

AGENDA

Meeting: STAFFING POLICY COMMITTEE
Place: Orkney Room, 2nd Floor, County Hall East Wing, Trowbridge
Date: Wednesday 7 March 2012
Time: 10.30 am

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

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

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

Membership:

Cllr Allison Bucknell
Cllr Rod Eaton
Cllr Mike Hewitt
Cllr Jon Hubbard
Cllr Francis Morland

Cllr John Noeken
Cllr Mark Packard
Cllr Jane Scott OBE
Cllr John Smale

Substitutes:

Cllr Rosemary Brown
Cllr Chris Caswill
Cllr Ernie Clark
Cllr Mary Douglas
Cllr Malcolm Hewson

Cllr George Jeans
Cllr Bill Moss
Cllr Christopher Newbury
Cllr Jonathon Seed

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PART I

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

1. **Apologies for absence**

2. **Minutes of Previous Meeting** *(Pages 1 - 4)*

To confirm the minutes of the meeting held on 22 February 2012. (Copy attached)

3. **Declarations of Interest**

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

4. **Chairman's Announcements**

5. **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of the agenda no later than 5pm on **Wednesday 29 February 2012**. 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. **Under 25 Year Olds in the Wiltshire Council Workforce - Workforce Analysis and Recruitment Schemes and Initiatives** *(Pages 5 - 12)*

A report by the Service Director, HR & OD is attached.

7. **Personal Use of Council Mobile Phones and Smartphones** *(Pages 13 - 18)*

A report by the Service Director HR & OD is attached.

8. **Review of Overtime Policy** *(Pages 19 - 24)*

A report by the Service Director HR & OD is attached.

9. **Quarterly Workforce Measures - Delivering the Business Plan - Quarter ended 31 December 2011** *(Pages 25 - 30)*

A report by the Service Director HR & OD is attached.

10. **Date of Next Meeting**

To note that the next meeting is scheduled to be held on Wednesday 9 May 2012, starting at 10.30am.

11. **Urgent Items**

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

PART II

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

None

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STAFFING POLICY COMMITTEE

DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 22 FEBRUARY 2012 AT ORKNEY ROOM, 2ND FLOOR, COUNTY HALL EAST WING, TROWBRIDGE.

Present:

Cllr Allison Bucknell (Chairman), Cllr Rod Eaton, Cllr Francis Morland, Cllr Bill Moss (Substitute), Cllr John Noeken, Cllr Mark Packard, Cllr Jane Scott OBE and Cllr John Smale.

13. Apologies for absence

An apology for absence was received from Cllr Mike Hewitt, (who was substituted by Cllr Bill Moss) and Cllr Jon Hubbard.

14. Minutes of Previous Meeting

Resolved:

To confirm and sign the minutes of the Committee meeting held on 11 January 2012.

15. Declarations of Interest

There were no declarations of interest.

16. Chairman's Announcements

There were no Chairman's announcements.

17. Public Participation

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

18. Pay Policy Statement

The Committee received a report by the Service Director HR & OD which had been prepared for consideration by Council on 28 February 2012. This Committee was being asked to consider it and make any representations to Council. Members noted that the salary threshold figure referred to in the executive summary report was incorrect; the figure should read £58,200 (and not £52,800 as printed).

It was noted that under chapter 8 of the Localism Act 2011 every local authority needed to prepare a pay policy statement for the financial year 2012/13 and each subsequent financial year.

Resolved:

To recommend to Council, in order to comply with the Council's responsibility, to approve:-

(1) The pay policy statement, as set out in appendix 1 to the report, subject to the following amendments:-

(a) To include an explanation of Soulbury staff (as referred to in para 4) in the Definitions section towards the end of the draft Pay Policy Statement.

(b) Para 33 to read as follows:-

It is the council's policy that Hay graded employees are subject to a performance appraisal each year. If the performance is measured as satisfactory, an increment may be awarded (subject to *point 30.* above). If the performance does not meet the required standard an increment may be withheld.

(c) Para 34 to read as follows:-

For GLPC graded employees, increments are awarded automatically to the maximum of the grade (subject to *point 31.* above) unless formal proceedings are taking place under the Improving Work Performance Policy.

(d) Para 35 to read as follows:-

The Council does not offer a bonus or *honorarium scheme* to any employee.

(e) Para 45 to read as follows:-

All employees with a contract of employment of 3 months or more are entitled to join the *Local Government Pension Scheme*.

- (2) Publication of senior staff salaries with a threshold of £58,200, along with job descriptions, budget responsibilities and numbers of staff, it being noted that individual members of staff would be asked to consent for their names to be included.**

19. **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 9.30 - 9.50 am)

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

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

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WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

7 March 2012

Under 25 Year Olds in the Wiltshire Council Workforce - Workforce Analysis and Recruitment Schemes and Initiatives

Purpose of Report

1. To outline information relating to under 25 year olds in the Wiltshire council workforce and to highlight the schemes and initiatives run by the council to encourage greater representation of this group.

Background

2. At the meeting on 23rd November 2011 the Staffing Policy Committee considered a report on Equality and Diversity. Following this item members requested a further paper providing analysis on the under 25's within the authority with particular focus on:
 - the number of leavers under the age of 25
 - reasons for their departure
 - length of service
 - the recruitment and retention initiatives in place
3. This report presents data provided by the HR Information Team, HR Policy and Reward Team and the Economy and Enterprise Team.

Main Considerations for the Council

Workforce Analysis

4. As at the 31st December 2011, 6.7% of the Wiltshire Council workforce are in the 'under 25s' category. (Not including casual contracts).
5. During the 2011 staff survey, 23% of under 25's were analysed to be fully engaged with the authority compared to 18% across the entire workforce. This was second highest after the 65+ year olds age group of which 27% were analysed as fully engaged.
6. Benchmarking data from 7 other local authorities show that Wiltshire Council has the highest percentage of under 25's in its workforce. The remaining authorities (other than Surrey) have figures of 4% and under. In addition, it should be noted Wiltshire Council surpasses the rate provided by DLA Piper. (Ave 44 authorities) See Table 1 below.

Authority	% under 25
Buckinghamshire	2.7%
East Sussex	3.6%
Hampshire	3.3%
Hertfordshire	3.1%
Kent	5.6%
Oxford	3.7%
Surrey	5.0%
DLA (average of 44 authorities)	4.4%
Wiltshire	6.7%

7. Table 2 illustrates the trend in the number of under 25's within the Wiltshire Council workforce since 2009. The drop in figures for September 2011 can be explained by the current economic climate and recent service reviews, which have restricted our ability to recruit externally. However the figures increased in December 2011 due to an increase of under 25 new starters (+54) which made up 13% of total new starters year to date in Quarter 3 alone. 44 of the 76 new starters were in Neighbourhood services.

Table 2

Date	% WC workforce under 25
31/03/2009	6.8%
31/03/2010	6.6%
31/03/2011	6.4%
30/09/2011	5.3%
31/12/2011	6.7%

Length of service and Leavers

8. As at the end of December 2011, Wiltshire Council employees who started under the age of 25 had a median length of service that is 1 year longer than the median length seen across all employees.
9. However, when looking at leavers between April and December 2011, employees who started work with the Council when under the age of 25 worked a median of 6 years before leaving the authority compared to 7 years for all other leavers across the council.
10. Retaining employees for the first year of service would appear to be a cause for concern:
- 24% of all leavers that started at WC when they were under 25 years old left the authority with less than one year's service. This compares to only 6% of all other leavers.
 - This is compounded by the fact that 55% of all leavers with less than one year's service were under 25.

11. However, exit interview information and the reasons for leaving stated do provide some rationale for this high level of turnover:
- There were 46 under 25 leavers with less than one year's service. Of these, 26 left due to coming to the end of their contracts. 4 of 5 respondents to exit interviews said they would have liked to have stayed if their contract could have been extended but the possibility of converting to a permanent contract is unlikely in the current climate.
 - There was also 1 dismissal, 1 person moved area, 2 not paid this year, 2 individuals were TUPE'd and 4 others left due to personal reasons
 - Of the remaining 10 leavers, who were leaving for alternative jobs, 7 were part time (average of 0.64 fte) and may have been seeking full time work.
 - The remaining 3 leavers were paid an average of £17,976 which is much lower than the average full time equivalent salary at Wiltshire Council (£23,902). Therefore these employees may have left to seek higher paid work.

Recruitment

12. The figures highlight that when compared with other age groups, the under 25's age group have a low percentage of applicants shortlisted, in relation to the number of applications.
13. From the recruitment data for the six month period from April 2011 to September 2011, 22.5% of applicants were from people under the age of 25. 7.9% of these were shortlisted and 2.0% were successfully appointed.
14. Figures show that the highest percentages of applicants come from the 25-34 year old age bracket, and that these also have the highest percentage being shortlisted and appointed.

Results

15. The workforce analysis results have demonstrated that:
- Although only 6.7% of the Wiltshire council workforce are in the under 25's category, when compared to 7 other authorities, Wiltshire has the highest representation of this group.
 - It appears that the statistics for leaving the council with less than 1 years service are significantly high for the under 25's age group.
 - The most common reasons for leaving in this age group are due to the end of temporary contracts. This significantly contributes to the high number of leavers in this age group.
 - Employees who begin employment with the council whilst in the under 25 age group have a longer than average length of service.
 - Whilst the number of applicants for jobs in the under 25's bracket is relatively high, these are not translating into a proportionate successful recruitment rate.

16. Whilst it can be said that Wiltshire Council faces the same challenges as any other authority, there are clearly some areas for development.

Recruitment Schemes and initiatives

17. Wiltshire Council has a broad suite of schemes and initiatives to address not only attracting under 25's into the workforce in terms of general recruitment, but also in relation to partnership schemes with the Department for Work and Pensions, (DWP), to help address the high numbers of those not in employment, training or education. (NEETS)
18. In addition, The People Strategy, due for launch in April 2012, will include the development of initiatives to tackle the issues of recruiting and retaining under 25's in the workforce.

Internal schemes

Apprenticeship programme

19. Apprenticeships are paid vocational learning opportunities, open to those over 16 years old, covering a wide range of sections including; business administration, leisure, sports management, leadership and coaching, social care, education, vehicle maintenance, etc.
20. Apprentices learn whilst undertaking a role, building up knowledge and skills whilst gaining nationally recognised qualifications and receiving a salary.
21. Depending on the type of apprenticeship, the programme usually runs between 1 and 4 years. Training is funded by the government and scaled down from full funding to no funding depending on age and qualifications.
22. There are 3 levels of apprenticeship:
 - Intermediate Apprenticeships (equivalent to five good GCSE passes at grades A-C)
 - Advanced Apprenticeships (equivalent to two A-level passes)
 - Higher Apprenticeships
23. We currently have 4 teaching assistants and 3 care workers working towards advanced apprenticeships.
24. There is a target of a further 13 placements (totalling 20) to be made by July 2012.

National Graduate Development Programme (NGDP)

25. Managed through Local Government Improvement and Development, the NGDP is a graduate management scheme specifically for local government. Recruitment and selection is managed centrally, while the final selection round for candidates who successfully complete the initial selection process, is held at each participating authority.

26. The scheme offers a two year placement with a local authority involving a minimum of three placements covering strategic, front line and support work. Additionally the National Management Trainees (NMT's) study for the Postgraduate Diploma in Local Government Management through Warwick University, whilst receiving more business-specific development with the host local authority. This programme offers a very comprehensive introduction to local government, creating highly marketable employees.
27. We have been involved in the scheme since September 2004, and have so far successfully hosted 7 National Management Trainees and a further two recruits started with us in October 2010.
28. We currently have 3 graduates on the scheme, who currently work within Research, Performance and Public Protection. We have retained 2 employees from this scheme, one who has become a successful project manager in the Transformation Team, and the second is now a CAM (Community Area Manager).

Work experience – schools/college

29. We promote work experience as a context for lifelong learning by offering unpaid work placements to school/college students, graduate students and those re-entering the workplace, enabling key skills to be gained, and confidence built before applying for permanent employment.
30. Wiltshire Council believes that good work experience should be both engaging and informative, allowing those who undertake such a placement to benefit from new skills and a greater understanding of the roles and responsibilities of that career path.
31. In 2011 we found work experience placements for 37 students, ranging from 13 to 36 years old.

DWP(Dept of Work and Pensions) Initiatives

32. These schemes provide work experience placements within Wiltshire Council and in local businesses. They are particularly significant as they not only show Wiltshire's commitment to addressing the rising number of NEETs within Wiltshire, but also, with regard to Wiltshire Council placements, provide a marketing opportunity to a younger demographic as they focus on the 18-24 age bracket. We currently run or have submitted funding applications to the following:

Work Experience Placements

33. A project aimed at 18-24 year olds, who are unemployed and not in education, who may have had some paid work experience. They are often considered an attractive proposition to the employer as the work experience opportunities under this project are typically 2- 8 weeks, so are considered more meaningful and worthwhile for the employer to engage, yet still at nil

cost to the employer as DWP funded. In some cases DWP will fund the opportunity to last for 12 weeks if it can lead directly into an apprenticeship.

34. We have had one placement start on this scheme, and have three potentially starting in January/February. It has been agreed that we will create a total of 20 placements before the end of March 2012. This has been advertised through The Wire and by approaching line managers who have participated in previous schemes.

Job Centre Plus (JCP) Flexible support fund

35. We have recently gained funding for this project, due for implementation in January, which is aimed at 18-24 year olds from the first day they register with Job Centre Plus, and are not eligible for the previously mentioned work experience programme. (This may be due to barriers including learning difficulties, mental health issues, and long term health conditions.) Wiltshire Council will be supporting 150 customers to overcome their barriers and progress into sustainable employment. This will include mentoring and work experience placements.

DWP Innovation Fund

36. Working across the council and with partners, we are currently scoping a project proposal and funding application to this fund, to improve employment prospects for young people by supporting disadvantaged 14-17 year olds to achieve better employment outcomes, and provide support for people aged 18 and over, to gain employment.

Youth Contract

37. Recently announced, the Youth Contract overall is worth a total of £940 million. Under the Youth Contract, the Government will:
- fund wage incentives of up to £2,275 for 160,000 young people to make it easier for private sector employers to take them on (importantly the young people must be on the Work Programme to be eligible and therefore will have been a JCP customer for at least 9 months already, or if they are defined as 'vulnerable', they will become eligible after 3 months). As with the Future Jobs Fund all employers will be expected to pay at least the national minimum wage. The wage subsidy is open to all businesses, including those that already employ large numbers of young people (like retail and construction) and emerging sectors (like the green economy, creative industries and ICT). Anyone rejecting a subsidised job offer will be required to undertake four weeks' mandatory work activity.
 - offer at least 40,000 incentive payments of up to £1,500 for small firms to take on young apprentices
 - provide extra support from Jobcentre Plus for unemployed 18–24 year olds, with additional advisor time and a careers interview from the National Careers Service after three months on Jobseeker's Allowance (JSA), and with weekly,

rather than fortnightly, signing for all 18-24 year olds from month five (more demanding than the current regime).

- provide an offer of either a work experience or a Sector Based Work Academy place for every unemployed 18–24 year old who wants one after three months on Jobseeker’s Allowance, before they enter the Work Programme (the Government is providing an additional 250,000 places)
 - introduce a further £50m a year programme to target 16- and 17-year-olds who are not in education, employment or training. The scheme will focus on the 25,000 most disengaged young people.
38. Exact figures and details around how Wiltshire Council will be involved are still being developed, however, we will be fully supporting this scheme.

Going Forward

39. This report has demonstrated that compared with other authorities nationally, our representation of under 25’s within the workforce is well placed. We have recently been constrained by the economic climate in terms of external recruitment, but despite this we do have a number of schemes and initiatives either in place or in development, to attract younger people into our work force.
40. We can do more and this is to be addressed in the People Strategy to be delivered in early 2012. Initiatives to be considered will include:
- Career development programmes including clear career pathways
 - Reward/recognition schemes – ways of rewarding high performers
 - Personal development plans
 - Promoting variety of employment opportunities and benefits of working for Wiltshire Council in community – schools/colleges/job fairs/libraries etc
 - Promoting Apprenticeship Programme and Work Experience opportunities within regional schools and colleges. (Economy and Enterprise are promoting 2 events in Chippenham and Salisbury for Apprenticeship week, in early February 2012, for business, young people and providers)
 - Working proactively with external partners e.g. Job Centre Plus
 - Developing a graduate placement scheme in partnership with local universities to enable students to complete a year in industry as part of their degree course. A version of this scheme has been in place in HR for 4 years, and the 4 graduates who have completed a placement have been retained in permanent and temporary roles.

Environmental Impact of the Proposal

41. None

Equalities Impact of the Proposal

42. No negative impacts have been identified.

Risk Assessment

43. None

Options considered

44. None

Recommendation

45. The Committee is asked to note the analysis of the under 25's within the Wiltshire workforce; and
- a) to recognise Wiltshire Council's position in a national context.
 - b) to recognise the impact of the current economic climate and recent reorganisation on the volume of external recruitment.
 - c) to recognise the schemes and initiatives in place to encourage improved recruitment and engagement with this age range.
 - d) to support the ambitions of the people strategy to develop initiatives to improve the under 25's representation in the workforce.

Barry Pirie
Service Director
HR & OD

Report Author: Rebecca Williams, Human Resources Policy & Reward team

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

7 March 2012

Personal Use of Council Mobile Phones and Smartphones

Purpose of Report

1. This report presents a new policy covering the use of Wiltshire Council issued mobile phones and Smart phones

Background

2. There has not been a policy covering the use of mobile phones and Smartphones.
3. Employees have been required to log in and mark any personal calls on a quarterly basis which were then deducted from their salary payment.
4. An audit report raised concerns relating to the non-payment for personal calls by a number of employees amounting to at least £5,000 per annum.
5. In response to this a decision has been made that these devices may not be used to make personal calls.

Main considerations

6. This policy is in line with the code of conduct which states “You may only use the council telephones to make or receive private calls in exceptional circumstances, and with the permission of your manager.”
7. The policy outlines what would be considered exceptional circumstances – i.e. work related incidents which mean that the employee is required to check or change arrangements.
8. There will no longer be any ability for employees to declare or reimburse the council for personal calls.
9. IT will monitor call logs on a “spot check” basis to ensure that employees are not using their council phones to make personal calls.
10. This is a change for employees and may require a lead in time to enable individuals to make alternative arrangements (e.g. purchasing personal phones).

Consultation

11. The unions agreed this policy via the Joint Consultative Committee on 8 February 2012.

Environmental Impact of the Proposal

12. None

Equalities Impact of the Proposal

13. No negative impacts have been identified.

Risk Assessment

14. None

Financial Implications

15. None

Recommendation

16. To recommend that Staffing Policy Committee approve this policy and procedure.

**Barry Pirie
Service Director
HR & OD**

Report Author: Paula Marsh, Human Resources Policy & Reward team

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

Wiltshire Council Human Resources

Use of Wiltshire Council mobile phones and Smartphones

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

What is it?

Wiltshire Council issues mobile phones and Smartphones to employees who are required to make and/or receive work related calls when away from the office as part of their role.

This policy outlines the appropriate use of these devices in relation to their use for personal calls.

Who does it apply to?

This policy applies to all Wiltshire Council employees who have been issued with a mobile phone or Smartphone.

Are there any exemptions?

This policy does not apply to Members as they receive a technology allowance to cover these devices.

What are the main points?

1. The council issues employees with mobile phones or Smartphones for the purpose of making and receiving work related calls.
2. You may only use council issued mobile phones or Smartphones to make or receive personal calls in exceptional circumstances related to your work.
3. Exceptional circumstances may include::
 - where, due to work commitments, you are running late and need to re-arrange personal commitments (e.g. childcare or other caring responsibilities).

- Where you are lone working and need to let someone who is expecting you know you will be late or where you are.
- 4. In these exceptional circumstances you would not be expected to obtain your manager's permission prior to making a call. However you should keep a record of any personal calls made.
- 5. Any other personal calls must be made from a privately owned mobile phone or public telephone.
- 6. There is no facility to make non-emergency calls from your council mobile phone and pay for them at a later date.
- 7. The council has access to records of all calls made from council issued mobile and Smartphones and may make random checks to ensure that users are complying with this policy.
- 8. Any employees found to be making personal calls from a council mobile phone or Smartphone may be subject to the council's disciplinary procedure.

Roles and responsibilities

Employee responsibilities

- 9. To use your council provided mobile phone or Smartphone for work related calls only, except for in those exceptional circumstances outlined above.
- 10. To account for, if required, any calls made on your council provided mobile phone or Smartphone.

Line manager responsibilities

- 11. To ensure that any team members who have a council provided mobile phone or Smartphone are aware of this policy.
- 12. To investigate if it comes to your attention that an employee is making personal calls on their council provided mobile phone or Smartphone

Information Security responsibilities

- 13. To monitor the use of council provided mobile phones and Smartphones, carry out checks as required and highlight any potential inappropriate use.

Frequently asked questions

14. Does this mean that I need to carry two mobile phones, one for work and also a personal one?

Yes, if you want to make personal calls you will need to use a privately owned mobile phone.

15. Can I just use my privately owned mobile phone for work calls?

Where the council has issued you with a work mobile phone or Smartphone it is likely to be inappropriate to use your own mobile phone to make work related calls.

Some reasons for this include:

- A requirement to give out your contact number to service users or external organisations
- No ability to turn your phone off when not in work
- No ability to block personal calls during work time
- No access by Wiltshire Council to call logs

Employees who do not have work mobile phones and need to make occasional work related calls may use their own mobile phone and re-claim the cost of these calls using the [general expense claim form](#), highlighting these calls on your bill.

You should discuss with your manager the most appropriate method for making work related calls. If it is agreed that you will use your own mobile phone you should contact the ICT service desk to arrange return of your council device.

16. If my childcare provider has let me down can I use my work mobile phone to make alternative arrangements?

No, if the arrangements have not been affected by your requirement to work. This is therefore a personal matter unrelated to your work and you should use your privately owned mobile phone to make alternative arrangements.

17. Can I receive personal calls on my council provided mobile phone or Smartphone – e.g. give that number to my partner/children?

Generally personal calls should be received on your privately owned mobile phone and you should not give out your work number to friends

etc.. However brief, occasional personal calls are permitted if there is no other way to contact you.

18. Do I still need to log in each quarter to check my bill?

No, because no personal calls are allowed there is no longer any requirement for employee's to check the mobile phone or Smartphone bills.

19. Does this policy also apply to other council telephones (desk phones, phones installed for home workers etc.)

As outlined in the [code of conduct](#) you may only use other council telephones to make or receive private calls in exceptional circumstances, and with the permission of your manager.

Advice and guidance

If you require help in accessing or understanding this policy you should contact your line manager or trade union representative if you are a member.

If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you.

See [guidance for managers – giving advice on policies](#).

Further information

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

- Code of Conduct
- Behaviours Framework

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

Policy author	HR Policy and Reward Team – PM
Policy implemented	DD-MM-YYYY
Policy last updated	15-02-2012

WILTSHIRE COUNCIL

STAFFING POLICY COMMITTEE

7 March 2012

Review of Overtime Policy

Purpose of Report

1. This report presents an updated overtime policy with minor changes to reflect the changes to the council's organisational structure.

Background

2. The key elements of the overtime policy, which are both nationally (grades A-H, up to spinal point 28) and locally (grade I and above, spinal point 28 and above) negotiated, have not changed.
3. The current policy requires overtime for employees on grade I and above to be agreed by the Director of Resources. This post no longer exists in the new corporate structure

Main considerations

4. In agreement with the section 151 officer we have moved responsibility for agreement of overtime claims for employees on grade I and above to service director level.
5. The policy has been put into the new HR policy format and some minor wording changes have been made to ensure clarity and consistency between all policies which refer to overtime.

Consultation

6. The unions have agreed the updated policy.

Environmental Impact of the Proposal

7. None

Equalities Impact of the Proposal

8. No negative impacts have been identified.

Risk Assessment

9. None

Financial Implications

10. None

Recommendation

11. To recommend that Staffing Policy Committee approve this updated policy and procedure.

**Barry Pirie
Service Director
HR & OD**

Report Author: Paula Marsh, Human Resources Policy & Reward team

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

Wiltshire Council Human Resources

Overtime policy

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

What is it?

This policy outlines the payments made by Wiltshire Council to employees who work overtime at the request of their manager.

Different arrangements apply for employees on Grades A-H (spinal point 5 – 28) and those on Grades I (SCP 28) and above.

Who is covered by this policy?

This policy applies to all Wiltshire Council employees (with the exception of staff employed in locally managed schools).

What are the main points?

1. All overtime must be agreed in advance with your supervisor or manager and may not be claimed retrospectively.
2. If you participate in the flexitime scheme you cannot record overtime during flexitime scheme operating hours. Instead this should be recorded as credit in line with the council's [flexitime policy](#).
3. Generally employees on Grade I and above will record additional hours worked outside of the flexitime scheme as TOIL, as outlined in the council's [time off in lieu policy](#). Overtime will only be paid to employees on Grade I and above in exceptional circumstances.

Employees on Grades A-H (spinal point 5 – 28)

4. Overtime will only be paid for complete half hours worked. You cannot claim less than 30 minutes overtime.
5. Only hours worked on the request of your supervisor or manager, beyond a 37 hour standard week, will attract overtime rates.

6. If you are contracted to work less than 37 hours per week you will receive your basic hourly rate for any hours worked, during the normal working pattern for the post, up to 37.
7. All hours worked on a Sunday, equivalent rest day or bank holiday (where these are not part of the normal working pattern for your post) will be paid at overtime rates.
8. Overtime rates are:
 - Double time for working on a Sunday or equivalent rest day (for staff whose normal working week includes Sunday), or on a bank holiday;
 - Time and a half at any other time
9. Contracted overtime will be paid at your normal hourly rate.

Employees on Grade I or above

10. An additional payment may be made to recognise overtime worked by employees on Grade I and above subject to the following criteria:
 - The circumstances are exceptional;
 - The requirement to work additional hours is planned in advance and a business case clearly demonstrating that it is in the interest of the authority is agreed by the relevant corporate director;
 - Proper control in determining the extent of additional hours is exercised
11. Where the above criteria are met the relevant corporate director must approve the payment.
12. The payment will be calculated as the maximum salary point of Grade H (SCP 28) at time and a half, for 80% of the additional hours worked. See **calculation example**.
13. Claims must not exceed an additional 10 hours per week (averaged over a 4 week period).

Employee responsibilities

14. To be aware of the [working time regulations](#) and take responsibility for ensuring that you take required breaks and do not exceed working hours.

15. To accurately complete the **overtime claim form** and submit it your manager. You should be aware that “over claiming” will potentially be treated as misconduct.

Line manager responsibilities

16. To ensure that all overtime has been agreed in advance.
17. To ensure that any overtime authorised is in the interests of the council and that the benefit outweighs the costs.
18. To review and confirm any **overtime claim forms** and forward them to the HR & Payroll administration team in line with payroll cut-off dates
19. To obtain corporate director approval for any overtime payments made to employee on grade I or above.

Frequently asked questions

Advice and guidance

If you require help in accessing or understanding this policy you should contact your line manager or trade union representative if you are a member.

If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you.

See [guidance for managers – giving advice on policies](#).

Further information

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

Policy author	HR Policy and Reward Team - PM
Policy implemented	
Policy last updated	22-02-2012

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QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

Delivering the Business Plan - Quarter ending 31st December 2011.

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- Wiltshire Council figures exclude Fire, Police and Schools:
 - **Headcount** = Number of positions that are filled, not individual people.
 - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels.
- “**Annualised**” means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- “**YTD**” means year to date i.e. all reportable information since April 2011 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2,930. Based on last year’s turnover rate (11.7%) we could estimate that 617 employee’s will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.
- **% <1 year turnover rate**: The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- **Redundancy figures** relate to all redundancies made not just those as part of major service reviews.
- The percentage of **total vacancies filled by internal appointment** and the percentage of **management posts filled by internal appointment** in the Workforce Information section were unavailable this quarter due to changes in recruitment systems from Tribal to Lumesse TalentLink with effect from 1st December 2011. These figures will be available for the next quarter.
- The **sickness measure** given is an estimate of the number of FTE days that each FTE will take over 12 months based on the number of working days lost from April to the end of the quarter.

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or Paul.Rouemaine@Wiltshire.gov.uk

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

WILTSHIRE COUNCIL (excl. schools) Quarter ended: **December 2011**

Management Information Team Observations:

- During this quarter, WC's (Wiltshire Council) headcount has increased to 5377 (+5.6%), and the FTE increased to 4077 (+2.0%).
- Neighbourhood Services has seen the greatest increase in the number of staff this quarter – increased by 47 to 530 contracted FTEs. An extra 17.7 FTEs within Leisure are now being included due to having transferred to variable contracts. There were also 52.1 FTE new starters in the Leisure service area this quarter; 42.6 FTE on permanent appointment contracts and 3.6 FTE on variable contracts whilst the remaining 5.9 FTEs were recruited on fixed term or temporary contracts. There were 50.2 FTE new starters in Waste Management services; these were all transfers for agency staff on to WC permanent contracts. There were also 16 FTE new starters in Highways and Streetscene South.
- The ratio of managers to employees has remained constant at 1:8. The Service Directorate with the highest ratio of managers to employees is the Workplace Transformation Programme Team with a ratio of 1:17.
- The FTE of managers has increased this period by 12 to 624. Neighbourhood Services saw the biggest increase in managers of 4.7 FTE linked to the increase above.
- An unexpected decrease took place in sickness levels this quarter, 7.8 FTE days per FTE (-0.5 days). This is opposite to the change that occurred for the same time last year when sickness rates increased by 0.3 days (8.4 to 8.7 days). This decrease appears to be due to the increase in FTE with the new employees currently having low sickness rates.
- The highest levels of sickness were observed in DCS Adult Care Operations at 14.1 days per FTE.
- The Policy, Research, Comms. and Corp. Prog. Office service directorate and Human Resources & OD have the lowest levels of sickness at 2.5 and 3.4 days per FTE respectively.
- Stress/Depression/Mental Health/Fatigue reasons continue to account for the highest recorded days lost (21.5%).
- Health and safety incidents per 1000 employees have continued to decrease and are still below the local authorities' median of 5.9.
- The YTD annualised voluntary turnover levels have decreased this quarter to 8.3% (-1.6%). Only two services saw an increase in voluntary turnover this quarter. The highest levels of turnover were observed in Children and Families Social Care at 13.8% (This, however, is 3.8% lower than last quarter) and DCS Adult Care Operations at 11.8% (This, however, is 2.7% lower than last quarter) respectively.
- Disciplinary and grievance cases for this quarter remain below the benchmarking local authorities median levels.
- The ratio of starters to leavers has decreased this quarter to 1:0.8. This quarter, Finance showed the largest ratio of 1:14.2 as they had 14.2 FTE leavers this quarter, (12.5 FTE of these were due to TUPE transfers) and only 1 FTE new starter. Waste, Neighbourhood services, Business services, children and families, development services and law and governance had more starters than leavers this quarter.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

- The cost of sick pay (YTD) is £1,728,857 which equates to £2,305,143 when annualised. Due to WC having lower sickness rates this annualised cost is now £92,844 below the cost that would be expected for an organisation of this size (based upon the median sickness rate seen across local government)
- Despite the increase in FTE, the annualised pay bill still saw a reduction due to the individuals starting (who predominately are on low paid variable contracts) not costing as much as those who left (who predominately were temporary or permanent staff). Agency spend also saw a reduction as employees were moved onto Wiltshire Council contracts.
- WC continued to make a saving from the organisational pay bill due to employees changing their hours, £157,236.96 during this quarter.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

Staffing levels		
Measure	WC	Change since last period
Relating to Quarter (unless stated)		
Headcount (as at end of period)	5377	+285 (+5.6%)
FTE (as at end of period)	4077	+79 (+2.0%)
FTE change due to TUPE transfers in vs. out	82.3	+78.6
FTE change due to employee hour changes	-6.13	+6.48
Ratio of starters to leavers (FTE)	1:0.9	1:1.9 (last period)

"Full Time Equivalents" which take into account actual working hours to show accurate staffing levels

Part of the FTE/HC change above may be explained by these measures

How many starters we have had for every one leaver

Workforce Information		
Measure	WC	Last period
Ratio of managers to employees	1:8	1:8
% Exit questionnaires completed (YTD)	13%	17%
% of total vacancies filled by internal appointment - year to date	n/a	53%
% management posts filled by internal appointment - year to date	n/a	88%
FTE of managers	624	612
Number of redundancies made during quarter	23	74

The % of posts filled by an internal candidate

The % of leavers who completed an exit interview

The FTE of people management posts

The percentage of absences that last for over 20 days (deemed to be long term)

Sickness Absence		
Measure	WC	Last period
Working days lost per FTE (ytd annualised)	7.8 days	8.3 days
% of total absences over 20 days (ytd)	44.3%	48.1%

The number of RIDDOR incidents that have occurred. <http://www.hse.gov.uk/riddor/riddor.htm>.

Health and Safety		
Measure	WC	Last period
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	2.5	2.7

Disciplinary and Grievance Cases

Measure	WC	Last period
New disciplinary cases per 1000 employees (annualised)	5.7	4.7
New grievance cases per 1000 employees (annualised)	3.7	2.4

The number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one year's service.

Voluntary Staff Turnover		
Measure	WC	Last period
% staff turnover (ytd annualised)	8.3%	9.9%
% <1 year turnover rate (ytd annualised)	13.1%	30.5%
Average leavers' length of service	10.4 years	9.3 years

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This section gives you information relating to your workforce costs:

Employees paid over £50,000 basic salary		
Measure	WC	Last period
% of headcount (above) paid over £50,000 annual salary	2.07%	2.10%
% of headcount (above) paid over £100,000 annual salary	0.07%	0.10%
% of headcount (above) paid over £150,000 annual salary	0.00%	0.02%

Why this is important: Regulation 4 of the accounts and Audit (amendment no.2) introduces a new legal requirement to increase transparency and accountability in local government. We now need to disclose the names and data for individuals earning over £50,000 and therefore we should be looking to keep these figures as low as possible.

Employee costs		
Measure	WC	Last period
Relating to Quarter (unless stated)		
Total paid in salaries to contracted employees (annualised)	£108,468,976.76	£114,767,585.60
Total paid in salary to casual employees (annualised)	£3,264,851.76	£2,843,603.32
Total salary pay (annualised)	£111,733,828.52	£117,611,188.92
Total paid to Agency workers	£2,206,462.83	£2,485,377.78
Median employee basic salary (as at end of period)	£19,126.08	£19,126.08

Additional financial information		
Measure	WC	Last period
(If the figure is a negative a saving has been achieved)		
Cost of sick pay (ytd)	£1,728,857.42	£1,073,539.93
Cost/saving of employee hour changes (during period)	£157,236.96	£194,098.68

The cost or saving made by employee's changing the hours they work

Why this is important: Sick pay amounted to £2,900,000 across Wiltshire Council during the 2010-11 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

BENCHMARK DATA

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as “large” (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

Sickness Absence			
Measure	Local Authorities Median	Local Authorities lower Quartile	Private Sector Median
Working days lost per FTE	9.9	8.7 (lower q.)	5.7
Average length of absence (FTE days)	5.8	4.9	3.5
% of absences over 20 days	55%	42%	40.5%

Health and Safety			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	5.9	2.8	8.0

Voluntary Turnover			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	7.0%	5.6%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a

Disciplinary and Grievance Cases			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	9.2	5.0	44.8
No. of grievance cases per 1000 employees	3.8	2.8	6.4