported and appropriately investigated; and that measures are taken to prevent a recurrence.

The Head of Occupational Health and Safety will:

- (i) provide advice to the CLT and other senior managers.
- (ii) provide managers and employees with timely information on changes to legislation, best practice and guidance.
- (iii) maintain the corporate health and safety policy and ensure that the policy, and revisions made to it, is made available to all staff.
- (iv) provide a training programme for managers and employees to ensure that core competencies are understood.
- (v) ensure that adequate arrangements are made for consultation with staff, including trade union and employee representatives.
- (vi) monitor and report upon health and safety compliance to the CLT.
- (vii) ensure that all reports of incidents and accidents are appropriately investigated, that remedial actions are appropriate; and that lessons learned are communicated across services.
- (viii) represent the CLT during health and safety inspections and investigations by enforcement agencies.
- (ix) have the delegated authority to suspend activities and services where there is a risk of serious injury or ill health to staff or others.

Managers and supervisors shall:

- (i) be accountable for health and safety performance in their area of control.
- (ii) consider health and safety matters as an integral part of their role.

- (iii) ensure all significant risks are recorded, assessed and that the necessary controls are identified and adopted.
- (iv) ensure all employees under their control are competent via the provision of adequate information, instruction, training and supervision to enable them to work safely and without risk to health.
- (v) continually develop and monitor safe working practices.
- (vi) ensure the health and safety of non-employees is considered in the planning of work activities.
- (vii) ensure all accidents, near misses, incidents of violence, aggression or verbal abuse and any other significant hazard at work are reported and investigated in line with corporate and service area policy.
- (viii) implement the various council policies relating to health, safety and welfare at work.

Employees shall:

- (i) work safely and not put themselves or others at risk.
- (ii) remedy any unsafe situation within their competence or report such to their manager or supervisor.
- (iii) not misuse or interfere with anything that is provided for health, safety and welfare purposes.
- (iv) use machinery, equipment, substances and any safety device according to their training or instruction and in compliance with health and safety law.
- (v) co-operate with managers by following agreed working practices and safety procedures.
- (vi) report any accident, near miss, incident of violence, aggression or verbal abuse and any other significant hazard at work through the appropriate channels.

Specialist Responsible Persons

Named individuals will have specific responsibilities for the management of risks associated with:

- legionella
- asbestos

'Responsible Persons' (RPs) must bring actions arising from their areas of responsibility to the attention of their Head of Service so that priorities can be agreed, and the necessary resources found.

4. Health and safety documentation and procedures

Consultation procedures

All corporate health and safety policy is determined via formal consultation procedures to give employees the opportunity to contribute to the agreed standards of health and safety.

The Council will maintain a full and regular consultation process via the Joint Consultation Committee. Trade union safety representatives, that are nominated by recognised trade unions, may carry out their duties as defined by the Safety Representatives Regulations 1977. If necessary, nominees from groups of employees not represented by recognised trade unions can exercise similar rights as defined by the Health and Safety (Consultation with Employees) Regulations 1996.

Health and safety documentation

Level 1 - Corporate

Corporate policy, procedures and arrangements apply throughout all work undertakings and set out minimum and mandatory standards in respect of significant common risk areas. All corporate health and safety policies along with other supporting guidance, policies and procedures are owned by the Occupational Health and Safety service and are available on the OHS pages of [HR Direct](#).

Level 2 – Service Areas

Service area policy and procedures apply throughout that service and set out additional instruction and guidance in respect of significant risks pertinent to the that service. All service area arrangements are complementary to corporate arrangements and are the responsibility of the relevant director.

Level 3 – Local

Local arrangements may be in place for specific roles or sites. Arrangements may be in the form of risk assessments, safe systems of work and instructions. All local arrangements are complementary to corporate and service area arrangements and are the responsibility of the local manager.

5. Health and safety assistance

The corporate Occupational Health and Safety service comprises health and safety advisers, business support officers and occupational health advisers. They will assist and advise managers and individual employees in achieving the highest standards of health, safety and well-being in the workplace.

6. Contact details

By email: healthandsafety@wiltshire.gov.uk

By telephone: 01225 713185

Director of HR/OD: tamsin.kielb@wiltshire.gov.uk

Head of Occupational Health and Safety: paul.collyer@wiltshire.gov.uk

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Health and Safety Policy - Statement of Intent

Wiltshire Council is committed to protecting the safety, health and wellbeing of its employees, volunteers, customers, contractors, school children and other stakeholders who may visit or use the facilities it manages and controls. The Council considers the successful management of health and safety to be a key corporate objective and an integral part of all operations.

This Policy Statement of Intent is satisfying and complying with the Health and Safety at Work etc Act 1974, the Local Government Act 2000 and all applicable legislative and regulatory requirements associated with safety and health.

Wiltshire Council is committed to:

- Reducing and preventing workplace injuries, ill health, and unnecessary losses and liabilities so far as is reasonably practicable.
- Providing a robust systematic and sustainable health and safety management system.
- Providing appropriate and sufficient resources to deliver the Council's commitment and achieving a high performance.
- Ensuring health and safety roles and responsibilities are clearly delegated, understood and communicated throughout the organisation, to stakeholders and interested parties.
- Identifying our health and safety risks and ensuring the provision of suitable and sufficient risk elimination and reduction through the hierarchy of risk control, risk assessments and safety systems at work.
- Ensuring employee awareness, competency and participation by providing comprehensive information, instruction, training and supervision.
- Ensuring employees at work feel safe, are supported and feel included regardless of age, gender reassignment, being married or in a civil partnership, being pregnant, having a disability, race, religion or belief, sex or sexual orientation.
- Transparent consultation with employees, enforcing authorities, and other stakeholders on health and safety issues and key decisions.
- Providing appropriate emergency arrangements, equipment and facilities.
- Creating, embedding and maintaining a strong health and safety culture that supports and drives safe behaviours and work environment through robust governance.
- Continual improvement in all areas of health and safety management.

All Wiltshire Council services, managers, employees and partners shall carry out their duties in line with Wiltshire Council's commitment to achieving high levels of health and safety compliance and control.

We expect all employees, contractors and visitors to take reasonable care for their own health and safety and that of others who may be affected by their actions or omissions. All employees and contractors must ensure compliance with all legal requirements and standards; use the equipment, tools and systems provided; and raise and report any health and safety incidents, near misses or concerns.

Wiltshire Council's Cabinet and Corporate Leadership Team accept their health and safety responsibilities and are committed to developing a culture that supports the effective management of health and safety at all levels. Wiltshire Council's Corporate Leadership Team will provide the necessary physical and financial resources, provide active leadership and obtain any necessary expert advice via the Corporate Health and Safety Service to demonstrate our commitment.

This Statement of Intent, in conjunction with the Health and Safety Roles and Responsibility Policy, as well as other supporting guidance documents, will achieve the aims of the Council's commitment and successful delivery of our Health and Safety Action plan.

Wiltshire Council's health and safety objectives and performance will be routinely monitored by the Strategic Health and Safety Board and subjected to regular audits and reviews.

Lucy Townsend

Chief Executive Officer

Date: DD/MM/YYYY

Richard Clewer

Leader of the Council

Date: DD/MM/YYYY

Review date: DD/MM/YYYY

Health and Safety Policy - Roles and Responsibilities

HSP002

Month Year

Health and Safety Policy - Roles and Responsibilities

1. Purpose and Scope of the Policy

Protecting the health, safety and wellbeing of employees, volunteers, residents, visitors and contractors is an essential part of corporate risk management and it is therefore imperative that all managers and employees understand and implement their health and safety roles and responsibilities. The degree of responsibility is dependent on the employee's position in the Council.

Ultimate responsibility for health and safety rests with the Chief Executive Officer, with further responsibilities, duties and activities clearly delegated to Corporate Directors, Directors, Heads of Service, Managers, Department Safety Coordinators, Employees and the Health and Safety Service. All those with management responsibility will be expected to demonstrate their commitment to compliance with legal requirements and the continual improvement of health and safety performance.

The Corporate Leadership Team at Wiltshire Council shall provide adequate resources for ensuring that its health and safety management system is properly implemented and performing in all locations and operations. Levels of management and supervision will, so far as is reasonably practicable, be influenced by level of risk and competencies of employees.

This policy will ensure the health and safety roles, responsibilities and accountability across the organisation are clearly defined to facilitate effective health and safety management and compliance with Wiltshire Council's Health and Safety Policy – Statement of Intent (HSP001).

2. The Legal Framework

- a. Health and Safety at Work etc Act 1974
- b. Management of Health and Safety at Work Regulations 1999
- c. Workplace (Health, Safety and Welfare) Regulations 1992
- d. The Regulatory Reform (Fire Safety) Order 2005
- e. The Control of Substances Hazardous to Health Regulations 2002
- f. Control of Asbestos Regulations 2012

3. Who does it apply to?

This policy will set out the different responsibilities of Cabinet Members, Chief Executive Officer, Corporate Directors Directors and Heads of Service (including premises related responsibilities), Managers and Supervisors (including premises related responsibilities), Employees, Contractors and Visitors.

4. Responsibilities

- **Chief Executive Officer** will ensure:
 - A positive health and safety culture and provide visible leadership and commitment in ensuring high standards of health, safety and wellbeing across all Council activities.
 - Sufficient physical and financial resources are available to deliver high standards of health, safety and wellbeing across the Council.
 - Regular reviews of health, safety and wellbeing performance and compliance to ensure Wiltshire Council policy, standards and commitment are being.

- **Wiltshire Council Cabinet** is responsible for:
 - Ensuring health and safety is an integral part of Wiltshire Council organisational performance.
 - Overseeing and scrutinising the Council's health and safety strategy, compliance and control.
 - Ensuring any policy decisions made consider health and safety legal and policy requirements.
 - Visible commitment and active health and safety leadership.
 - Performance is monitored and reviewed periodically

- **Committees** will:
 - Monitor health & safety performance across Wiltshire Council by receiving reports from the Strategic Health and Safety Board on the effectiveness of policy implementation.
 - Receive additional reports/updates from the Health and Safety Service on key health & safety issues, risks, audits and compliance as required.
 - Review the effectiveness of the health and safety management system across Wiltshire Council to ensure that systems are in place to deliver a safety culture that is aligned with the values and performance standards.

- **Corporate Leadership Team (CLT)** will ensure:
 - Visible commitment and active health and safety leadership.
 - Wiltshire Council health and safety policy and management system is set, acknowledged, implemented and enforced across the organisation.
 - Adequate financial and human resources are provided for training, work equipment and the work environment.
 - The provision of competent advice and assistance in meeting legal requirements and health and safety standards.
 - Appropriate communication and consultation with employees on health and safety issues.
 - Health and safety objectives and targets are established, implemented, monitored and reviewed.
 - Health and safety management systems, procedures and arrangements are developed, implemented, maintained and adequately resourced.

- **Health and Safety CLT Champion (Chief Executive Officer)** will:
 - Oversee the processes detailed within Wiltshire Council Health and Safety policy and management system
 - Chair the Strategic Health and Safety Board.
 - Consider setting corporate health and safety targets to monitor the Council's performance.
 - Ensure the Extended Leadership Team considers health, safety and wellbeing matters as part of their service delivery and demonstrate a visible commitment and active health and safety leadership.
- **Strategic Health and Safety Board (SHSB)** is the strategic level consultative, advisory, planning and decision-making body for matters of health and safety affecting employees, third party partners, contractors, visitors, tenants/leaseholders and members of the public. The Board is also responsible for consulting, monitoring, planning and reviewing Wiltshire Council health and safety risks, arrangements, compliance and performance.

Further responsibilities and deliverables can be found in the Strategic Health and Safety Board Terms of Reference (HSD001) and Health and Safety Governance and Accountability Structure (HSP003).

- **Operational Health and Safety Committees** have responsibility for identifying and implementing risks and control measures, agreeing actions and policy implementation within their areas of control and expertise in line with the agreed terms of reference. Details of Operational Committees can be found in the Health and Safety Governance and Accountability Structure (HSP003)
- **Directors and Heads of Service** will ensure:
 - Decisions reflect the intentions and objectives set out in the Wiltshire Council Health and Safety policy and management system.
 - Strong health and safety leadership is demonstrated by ensuring health and safety is given equal importance to service delivery.
 - Health & Safety policy, procedures and safe systems of work are implemented, understood, supported and monitored within their departments.
 - Their line managers, employees, contractors and visitors are aware of safety procedures, arrangements and requirements.
 - Health and safety is considered as part of new or changes to working practices, personnel, equipment, materials, regulations and guidance.
 - Health and safety objectives are established, implemented and monitored at Performance Operational Groups and Performance Operational Boards.
 - Setting and monitoring health and safety objectives within manager appraisals and senior manager team meetings.
 - Risk assessments are undertaken, implemented and regularly reviewed.
 - Adequate information, instruction, training, supervision and discipline is in place to ensure work activities are always conducted safely.
 - Regular two-way communication with employees on health and safety issues.
 - Machinery and work equipment is suitable for the task, properly maintained and safe to use - and any defects are identified and rectified promptly.

- Accidents, incidents, violence and aggression and near misses are recorded, investigated and reported to the Health and Safety Service in line with the Accident and Incident Reporting Policy and Unwanted Behaviour towards Employee Policy.
 - Accident, incident and near miss findings are reviewed and action taken to prevent recurrence.
 - Financial and human resources in place for first aid.
 - Good standards of housekeeping are maintained within the workplace.
 - Regular monitoring and inspections of the workplace.
 - Liaison with the Wiltshire Council Health and Safety Service.
- **Directors and Heads of Service with premises related responsibilities** will:
 - Ensure that statutory servicing and compliance is undertaken across the asset portfolio.
 - Provide the organisation with technical expertise for the organisation in respect of buildings, including, legionella, asbestos, fire and statutory servicing and compliance.
 - Where service is principal user of premises, identify a 'Local Responsible Person' for all health and safety responsibilities across the asset portfolio.
 - Make resources available so that health and safety activities of the 'Local Responsible Person' are consistently undertaken and monitored.
 - Ensure premises are safely managed and used for employees, visitors and contractors.
 - **Managers and Supervisors** will ensure:
 - They have attended the necessary health and safety training and are competent to deliver their health and safety responsibilities and risk control measures.
 - Wiltshire Council policy and procedures on health and safety are carried out by all employees in their service.
 - Appropriate health and safety induction training is undertaken for all new employees.
 - Health and safety training for their employees is identified and undertaken.
 - Risk assessments are undertaken, implemented and understood for employees in their service.
 - Safe systems of work are developed, implemented and maintained.
 - Two-way communication with employees and management on all health and safety matters.
 - Appropriate and up to date health & safety information is displayed within their areas.
 - Regular inspections of work equipment and work areas.
 - Support safety related employees e.g. Department Safety Coordinators (DSCs), fire wardens and first aiders.
 - Accidents, incidents, violence and aggression and near misses are properly reported, recorded, investigated in a timely manner and appropriate actions implemented to prevent recurrence.
 - Health and safety issues are investigated and resolved promptly.

- Compliance and performance is monitored - and appropriate disciplinary action is taken against any employee, contractor or visitor who disregard or ignore health and safety rules or procedures.
 - Setting and monitoring health and safety objectives within employee appraisals.
- **Managers with premises related responsibilities (Local Responsible Person) will:**
 - General**
 - Ensure employees are provided with appropriate training and this is reviewed and refreshed.
 - Ensure employees are recording all checks completed.
 - Perform regular visual checks and undertake periodic inspection of premises.
 - Fire Safety**
 - Be 'fire-aware' about flammable products, build-ups of materials and sources of ignition on the premises.
 - Hold copies of Personal Emergency Evacuation Plans (PEEP) for all disabled or mobility impaired employees
 - Hold a copy of the Fire Risk Assessment and ensure it is available to employees and contractors
 - Perform annual/6-monthly Evacuation Drill
 - Perform monthly 'flick' test of emergency lighting
 - Perform weekly fire alarm test
 - Legionella**
 - Hold copies of the Legionella Risk Assessment and ensure it is available to employees and contractors
 - Routine flushing of low usage water outlets (frequency to be determined by Risk Assessment)
 - Asbestos**
 - Hold copies of Asbestos Survey and Register and ensure it is available to employees and contractors.
 - Ensure contractors attending the premises have seen and signed Asbestos Register.
 - **All Wiltshire Council employees** have a duty to;
 - Take reasonable care for the health and safety at work for themselves and any other people who might be affected by their acts or omissions.
 - Always observe safety rules and co-operate with Wiltshire Council in matters of health and safety.
 - Not intentionally or recklessly misuse anything provided in the interests of health, safety or welfare.
 - Always use equipment provided as per training and instructions.
 - Report all accidents, incidents, violence and aggression or near misses whether persons are injured or not as documented in the Wiltshire Council Accident and Incident reporting policy.
 - Follow health and safety instructions and report anything considered a serious danger.

- Report any shortcomings in the protection arrangements for health and safety to line management.
- **Contractors and Visitors:**
 - Non-employees, including customers, contractors and members of the public must comply with the requirements of all Wiltshire Council employees in addition to specific Wiltshire Council health and safety procedures and requirements
 - All contractors and visitors must be made aware of the site-specific health and safety arrangements and emergency procedures.
 - Report all accidents, incidents, violence and aggression or near misses whether persons are injured or not as documented in the Wiltshire Council Accident & Incident reporting Policy.
 - Contractors and visitors are the responsibility of the employee being visited.
- **Health and Safety Service** are responsible for:
 - Advising and updating management, employees, policy makers, planners and implementers on health and safety legislative, regulatory and best practice requirements.
 - Development and maintenance of the Council's health and safety management system, processes, procedures and documentation.
 - Planning for health and safety, setting health and safety objectives and advising on health and safety priorities.
 - Managing and maintaining the health and safety action plan.
 - Identifying and supporting health and safety training needs.
 - Attendance and support at strategic and operational health and safety board meetings.
 - Undertaking health and safety audits and inspections.
 - Compiling and analysing active and reactive health and safety data.
 - Liaising with enforcing authorities.
 - Investigating serious accidents, incidents and complaints.
 - Has the authority to stop work in the event of serious or imminent danger, breach of health and safety regulations or agreed safe system(s) of work.
 - Producing and presenting reports on the Council's health and safety performance.
 - Maintaining health and safety information systems and safety management practice.
 - Be suitably qualified, experienced and competent

5. Policy consultation, implementation and review

Consultation -

The Corporate Health and Safety Policy has been approved via the formal consultation process to give employees the opportunity to contribute to the agreed standards of health and safety.

The Council will maintain a regular consultation process via the Joint Consultation Committee. Trade Union safety representative, that are nominated by recognised trade unions, may carry out their duties as defined by the Safety Representatives and Safety Committees Regulations 1977. If necessary, nominees from groups of employees not represented by recognised trade unions can exercise similar rights as defined by the Health and Safety (Consultation with Employees) Regulations 1996.

Implementation -

The Health and Safety Service will provide guidance, support and assistance to any manager or employee in the implementation of this and other health and safety procedures.

All employees should email healthandsafety@wiltshire.gov.uk for further advice, guidance or training.

This policy will be published on Wiltshire Council's webpages for general access and viewing by all staff and can be made available in other languages and formats such as large print and audio on request.

Review -

A review of the procedure shall take place no less frequency than every 24 months to ensure its relevance and accuracy. Unless:

- Legislation/regulation or sector developments require otherwise, ensuring that it continues to meet its objectives and takes account of good practice developments.
- We identify deficiencies or failures in this procedure, as a result of stakeholder feedback, complaints or findings from any independent organisations

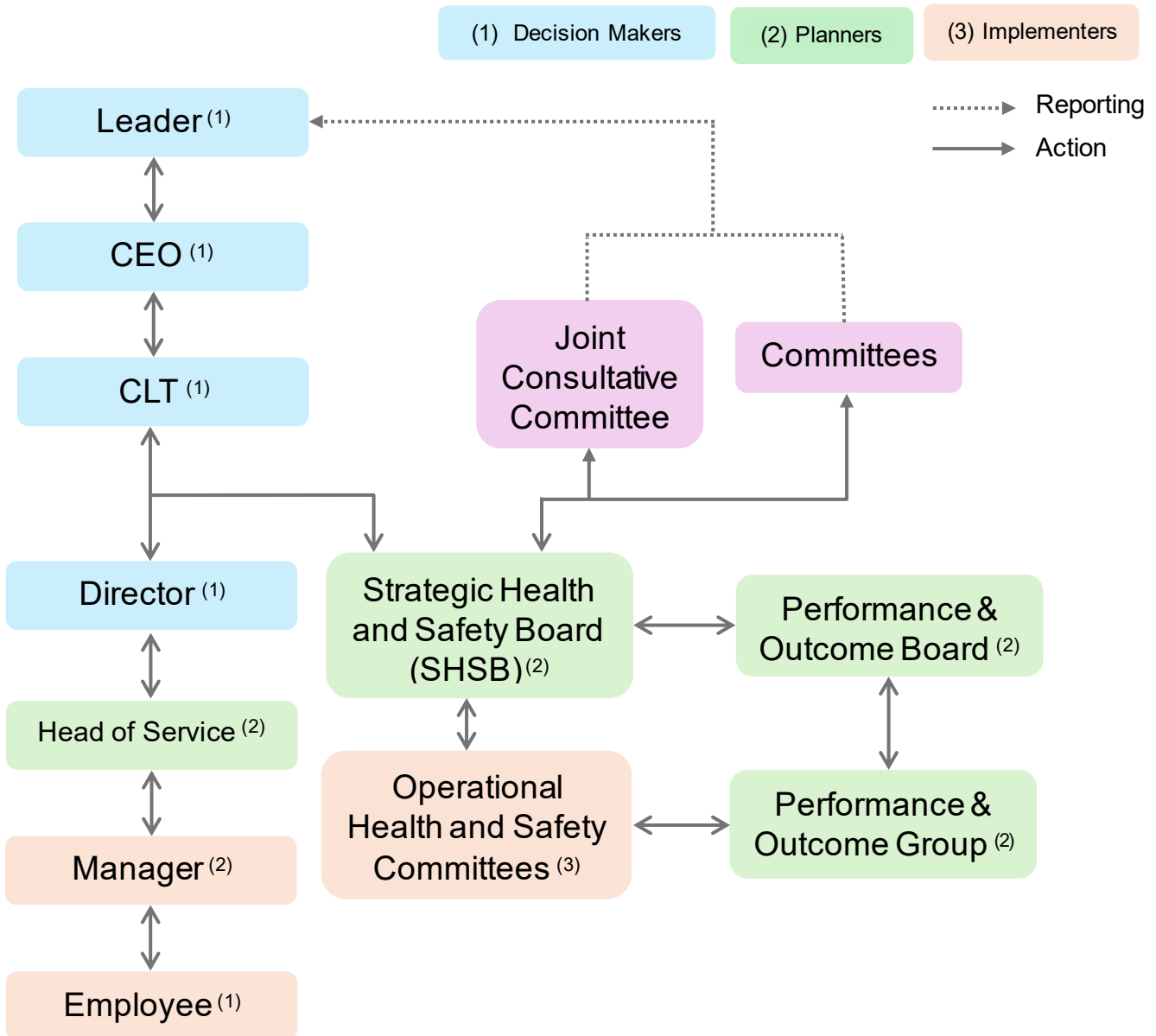
6. Document control

Responsible	Health and Safety Service
Accountable	Chief Executive Officer
Consulted	Corporate Leadership Team, Strategic Health and Safety Board, Joint Consultative Committee, Staffing Policy Committee
Informed	Members, employees, contractors, volunteers, 3 rd parties, visitors

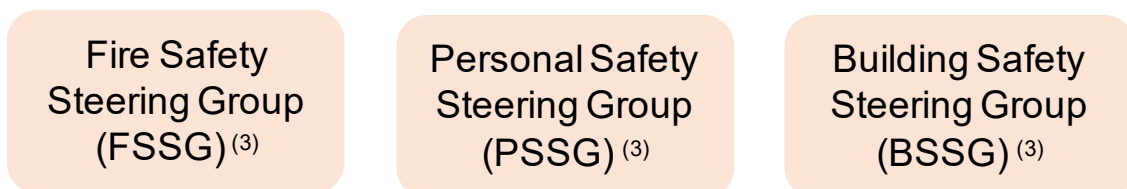
Version	Date	Comment	Approved by	Date of review
1.0	DD/MM/YYYY	First policy in format.	SHSB, CLT, JCC, SPC	DD/MM/YYYY

Health and Safety Policy

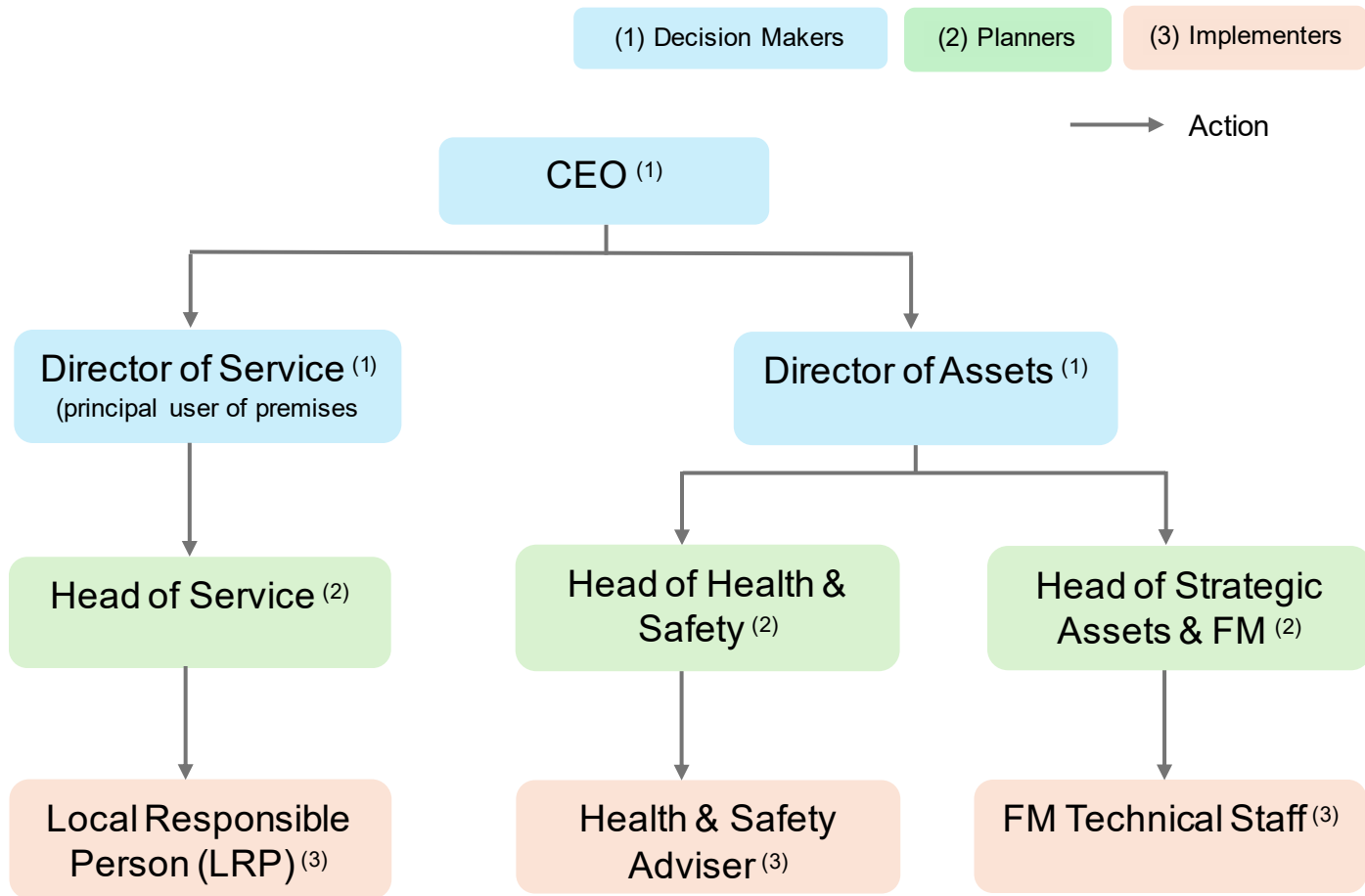
Corporate Governance and Accountability Structure



Steering Groups



Premises Related Responsibility Accountability Structure



Pay Policy Statement 2025/2026

Purpose

1. To present an updated pay policy statement for the financial year 2025/2026 for approval by Staffing Policy Committee prior to agreement by Council and publication on the website.

Background

2. Under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year and each subsequent financial year.
3. Wiltshire Council originally published its pay policy statement in February 2012 and the updated policy is now required to be published on the website by 1st April 2025.

Main considerations

There are minimal changes this year, with the main updates to the pay policy statement outlined below:

4. Throughout the policy, the total number of council employees, apprenticeships, and pay rates and pay ratios where applicable have been updated. The ratio for the highest to lowest paid has decreased slightly this year due to the appointment of the new Chief Executive and the NJC pay award of £1,290 on all points regardless of salary resulting in the lowest point (Grade B) receiving a 5.7% increase compared with 2.5% for HAY graded staff.
5. A revised introduction to include reference to the Employment Rights Bill and continued developments with the Oracle ERP system.
6. The annual budget will be set in February in time for approval at Full Council and the pay policy statement will be updated to reflect this prior to final publication.

Reason for the policy/ changes to the policy

7. The Council is required to publish this pay policy statement by 1st April 2025 to comply with the Localism Act.

Environmental impact of the proposal

8. N/A

Equalities impact of the proposal

9. N/A

Risk Assessment

10. N/A

Financial Implications of the proposal

11. N/A

Recommendations

12. That Staffing Policy Committee approve the updated pay policy statement for 2025/2026 to be presented at Full Council for approval on 25th February 2025.

Tamsin Kielb
Director HR&OD

Report Author: Laura Fisher, HR&OD Strategy Manager

Wiltshire Council Human Resources

Pay Policy Statement

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

What is it?

The pay policy statement sets out the council's approach to pay and reward for senior managers and the lowest paid employees for the financial year 2025-2026.

Its purpose is to provide a clear and transparent policy, which demonstrates accountability and value for money. The policy also meets the council's obligations under the Localism Act 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency.

The pay policy is applicable to council staff and does not include schools support staff or teachers.

The pay policy statement sets out the authority's policies for council staff for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest-paid employees
- the relationship between the remuneration of chief officers and employees who are not chief officers.
- the remuneration of the Coroner (as part of the statutory resourcing requirement of the Coronial Service). Note: the Coroner is judicially independent and is therefore not an employee of the Council rather a locally administered branch of the national judiciary.

Remuneration for the purposes of this statement includes the following elements:

- basic salary
- any other allowances arising from employment

The term "chief officer" in this instance applies to more posts than the usual council definition, and includes the following senior manager roles:

Chief Executive
Corporate Director
Director
Head of Service
Some strategic and technical specialist roles

The term “lowest paid employees” refers to those employees on the lowest pay point of our grading system, which is currently at £23,656 per annum.

Go straight to the section:

- [Introduction](#)
- [Who does it apply to?](#)
- [When does it apply?](#)
- [What are the main points?](#)
- [The level and elements of remuneration for employees](#)
- [Remuneration on recruitment](#)
- [Increases and additions to remuneration](#)
- [The use of performance-related pay](#)
- [The use of bonuses](#)
- [The Apprenticeship Levy](#)
- [The approach to the payment of employees on their ceasing to be employed by the authority](#)
- [The pension scheme](#)
- [Any other allowances arising from employment](#)
- [Governance arrangements](#)
- [The publication of and access to information relating to remuneration of chief officers](#)
- [The relationship between the remuneration of chief officers and employees who are not chief officers.](#)

Introduction

Wiltshire Council is a large and complex organisation providing a wide range of services to the community, with a current annual net budget of around £490m (2024/25).

To deliver these services around 5,568 people work for the council (non-schools) on permanent, fixed term and variable hours contracts in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

The council published its ten-year Business Plan 2022 - 2032 in February 2022. At the heart of the business plan is the vision to create stronger communities, and the plan sets out the key actions that will be taken to deliver this. The ten-year plan works to four main priorities under the banner of improving lives through stronger communities. The four key priorities of the business plan are empowered people, resilient society, thriving economy and sustainable environment. Also reflected in the plan, are the significant challenges that the council will face over the coming years and the changes to the way the council will have to operate to manage these.

The coming year will continue to be challenging as the council continues to transform and find innovative ways to deliver services within strict budget/cost parameters with

changing demands. The cost of living and energy crisis continues to provide further challenge as the council looks at ways to provide support to both residents and staff.

The current national candidate-driven job market with skills shortages in key areas brings further challenge for the council to compete for top talent and to attract and retain a workforce with the right skills and behaviours. The council's workforce strategy aims to ensure that it has the right people in the right place at the right time with the right skills and capabilities to deliver the business plan, now and in the future. This is underpinned by Our Identity which sets out how staff are expected to lead, work and act together to deliver great services and drive excellence.

The forthcoming legislation with the Employment Rights Bill encompassing 28 individual reforms is still subject to parliamentary debate and public consultations before the full impact of the planned legislation is known. The government plans a review of parental leave, carers leave and TUPE regulations as well as the configuration of the legal distinction between employees and workers. The council will continue to follow these proposals contributing to relevant consultations, and assess the outcomes to determine the impact of the measures on any existing policies and practices.

Alongside this, following the implementation of the Oracle ERP system, the council continues to develop system capabilities in order to streamline processes and drive efficiencies.

Who does it apply to?

This pay policy statement applies to all non-schools' employees of Wiltshire Council with the exception of Centrally Employed Teachers, who are covered by the Teacher's Pay Policy.

This pay policy statement also applies to the judicially independent Coroner.

When does it apply?

This pay policy statement was first published in February 2012 and is updated on an annual basis. It has now been updated for the financial year 2025/2026.

What are the main points?

1. This pay policy statement sets out the pay policies which apply to both the lowest paid and highest paid employees within the council.
2. In many cases the pay policies are the same for all employees. Where there are differences, these have been clearly outlined below.

The level and elements of remuneration for employees

3. In line with good employment practice the majority of jobs within the council have been evaluated using a job evaluation scheme. This is to ensure that jobs are graded fairly and equitably, and that the council complies with the Equal Pay Act.
4. A small number of jobs i.e. centrally employed teachers and Soulbury staff are subject to national salary scales which determine the pay for each job, and therefore the evaluation schemes do not apply.
5. The council uses two job evaluation schemes in order to rank jobs.

HAY job evaluation scheme:

6. The HAY job evaluation scheme is used to evaluate senior manager jobs within the council (currently 143 employees), which include the following roles:
 - Chief Executive
 - Corporate Director
 - Director
 - Head of Service
 - Strategic and technical specialists
7. Each job is assessed by a panel of HAY trained evaluators. The evaluators consider the job against each HAY element and sub-element against a suite of agreed role profiles and apply the description and points that best fit the job being evaluated.
8. The HAY Group periodically carry out quality control checks to ensure the consistency of job scores in line with the conventions of the scheme.
9. The job score determines the grade for the job. There are 10 HAY grades each currently containing a salary range over 3 spinal column points.
10. Details of the HAY evaluation scheme, role profiles and salary bands are published on HR Direct.
11. The council's policy is to pay the median market rate for the jobs evaluated using the HAY job evaluation scheme and aims to ensure that the pay scales for HAY graded posts are sensitive to labour market pressures. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market pay scale may be applied.
12. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector and increases are capped in line with the NJC pay award unless market pay data identifies a significant drift or where difficulties are identified with recruitment and retention of staff at this level. This is in line with the council's market supplements policy.

Coroner

13. For the Coroner, there is a separate Joint National Committee for Coroners which issues Coroner pay guidance for the Council to use in determining pay and increases. In addition, a 'complexity review' of the coronial area may be undertaken to review the remuneration level.

Greater London Provincial Council job evaluation (GLPC) scheme:

14. The GLPC job evaluation scheme is used to evaluate the majority of jobs within the council.

15. Each job is assessed by a panel of three trained GLPC evaluators. The evaluators consider each job against a suite of agreed role profiles that set out the level of work required of the grade within the relevant job family.

16. The council aims to ensure that the GLPC scheme is appropriately applied and that there is continuity and consistency in the results. The evaluation process has been checked externally by job evaluation specialists in the Southwest Councils organisation.

17. There are eight job families each containing a set of evaluated role profiles stating the requirements at each grade.

18. For jobs evaluated using the GLPC job evaluation scheme the national pay spine determined by the National Joint Council (NJC) for Local Government Services forms the basis of the council's pay and grading model, and changes to the national pay spine are subject to annual pay negotiations.

19. There are 14 grades, with all grades containing three increments except for the lowest grade which has one incremental point.

Remuneration on recruitment

20. The same recruitment policies apply to all employees who take up a new appointment with the council, regardless of grade.

21. The council advertises all posts through the careers website and may also employ a recruitment agency to provide a shortlist of candidates for senior manager jobs.

22. Candidates are normally appointed on the minimum salary of the grade for the post.

23. If a candidate is currently being paid above the minimum salary of the post they are applying for, the appointment may in some circumstances be on the next increment point above their current salary, subject to the maximum salary of the grade and the skills and experience offered by the preferred candidate. This would require the authorisation of the Director HR&OD.

24. The recruitment procedure for Chief Executive, Corporate Director and Director posts is undertaken by the Officer Appointments Committee. This committee represents the council for all Chief Executive and Director appointments. Once an appointment is proposed by the committee, Cabinet is required to ratify the decision and salary level within the band before the appointment is confirmed.
25. In line with the requirements of the Localism Act 2011, all chief and senior officer jobs, including those paid over £100,000 per year, are evaluated using the HAY job evaluation scheme. The job is then allocated the appropriate existing HAY grade and pay band, and a salary offer will only be made within that pay band. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market pay scale may be applied.
26. Where it is necessary for any newly appointed employee in a hard to recruit role to relocate more than 15 miles in order to take up an appointment, the council may contribute towards relocation expenses where the post meets the criteria outlined in moving home allowances for new employees policy.

Market supplements

27. The council has a market supplement policy which stipulates that if there are recruitment and retention difficulties for a particular post, and it is shown that the council are paying below the market rate for the job, a market supplement or market pay scale may be discretionally applied.
28. Market supplements/market pay scales are only payable to a small number of jobs which are evaluated using the GLPC or HAY schemes.
29. Where skills shortages exist in specific areas, or where despite paying at the median market rate for the role the pay rate for the role is still not sufficient to recruit and retain the skills required, a rate higher than the market median may be paid. This could be an additional increment, a percentage market supplement, or a market pay scale and requires the authorisation of the Director HR&OD in conjunction with the Head of Paid Service.
30. The level of market supplement applied to GLPC posts is determined by analysing market data from independent external sources.
31. The data used for assessing market pay scales for HAY graded posts is the HAY pay databank for the public and not for profit sector. The HAY databank provides the market median, upper quartile and upper decile pay range for each HAY pay grade.

Salary protection

32. As a result of service redesign, employees may be redeployed to a role which is one grade lower than their current role. In this case, the employee will be in receipt of salary protection for a period of 12 months. Incremental progression and any negotiated pay award will not be applicable during the period of salary

protection. Redeployment (and salary protection) is subject to the following criteria:

- transferable skills,
- knowledge of work / experience
- agreement to undertake relevant training, which may include formal qualification
- match behaviours framework and skills profile
- working hours
- location

33. In exceptional circumstances, where there is a national shortage of skills and experience in a particular role, employees may be redeployed to a role more than one grade lower than their current role. This would be authorised by the Director HR&OD. In this case, the employee will be in receipt of salary protection for a period of 12 months and incremental progression and any negotiated pay award will not be applicable during the period of salary protection.

Increases and additions to remuneration

34. The council's policy is to apply the nationally negotiated NJC pay award for GLPC graded employees which takes effect from 1st April each year and which applies to the national pay spine.

35. For GLPC graded employees, increments are awarded automatically up to the maximum of the grade unless formal proceedings are taking place such as under the Improving Work Performance Policy. Increments are paid on the 1st April each year, or six months after the start date (if the starting date is between October and April). There is no provision for the payment of an increment at any other time, unless there are recruitment or retention difficulties..

36. The council's policy for HAY graded employees is to cap any pay award in line with the NJC pay award unless market pay data identifies a significant drift and difficulties are identified with recruitment and retention of staff at this level.

37. For HAY graded employees, incremental progression through the grade is based on satisfactory performance and conduct measured over a 12-month period. Increments are paid on 1st April each year subject to satisfactory performance, and a minimum of 6 months in post at that time. There is no provision for the payment of an increment at any other time unless there are recruitment or retention difficulties.

38. The council also employs a small number of specialist employees covered by either Teachers or Soubley salary scales which are negotiated nationally.

39. For the Coroner, the JNC for Coroner agreement is used as the basis for any salary increase, subject to representation made in writing by the Chief Coroner to be considered by the Director HR&OD in conjunction with the Chief Executive. A

'complexity review' of the coronial area is completed every 5 years starting in the financial year 2024/2025 by the Director HR&OD in conjunction with the Chief Executive after consideration of any written representation by the Chief Coroner. Any adjustments to remuneration following the complexity review will be backdated to 1st April each year that the review is carried out.

The use of performance-related pay

40. It is the council's policy that HAY graded employees are subject to a performance appraisal each year. If the performance and conduct are measured as satisfactory, an increment may be awarded. If the performance and conduct do not meet the required standard an increment may be withheld.

41. For GLPC graded employees, increments are awarded automatically to the maximum of the grade unless formal proceedings are taking place such as under the Improving Work Performance Policy.

The use of bonuses

42. The council does not routinely offer a bonus or honorarium scheme to any employee. However, in exceptional circumstances, an additional payment may be considered for recruitment and/or retention purposes as required for service reasons. Any payment requires the authorisation of the Director HR&OD in conjunction with the Chief Executive as Head of Paid Service.

The Apprenticeship Levy

43. The apprenticeship levy has been in place since April 2017 and the council has been paying a levy of 0.5% of the pay bill monthly into a digital apprenticeship account which is used to fund the cost of training for apprenticeships. As well as focusing on recruiting new apprentices, the council has also used the levy to fund upskilling current employees helping to 'Grow Our Own' and fill hard to recruit roles.

44. Since the introduction of the levy, the council has recruited 102 new apprentices with 59% still working within the council on completion. The council currently has 34 new apprentices undertaking a programme ranging from qualification level 2 up to level 6 and 144 employees who are undertaking an apprenticeship through upskilling, ranging from qualification level 2 up to level 7. **Total apprenticeships since the introduction of the levy equates to 660 starts.**

The approach to the payment of employees on their ceasing to be employed by the authority on grounds of redundancy

45. Employees who leave the council's employment are entitled to payment of their contractual notice, along with any outstanding holiday pay.

46. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.

47. There is no discretion to make redundancy payments which do not comply with the policy.

48. If employees choose to volunteer and are accepted for redundancy, they are entitled to a payment calculated as follows:

Statutory weeks x normal weekly pay x 2.5, capped at 40 weeks, with a minimum payment of £3000 (pro rata for part time staff).

49. If employees choose not to volunteer for redundancy, and cannot be redeployed, they will leave on compulsory grounds. The payment is calculated as follows:

Statutory weeks x weekly salary (capped at £700), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).

50. If employees are aged 55 or over and have been a member of the pension scheme for at least 2 years, they are able to receive their pension and lump sum early if their employment is terminated on grounds of redundancy.

51. No augmentation to pension will apply for any employee.

52. If employees are dismissed on redundancy grounds, and receive a voluntary (enhanced) redundancy payment, they may be considered for re-employment to posts within Wiltshire Council after the minimum statutory period of four weeks has elapsed subject to meeting all of the following conditions:

- The post did not exist or was not foreseeable at the time of the dismissal.
- The vacancy has been advertised in accordance with Wiltshire Council policy and procedures.
- The appointment was made on the basis of the best person for the job with regard to the usual selection procedures.
- The appointment has corporate director approval.

53. These conditions apply for twelve months from the date of the dismissal, after which the employee may be considered for re-employment to any post within Wiltshire Council.

54. Under the Council's Constitution, the dismissal of Chief Executive, Corporate Director and Director is delegated to the Senior Officers' Employment Sub-Committee. The Sub-Committee may, however, refer the matter to full Council for final determination in exceptional circumstances.

55. In exceptional circumstances, severances payments under Section 203 of the Employment Rights Act 1996 and in line with the statutory guidance on the making and disclosure of Special Severance Payments by Local Authorities may be agreed. The relevant Director must discuss their proposal with the Director HR&OD to ensure compliance.

56. The decision for severance packages below £20,000 will be taken by the relevant Corporate Director in consultation with the Director HR&OD.
57. The decision for severance packages above £20,000 but below £100,000 will be taken by the Chief Executive with the Chief Finance Officer, Director HR&OD and the Leader of the Council.
58. The decision for severance packages in excess of £100,000 will be taken to Full Council for approval.

The pension scheme

59. All employees are entitled to join the Local Government Pension Scheme (LGPS).
60. Since 2014, the LGPS benefits structure has moved from a Final Salary basis to a Career Average Revaluation Earnings (CARE) approach for benefits accruing after this date. Employee contribution bandings vary between 5.5 – 12.5% according to the employee's salary, with the employer contributions varying on a triennial basis.
61. The benefits of the scheme for all members include:
- A tiered ill health retirement package if employees have to leave work at any age due to permanent ill health. This could give employees benefits, paid straight away, and which could be increased if they are unlikely to be capable of gainful employment within 3 years of leaving.
 - Early payment of benefits if employees are made redundant or retired on business efficiency grounds at age 55 or over.
 - The right to voluntarily retire from age 55 (on an actuarially reduced pension)
 - Flexible retirement from age 55 if employees reduce their hours or move to a less senior position. Provided the employer agrees, employees can draw all of their benefits – helping them ease into their retirement.
62. Further information about the pension scheme can be found on the [pensions website](#).

Any other allowances arising from employment

Payment for acting up or additional duties

63. This policy applies only to employees who, on a temporary basis:
- act up – carrying out the full responsibilities and duties of a higher graded post either for some or all of their working hours; or
 - carry out some, but not all, duties or responsibilities of a higher graded post for some or all of their working hours; or
 - take on additional duties within their role.

64. The policy allows for employees to receive the salary difference between the lower and higher graded job, calculated on a percentage basis if the additional duties are taken on for only part of the working week.

Unsocial hours allowances

65. The council provides an additional allowance, expressed as a percentage of the basic rate, for regularly working late evenings / early mornings / nights / Sundays. These payments are graduated according to the degree of unsocial hours working and range from 10% to 33% in addition to normal hourly rate.
66. Unsocial hours allowances are only payable for GLPC graded jobs and are not available for senior managers.

Overtime allowances

67. The council has an overtime policy where all employees are entitled to receive additional payment for hours worked in excess of 37 hours. Overtime must be agreed in advance with the line manager and be based on business critical need. GLPC graded employees can claim overtime hours at their normal hourly rate, however the preference is for time to be taken in lieu. HAY graded staff are only able to claim overtime in exceptional circumstances where there is an emergency situation and payment is based on the current highest spinal point of the NJC pay scale.

Standby and callout allowances

68. The council has a standby and callout policy where all employees receive an allowance should they be on standby out of normal office hours. If employees are called out whilst on standby, additional hours worked will be paid at their normal hourly rate.

Sleeping in allowance

69. The council pays a sleep-in allowance to employees required to sleep in on the premises. This includes up to 30 minutes call out per night, after which the additional hours provisions will apply. The sleep-in allowance payable currently £41.78, and increases in line with the NJC pay award.

Local election duties – Acting Returning Officer

70. The role of Acting Returning Officer is carried out by the Chief Executive. Fees are paid in line with the relevant legislation and guidance.

Governance arrangements

71. The council's policy is to apply the nationally negotiated NJC pay award to the pay scales for jobs evaluated using the GLPC job evaluation scheme.

72. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector.
73. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.
74. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.
75. For these local conditions of employment, the council consults and negotiates with the relevant trade unions, in order to reach agreement. These conditions and allowances are then referred to Staffing Policy Committee for agreement.
76. The role of Staffing Policy Committee is to determine, monitor and review staffing policies and practices to secure the best use and development of the council's staff. This includes the power to deal with all matters relating to staff terms and conditions.
77. The full remit of the council's Staffing Policy Committee is contained within the constitution.

The publication of and access to information relating to remuneration of chief officers

78. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to senior employees via the council's website:
 - Senior employee salaries which are £50,000 and above. This is updated on a monthly basis
 - A list of their responsibilities
 - An organisational chart of the staff structure for the top three tiers of the local authority, to include each individual's job title, contact details, grade, salary in a £5,000 bracket, grade maximum and whether each individual is a permanent or temporary employee. This is updated on an annual basis or more frequently if a significant restructure takes place

The publication of and access to information relating to trade union facility time

79. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to trade union facility time as a percentage of the Council's total wage bill via the council's website:
 - Basic estimate of spending on unions (calculated as the number of full-time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary)

- Basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full-time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary divided by the total pay bill).

The relationship between the basic pay remuneration of chief officers and employees who are not chief officers.

80. In terms of overall remuneration, the council's policy is to set different levels of basic pay to reflect the different sizes of jobs, but not to differentiate on other allowances, benefits and payments it makes.

81. The table below shows the relationship between the basic pay of the highest and lowest paid employees in the council, excluding employer and employee pension contributions and non-allowances. The figures include all staff in the council (non-schools) and are based on annual full time equivalent salaries.

	Annual FTE Salary November 2023	Ratio November 2023	Annual FTE Salary November 2024	Ratio November 2024
Highest Paid	£196,598		£188,772	
Lowest paid	£22,366	8.8	£23,656	8
Mean Salary	£33,540	5.9	£30,003	5.4
Median Salary	£31,364	6.3	£32,654	5.8

82. The council would not expect the basic pay remuneration of its highest paid employee to exceed 20 times that of the lowest group of employees, excluding apprentices.

83. Apprentice rates of pay vary according to the age and level of apprentice and range from £16,592 to £22,072 per annum. The apprentice rate of pay reflects the requirement for all apprentices to spend 20% of their working week undertaking learning away from the job. Because apprenticeship rates of pay are "spot" salaries and not determined through our job evaluation scheme we include the rates in this statement but not within pay ratio calculations.

84. The current ratio of highest to lowest paid employees is well within the guidelines and is 8:1. The ratios for the mean and median salary levels are at 5.4:1 and 5.8:1. The ratio for highest to lowest paid has decreased slightly on last year due to the appointment of the new Chief Executive and the consistent application of the April 2024 pay award of £1,290 on all NJC points regardless of salary resulting in the lowest point receiving a 5.7% increase compared with senior HAY grades receiving an increase of 2.5%.

Definitions

NJC – National Joint Council

JNC – Joint Negotiating Committee

GLPC – Greater London Provincial Council

SOULBURY staff - Educational improvement professionals. These staff are drawn from different sources, including senior members of the teaching profession. Their role is to advise local authorities and educational institutions on a wide range of professional, organisational, management, curriculum and related children’s services issues, with the overall aim of enhancing the quality of education and related services.

Equal Opportunities

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

Legislation

86. This policy has been reviewed by the legal team to ensure compliance with the legislation below and our statutory duties.

- Local Government Transparency Code 2015
- Equality Act 2010

Further information

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

- HAY job evaluation policy and procedure
- GLPC job evaluation policy and procedure
- Market supplements policy and procedure
- Moving home policy and procedure
- Redundancy payments policy
- Overtime policy
- Unsocial hours guidance
- Standby and callout policy
- Starting salaries and incremental progression policy and procedure
- Acting up and additional duties policy and procedure
- The Local Government Transparency Code 2015
- Trade Union Recognition Agreement

These policies are available from the HR department at Wiltshire Council on request.

Policy author	HR Strategic Delivery Team
Policy implemented	28 February 2012

Policy last updated	December 2024
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Career Grade Policy

Purpose

1. To present a new career grade policy and procedure to enable managers to implement career grade structures within their team.

Background

2. A career grade structure is a series of roles within the same professional area with increasing levels of job demands, responsibilities, knowledge and skills, linked together by a structured programme of development that will provide an opportunity for progression within a team.
3. A career grade structure will provide clear distinction between the levels of work. It would therefore usually be expected to see at least one grade difference between a role and the next role within the structure. Each role will also require increasing levels of knowledge, skills and experience. Career grade structures may consist of apprenticeship level roles increasing to senior roles depending upon the skills needed within the team.
4. There are currently informal career grade arrangements in some service areas (e.g. legal, planning) with progression based on the attainment of a professional qualification. This policy aims to bring together these arrangements into one approach to be applied consistently and fairly across the Council. In doing so, this policy also aims to support recruitment and retention of staff, effective service delivery, succession planning and career development of employees, by providing a defined career pathway within applicable service areas.

Main considerations

5. Suitable teams and roles for career grade structures are those that clearly follow a structured progression arrangement which is likely to be linked to the attainment of a professional qualification (or level within this), completion of a portfolio of evidence demonstrating required level of experience and skills and accredited by a professional association/body.
6. A career grade structure will typically consist of:
 - qualification routes progressing from entry level up to master's level (or above) in the professional/occupational field

- a range of skill requirements that increase in complexity with the increase in grade
 - a range of linked tasks that increase in difficulty with the increase in grade
7. A career grade structure progression framework setting out the criteria for progression, must be established either within or alongside the role descriptions. This must set out all competencies and criteria required to progress to each level within the career grade.
 8. At the outset, the optimal number of posts at each level of work within the career grade must be agreed. This should reflect the numbers of posts needed for the team to function effectively and within budget. Finance and strategic HR business partner approval would be required before any career grade structure can be confirmed.
 9. The council's job evaluation framework would be applied to all posts within the career grade structure.
 10. Progression in a career grade structure is not automatic based solely on the achievement of a qualification and/or new skills or time served in role. There must also be the need for the higher level of work within the team and a funded vacancy must be available. This ensures that the structure and progression within it, reflects service delivery requirements and is fully funded from within existing establishment.
 11. Progression opportunities within a career grade structure would be ringfenced to employees who are part of the career grade structure and must be via a successful competitive selection exercise. It would be expected that the principles of the council's recruitment and selection policy in respect of fairness and equity within the selection process, would be applied.

Environmental impact of the proposal

12. None

Equalities impact of the proposal

13. This policy has been Equality Impact Assessed and all comments from this panel have been considered. The council is satisfied that the policy appropriately meets the council's responsibilities in relation to equality.

Risk Assessment

14. There is a need for a standardised approach to career grade structures to ensure consistency across service areas and to support greater clarity on

career pathways for employees.

15. All roles within a defined career graded structure will be evaluated in line the council's pay and grading framework.
16. Career graded structures will need to be fully funded from the outset to ensure affordability.

Financial Implications of the proposal

17. At the outset, the funding for the whole of the career grade must be agreed based on the optimal number of roles required for each level of work required within the team.
18. The structure must be within budget and approved by Finance.
19. Managers will have discretion in how they appoint to posts at different levels of work (and grades) within the career grade structure, depending on the skills, experience and qualifications of successful applicants. However, this must be within the budget agreed at the outset for the structure.
20. Funding will sit at the highest grade level for the career grade structure regardless of which level within the career grade the position is filled.

Recommendations

21. That Staffing Policy Committee approve the introduction of a career grade policy and procedure.

Tamsin Kielb
Director HR&OD

Report Author: Sarah Russam, HR Strategy and Policy Officer

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Wiltshire Council Human Resources

Career Grade Policy and Procedure

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

What is it?

This policy and procedure details the arrangements for employees who are part of a career grade structure.

Who does it apply to?

This policy applies to all Wiltshire Council employees, unless a separate contractual policy applies to a transferred employee to whom separate TUPE terms and conditions of employment apply. This policy does not apply to teaching and non-teaching staff employed in maintained schools or academies.

When does it apply?

This policy applies to roles that sit within an agreed career grade structure. For applicable roles, this will be recorded on the role description (RD).

When does it not apply?

This policy does not apply to roles that sit outside of an agreed career grade structure.

What are the main points?

Career grade structures

1. A career grade structure is a series of roles within the same professional area with increasing levels of job demands, responsibilities, knowledge and skills, linked together by a structured programme of development. Attainment of identified criteria will form the basis for progression within the career grade structure. This provides an opportunity for progression within a team and supports the recruitment and retention of staff.

2. Progression through a career grade structure is based upon the attainment of specified qualifications, skills and experience and there being a vacancy which is budgeted for at the appropriate level and there being a service need for work required at the higher level.
3. Each role within the structure will require different duties and responsibilities and will have been evaluated accordingly to be assigned a grade under the council's pay and grading structure.
4. A career grade structure will provide clear distinction between the levels of work. It would therefore usually be expected to see at least one grade difference between a role and the next role within the structure.
5. A career grade structure may consist of apprenticeship level roles increasing to senior roles depending upon the skills needed within the team.

Implementing a career grade structure

6. Suitable teams and roles for career grade structures are those that clearly follow a structured progression arrangement which is likely to be linked to the attainment of a professional qualification or level within this and accredited by a professional association/body.
7. Such arrangements are likely to require the employee to be a member of a professional association/body and to provide evidence in support of their membership in the form of the attainment of a professional qualification (or level within this) and a portfolio of evidence demonstrating the required level of experience and skills.
8. A career grade will typically consist of (but is not limited to):
 - qualification routes progressing from entry level up to masters level (or above) in the professional/occupational field
 - a range of skill requirements that increase in complexity with the increase in grade
 - a range of linked tasks that increase in difficulty with the increase in grade
9. Before a career grade structure and progression framework can be implemented, this must be approved by your strategic HR business partner and Finance.
10. Each level within the career grade structure requires a role description. Each role description must be assessed and graded through the

council's job evaluation scheme and the set of roles confirmed as a career grade.

11. It should be identified on each role description that the role forms part of a career grade and where the role fits within the career grade structure.
12. A career grade structure progression framework setting out the criteria for progression, must be established either within or alongside the role descriptions. This must set out all competencies and criteria required to progress to each level within the career grade (subject to a vacancy and work being required at each level).
13. At the outset, the optimal number of posts at each level of work within the career grade must be agreed. This should reflect the numbers of posts needed for the team to function effectively and within budget.
14. HR will hold a record of all approved career grade structures and role descriptions at the time of implementation. The relevant competency framework required for progression once agreed by HR, should be maintained by the service.

Progression

15. Progression through a career grade structure must be based upon achievement of the specified programme of development, including (but not limited to) the following:
 - academic qualification thresholds
 - experience and skills thresholds
 - competencies within the professional framework (where applicable)**and**
 - a vacancy and funding at the career grade level is available within the team (with work required at the skill level)
 - a competitive selection process has taken place
16. Progression in a career grade structure is not automatic based solely on the achievement of a qualification and/or new skills or time served in role. There must also be the need for the higher level of work within the team and a funded vacancy must be available.
17. In exceptional circumstances where a funded vacancy is not available, any change in establishment must be agreed with Finance and the HR Business Partner for the service area.

Application

18. Progression through a career grade structure must be via a successful competitive selection exercise. A vacant position must be available in Oracle. If the position is not set up a requisition will need to be created in the usual way via Oracle.
19. Applications for the progression opportunity will be ringfenced to employees within the career grade structure. All ringfenced employees should be informed of the progression opportunity available and invited to submit an expression of interest.
20. Employees wishing to progress should submit their expression of interest for the position, setting out how they meet the requirements of the higher level role description and the competencies set out within the progression framework.
21. The line manager will shortlist those employees who meet the criteria and invite them to attend a selection interview.
22. A competitive selection exercise in the form of an interview must be carried out to select the most suitable candidate for progression in line with the recruitment policy and procedure. Should only one candidate be shortlisted for the progression opportunity, an interview process must still be carried out.
23. Employees who are unsuccessful should be provided with feedback (where required) on areas that need further development.
24. There is no right of appeal against career progression appointment decisions.
25. If there are no successful candidates from the ring-fenced employees, the vacancy must be advertised fully in line with the recruitment policy and procedure.

Development discussions and building a portfolio of evidence

26. One to ones and the appraisal process should be used to monitor work performance and identify areas for development to support the process of progression through a career grade structure.
27. Employees with their line manager should discuss the process of progression through a career grade structure including (but not limited to):
 - identification of current development needs

- identification of opportunities to meet gaps in competency, experience and skills
- creation of a development plan
- creation of a portfolio of evidence

Funding career grades

28. At the outset, the funding for the whole of the career grade must be agreed based on the optimal number of roles required for each level of work required within the team.
29. The structure must be within budget and approved by Finance.
30. Managers will have discretion in how they appoint to posts at different levels of work (and grades) within the career grade structure, depending on the skills, experience and qualifications of successful applicants. However, this must be within the budget agreed at the outset for the structure.
31. Funding will sit at the highest grade level for the career grade structure regardless of which level within the career grade the position is filled.

Equal Opportunities

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

Advice and guidance

If you require help in accessing or understanding this policy you should contact your line manager or raise a service request via the Oracle Helpdesk.

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Staffing Policy Committee

29 January 2025

Dignity at Work policy

Purpose

1. The purpose of this report is to update SPC on revisions to the Dignity at Work policy in response to the changes implemented by the Worker Protection (Amendment of Equality Act 2010) Act 2023.

Background

2. A well-established Dignity at Work (hereafter, DAW) policy, with supplementary guidance for employees and managers, is currently in place. The Dignity at Work policy outlines a framework for employees to raise concerns relating to inappropriate behaviour and a process for managers to respond to complaints relating to harassment, bullying, discrimination and victimisation.
3. On 26 October 2024, the Worker Protection (Amendment of Equality Act 2010) Act 2023 came into force. This introduced a new legal duty on employers to take reasonable steps to prevent sexual harassment of employees, including by third parties, such as contractors and customers.
4. The Equality and Human Rights Commission (EHRC) has published technical guidance to support the Act's introduction and considerations for employers in respect of meeting the legal duty. The EHRC's guidance has been taken into account in respect of the updates to the DAW policy.

Main considerations

5. The DAW policy has been reviewed in consideration of the new legal duty and EHRC guidance. Given the Council's inclusive culture and one council approach, it is also important that HR policies are fully aligned with these and the Our Identity framework.
6. The framework for employees to raise concerns relating to inappropriate behaviour and the process for managers to respond to complaints, remains unchanged. The Council's expectations regarding inappropriate behaviour are also clearly established and are broadly unchanged, however there is now added explicit emphasis that sexual harassment will not be tolerated.

Reason for the policy/ changes to the policy

7. The DAW policy has been updated to clearly outline the preventative legal duty introduced under the Worker Protection Act and to strengthen existing messaging and responsibilities. This includes clear emphasis of the responsibilities all employees have to apply, promote and uphold the principles of the policy and the council's commitment to providing a safe and respectful workplace and promoting a working environment that is based on dignity and trust. Outdated commitment statements have been removed and replaced with statements that align with the council's inclusion strategy.

8. Language has also been strengthened to reflect the robust approach the council will take in dealing with instances of bullying and harassment (including sexual harassment) and that in cases where employees have been found to have committed, authorised or condoned an act of harassment, appropriate actions will be taken. There have also been updates made to policy layout to support consistency with the wider suite of HR policies and amalgamation of separate responsibilities to create a stronger, more robust set of generic responsibilities that apply to all. Where managers have additional responsibilities under the policies, these are clearly identified.
9. Sexual harassment (alongside other types of unwanted behaviour) has been defined within the DAW policy with clear examples, relevant to the working environment of the council.
10. Within the DAW policy, an overview of the formal remedies, including disciplinary action are outlined. In line with the EHRC's guidance, further clarification has been made that harassment or victimisation may lead to dismissal.
11. The policy and supporting guidance already contain provisions relating to DAW matters involving third parties (e.g. customers, service users). As the preventive legal duty extends to third parties, further updates have been made to directly align the DAW policy to the Unwanted Behaviour towards Employees policy. This latter policy describes the arrangements to deter, mitigate, report and respond to unwanted behaviours by members of the public toward employees carrying out their work duties. The policy includes a reporting mechanism, and all health and safety incidents are reportable via the established online incident reporting framework. Under the policy, all work activities that involve contact with members of the public and for which it is foreseeable that unwanted behaviour could occur, should be subject to a risk assessment to establish control measures to be applied in order to minimise risks as far as practicable. This ensures managers are aware of responsibilities in respect of risk assessing interactions between employees and customers and is compliant with the EHRC's guidance. Incident reporting data is reviewed by the Health and Safety team and through the Personal Safety Steering Group to explore risk reduction strategies.
12. The Unwanted Behaviours policy will also be updated to reflect the council's legal preventative responsibilities in respect of sexual harassment and that managers should ensure they give due regard to this when following and applying the policy, including when completing risk assessments involving customer interactions.
13. The positive impact of these policy updates highlights the personal responsibilities of all employees to observe, uphold, promote and apply the policy to support an inclusive and respectful work environment and culture.

Engagement and training of staff

14. The Equalities and Inclusion team were consulted with as part of the policy review. In line with the EHRC's guidance, employee engagement measures are already in place. Alongside regular 1:1s between managers and staff, the employee experience survey and exit surveys provide measuring tools to assess employees' experience of

any inappropriate behaviour. This allows relevant HR & OD teams to monitor trends and where appropriate, take necessary action.

15. Furthermore, equality, diversity and inclusion training forms part of mandatory training which is required to be undertaken by all new employees and subsequently by all existing employees on an annual basis. The contents of the training, which refers to sexual harassment, has been updated to reflect the preventive duty and signpost employees to the Dignity at Work policy and supporting guidance documents, available on HR Direct. The council's OD offering also includes related courses including training specifically on sexual harassment and is available to all staff.
16. Managers are supported with managing complaints made under the DAW policy by the HR Advisory team. Case data is recorded and is reported through the council's data and performance groups. This also allows for data analysis and insight and for any intervention needs to be identified where appropriate.
17. The HR Advisory team provide training to managers on a range of HR procedures. This training will include relevant updates in respect of the preventative duty and manager responsibilities.
18. Council job adverts have also been updated to include a commitment statement that aligns with the inclusion strategy and which states "*The council is committed to creating an environment of positive working relationships where everyone feels engaged, supported and able to thrive. Our Identity is a framework which sets out how we are all expected to lead, work and act to deliver our services. We will not tolerate discrimination, bullying or harassment of any kind. Everyone is expected to promote a culture of inclusion, dignity, trust and respect which is underpinned by our vision and Our Identity framework.*"
19. The addition of a directory of support services, within the DAW policy, promotes equal access to professional support if employees wish to explore these. In addition, direct references to the Council's equality, diversity and inclusion online learning hub have been made to signpost employees to harassment training.

Environmental impact of the proposal

20. N/A.

Equalities impact of the proposal

21. The amended policy has been Equality Impacted Assessed and all comments from this have been taken into account.

Risk Assessment

22. The proposed updates to the DAW policy enhance the existing framework for the raising and management of complaints relating to unwanted behaviour, including matters relating to third parties.
23. The review of the DAW policy, as well as the reporting and support mechanisms in place, supports the Council in complying with the legal duty to take reasonable steps to prevent sexual harassment of employees.

Financial Implications of the proposal

24. N/A.

Recommendations

25. It is recommended that SPC support the updates to the Dignity at Work policy in line with Worker Protection (Amendment of Equality Act 2010) Act 2023.

Tamsin Kielb
Director HR&OD

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Wiltshire Council Human Resources

Dignity at Work 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?

The dignity at work policy and procedure sets out a framework for employees to raise concerns and complaints related to their dignity at work. Inappropriate behaviour in relation to dignity at work can take many forms and may include discrimination, harassment, sexual harassment, victimisation and bullying at work.

The policy sets out the Council's expectations that employees will treat each other with dignity and respect and a procedure to ensure the fair and consistent treatment of employees.

Both informal remedies (including mediated resolution) and formal remedies (including disciplinary action up to and including dismissal) may be appropriate depending on the seriousness of the allegations. This policy sets out details of the informal procedure including mediation and refers employees to the formal stage of the grievance procedure if they wish to raise the matter formally.

Go straight to the section:

- [Who does it apply to?](#)
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- [Appendix 2: Examples of some forms of harassment by protected characteristic](#)
- [Appendix 3: Examples of sexual harassment](#)

Who does it apply to?

This policy applies to all Wiltshire Council employees, unless a separate contractual policy applies to a transferred employee to whom separate TUPE terms and conditions of employment apply. This policy does not apply to teaching and non-teaching staff employed in maintained schools or academies.

In matters which involve chief/statutory officers and deputy chief officers (executive directors and directors) this policy must be read in conjunction with their JNC terms and conditions of employment and Wiltshire Council's constitution.

Dignity at work complaints relating to third-parties, **including customers or service users**, job candidates, contractors, sub- contractors, consultants, staff seconded from other organisations, agency workers, apprentices, volunteers, and work experience placements will be investigated and action taken to prevent re-occurrence using the general standards set out in this policy and the grievance policy and procedure.

When does it apply?

This policy applies during the recruitment process and throughout employment, **including in digital and remote spaces, such as video calls and messaging platforms.**

This policy and procedure could apply equally to a group of employees, in which case the group can appoint one of their members as a spokesperson, who will then follow the procedures on their behalf and the answers given to them will then be deemed to apply to all members of that group. However, where it becomes evident through investigation that group members have individually experienced differences in terms of severity and impact of unwanted behaviour or language, cases may need to be looked at and resolved on an individual basis.

When does it not apply?

There are no exemptions under this policy and procedure.

Our commitment

1. The Council is committed to creating an environment of positive working relationships and all employees are to be treated with dignity and respect in the workplace.
2. All employees are expected to embrace a culture which provides supportive and positive working relationships and behaviour which underpins the council's vision, values, and beliefs. This includes behaviour set out in the following policy and procedures:
 - [Our Identity](#)
 - [Equality and Diversity](#)

3. The Council recognises the significant impact and serious consequences that inappropriate behaviour, including bullying and harassment and behaviour associated with this, can have on individuals. It is recognised that such behaviours and actions are harmful to the wellbeing of employees as well as to the wider organisation. This policy sets out the council's expectations regarding behaviour and the steps that will be taken to respond to and deal with complaints of bullying, harassment or discrimination.
4. The Council does not tolerate discrimination (including harassment, sexual harassment and victimisation), bullying or inappropriate behaviour by employees or third parties. The Council is committed to providing a safe and respectful workplace and promoting a working environment based on dignity and trust and one that is free from discrimination, harassment, bullying or victimisation.
5. Under the Worker Protection (Amendment of Equality Act 2010) Act 2023, the Council has a legal duty to take reasonable steps to prevent sexual harassment of employees in the course of their employment and by third parties. Examples of sexual harassment are included within this policy and within the accompanying [guide to dignity at work](#).
6. Harassment includes unwanted inappropriate behaviour in relation to the protected characteristics which include; sex, gender reassignment, race (which includes colour, nationality and ethnic or national origins), disability, sexual orientation, religion or belief and age.
7. All dignity at work allegations will be investigated and, if appropriate, disciplinary action (up to and including dismissal) will be taken. The Council will also not tolerate victimisation of a person for making a dignity at work allegation in good faith or supporting someone to make such a complaint. Victimisation is a disciplinary offence.
8. Concerns and complaints raised under this procedure will be taken seriously, dealt with promptly and in confidence. All employees are expected to take personal responsibility for observing, upholding, promoting and applying this policy when interacting with colleagues and third parties.

Inappropriate behaviour

9. Behaviour (conduct including physical, verbal, and non-verbal behaviour) which could contravene this policy can take many forms, occur on a variety of grounds, and may be directed at an individual or a group of individuals. Behaviour which one person finds acceptable may not be acceptable to another. It includes unwanted conduct that violates a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment.
10. Inappropriate behaviour which is not in line with the Code of Conduct could be raised under the grievance policy. This relates to all activities which take place in work and in certain circumstances outside of work.

11. Inappropriate behaviour can arise from a single or a combination of factors. Some examples are:
 - using behaviour which results in physical, mental, or psychological hurt.
 - using types of behaviour which can range from violence to less obvious forms such as ignoring someone or offensive body language. It applies to all forms of communication including; written (including the use of social media, e-mails, and internet), pictorial, verbal or non-verbal. Whatever the form it will be unwanted behaviour which is unwelcome and unpleasant. Further examples are set out in the guidance to dignity at work – inappropriate behaviour including bullying, discrimination, harassment, and victimisation.
12. Inappropriate behaviour may be direct or indirect. Direct behaviour is aimed at a particular individual whereas indirect could be an overheard comment or discussion. However, it is not only the acts or the words that need to be considered but how the person on the receiving end perceives the behaviour. If it is behaviour that is unjustified, unwarranted, unwanted, uninvited, and unreciprocated then it needs to be addressed.
13. Inappropriate behaviour may constitute bullying, discrimination, harassment, sexual harassment or victimisation. Discrimination including harassment, and victimisation are covered by the Equality Act 2010. Employees found guilty of discrimination, harassment or bullying may face disciplinary penalties, up to and including dismissal. Employees found guilty of harassment (including sexual harassment) and bullying could be personally liable to pay compensation in legal claims. Serious harassment may be a criminal offence.
14. Examples of harassment by protected characteristic can be found at the **end of this policy and within the [guide to dignity at work](#)**.

Raising the matter

15. If you believe that the conduct of another employee is in breach of the policy you may choose to:
 - deal with the matter yourself informally.
 - involve a third party (e.g., your manager, HR, or a colleague) to assist in dealing with the matter informally.
 - make use of [mediated resolution](#).
 - pursue the matter formally.

16. Every attempt must be made to resolve complaints at the earliest possible stage. Use of mediated resolution will be encouraged to achieve this where possible.
17. If you believe that you have been harassed (**including being subject to sexual harassment**) by a third party (non - employees including service users, members, or customers) you should report the incident immediately to your manager who will consider a range of appropriate actions, **as set out within this policy and supporting guidance. Where employees are subject to inappropriate behaviour from members of the public, managers must refer to the [Unwanted Behaviour toward Employees Policy](#) which sets out the arrangements the council will take to deter, mitigate, report and respond to unwanted behaviour by members of the public toward employees carrying out their work duties.**
18. In addition to the above, any incident at work involving violence with another employee or non-employee **must be reported in line with the [violence and aggression policy](#) to your line manager.**
19. If you are unsure about the steps to take or you wish to discuss the matter with someone prior to seeking redress under this procedure, you may wish to discuss the matter **further with one of the following sources of support including: your line manager, a HR Case Advisor, your union representative, or a member of one of the relevant staff forums.**

Mediated Resolution

20. [Mediated Resolution](#) may be available at any stage of the policy. The council supports this intervention as an effective way of resolving workplace conflict issues. Employee(s) will be asked to consider this step to resolve your complaint.
21. If it is felt appropriate your manager may discuss mediated resolution with you and any other individuals who are involved in the matter. If all the parties agree to use mediated resolution, then this procedure or the grievance procedure (depending on the stage you have reached) will be temporarily suspended. A decision about whether to continue with the relevant procedure will be made by all parties once mediation has taken place.

Informal procedure

22. You can seek to take informal action under this procedure by choosing to:
 - deal with the matter yourself informally.
 - involve a third party (e.g., your manager or a colleague) to assist in dealing with the matter informally.
23. Informal actions can be taken in the following ways:

- by approaching and explaining to the person considered to have used the inappropriate behaviour or language why it is unacceptable and requesting them to stop and referring them to this policy and to the code of conduct.
 - if you feel unable to approach the person you can put in writing to them the points that need to be covered.
 - you may ask someone else to approach the person on your behalf or to accompany you.
 - you can make a request for mediation through HR or the Occupational Health/counselling service.
 - records of any approaches made and any letters sent should be kept.
24. If you involve your manager in the informal stage of the procedure, they will confirm their involvement in writing including any outcomes and timescales.
25. In the interests of an informal resolution being reached it is not expected that the individual who has been complained about would be accompanied or represented at any meetings held under the informal stage.
26. You are strongly encouraged to use the informal procedure including consideration of mediation, to resolve difficulties before moving to the formal stage of the procedure.

Formal procedure

27. The formal procedure can be followed if it is not possible or appropriate to resolve issues informally. The formal procedure is the council's formal grievance procedure.
28. In line with the grievance procedure, in order to start the formal stage of the grievance procedure, you must submit your grievance in writing to your manager on the [grievance notification form](#) (GN1) provided for this purpose. If the grievance is against your manager, then you can raise the grievance with your manager's manager.
29. The formal procedure is detailed in the council's [grievance procedure](#) and you should refer to this policy for further details. The formal grievance procedure includes:
- A formal investigation (where appropriate)
 - A formal grievance meeting followed by a formal outcome letter letting you know whether your complaint is upheld or not with recommendations for further action where appropriate.
 - An appeal stage
30. In certain circumstances the grievance policy may not apply (for example where a different policy or procedure is more appropriate) and your manager will inform you if

this is the case. Please refer to the grievance procedure for further details of when the policy may not apply.

31. If you are an employee who has had an allegation raised against you, you will be informed of this as soon as it is possible and appropriate in line with the grievance procedure. You should refer to the grievance policy and [guidance for employees who are the subject of a colleague's complaint](#)
32. Depending on the seriousness of the allegation a brief period of suspension with pay or temporary redeployment may need to be considered. This could apply to either or both parties.
33. If you have raised a grievance, you will be informed as to whether your grievance has been upheld or not in accordance with the grievance procedure. However, you will not be informed of any specific outcomes relating to another individual as this will be confidential information and, in these circumstances, cannot be shared with you.
34. More specific details on potential sanctions and decisions relating to disciplinary action are contained in the [disciplinary procedure](#).

Support

35. Details of the support available to staff who raise a dignity at work/grievance complaint or have a complaint raised against them are set out in the:
 - [Employee guide – employees who are the subject of a colleague's grievance](#)
 - [Dignity at work – guidance for employees](#)
36. Support is available to all staff via a confidential Employee wellbeing helpline (01225 713147). Calls are screened and assessed by an Occupational Health Adviser. Callers may be signposted to relevant external providers or specialist counselling services, where appropriate. Wellbeing resources, including links to external sources of support, are available via the council's [Flourish site](#).
37. Further guidance is available in the [Guide to dignity at work and equality and diversity including discrimination, harassment and victimisation](#).

Responsibilities

38. All employees are expected to take personal responsibility for observing, upholding, promoting and applying this policy, to include (but not restricted to):
 - Treating colleagues, managers, councillors, customers and members of the public with dignity and respect;

- Ensure that any dealings, communications and actions with colleagues and third parties including customers, suppliers, contractors, agency staff and consultants, are free from discrimination, harassment, victimisation or bullying;
- To remain punctual with training course requirements, including the mandatory equality, diversity and inclusion training available via Oracle.
- Provide services and communicate in a fair and reasonable way and with consideration and politeness;
- Not aide or collude in cases where employees or customers are treated in a manner which contravenes the policy and ensuring that any such instances are reported;
- Ensure colleagues are aware if their conduct or behaviour is a cause for concern;
- Report any concerns regarding behaviour promptly and in line with the process detailed within this policy;
- If raising a concern under this policy, to comply with and fully engage in the process including any investigation or resolution procedures (including attending meetings, remaining professional and engaging with recommendations to resolve any complaint, including mediation).

39. Managers should deal with any concerns raised promptly, robustly and with sensitivity and appropriately manage procedural timescales, outcomes and support. To take appropriate action and where possible, try to resolve matters informally. To give recognition to the fact that some staff may be going through difficult circumstances and may require additional supportive behaviours and understanding.
40. Managers should investigate complaints and make employees aware that where necessary appropriate action will be taken which could including using the disciplinary procedure or other action outlined in this policy and guidance in relation to third party harassment.
41. Managers should promote positive working relationships and standards and eradicate inappropriate behaviour or language in accordance with this policy and associated policies and guidance including the Unwanted Behaviour Toward Employees policy, Equality and Diversity policy, Our Identity and Code of Conduct policy.
42. Managers should encourage their teams to undertake relevant and mandatory training. A full suite of course available for staff can be found via the [Equality, diversity and inclusion Learning Hub](#).
43. Managers should set appropriate workplace standards and foster a work environment which demonstrates a culture of acceptable behaviour and positive interpersonal relationships. This includes ensuring those they have management responsibility for (including any relevant third parties) maintain a high standard of conduct and are advised of what is and is not deemed to be acceptable behaviour at work.

Advice and guidance

If you require help in accessing or understanding this policy, please contact your line manager or raise a service request via the Oracle Helpdesk.

The full suite of equality and diversity training can be located via the [Equality, diversity and inclusion Learning Hub](#).

Appendix 1: Definitions

Bullying is offensive, intimidating, malicious or insulting behaviour, and/or an abuse or misuse of power that is meant to undermine, humiliate or injure the person on the receiving end e.g. picking on someone, ridiculing or setting someone up to fail, making threats or comments about someone's job security without good reason.

It is a key role of managers to set and monitor performance objectives and standards of behaviour of staff they manage and take steps to improve these where necessary. Objective feedback and action aimed at improving performance is different to unjustified bullying.

Harassment is unwanted conduct related to a protected characteristic, which are sex, gender reassignment, race (which includes colour, nationality and ethnic or national origins), disability, sexual orientation, religion or belief, marriage/civil partnership, maternity and age, and has the purpose of violating a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment for that person. Conduct that one of these effects can be harassment even if the effect was not intended..

Sexual harassment is conduct of a sexual nature that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment; and less favourable treatment related to sex or gender reassignment that occurs because of a rejection of, or submission to, sexual conduct.

Victimisation occurs when an employee is treated less favourably than someone else because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An example of victimisation might be where opportunities for training or progression have been blocked because an employee has previously made a complaint.

Appendix 2: Examples of some forms of harassment by protected characteristic

(this is a non-exhaustive list):

Race	Racial abuse; racially explicit derogatory statements; offensive jokes; racist graffiti; display of offensive material; an offensive or dismissive manner; insulting someone on the grounds of their race; refusing to work with someone or deliberately isolating them because of their race, nationality, or ethnic origin; unfair work allocation
Disability	Derogatory remarks; mimicking; invasive personal questions; staring; ostracising, which is directed at any individual with an impairment, or group of disabled people, which results in the individual feeling threatened or compromised; making assumptions about an individual's ability because of their impairment including mental health disabilities; excluding people from social activities; failing to direct comments to a disabled person; use of words specific to impairment being used in a derogatory way, unreasonably highlighting a person's disability.
Sex	Unwelcome sexual advances, propositions or suggestive remarks; physical conduct of a sexual nature; touching; standing too close; forms of sexual assault; sexual jokes; displaying or sending pornographic material or material of a sexual nature by any means (e.g. by text, video, email, or posting on the internet or social media); unwanted or derogatory comments about clothing or appearance; leering or suggestive gestures or remarks; persistent suggestions to meet up socially after a person has made it clear they do not welcome such suggestions.
Gender re-assignment	Transphobic comments, 'jokes' and name calling; verbal or physical abuse or intimidation; refusing to treat a person as of their new gender when they transition; failing to address a person by their preferred name and correct gender pronouns; outing a person as transgender/non-binary without their consent or spreading rumours (this may also be a criminal offence); excluding a person from conversation or activities; sexual harassment; intrusive questions; denying people access to the appropriate single sex facilities such as toilets/changing rooms
Age	Considering someone as too young or too old for promotion; making derogatory remarks or assumptions about someone's ability or competence based upon their age; pressuring someone to retire
Sexual Orientation	Making homophobic or biphobic insults or threats; making unnecessary and degrading references to an individual's sexual orientation; engaging in banter or making jokes which are degrading to a person's actual or perceived sexual orientation; outing an individual as LGBTQ+ without their permission; ignoring or excluding a colleague because they identify as LGBTQ+; making assumptions and judgements about a colleague based on their sexual orientation; spreading rumours or gossip about an individual's sexual orientation; asking a colleague intrusive questions about their private life; using religious belief to justify anti-gay bullying and harassment; displaying or circulating homophobic or biphobic materials; or assuming that everyone is heterosexual.

Religion or Belief	Mocking or deriding people's religious or other beliefs; making unwanted comments on dress; making it unnecessarily difficult for people to conform to their religions to their religions or beliefs; pressure to participate in political/religious groups
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Appendix 3: Examples of sexual harassment

Includes behaviour, such as:

- sexual comments or jokes
- displaying sexually graphic pictures, posters or photographs
- suggestive looks, staring or leering
- propositions and sexual advances
- making promises in return for sexual favours
- sexual gestures
- intrusive questions about a person's private or sex life or a person discussing their own sex life
- sexual posts or contact on social media
- spreading sexual rumours about a person
- sending sexually explicit emails or text messages
- unwelcome touching, hugging, massaging or kissing

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Staff Car Parking update

Purpose

1. To provide a further update about staff car parking in Trowbridge in light of the proposal to build the new Trowbridge Leisure Centre on the County Hall East Wing site.

Background

2. A report was presented to Staffing Policy Committee on 27 November 2024, outlining the changes to staff car parking as a result of the reduction in available spaces on the east wing site at County Hall.
3. Staffing Policy Committee requested a further update at the January 2025 meeting to include the answers to some questions that were raised at the meeting.

Main considerations

Further updates since the last meeting

4. The staff car parking working group continues to meet on a monthly basis to ensure arrangements are in place for Spring 2025 when it is expected the work on the East Wing site will commence.
5. In December 2024 a car parking meter was installed next to the visitors' spaces which issues free tickets for visitor stays for a maximum of 2 hours. This is to ensure adequate turnover of these spaces to accommodate the number of visitors coming to County Hall. For stays longer than 2 hours visitors are requested to pay for parking in another car park such as nearby Court Street car park.
6. A review of the current priority parking permit criteria and roles has now taken place to streamline the use of these permits, and Heads of Service have proposed which roles should be allocated these permits. A report is being drafted for CLT to agree the changes with the aim for the new permit system to be in place by end February 2025.

Responses to questions raised at the last meeting

7. *What is the average vacancy rate by day in the County Hall car parks?*

The FM team monitored the car parks for a week in July and also for a week in September 2024 and found the vacancy rates for East Wing and the Greyhound car parks as follows per day:

	Monday	Tuesday	Wednesday	Thursday	Friday
w/c 29 July 2025	160	106	108	113	242

	Monday	Tuesday	Wednesday	Thursday	Friday
w/c 9 September 2025	204	101	129	116	229

The FM team will be conducting another monitoring exercise w/c 13 January, the results of which will be shared at the Staffing policy Committee meeting on 27 January 2025.

Whilst the data is currently limited, the surveys show that the approximate reduction in spaces of 43 is unlikely to be an issue.

8. *How many staff spaces will be available at Lovemead car park?*

Lovemead car park has 149 spaces in total. Staff will be able to use 100 of these spaces leaving 49 to be available for the public. The car parking team do not believe there will be any impact on the public as the car park is currently underutilised.

9. *Is the Emery Gate car park available for staff use in Chippenham?*

The Emery Gate car park is not available for staff to use in Chippenham. A similar situation is therefore in place in Chippenham, with some staff able to park in car parks closer to the building and others having to use car parks that are further away.

Equalities impact of the proposal

10. A number of staff have caring/parental responsibilities. The current car sharing spaces will now be made available to other staff arriving after 9am which will support those with caring/parental responsibilities in finding a parking space.

11. An equalities impact assessment will be undertaken to identify any groups which are negatively impacted, and steps will be undertaken to mitigate these.

Financial impact of the proposal

12. An assessment of the efficiency of the current staff car park arrangements has been undertaken and some changes proposed to increase the number of spaces available. As a result there will be a small cost to re-lining some areas of the car parks to maximise their use.

13. It is not anticipated that there will be a loss of income in other council car parks in Trowbridge as a result of some staff using these spaces as the car parks are currently underutilised.

Recommendations

14. Staffing Policy Committee are asked to note the updates to the staff car parking review.

Tamsin Kielb
Director HR&OD

Report Author: Amanda George, Head of Strategic HR / Deputy Director HR&OD

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