

# AGENDA

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**Meeting:** STAFFING POLICY COMMITTEE  
**Place:** Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Wednesday 4 March 2015  
**Time:** 10.30 am

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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](mailto:roger.bishton@wiltshire.gov.uk)

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## Membership:

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

Cllr Jane Scott OBE  
Cllr Stuart Wheeler  
Cllr Bob Jones MBE  
Cllr Graham Wright

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## Substitutes:

Cllr Mark Packard  
Cllr Tony Trotman  
Cllr Peter Evans  
Cllr Bill Moss  
Cllr Fleur de Rhé-Philipe

Cllr Desna Allen  
Cllr Nick Blakemore  
Cllr Stephen Oldrieve  
Cllr Jeff Osborn  
Cllr Ernie Clark

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## **PART I**

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

1 **Apologies for absence**

2 **Minutes of Previous Meeting** *(Pages 5 - 10)*

To confirm the minutes of the meeting held on 7 January 2015. (Copy attached)

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

#### Statements

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

#### Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of the agenda (acting on behalf of the Corporate Director) no later than 5pm on **Wednesday 25 February 2015**. 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 **Shared Parental Leave Policy & Procedure** (Pages 11 - 34)

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

7 **Staff Survey Results and Launch of Learning and Performance Management System (LMPS)**. (Pages 35 - 40)

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

8 **Date of Next Meeting**

To note that the next meeting is scheduled to be held on Wednesday 6 May 2015 at County Hall, Trowbridge, starting at 10.30am.

9 **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**

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**DRAFT MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON  
7 JANUARY 2015 AT COUNCIL CHAMBER - COUNTY HALL, TROWBRIDGE  
BA14 8JN.**

**Present:**

Cllr Allison Bucknell (Chair), Cllr Mike Hewitt, Cllr Jane Scott OBE, Cllr Stuart Wheeler,  
Cllr Bill Moss (Substitute) and Cllr Bob Jones MBE

**Also Present:**

Cllr Peter Evans

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**1 Apologies for absence**

Apologies for absence were received from Cllr John Smale (who was substituted by Cllr Bill Moss), Cllr David Jenkins, Cllr David Pollitt and Cllr Graham Wright.

**2 Minutes of Previous Meeting**

**Resolved:**

**To confirm and sign as a correct record the minutes of the previous meeting held on 9 July 2014.**

**3 Declarations of Interest**

There were no declarations of interest.

**4 Chairman's Announcements**

There were no Chairman's announcements.

**5 Public Participation**

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

**6 Pay Policy Statement**

The Committee received a report by the Associate Director, People & Business, which presented the updated Pay Policy Statement which required approval prior to agreement by Council on 3 February 2015 and publication on the Council's website.

It was noted that under chapter 8 of the Localism Act 2011, every local authority had to publish a pay policy statement for each financial year. Wiltshire originally published its pay policy statement in February 2012 and an updated policy was now required to be published on the Council's website by 1 April 2015.

The Committee noted that the policy had been updated to include:

- A revised introduction setting the context of the Council.
- Information about the overtime policy and standby and callout policy.
- Updated total number of Council employees and latest pay ratios.

It was drawn to the Committee's attention that from 2015 no Hay graded officers would receive the JNC pay award but instead an annual review of the pay scales would take place to ensure that they were aligned with the market median pay. It was the Council's policy to pay the median market rate for the job and aim to ensure that the pay scales for hay posts were sensitive to labour market pressures. Attention was drawn to difficulties that were being experienced in recruiting staff to various shortage professions, such as social workers, solicitors and planning officers. It was appreciated that this was a national problem and it was noted that attempts made locally to attract personnel to these specialties were generally used by other authorities.

After some discussion,

**Resolved:**

- (1) To approve the draft Pay Policy Statement which would be presented to Council at its meeting on 24 February 2015 for agreement after the budget figure had been reviewed and updated.**
- (2) To request a presentation at the next Committee meeting due to be held on 4 March 2015 on the problems associated with the shortage of key workers, such as social workers, solicitors and planning officers, together with a short report to be considered at that meeting setting out suggestions on how to attract and retain these key personnel.**

**7 Revised Overtime Policy**

Consideration was given to a report by the Associate Director, People & Business together with a draft revised Overtime Policy for agreement.

It was noted that the current overtime policy had different arrangements for employees depending on their grade whilst there was currently no provision for Hay graded employees to claim overtime payments. It had been discovered that this policy had been applied inconstantly with some part time employees being paid overtime rates instead of additional hours if they were required to work on a Sunday, equivalent Sunday or a Bank Holiday. Feedback from managers had indicated that a higher rate was required for all staff for these unsocial hours in order for service delivery to be maintained.

Additionally, it was noted that county wide events and major incidents had demonstrated that there was sometimes the need to mobilise a flexible workforce, often where staff were either asked to volunteer to support the Council beyond the normal remits of their roles such as sports events or the Jubilee Festival or as an essential need in an emergency situation such as the floods in December 2013.

After discussion,

**Resolved:**

**To approve the proposed amendments to the Overtime Policy.**

## 8 **Equality and Diversity Update**

A report by the Associate Director, People and Business was received which presented the updated equality and diversity employment monitoring report. It was noted that the Council was required to produce this information annually as part of the Public Sector Equality Duty (PSED) in line with the Equality Act 2010.

It was reported that the report was updated to include information about the development of the corporate equality and diversity steering group, the setting of equality objectives and information about maternity returner rates. Data on sex, disability, ethnicity and age in relation to the current workforce, leavers and applicants for employment was currently being collected, monitored and published.

During discussion, Members referred to the employment of young people and apprentices and recorded their complete support for the increased engaging of such valuable people. They enquired what further measures were being used to promote the various schemes. It was explained that every opportunity was being taken to publicise the benefits that young graduates and apprentices brought to the Council and that measures were being taken to promote an increasing use of the national and internal graduate and also apprenticeship training schemes.

**Resolved:**

- (1) To note the contents of the report.**
- (2) To request a report to a future meeting of this Committee on the various schemes that had been developed to encourage young people to seek employment by the Council.**

**9 Developing the Business Plan - September Quarter 2014**

The Committee received a quarterly workforce report, excluding fire, police and schools staff, for the quarter ending September 2014, concerning:-

Staffing Levels  
Sickness Absence  
New Health & Safety RIDDOR related injuries  
New Disciplinary and Grievance Cases  
Voluntary Staff Turnover  
Employee Costs  
Additional Financial Information  
Employee Diversity

During discussion the following points were highlighted:-

- Sickness rates had increased this quarter by 0.1 FTE days to 2.1 days per FTE, this being 0.4 days per FTE less than the benchmark local authority median and 0.1 days per FTE less than the July – September 2013 quarter. The highest levels of sickness this quarter occurred in the Waste & Environment and Adult Social Care Services at 4.5 and 3.5 days per FTE respectively, these being the only areas that were above the benchmark figure for local government; all other service areas were under the benchmark figure.
- The cost of sick pay had reduced this quarter by £16,133 to £568,032. Although the sickness absence rate had slightly increased this quarter, this could be explained by the fact that sickness had decreased significantly in both Finance & Commissioning and Performance & School Effectiveness.
- The voluntary turnover rate had increased to 3.4% this quarter, an increase of 1.1%, this being 1.6% above the benchmark rate for local government. 35.5% (61) of all voluntary leavers had resigned for alternative employment other than with a local authority, this being an increase of 23 resignations.

**Resolved:**

**To note the contents of the report.**



10 **Date of Next Meeting**

**Resolved:**

**To note that the next meeting of this Committee was scheduled to be held on Wednesday 4 March 2015, to be held in the Kennet Room at County Hall, Trowbridge, starting at 10.30am.**

11 **Urgent Items**

There were no items of urgent business.

(Duration of meeting: 10.30 - 11.25 am)

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

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## WILTSHIRE COUNCIL

### STAFFING POLICY COMMITTEE 4 March 2015

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## **SHARED PARENTAL LEAVE POLICY AND PROCEDURE**

### **Purpose of Report**

1. This report presents a shared parental leave policy and procedure, which sets out the arrangements for staff and managers for making and processing requests for shared parental leave in line with the statutory regulations. The shared parental leave policy is linked to the maternity and adoption policies and procedures.

### **Background**

2. The Shared Parental Leave Regulations came in to force on 1 December 2014 and enables eligible parents to choose to share the maternity/adoption leave and pay of a mother/primary adopter as shared parental leave (SPL) if they wish.
3. The aim of shared parental leave is to enable parents/partners to share leave and pay in a more flexible way in the year after their child's birth or placement for adoption for the purpose of carrying out the main caring responsibilities for that child.
4. Shared parental leave applies to parents of children who are expected to be born or to be placed for adoption on or after 5 April 2015.

### **Main Considerations for the Council**

5. The shared parental leave policy has been put together to reflect the statutory regulations.
6. The current maternity and adoption schemes remain available to eligible employees.
7. Under the statutory regulations, eligible parents are entitled to statutory shared parental leave pay (ShPP) where the mother/primary adopter has a remaining entitlement to statutory maternity pay (SMP) or statutory adoption pay (SAP) to share. Employees are reminded in the policy to check their entitlement to occupational pay under the maternity and adoption policy and give careful consideration to any financial implications and timings relating to taking shared parental leave.
8. Linked to the introduction of shared parental leave, the government are also abolishing the right to take up to 26 weeks' additional paternity leave and it will only remain available for fathers and partners of mothers of children due

on or before 4 April 2015, or adoptive parents of children who are placed for adoption.

9. The issue of sickness entitlement during shared parental leave is still being looked in to and will be added to either the policy or faq's when information is available. There may be other minor potential changes required to the policy as further clarification of the statutory regulations becomes available and the scheme comes in to operation and as administrative processes are developed.
10. The shared parental leave policy will be supported by a toolkit of additional information including flowcharts, forms and letters.
11. In developing the policy and procedure key stakeholders were consulted including the manager stakeholder panel, legal, the trade unions and operational human resources teams. An equality analysis panel is due to take place on 25 February 2015.

### **Environmental Impact of the Proposal**

12. None.

### **Equalities Impact of the Proposal**

13. An Equalities Impact Assessment is due to take place on 25 February.

### **Risk Assessment**

14. There may be some additional costs to the council as a result of partners taking shared parental leave.

### **Options Considered**

15. None.

### **Recommendation**

16. That Staffing Policy Committee approve publication of the policy as presented.

**Barry Pirie**  
**Associate Director**  
**People and Business**

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Report Author: Catherine Coombs, Human Resources Policy & Reward team

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

## Wiltshire Council Human Resources

### Shared Parental Leave

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

#### What is it?

This policy sets out the arrangements for eligible employees who wish to take shared parental leave (SPL). SPL is a statutory entitlement which enables parents/partners to choose to share the leave and pay of a mother/primary adopter in the year after their child's birth or placement for adoption for the purpose of carrying out the main caring responsibilities for the child that the SPL and pay relate to.

#### Go straight to the section:

- [Who does it apply to?](#)
- [When does it apply?/when does it not apply?](#)
- [What are the main points?](#)
- [Shared parental leave](#)
- [Qualifying for shared parental leave](#)
- [Shared parental pay](#)
- [Qualifying for shared parental pay](#)
- [Starting shared parental leave](#)
- [Notification of shared parental leave](#)
  - [Early discussions with your manager](#)
- [Notices required for shared parental leave](#)
  - [Notice 1- Maternity/adoption leave curtailment notice](#)
  - [Withdrawing a curtailment notice](#)
  - [Notice 2 - Notice of entitlement and intention](#)
  - [Variation or cancellation of notice of entitlement and intention](#)
  - [Notice 3 - Period of leave notice](#)
  - [Discussions with your manager](#)
- [Limit on number of requests for leave](#)
- [Responding to an SPL notification of leave](#)
- [Varying or cancelling periods of booked SPL](#)
- [Working during shared parental leave \(SPLIT days\)](#)
- [Contact during shared parental leave](#)
- [Returning from shared parental leave](#)
- [Early Births](#)
- [Death of the child before or during birth, or within the first year](#)
- [Contractual rights during shared parental leave](#)
- [Child care vouchers](#)

- [Annual leave and bank holidays](#)
- [Pension scheme](#)
- [Employees who decide not to return](#)
- [Additional unpaid leave](#)
- [Right to request flexible working](#)
- [Roles and responsibilities](#)

### **Who does it apply to?**

This policy applies to all Wiltshire Council employees (with the exception of teaching and non-teaching staff employed in locally managed schools) including employees on TUPE terms and conditions prior to 1 December 2014.

This policy may not apply to employees on TUPE terms and conditions who transferred after this date. These employees should refer to their terms and conditions of employment which applied on transfer.

### **When does it apply?**

Shared Parental leave applies to parents of children who are expected to be born or to be placed for adoption on or after 5 April 2015. One or both of the parents may work for the council but both parents must be eligible for SPL to apply. SPL and shared parental pay (ShPP) must be taken between the baby's birth and first birthday (or within 1 year of adoption).

### **When does it not apply?**

SPL will not apply to those parents who do not meet the eligibility criteria.

### **What are the main points?**

The intention of SPL is to allow parents/carers to be more flexible over how they decide to share childcare between them during the first year of their child's life or first year of adoption.

The maternity and adoption schemes will continue to be available to all eligible employees.

Shared parental leave will be created where an eligible mother or primary adopter chooses to bring their maternity or adoption leave to an end early. The untaken weeks of maternity or adoption leave can be taken as shared parental leave if the mother/primary adopter or their partner is eligible for this – up to a maximum of 50 weeks (calculated as 52 weeks minus 2 weeks of compulsory maternity/adoption leave for the mother/primary adopter).

Statutory shared parental pay (ShPP) will be available where an eligible mother or primary adopter chooses to bring their maternity or adoption pay or maternity allowance to an end early. The untaken maternity or adoption pay or maternity allowance will become available as statutory shared parental pay – up to a maximum of 37 weeks (calculated as 39 weeks minus 2 weeks of compulsory maternity/adoption leave for the mother/primary adopter)

In contrast to maternity/adoption and paternity leave, eligible employees will be able to stop and start their SPL and return to work between periods of leave. Both parents will also be able to take SPL at the same time.

This policy applies to employees of Wiltshire Council only and is based on the statutory SPL regulations 2014. The entitlement to SPL is dependent on both parents meeting the eligibility criteria and requirements of the statutory SPL regulations. If one of the parents is employed by another organisation it is essential that they refer to that organisation's SPL policy and ensure that they comply with this (including the requirement to submit separate notices to the organisation they are employed by) and the requirements of the statutory SPL regulations.

### **Shared Parental Leave**

1. The entitlement to SPL is 50 weeks which can be shared between both parents providing you are both eligible and comply with the notification procedures. The amount of entitlement to SPL will reduce in line with any maternity/adoption leave that has been taken prior to SPL.
2. The current 2 week period of compulsory maternity leave and compulsory adoption leave will continue to be reserved for the mother after the birth of the baby or in the case of adoption the primary adopter.
3. SPL is only available to two people (referred to in this document as the 'parents'). These two people are the birth mother/primary adopter (who is eligible for maternity/ adoption leave and/or pay) and a partner who is:
  - The child's father or
  - The mother/primary adopter's spouse or civil partner or
  - The mother/primary adopter's partner who is living with the mother/primary adopter and child in an enduring relationship. This does not include the mother's child, parent, grandchild, grandparent, sibling, aunt, uncle, niece or nephew etc

SPL is inclusive of same sex partners.

4. SPL and pay will also be available to you if you are the intended parents in surrogacy arrangements who qualify for statutory adoption leave and/or pay.
5. You can take SPL as continuous or discontinuous blocks but leave must be taken in multiples of complete weeks (5 working days).
6. SPL must end no later than one year after the birth/placement of the child. Any SPL not taken by the day before the first birthday or first anniversary of placement for adoption is lost.

### **Qualifying for shared parental leave**

7. Both you and the other parent must meet the eligibility criteria for SPL, whether you work for the council or not. Your right for SPL is not only dependant on you satisfying your eligibility criteria, but is also dependant on the other parent satisfying certain conditions.
8. To qualify for SPL you must meet all the following criteria:
  - the mother/primary adopter of the child must be entitled to statutory maternity/adoption leave or, if not entitled to statutory maternity/adoption leave, they must be entitled to statutory maternity/adoption pay or maternity allowance and in both circumstances must have ended or given notice to reduce any maternity/adoption entitlements;
  - you must still be working for the council at the start of each period of SPL;
  - you must share the primary responsibility for the child with the other parent at the time of the birth or placement for adoption and intend to care for the child in each week that SPL leave and pay is taken;
  - you must pass the 'continuity test' requiring you to have a minimum of 26 weeks' service at the end of the 15th week before the child's expected due date/matching date;
  - the other parent must meet the 'employment and earnings test' requiring them, in the 66 weeks leading up to the child's expected due date/matching date, to have worked for at least 26 weeks and earned an average of at least £30 (this is correct as of 2015 but may change annually) a week in any 13 of those weeks;
  - you must correctly notify the organisation of your entitlement and provide evidence as required.



9. If you are the mother/primary adopter and you are not entitled to maternity/adoption leave but you are entitled to Statutory Maternity Pay (SMP), Statutory Adoption Pay (SAP) or Maternity Allowance (MA), you will not be entitled to take SPL. However, your partner may be eligible for SPL but only if you curtail your entitlement to SMP, SAP or MA. The SPL your partner may be eligible for is calculated by deducting from 52 the number of weeks of SMP, SAP or MA taken by you, as the mother/adopter.

### **Statutory Shared Parental Pay**

10. Where you, as the mother/primary adopter, agree to curtail your entitlement to the 39 weeks of statutory payments available under the maternity and adoption scheme and choose to take SPL, any remaining, untaken weeks, after the date of curtailment, of statutory pay out of the 39 week entitlement under these schemes will become available to you and your partner to share as statutory shared parental pay (ShPP).
11. However, if you are the mother/primary adopter, your entitlement to 2 weeks compulsory maternity leave and pay at the time of the birth and the requirement to take at least 2 weeks of adoption leave prior to curtailment, will reduce the number of week's entitlement to ShPP that can be shared to 37 weeks.
12. ShPP is paid at the basic statutory rate in line with the SPL regulations. If you are the mother/primary adopter you should check your entitlement to enhanced occupational payments under the maternity/adoption scheme and give careful consideration to any financial implications and timings relating to taking SPL.
13. Where you are entitled to receive ShPP you must give at least eight weeks notice in accordance with this policy before receiving any ShPP. The payment of ShPP cannot begin before the correct notices, declarations and evidence has been provided to your manager. This should be included in your notice of entitlement to take SPL.
14. You will need to agree with your manager your entitlement to SPL and how the leave and payments will be shared with the other parent prior to taking leave, and within the timescales set out below. You will need to ensure that the arrangements for leave and pay are co-ordinated with the other parent's employer.
15. Payment of ShPP will be made by the council to employees only. If the other parent works for another employer or they are self-employed,

they will need to make their own arrangements to claim their share of ShPP from their employer or the government.

### **Qualifying for Statutory Shared Parental Pay**

16. To be entitled to ShPP, both parents must meet the eligibility criteria for ShPP in relation to their separate employment, whether both parents work for the council or not.
17. To qualify for ShPP in addition to the qualifying criteria for SPL above you must meet the following criteria:
  - The mother/primary adopter must be entitled to SMP/ SAP or MA and have agreed to reduce their maternity/adoption pay/maternity allowance period. They must have some entitlement to these statutory payments outstanding to share. This should be at least a full week or more.
  - You must have average weekly earnings in the 8 weeks leading up to and including the 15<sup>th</sup> week before the child's expected due date/matching date which are not less than the lower earnings threshold applicable in that week.
  - You must be absent from work on SPL (and intend to care for the child) during each week in which ShPP is paid (apart from in those situations where it is permissible to work e.g. Shared parental leave in touch (SPLIT) days (see below) or working for a different employer who already employed you in the relevant week).
  - You must remain in continuous employment until the first week of ShPP.
  - You must give proper notification as set out in this policy.
18. ShPP average weekly earnings calculations will be recalculated to take in to account any pay rises (including increments, annual pay awards or job re-gradings) which occur during the SPL period (including the unpaid SPL period). Any increase will be backdated to apply from the start of paid SPL.
19. If you are the mother and you are entitled to maternity leave and maternity allowance (not SMP) you may qualify for SPL but you will not be entitled to ShPP. However if your partner satisfies the qualifying conditions for SPL leave and pay and you choose to curtail your entitlement to maternity leave and pay, they would be entitled to take the balance of your maternity leave as SPL and the balance of your maternity allowance as ShPP.

### **Starting shared parental leave**

20. SPL can commence as follows:

- The mother can take SPL after she has taken the legally required two weeks of maternity leave immediately following the birth of the child.
- The primary adopter can take SPL after taking at least two weeks of adoption leave.
- The partner can take SPL immediately following the birth/placement of the child, but may first choose to exhaust any paternity leave entitlements (as paternity leave and pay cannot be taken once any SPL is taken).

Parents are advised to check entitlements under the maternity/adoption/paternity policies prior to making a decision about when to take SPL.

21. If you are the partner of the mother/primary adopter you can take SPL while the mother/primary adopter is still using their maternity/adoption entitlements, where the mother/primary adopter has given notice to curtail their maternity/adoption entitlement and you have submitted the correct notifications outlined in this policy. This also means some mothers/adopters may remain on maternity/adoption leave where they decide that they do not themselves require any further periods of leave but they want to enable the other parent to take SPL.
22. Prior to taking any leave you must complete the notification process including providing the required declarations and evidence as outlined below.
23. Parents can make requests for a variety of different leave patterns through the notification and approval process outlined in this policy. It is possible for requests for SPL to include arrangements where leave is taken at the same time as the other parent and there could be times where both parents return to work between periods of SPL where alternative childcare has been arranged.
24. SPL will generally commence on your chosen start date specified in the details you provide in your leave booking notice, or in any subsequent variation notice (see below "Booking Shared Parental Leave" and "Variations to arranged Shared Parental Leave").

25. You must let your manager know of any changes to your circumstances which may affect SPL including early births asap.

### **Notification of shared parental leave**

26. You must provide relevant notice to be able to take shared parental leave. The notice is made up of three elements, as follows:
- Notice 1 - a "maternity/adoption leave curtailment notice" must be provided by you, as the mother/primary adopter, setting out when you propose to end your maternity/adoption leave (unless you have already returned to work from maternity/adoption leave);and
  - Notice 2 - a "notice of entitlement and intention" this must be completed by both parents, giving an initial, non-binding indication of each period of shared parental leave that you are requesting; and
  - Notice 3 - a "period of leave notice" this must be completed by both parents, setting out the start and end dates of each period of shared parental leave that he/she is requesting.

### Early discussion with your manager

27. Minimum notice periods are set out below; however, the earlier you inform your manager of your intentions the better. This will allow for early discussions about potential leave.
28. The purpose of such a conversation is to allow your manager to get an idea of the type and pattern of leave you may be interested in taking, giving them time to consider how best to accommodate any forthcoming notice to book SPL. It can also be an opportunity to discuss what forms of discontinuous leave patterns could be accommodated.
29. If you have already decided on the pattern of SPL you would take, you can provide more than one type of notice at the same time. For example you could provide maternity leave curtailment notice, notice of entitlement and intention and period of leave notice at the same time.

### **Notices required for shared parental leave**

#### Notice 1- Maternity/adoption leave curtailment notice

30. If you are the mother/primary adopter you must, either return to work before the end of your maternity/adoption leave (by giving the notice required in the maternity/adoption policy. You will still need to give the

eight weeks' notice of SPL if you intend to take SPL) or provide your manager with a maternity/adoption leave curtailment notice at least 8 weeks before either you or your partner intend to take SPL.

31. The maternity/adoption leave curtailment notice must be in writing and state the date on which maternity/adoption leave is to end. The maternity/adoption end date must be:
  - after the compulsory maternity/adoption leave period, which is the two weeks after birth;
  - at least eight weeks after the date on which you gave the maternity/adoption leave curtailment notice to your manager; and
  - at least one week before what would be the end of the additional maternity/adoption leave period.
32. If you are the mother/primary adopter you must provide your maternity leave curtailment notice or declaration that you or your partner will take shared parental leave or pay at the same time as you provide your 'notice of entitlement and intention'.
33. Maternity/adoption leave can be taken at the same time as SPL providing the 'curtailment notice' and 'notice of entitlement and intention' has been completed and returned.
34. If you are the mother/primary adopter and you choose to end your maternity/adoption leave early by returning to work, rather than curtailing your maternity leave, you will not be able to restart your maternity/adoption leave although you may still be able to take SPL subject to eligibility and notice requirements.

#### Withdrawing a curtailment notice

35. If you are the mother/primary adopter, you can withdraw notice curtailing maternity/adoption leave in limited circumstances. The withdrawal of a maternity/adoption leave curtailment notice must be in writing to your manager and may be given only if you have not returned and;
  - it is discovered that neither you nor your partner are entitled to shared parental leave or statutory shared parental pay and you withdraw your maternity/adoption leave curtailment notice within eight weeks of the date on which the notice was given;
  - the maternity/adoption leave curtailment notice was given before the birth of the child and you withdraw your maternity/adoption leave curtailment notice within six weeks of the child's birth; or
  - your partner/other expectant parent has died.

## Notice 2 - Notice of entitlement and intention

36. Both parents, must provide a non-binding notice of entitlement and intention to their respective employers. You must provide this notice to your manager in writing at least 8 weeks before the start date of the first period of shared parental leave to be taken by you.
37. Your notice of entitlement and intention must cover specific information required under the statutory regulations. Please use the notification of entitlement and intention form provided on HR direct to ensure you provide all the required information.
38. Where there is a suspicion that fraudulent information may have been provided or where Wiltshire Council has been informed by HMRC that a fraudulent claim was made, the council will investigate the matter further in accordance with the disciplinary policy and procedures.
39. You will be required to provide the following information if requested by your manager within 14 days of receiving a notice of entitlement and intention:
  - the name and business address of the other parent's employer (where this person is no longer employed or is self-employed their contact details must be given instead)
  - in the case of biological parents, a copy of the child's birth certificate (or, where one has not been issued, a declaration as to the time and place of the birth).
  - in the case of an adopted child, documentary evidence of the name and address of the adoption agency, the date on which you were notified of having been matched with the child and the date on which the agency expects to place the child for adoption
40. In order to be entitled to SPL, you must produce this information within 14 days of your manager's request.

## Variation or cancellation of notice of entitlement and intention

41. Although non-binding, should you become aware of any changes to speculative dates of leave provided in your original notification, you should inform your manager in writing as soon as possible of the proposed changes, along with a declaration signed by the other parent that they agree to the variation.

42. These variations will allow for early discussions with your manager about potential leave patterns.

43. There is no limit on the number of variations of notice of entitlement and intention speculative leave dates that you can make.

#### Notice 3 - Period of leave notice

44. You must provide a written notice setting out the start and end dates of each period of SPL requested in that notice to your manager.

45. A period of leave notice must be given not less than eight weeks before the start date of the first period of shared parental leave requested in the notice. The notice may be given at the same time as a 'notice of entitlement and intention' and can be a request for a continuous period of leave or discontinuous periods of leave.

46. SPL can be taken in either continuous or discontinuous blocks but it must be taken in multiples of complete working weeks and before the child is one or within a year of adoption.

47. *Continuous leave* means taking an unbroken period of leave. For example, this could be a notification for a period of six weeks' leave. Eligible employees have a statutory right to take SPL in this way providing it does not exceed the number of weeks available to them through SPL. The request will be approved, unless alternative dates are agreed, providing the necessary notice has been given.

48. *Discontinuous leave* is a period of leave that is arranged around weeks where you will return to work eg an arrangement where an employee will work every other week for a period of three months.

49. Discontinuous leave is subject to agreement and may either be approved, refused or different dates suggested.

#### Discussion with your manager

50. You may already have had preliminary discussions with your manager about your intentions to take SPL but your manager may arrange to meet you for further discussions at this point, particularly in respect of discontinuous periods of leave, to discuss whether leave can be approved or whether alternative dates can be agreed.

51. Although this discussion should be as informal as possible, you may be accompanied by a workplace colleague, trade union representative or even a personal friend or family member.

#### Limit on number of requests for leave

52. You have an entitlement to a total of 3 notifications of leave requests which are made up of the following types:-
- A notice to book continuous or discontinuous periods of leave that is not withdrawn on or before the 15<sup>th</sup> calendar day following submission.
  - Any notice from you to vary periods of previously arranged and agreed leave.

53. Both parents should ensure that notifications of leave cover the full shared leave entitlement that they have decided to take.

#### **Responding to an SPL notification of leave**

54. All notices for continuous leave will be confirmed in writing.
55. All requests for discontinuous leave will be carefully considered, weighing up the potential benefits to you and to the organisation against any adverse impact to the service.
56. Within 14 calendar days of submitting a notification of leave request you will receive written notification that:-
- it has been approved with confirmation of the start date of SPL, or
  - it has been refused, or
  - alternative dates are suggested.
57. If within the 14 calendar days, no agreement is reached **or** your manager refuses the discontinuous leave notification **or** you have not received a response to a discontinuous leave notification (and you have checked that a response has not been received), the following default provisions will apply:
58. Within 14 calendar days of the original notification:-
- the total amount of leave in the discontinues request must be taken as one continuous block. You will then have to decide whether to take the leave as a continuous block or to withdraw the request.
59. Within 15 calendar days of the original notification:-
- if no agreement is reached, you may withdraw your discontinuous leave notification. You must provide this in writing to your manager within 15 days of the original notification.



- if you do withdraw the request it will not count as one of your three notices to book leave.
  - if you do not withdraw your request, the discontinuous leave notification automatically defaults to a period of continuous leave.
60. Within 19 calendar days of the original notification:-
- you can choose when the continuous leave will commence but it cannot start sooner than eight weeks from the date the original notification was given. You must provide this in writing to your manager within 19 days of the original request.
  - if you do not choose, the start date automatically defaults to the date the requested discontinuous leave would have first started.
61. Each request for discontinuous leave will be considered on a case-by-case basis. Agreeing to one request will not set a precedent or create the right for another employee to be granted a similar pattern of SPL.

#### **Varying or cancelling periods of booked SPL**

62. You may wish to vary or cancel a period of booked leave and will be required to do so in writing as least 8 weeks before the dates you are looking to vary begin.
63. If the variation or cancellation is received less than 8 weeks before the period of leave then it may not be possible for the leave to be varied or cancelled and you would have to take the original request for leave.
64. A notice to vary booked SPL will count as a further notification. Therefore if you had originally agreed the leave as part of your first notice to book SPL, cancelling or varying the leave would count as a second notification, meaning you would only have one more notification to use any remaining leave
65. There may be instances, providing you are in agreement, where your manager proposes a variation to leave, this would not count as a further notification and this should be confirmed in writing.

#### **Multiple Jobs**

66. If you have multiple jobs, and meet the criteria for SPL and/or ShPP in those other jobs, then you can take SPL leave and pay from the other employer as well.

67. If you are the mother/primary adopter and you are entitled to maternity/adoption leave from the council and another employer you must ensure that the curtailment date for maternity/adoption entitlement is the same for both employers. SPL leave and/or pay can only be created if the mother/primary adopter gives all of her employers who are liable to give her maternity/adoption leave or pay notice at the same time. This applies also if you have 2 or more roles with the council.
68. A mother cannot still be on maternity leave in one job and on shared parental leave in another job, because she must curtail all her maternity leave entitlement (from both jobs) for any entitlement to shared parental leave to arise
69. The number of weeks of shared parental leave is calculated by deducting the maximum number of weeks that the mother/primary adopter has taken (i.e. the higher total length of absence, even if it is with different employers) from the 52 week SPL entitlement.

**Working during shared parental leave (SPLIT days)**

70. You can work during SPL on a 'shared parental leave-in-touch' (SPLIT) day without bringing SPL to an end or losing ShPP. This is in addition to the 10 KIT days available to the mother/primary adopter under the maternity or adoption policy ([LINKS](#)).
71. It is possible to work for up to 20 SPLIT days during SPL leave. Working for part of a day will count as one SPLIT day e.g. coming in to work one hour in a day will count as one whole SPLIT day. Both you and your partner are entitled to 20 SPLIT days each.
72. SPLIT days must be agreed by you and your manager and are an optional arrangement on both sides. Managers are not obliged to provide SPLIT days and you do not have to work on such a day if you do not wish to do so. Before a SPLIT day is worked you must discuss with your manager the arrangements and basis on which the SPLIT day would be worked.
73. You will be paid for the actual hours which you work on the SPLIT day at your standard hourly rate. Working on a SPLIT day should not result in you receiving a weekly payment that is lower than the weekly rate of ShPP to which you would have been entitled. ShPP will be offset against SPLIT day payments during the period you are in receipt of ShPP.
74. Please note if you work over the 20 SPLIT days allowance (including any part of a day which counts as one complete SPLIT day) and are in

receipt of ShPP you will lose ShPP for the whole week in which you worked the additional day/s.

75. SPL will not be extended due to the fact that some work has been carried out during this period.
76. If any KIT days have been taken during any period of maternity/adoption leave this will not affect entitlement for 20 SPLIT days.
77. A **FORM** should be completed and sent to [HR payroll and administration team](#) where a SPLIT day/s is to be worked.

#### **Contact during shared parental leave**

78. Managers are entitled to make reasonable contact with you during SPL to discuss such issues as the return to work or flexible working arrangements that might make a return to work easier. This does not constitute a SPLIT day and therefore would not count towards the 20 SPLIT days.

#### **Returning from shared parental leave**

79. If you are the mother, you are prohibited from working for two weeks after your baby is born.
80. It will be assumed that you will return to work on the next working day after the date it has been agreed that your SPL will end and which you have been formally advised of in writing. (This can relate to a single period of leave or the end of entitlement to SPL)
81. If you wish to return to work earlier than this, you must provide the council with written notice to vary the leave and give 8 weeks' notice of your early return date. This will count as one of your 3 notifications. If you have already used your three notifications to book and/or vary leave then your manager does not have to accept the notice but may do so if it is considered to be reasonably practicable to do so.
82. Managers should make sure that a [Change of employee job details form change form 50kb](#) is completed for all employees returning to work from SPL to make sure that the correct changes are made to salaries. Forms should be sent to the [HR Payroll and Administration Team](#).
83. Employees who are unable to return to work at the end of their SPL because of illness will be entitled to sick pay, in accordance with the sickness absence management policy, providing the sickness reporting procedures are followed.

84. In this event managers should complete the [Change of employee job details form change form 50kb](#) and enter the details the sickness absence on [SAP](#) via MSS. For further details see the [guidance for managers to sickness absence management](#)

### **Early Births**

85. If your child is born before their expected due date and you have booked to take SPL within the first eight weeks of the due date, you may take the same period of time off after the actual birth without having to provide eight weeks' notice, by submitting a notice to vary your leave as soon as is reasonably practicable. Unlike most other variation notices, this would not count as one of your three notifications.
86. Any leave arranged after the first eight weeks of the due date is still bound by the eight-week notice required to vary leave.
87. If your child is born more than eight weeks before the due date and the notice of entitlement to SPL and/or a notice to book SPL have not yet been given, then there is no requirement to give eight weeks' notice before the period of leave starts. The notices should be given as soon as is reasonably practicable after the actual birth.

### **Death of the child before or during birth, or within the first year**

88. In the event of the death of the child before a notice of entitlement to take SPL has been submitted, there will be no entitlement to SPL as a qualifying condition is caring for a child. If you are the mother you may remain entitled to maternity leave and your partner could still qualify for statutory paternity leave dependant on date of death. Please see maternity policy for more details. [LINK](#)
89. If you have opted into SPL and have booked leave, you will still be entitled to take the booked leave. No further notice booking leave can be submitted and only one variation notice can be given to reduce a period of leave or to rearrange a discontinuous leave arrangement into a single block of leave.
90. An employee who is absent on SPL may cancel agreed SPL and return to work by giving their employer eight weeks' notice of their return to work.

### **Contractual rights during shared parental leave**

91. Subject to certain exceptions (e.g. redundancy and re-organisation where suitable alternative employment may be offered ), employees

will have the right to return to the job in which they were employed, under the original contract of employment and on terms and conditions not less favourable than those which would have applied if they had not been absent.

92. The contract of employment continues during SPL. The terms and conditions relating to notice periods, redundancy rights and disciplinary and grievance procedures continue to apply. Contractual benefits, with the exception of terms relating to remuneration (wages and salary), are preserved during ordinary and additional SPL leave.

93. The council also provides the continuation of the benefits as outlined below:

#### **Child care vouchers**

94. If you are claiming for child care vouchers you will be able to continue to arrange for these during your SPL. For further details please contact [staffbenefits@wiltshire.gov.uk](mailto:staffbenefits@wiltshire.gov.uk).

#### **Annual leave and bank holidays**

95. You will continue to accrue annual leave entitlements during SPL. However, you are encouraged to take your annual leave entitlement prior to commencing your SPL, where your leave year ends during SPL (including annual leave that would accrue during SPL in that leave year). Unless operational requirements or exceptional circumstances e.g. early birth or sickness absence, prevent you from taking annual leave, any untaken annual leave can only be carried forward to the next leave period in line with the arrangements for all other employees, (i.e. a maximum of 5 days).

96. Where you decide not to return to work the date used to calculate your leave entitlement will be your last day of employment.

97. If you reduce your hours on your return to work your annual leave entitlement will be adjusted accordingly. This will be calculated from the date that the reduced hours commence.

98. If you resign during SPL and you have not taken your full leave entitlement, you will be entitled to pay in lieu of untaken leave. Payment will only be made in lieu of leave entitlement in the current leave year on a pro-rata basis to the last day of employment. If leave has been taken in excess of the contractual entitlement a repayment of the excess will be required.

99. During SPL you will accrue a leave entitlement for any bank holidays that fall in this period. Any bank holiday leave accrued will be pro rata

to contracted hours. This entitlement will not be lost if your leave year ends during SPL but the time off should be taken at the end of the SPL period. If you resign during SPL please see above in relation to pay in lieu of untaken leave.

Term time only employees

100. If you work on a term time only contract you are required to take your annual leave during periods of school closure.
101. You and your manager should calculate how much annual leave entitlement i.e. school holidays (closures) in the current annual leave year, you have had prior to SPL commencing and assess whether any additional annual leave is owed due to the accrual of leave during the rest of the current leave year on SPL.
102. Where SPL crosses over from one annual leave year to another, you and your manager should again ensure that any accrued annual leave on SPL in that leave year is offset against periods of school closure on return from SPL.
103. If there are insufficient school closures to accommodate outstanding annual leave you should either be allowed to take the leave during term time or carry leave forward in to the next leave year.

#### **Pension scheme**

104. Pension contributions during a period of unpaid SPL will not be paid unless you elect to pay these in the form of an Additional Pension Contribution (APC). You must confirm your decision whether to pay contributions via an APC for this period on the [Notification of start of maternity leave form \(ML1\) 848kb](#)
105. If you wish to pay an APC and elect to do so within 30 days of returning to work, you will fund 1/3 and Wiltshire Council as your employer will fund the other 2/3 of the cost. If you do not elect to pay an APC within 30 days of returning to work, you will solely be responsible for funding the pension contribution cost.
106. The HR payroll administration team will calculate your additional pension contribution and confirm this with you. The additional contribution will be deducted from your pay once you return to work over a period of time, or as a lump sum payment. A rough estimate of the costs can be calculated using the [LGPS 2014 online calculator](#)

107. If you do not elect to pay an APC, you will not pay pension contributions on the period of unpaid SPL and this period will not count towards your pensionable service.

### **Teacher's pensions**

108. If you are a member of the Teachers Pension Scheme (TPS), where you are in receipt of ShPP this will be counted as pensionable and pension contributions will continue to be deducted from your ShPP. Contributions will be based on the pay you get while you are absent. No contributions will be paid, by either you or the council, during any period of unpaid SPL and this will not be counted as pensionable employment. Further information on the teacher pension scheme please contact Teachers Pensions directly. (<http://www.teacherspensions.co.uk/>).

### **Employees who decide not to return**

109. Employees who decide not to return to work should resign in writing, giving the notice required by their contract of employment.

### **Additional unpaid leave**

110. Additional unpaid leave may be available to employees under the provisions of the council's [parental leave policy](#)

### **Right to request flexible working**

111. Employees who meet the qualifying conditions have a right to make requests in line with the [policy for flexible working](#).

### **Health and safety risk assessments for new and expectant mothers**

112. If you are a new or expectant mother, working in an environment such as an office, school, care establishment or library will not generally pose a risk to your health, or that of your unborn child. However, your manager should undertake a risk assessment as soon as you notify them of your pregnancy using the [New and expectant mothers risk assessment form risk assessment form for new and expectant mothers 954kb](#). This should be reviewed during the pregnancy and reassessed in the event that you return to work within six months of giving birth and / or notify them that you are breast feeding when you returns to work.
113. If your job involves heavy lifting or other risks you are advised to discuss this with [occupational health](#) and your Manager.

114. If you have a query or concerns about the effect of your work on your own, or your child's, health you should contact an [occupational health adviser](#)

## **Roles and responsibilities**

### **Employee responsibilities**

- To inform your manager as soon as possible of your wish to take SPL.
- To provide the required information in support of your request to take SPL by positively participating in discussions about dates and providing supporting information and evidence as required in line with the timescales outlined in the policy.
- To ensure the other parent also meets the eligibility for SPL and sends the correct notifications/documentation and evidence for SPL to their employer to meet their employer's requirements for SPL requests.

### **Line manager responsibilities**

- To apply this policy fairly and consistently to all employees.
- Seek early discussions with employees to give timely consideration to requests taking in to consideration service requirements with a view to coming to agreement on dates particularly in relation to requests for discontinuous leave.
- To ensure that the required information is provided and forwarded to HR payroll administration within the required timescales so that pay records can be amended.
- To ensure that appropriate cover arrangements are put in place
- Carry out a health and safety assessment

### **HR responsibilities**

- To process requests for SPL and ensure that the correct notifications, checks have been received, correspondence has been completed and that pay records are amended accordingly.

## **Frequently asked questions – see separate sheet**

### **Definitions**

"Mother" - the mother or expectant mother of the child.

"Partner" - the father of the child, or the person who, at the date of the child's birth, is married to, the civil partner of, or the partner of the mother. This



includes someone, of either sex, who lives with the mother and the child in an enduring family relationship but who is not the mother's child, parent, grandchild, grandparent, sibling, aunt, uncle, niece or nephew.

"Expected week of childbirth" - the week, starting on a Sunday, during which the mother's doctor or midwife expects her to give birth.

### **Equal Opportunities**

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

#### ***If appropriate:***

Managers will make any necessary adjustments to ensure that all employees are treated fairly. For further information see the guidance on equal opportunities in ([link to equal opps guidance](#))

### **Legislation**

- The Shared Parental Leave Regulations 2014
- The Shared Parental Pay (General) Regulations 2014
- The Maternity and Adoption (Curtailed of Statutory Rights to Leave) Regulations 2014
- Employment Rights Act 1996
- Child and Families Act 2014
- Equality Act 2010

### **Advice and guidance**

If you require help in accessing or understanding this policy or completing any of the associated forms you should contact your line manager or trade union representative if you are a member.

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

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

### **Further information**

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

- Maternity Scheme
- Adoption Scheme
- Maternity support and paternity scheme
- Parental leave
- Time off for family emergencies and compassionate leave
- Parents and carers employment break scheme
- Annual leave and bank holiday entitlement policy

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

For further information please speak to your supervisor, manager, service director or contact your HR case adviser.

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

## WILTSHIRE COUNCIL

### STAFFING POLICY COMMITTEE

4 March 2015

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#### **Staff survey results and launch of learning and performance management system (LMPS).**

##### **Purpose of Report**

1. This report updates Staffing Policy Committee on the overall corporate results of the 2014 staff survey (prior to presentation at Cabinet on 17 March).
2. It outlines the priorities arising from the survey and how the new Learning and Performance system (due for launch at the end of April) will support delivery of these priority actions.

##### **Background**

###### **Staff survey:**

3. The 2014 staff survey ran between 20 October and 7 November 2014 for staff to complete online.
4. Frontline staff without access to work laptops were provided with paper copies of the survey and the deadline date for submission of these was extended until Tuesday 18 November 2014.
5. The overall response rate across Wiltshire Council was 60% which was the same as in 2012 and is a good response rate for an organisation of this size.
6. The survey responses have been collated to provide an overall corporate report which is available via HR Direct and was communicated to staff and managers on 10 February 2015.
7. The staff survey is a key way in which we measure staff engagement. An engaged workforce is important to the council's ability to deliver our people strategy and business plan outcomes.

###### **Learning and Performance Management system**

8. Following the centralisation of the Organisational Development and Learning function in April 2013 it was identified that a key aim for the centralised service

was to implement a Learning Management System.

9. Additional benefits were identified through expanding the scope of the project to include performance management and workforce development planning elements thus supporting a range of activities within the People Strategy and enabling delivery of the 12<sup>th</sup> key action of the business plan, 'Develop the knowledge, skills, behaviours and leadership of our workforce, managers and councillors'.
10. The project is intended to contribute towards efficiency savings across the organisation by increasing capacity and allowing a reallocation of the services budget across the People and Business service.
11. The system will enable a closer link between learning and service planning to ensure staff can be recommended learning which closes skills, knowledge and behavioural gaps, whilst ensuring any learning undertaken meets a relevant business objective and adds value to the council. In this way the costs of staff undertaking unnecessary or irrelevant learning can be avoided.
12. In addition the system should reduce reliance on face to face training and provide blended learning options to enable staff to take more responsibility for their own learning, including ability to signpost staff to wider learning & development opportunities through links to external online resources.
13. In January 2014 the Cabinet Capital Assets Committee approved the funds to procure a Learning Management and Performance System.
14. A full procurement process took place and the contract was awarded to Comenius, to deliver a system based on the SABA software platform.
15. The system that has been procured is a fully integrated system comprising modules for learning, performance and talent management.
16. A phased approach is being taken, with the intention to launch the learning and performance modules at the end of April 2015, and to then develop and deliver the talent management module later in 2015.

## Main points

### Staff survey

17. Overall the survey results show continued improvements in the way staff view Wiltshire Council as an employer. Within each main section of the survey responses have been as positive, or more positive, than in 2012.

Section	2014 Average Positive Responses	2012 Average Positive Responses	Change in % Positive Responses
Change	65	61	+4%

<b>Your role</b>	<b>63</b>	<b>63</b>	<b>0%</b>
<b>Culture, wellbeing and safety</b>	<b>77</b>	<b>73</b>	<b>+4%</b>
<b>Reward and Recognition</b>	<b>62</b>	<b>58</b>	<b>+4%</b>
<b>Communication</b>	<b>60</b>	<b>57</b>	<b>+3%</b>
<b>Management and Leadership</b>	<b>53</b>	<b>50</b>	<b>+3%</b>
<b>Learning and Development</b>	<b>57</b>	<b>52</b>	<b>+5%</b>
<b>Employee engagement</b>	<b>56</b>	<b>51</b>	<b>+5%</b>
<b>Team Work</b>	<b>75</b>	<b>72</b>	<b>+3%</b>
<b>Customers</b>	<b>70</b>	<b>68</b>	<b>+2%</b>

18. There has been a rise of 4.9% in the number of “fully engaged staff” (measured through the questions in the table below) and a reduction in those whose responses show them to be fully disengaged.

			% Positive	
			2014	2012
<b>Say</b>	<b>42</b>	<b>I am proud to work for Wiltshire Council.</b>	<b>62</b>	<b>55</b>
	<b>43</b>	<b>I would recommend Wiltshire Council as a great place to work.</b>	<b>53</b>	<b>45</b>
<b>Stay</b>	<b>44</b>	<b>I feel committed to the organisation's goals.</b>	<b>70</b>	<b>66</b>
	<b>45</b>	<b>I feel a strong sense of belonging to this organisation.</b>	<b>49</b>	<b>43</b>
<b>Strive</b>	<b>46</b>	<b>Working for Wiltshire Council makes me want to do the best job I can.</b>	<b>61</b>	<b>57</b>
	<b>47</b>	<b>Wiltshire Council motivates me to contribute more than is normally required in my work.</b>	<b>43</b>	<b>38</b>
		<b>Employee Engagement Index</b>	<b>56</b>	<b>51</b>

19. The survey responses continue to reflect strong embedding of the behaviours framework, with 95% of staff stating they understand the behaviours that are expected of them.
20. Whilst the results indicate good employee engagement we recognise the need for continual improvement. Based on survey feedback we have created a key corporate priority “Every employee to have an annual appraisal and clear development plan”. By focusing on this single priority area it is intended that

both staff engagement and indicators related to people strategy themes, measured through the survey, will be positively impacted.

21. In addition a further corporate priority is that “Everyone should be involved in making improvements through service level planning” with a requirement for all services to carry out action planning involving staff in making positive changes based on the survey responses within their own areas.
22. Heads of service have been provided with reports together with a toolkit designed to support them in undertaking this effective action planning with their teams and will be supported by the senior team to deliver on this priority.

## LMPS

23. Currently managers use SAP to record appraisals which was not designed for this purpose. The new LMPS is a much simpler and more intuitive system which will support managers to carry out appraisals with their staff, creating objectives and reviewing development plans.
24. The LMPS can be used to cascade objectives to groups of staff linked to the business plan. Initially the key cascaded objectives to all managers will support the priorities arising from the staff survey:
  - Carry out action planning based on staff survey responses
  - Carry out appraisal, objective setting and development planning with every employees
25. The LMPS also allows managers to create objectives based on their service plans and cascade these to their own teams (or to individuals or groups of staff within those teams).
26. All objectives are linked to business plan outcomes to ensure better monitoring of progress towards these outcomes across the whole organisation.
27. The LMPS links performance and development planning to enable appropriate development opportunities to be identified which will add value.
28. Based on key behaviours and skills required for a role, a gap analysis can be undertaken between current performance and required levels. Where a skills gap exists the system will recommend appropriate development to close this.
29. This can include all types of development with an emphasis on provision that is flexible and non-class based such as e-learning, coaching, webinars, social learning and on the job training. Face to face training will be offered only where it is deemed to be a corporate priority and the most appropriate option.
30. It is planned to launch the new learning and performance system to managers from the end of April onwards. This will include initial demonstrations and testing with stakeholder groups and then a wider roll-out across the whole organisation by the summer.

31. We hope to include information from the LMPS within our quarterly workforce statistics from the autumn onwards.

### **Recommendations**

32. **Staff survey** – that Staffing Policy Committee note the 2014 staff survey results and the key priorities arising.
33. **LMPS** – that Staffing Policy Committee note the benefits this new system will bring, particularly in supporting the key corporate priority arising from the staff survey and that a demonstration of the new system is available at the next Staffing Policy Committee meeting in May 2015.

**Barry Pirie**  
**Associate Director People and Business**

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Report Author: Paula Marsh, Human Resources Strategy and Policy team

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

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