

## **NOTICE OF MEETING**

### **Employment Committee**

**Wednesday 5 December 2012, 7.30 pm**

**Council Chamber, Fourth Floor, Easthampstead House, Bracknell**

### **To: Employment Committee**

Councillor McLean (Chairman), Councillor Mrs Birch (Vice-Chairman), Councillors Allen, Angell, Davison, Leake, Mrs Temperton and Worrall

### **Non-Voting Co-optee**

Councillor Ward

### **cc: Substitute Members of the Committee**

Councillors Mrs Angell, Blatchford, Brunel-Walker, Ms Brown and Dudley

ALISON SANDERS  
Director of Corporate Services

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If you require further information, please contact: Priya Patel  
Telephone: 01344 352233  
Email: [priya.patel@bracknell-forest.gov.uk](mailto:priya.patel@bracknell-forest.gov.uk)  
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**Employment Committee**  
**Wednesday 5 December 2012, 7.30 pm**  
**Council Chamber, Fourth Floor, Easthampstead House,**  
**Bracknell**

**AGENDA**

Page No

1. **Apologies**

To receive apologies for absence and to note the attendance of any substitute members.

2. **Declarations of Interest**

Members are requested to declare any Personal Interests. Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer In attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.

3. **Minutes from previous meeting**

To approve as a correct record the minutes of the meeting of the Committee held on 10 October 2012.

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4. **Urgent Items of Business**

Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.

5. **Staff Survey 2011**

At the last meeting of the Employment Committee, members requested that the Director of Corporate Services be invited to attend this meeting to discuss the Action Plan in further detail.

5 - 10

6. **Pay and Workforce Strategy 2012-15**

The Employment Committee is requested to endorse the attached 6<sup>th</sup> Pay and Workforce Strategy.

11 - 40

7. **Pay Policy Statement 2013-14**

The Committee is asked to endorse the attached Pay Policy Statement, in accordance with the Localism Act 2011.

41 - 78

8. **Minutes of Sub Groups**

The Committee is asked to note the minutes of the Local Joint Committee held on 20 November 2012.

79 - 80

9. **Exclusion of Public and Press (S100A)**

To consider the following motion:

That pursuant to section 100A of the Local Government Act 1972, as amended, and having regard to the public interest, members of the public and press be excluded from the meeting for consideration of the following items which involve the likely disclosure of exempt information under the following category of Schedule 12A of that Act:

- (1) Information relating to any individual (Items 10, 11 and 12)

**Report Containing Exempt Information**

10. **Restructuring the Mayors Office**

The Committee is asked to approve a report around the restructure of the Mayor's Office.

81 - 86

11. **ICT Restructure**

The Committee is asked to approve a report around the restructure of the ICT function.

87 - 90

12. **Flexible Retirement**

A report on flexible retirement is attached for the Committee's consideration.

91 - 94

13. **Date of Next Meeting**

20 March 2013.

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**EMPLOYMENT COMMITTEE  
10 OCTOBER 2012  
7.30 - 8.30 PM**

**Present:**

Councillors McLean (Chairman), Mrs Birch (Vice-Chairman), Angell, Davison, Leake, Mrs Temperton and Worrall

**Apologies for Absence were received from:**

Councillors Allen and Ward

**In Attendance:**

Tony Madden, Chief Officer: Human Resources

**11. Declarations of Interest**

There were no declarations of interest.

**12. Minutes from previous meeting**

**RESOLVED** that the minutes of the meeting held on 20 June 2012 be approved as a correct record and signed by the Chairman.

**13. Urgent Items of Business**

There were no items of urgent business raised.

**14. Minutes of Sub Groups**

The Committee noted the minutes of the Local Joint Committee held on 18 September 2012.

**15. Monitoring the Council's Workforce**

The Chief Officer: Human Resources reported that this was the eleventh year the Council had compiled this information and that it had a legal duty to advance equality of opportunity, eliminate unlawful discrimination and promote good relations between people. It also helped to remove any potential barriers to employment which may arise.

The Chief Officer reported that it had been an atypical year as there had been a large number of redundancies arising from the reorganisation required to balance the Council's budget and a large scale TUPE (Transfer of Undertakings (Protection of Employment) Regulations) exercise. The size of the redundancy exercise had meant that the profile of age and disability of leavers did not follow the usual patterns and that the number of individuals taking early retirement as a proportion of the workforce were also higher than normally expected.

The statistics had also been impacted by the move by Ranelagh Secondary School to become an academy; which had meant that 175 staff had left the Council's employment which gave an unrealistic picture of the staff turnover rate.

Committee members queried the employment status of school staff and the extent to which the Council was liable for the staff. The Chief Officer agreed to ask the Borough Solicitor to provide a briefing note for members on this issue.

Committee members queried how new posts were approved. The Chief Officer indicated that control of the staffing establishment was exercised through the Devolved Staffing Budget. The Chairman stated that the budget was an Executive function and this did not fall under the remit of the Employment Committee. Further, if members wished to pursue this, they could contact the Chair of the Overview and Scrutiny Commission as the Commission would be considering officers delegated powers within its work programme.

16. **Staff Survey 2011**

The Chief Officer: Human Resources reported that the employee response rate to the Staff Survey of just under 63% represented a considerable improvement on previous years. He stated that given that the survey had been undertaken at an unsettling time for staff with pay freezes and a large number of redundancies being made, it was reassuring to see that the comments had been largely positive. These comments had been echoed by Local Joint Committee members.

There were however a small number of issues which the survey highlighted where improvements could be made; these were being addressed through an action plan.

In response to members' queries, the Chief Officer stated that the response rate to the survey had been improved by assuring staff that their responses would be kept confidential and by ensuring that those who did not have access to electronic copies of the survey were able to access paper copies to complete.

Members agreed that the results of the survey were largely positive, but queried what more could be done to improve internal communications and different sections of the Council working together more effectively. The Committee asked that the Director of Corporate Services be invited to attend their next meeting to discuss the action plan.

17. **Local Government Pension Scheme**

The Chief Officer: Human Resources outlined the principal changes to the Local Government Pension Scheme (LGPS). He reported that after many months of protracted discussions and negotiations by the government and the trade unions, a new Scheme had been agreed.

In response to members' queries, the Chief Officer: Human Resources reported that a series of briefings and surgeries were being run for staff to ensure they were given the opportunity to ask questions and understand the new scheme.

The Committee noted the report.

18. **Exclusion of Public and Press (S100A)**

**RESOLVED** that pursuant to section 100A of the Local Government Act 1972, as amended, members of the public and press be excluded from the meeting for

consideration of item 19 which involved the likely disclosure of exempt information under category 1 of Schedule 12A of that Act:

(1) Information relating to any individual

19. **Personnel Appeals Panel Minutes**

The Committee noted the minutes of the Personnel Appeals Panel minutes held on 23 July 2012.

20. **Date of Next Meeting**

5 December 2012

**CHAIRMAN**

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**TO: EMPLOYMENT COMMITTEE  
5 DECEMBER 2012**

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**STAFF SURVEY 2011  
(Director of Corporate Services – Human Resources)**

## **1 INTRODUCTION**

- 1.1 The Employment Committee meeting on 10 October received a report on the results of the latest biennial staff survey which was completed in October 2011. QA Research Ltd, the Council's retained research company, produced a full report with a detailed analysis of all elements of the survey. This report was posted on the intranet in January 2012 and remains available.
- 1.2 After significant follow-up work with managers, the Council-wide actions resulting from the main conclusions of the survey were agreed and also posted on the intranet. A copy of this is attached at Appendix A which also has information on who is carrying out the actions and an indication of monitoring/how progress will be tracked on the actions. In addition, each Directorate produced its own plan with Directorate specifications.
- 1.3 Members agreed that the results of the survey were largely positive but queried what more could be done to improve internal communications and different sections of the Council working together more effectively. The Committee asked that the Director of Corporate Services be invited to attend this meeting to discuss the Action Plan.

## **2 SUPPORTING INFORMATION**

- 2.1 The employee response rate on the Survey of just under 63% represented a considerable improvement on previous years and is the most comprehensive picture which the Council has ever had of staff attitudes.
- 2.2 The headline findings were generally very positive. Some examples are as follows:
  - 78% of employees enjoy working for the Council and believe it is a good employer.
  - 83% believe their line manager are approachable, treats them fairly, with respect and is supportive and appreciative.
  - Employees demonstrated a very positive attitude and a good degree of pride towards their team with over 90% believing that relationships between colleagues were good.
  - 72% fully understand how their jobs fit into the Council's strategic objectives.

However, there are a small number of issues which the survey highlighted where improvements could be made. Themes identified include:

- Although 65% of staff agreed that generally the Council keeps them well informed, there remained underlying concerns about internal communications.
- 27% of staff do not believe that different areas of the Council work well together.
- There is concern around work-related stress where 53% of staff believed their job was stressful (a significant increase from 2 years ago).

## Unrestricted

- 2.3 As can be seen from the Appendix, the key elements of the Action Plan include:
- Addressing internal communications as part of a revision of the communications and marketing strategy.
  - Leadership and management including promoting stress awareness and focusing on early interventions to reduce workplace stress.
  - Performance management including working towards minimum standards of 1:1s and team meetings.
  - Facilitating cross function working together for all managers.
- 2.4 The staff survey is a key part of the Council's internal communications strategy, with objectives which relate to particular questions in the survey including; feeling informed, awareness of Council priorities, staff morale and the management of change. Actions resulting from this survey will be widely publicised to ensure greater staff engagement and a further increased response rate to the next survey.
- 2.5 A review of the usefulness of the survey will take place in early 2013 when outcomes can be assessed in relation to the resource required. This will then inform views on the way forward for future staff surveys/feedback mechanisms from staff.

### **3 EQUALITIES IMPACT ASSESSMENT**

- 3.1 An initial screening record was produced in May 2011. A full Equality Impact Assessment was not required.

### **4 STRATEGIC RISK MANAGEMENT ISSUES**

- 4.1 Risks were considered in the CMT report of 25 May 2011.

#### Background Papers

Staff Survey Report 2011

#### Contact for further information

Tony Madden, Corporate Services – 01344 352049

[tony.madden@bracknell-forest.gov.uk](mailto:tony.madden@bracknell-forest.gov.uk)

Janet Berry, Corporate Services - 01344 352055

[janet.berry@bracknell-forest.gov.uk](mailto:janet.berry@bracknell-forest.gov.uk)

## Appendix 1

### COUNCIL-WIDE ACTION PLAN

Recommendations	By whom	By when	Progress
<b>1. Communication</b>			
<b>Immediate actions</b>			
1.1 address internal communications issues highlighted in the staff survey as part of the revision of the communications and marketing strategy	Head of Communications and Marketing	CMT: 19 September, Executive 16 October Implementation: Autumn 2012 onwards	New Comms and Marketing Strategy agreed.
1.2 all service teams to ensure their information on BORIS is up-to-date.	Director of Corporate Services	November 2012 and on-going	Forest Views reminder to all teams.
1.3 action more effective use of MS Outlook email groups to ensure that information is only sent to people who need to know.	Director of Corporate Services	September 2012	Report in draft
1.4 design a communications plan for actions and improvements taking place as a result of the feedback from the staff survey 2011.	Recruitment Strategy Manager and Communications and Marketing team	September 2012	Communications will take place every quarter until the next survey.
<b>Medium term actions</b>			
1.5 implement the communications plan	Head of Communications and Marketing	October 2012 onwards	Underway

Recommendations	By whom	By when	Progress
<b>2. Leadership and Management</b>			
<b>Immediate actions</b>			
2.1 promote stress awareness and focus on early interventions to reduce workplace stress addressing issues identified as contributory factors in creating stress	Heads of HR	Actions to be taken agreed by November 2012 On-going	Awareness raising sessions underway. Senior managers completed for Corporate Services/CYP&L/ASCH&H
2.2 all new managers to take part in a management development centre as soon as possible following appointment to identify training needs.	Head of Learning and Development	New management development proposals produced by 31 October 2012	Report agreed by CMT on 31 October
2.3 deliver biannual management conferences for the "Managers' and Supervisors' Group", with the objectives set out in paragraph 5.7.5, CMT report 30 May 2012	Chief Executive	Event held twice each year; January 2013, July 2013	In place.
2.4 work towards minimum standards of 1:1s and team meetings as promoted by learning and development events, coaching and management events, with a view to establishing their effectiveness via the next staff survey.	Head of Learning and Development to promote best practice.	October 2012	Report agreed by CMT on 31 October
2.5 facilitate cross function working together for all managers, through management events and learning and development provision/content.	Head of Learning and Development to review current mechanisms for sharing management best practice and promote these across the Council.	On-going (events and dates to be identified and reported quarterly)	Report agreed by CMT on 31 October

<b>Recommendations</b>	<b>By whom</b>	<b>By when</b>	<b>Progress</b>
2.6 deliver proposed actions to provide mentoring and coaching support for new managers.	Head of Learning and Development	From October 2012	Report agreed by CMT on 31 October
<b>Medium term actions</b>			
2.7 further investigate and report on nature and prevalence of discrimination within the Council	Equalities Sub-Group	November/December 2012	Research commissioned
2.8 maintain training and mentoring programmes	Head of Learning and Development	On-going	In place
<b>3. Performance Management (these actions are more complex and require time to deliver fully hence completion requires longer deadlines).</b>			
<b>Medium term actions</b>			
3.1 review how poor performance is addressed across the organisation and report on future management with an emphasis on making it more effective and less time consuming.	Chief Officer: Human Resources	April 2013 for scoping of work involved	By CMT, through report
3.2 investigate mechanisms for rewarding those who are doing a very good job	Chief Officer: Human Resources	Scoping by Autumn 2012	Underway
3.3 explore opportunities to create equivalents of the "Advanced Practitioner" status to recognise those with excellent skills but who were not seeking a management position.	Chief Officer: Human Resources	Scoping of work by Spring 2013 in the light of the job evaluation exercise	Underway

Recommendations	By whom	By when	Progress
<b>4. The future of the staff survey</b>			
4.1 review the usefulness of the 2011 survey in improving organisational performance	Recruitment Strategy Manager	January/February 2013	Underway

As at 21 November 2012

**TO: EMPLOYMENT COMMITTEE**

**5 DECEMBER 2012**

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**PAY & WORKFORCE STRATEGY  
(Director of Corporate Services & Resources – Human Resources)**

**1 PURPOSE OF REPORT**

- 1.1 This is the Council's 6th Pay and Workforce Strategy which updates the 5th Pay and Workforce Strategy which was endorsed by Employment Committee on 24 February 2011. Like all strategies it is important to regularly review it in the light of changing priorities, new legislation and other issues which impact on the Council.
- 1.2 The attached report provides both an update on progress to date against the previously agreed priorities, and an assessment of what changes need to be made to the Strategy over the coming three years alongside detailed Action Plans.
- 1.3 This Strategy is intended to demonstrate how HR priorities for the Council link into departmental priorities and take into account local issues; it is not intended to be a resource allocation document but should be viewed as an outline plan on priority HR areas for the Council to tackle in the next 1-3 years.
- 1.4 The Strategy is not intended to relate in detail to work with schools staff although there are some generic issues contained within it which do cover schools employees.
- 1.5 The purpose of this report is therefore to bring Corporate Management Team's attention to the key elements which make up the workforce requirements over the next 12 – 36 months and seek their views on them.

**2 RECOMMENDATION**

- 2.1 **The Employment Committee is requested to endorse the attached 6<sup>th</sup> Pay and Workforce Strategy.**

**3 REASONS FOR RECOMMENDATION**

- 3.1 The Department of Communities and Local Government expects that all local authorities will have a strategy in place which shows how they plan to address the 5 key national priorities, which are detailed in the Pay and Workforce Strategy.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 As it is a requirement for the Council to produce an updated pay and workforce strategy on a regular basis, no other options were considered.

**5 SUPPORTING INFORMATION**

- 5.1 The Council's current Pay and Workforce Strategy is a "living" document which is annually revised and regularly updated to take account of changes to national, regional and local priorities. The Strategy consists of a number of linked plans

including the Local Safeguarding Children's Board Workforce Strategy, the Adult Social Care Workforce Strategy and the Recruitment and Retention Strategy.

The Local Government workforce (including Bracknell Forest) faces a number of major issues which include: an aging workforce, recruitment difficulties in particular skills shortage areas, equalities requirements, improving leadership and management capability and competence, developing fair and modern pay systems and increasing flexibility in working practices. These issues can be successfully addressed at a local level by identifying them in the Strategy and then introducing suggested remedial actions through the Action Plans.

## 5.2 Local Issues

- 5.2.1 It is recognised that the significant budget pressures on the Council will continue to impact on how services are delivered. An increase in flexibility within the workforce which will be required due to the budget constraints will also be needed; the "more with less" approach. Whilst a lot has been done over the past period, the continuing difficulties of recruitment and retention requires constant monitoring and innovative approaches to service delivery and working practices. Increasing flexibility of staff in line with the Time for Change initiative will also involve an up skilling of all employees and an improvement in general competences within the workforce to meet the challenges ahead. The key themes from the staff survey on improving management capability and the management of performance will also be being addressed.
- 5.2.2 The national issues relating to changes in legislation will have a significant impact on the Council at a local level as work is required to enable changes in "culture" and operational practices.

## 5.3 Regional Aspects

- 5.3.1 The South East Region Workforce Strategy 2008/11 has not been revised during 2012 to take account of any new national priorities and focus.

However, the focus therefore remains on planning for, attracting and retaining skilled and motivated people to deliver services differently. To achieve this it undertakes to build on opportunities to improve performance and efficiency and build capacity to ultimately achieve more with less.

## 5.4 National Aspects

- 5.4.1 Financial constraints are a major issue for the public sector; there are continuing difficult negotiations ahead in the light of the economic downturn and significant restrictions on grant settlements for local authorities.
- 5.4.2 Forecasting future numbers and skills requirements is difficult because there will be changes in the number of staff required to deliver changing needs/priorities. The influence of central government strategies in all areas will impact on staffing requirements and the skills and approaches of those staff.
- 5.4.3 Large scale strategic partnerships/collaboration arrangements will have a part to play in delivering efficiency savings and improving services; there is likely to be an increase in the commissioning role of local authorities rather than their role of direct service delivery. Shared services is a concept which will remain a consideration for Councils as they seek alternative ways to provide services in a time of increased



financial scrutiny. All these factors will impact on the numbers and types of staff required in the future.

## 5.5 Conclusion

- 5.5.1 When revising strategy documents, it is important to ensure that links to other high level plans are taken into account and any impact on them assessed and addressed. This Strategy seeks to do that through its work across the Council in services areas and it means that all workforce priorities are identified and addressed.

## 6 **ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 6.1 There are no additional legal implications arising from this report.

### Borough Treasurer

- 6.2 Within the context of a challenging financial environment, the delivery of this strategy will be dependent upon future budget decisions by the Council. The action plans attached as appendices to the strategy provide the means by which available resources are prioritised to best effect, within the overall budget constraints.

### Equalities Impact Assessment

- 6.3 The Pay and Workshop Strategy, alongside the Equality Scheme 2012-16 sets out how the Council will achieve its equality objectives and further advance equality of opportunity amongst the workforce of the Council.

### Strategic Risk Management Issues

- 6.4 The Council requires an overall people management strategy in order to ensure it meets its obligations and makes the best use of its resources.

### Other Officers

- 6.5 Contributions from other relevant officers are included in the Strategy.

## 7 **CONSULTATION**

### Principal Groups Consulted

- 7.1 Departmental Human Resource Managers and Corporate Management Team.

### Method of Consultation

- 7.2 By face to face meetings

### Representations Received

- 7.3 Representation was received from Departmental Human Resource Managers, on behalf of their departments.

Background Papers

6<sup>th</sup> Pay and Workforce Strategy November 2012

Contact for further information

Tony Madden, Corporate Services - 01344 352198

Tony.madden@bracknell-forest.gov.uk



# **THE SIXTH PAY AND WORKFORCE STRATEGY**

**Delivering Through People**

**2012-2015**

**December 2012**

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## 1 INTRODUCTION

1.1 The five national priority themes identified in the original 2003 DCLG Workforce Strategy remain key to the construction of an effective local workforce strategy. They are

- (a) **Organisational development** – addressing the workforce dimensions of organisational transformation to deliver citizen – focused and value for money services, in partnership.
- (b) **Leadership development** – building visionary, effective and ambitious leadership to make the best use of political and managerial roles, in a partnership context.
- (c) **Skill development** – with partners, developing employees’ skills and knowledge in an innovative, high performance, multi-agency context.
- (d) **Recruitment and retention** – with partners, taking action to recruit and retain the right workforce, address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.
- (e) **Pay and rewards** – implementing effective approaches to reward the workforce while controlling employment costs to reflect budget efficiency requirements, as well as new ways of working and innovative working patterns.

1.2 Since the Council’s last Workforce Strategy was produced in November 2010, there have been a number of important developments which have impacted or will impact on the way in which local government provides services to the community. They include:

- Public Health changes.
- Welfare Reform Act 2012.
- Results from the 2011 Census
- Localism Act 2011.
- 2020: Children and Young People’s workforce strategy
- Proposal to move Adult Safeguarding Boards onto a statutory footing.
- Reforming the law for Adult Social Care and Support consultation opened July 2012.
- Revision to Working Together to safeguard children 2012.
- Election of a Police and Crime Commissioner in November 2012.
- Caring for our Future – Social Care White Paper 2012.
- Continuing financial constraints.

1.3 The Council, in responding to the national agenda, has constructed this, a sixth revision to the local Pay and Workforce Strategy.

## 2 PURPOSE

- 2.1 The overall aim of this Strategy is to identify the key Human Resource challenges facing the Council over the next three years and suggest actions which can be taken in response to these challenges.

The Pay and Workforce Strategy has incorporated the key themes arising from the departmental workforce plans.

## 3 THE NATIONAL JOURNEY – SO FAR

- 3.1 The most recent Local Government Workforce Strategy was published in April 2010 and there have been significant changes since then.

The underlying challenges facing the local government workforce have not really changed in recent years. There is continuing pressure to deliver more and better services with less resource through greater efficiency, service transformation and partnership development.

The level of change affecting the local government workforce is unprecedented since the 1970's and 1980's, which impacts not only how the workforce sees itself, how it is seen by others but also on the psychological contract between employer and employee. The impact of continuing pay freezes/pay reductions/changes to terms and conditions, coupled with pension changes all have the potential to compound the challenges. In addition the potential for local pay determination may feature significantly in employees minds.

Job losses in local government, brought about by the front loading of spending reductions will continue for some time. In 2011, 3% of full time equivalent posts in the whole of local government service were lost. The scale and speed of losses has the potential to:

- Create a “fear factor” in the workforce which can be debilitating when trying to introduce change and improve performance.
- Increase the work pressure on those employees who remain.
- Undermine morale and commitment, especially if employees feel that job reductions/changes have not been properly thought through.

The impact of the economic downturn has also brought extra demand for some services (particularly in relation to young people not in employment, education or training (NEETS), but with a reduced demand for others.

The recession has reduced all authorities' income, pushed up costs leading to the need to make significant service cuts, including reducing posts. The pressure to do “more for less”, more efficiently and to increase productivity is greater than ever. In a recent Local Government Association report examining the future funding outlook for Councils, they anticipated a funding gap between £16.5 billion and £19 billion a year by 2019/20.

In that report, published July 2012, they found that Councils were cut earlier and harder than the rest of the public sector. If the same pattern applies in the next spending review, Councils will not be able to deliver the existing service offer by the end of this decade. In the LGA's view, fundamental change would be required to either:

- The way in which local services are funded and organised.
- Statutory and citizen expectations of what Councils will provide.

Demographic pressures continue to have an impact. The 2011 Census indicated that the population of Bracknell Forest has grown by 3.3% from 109,617 to 113,200 between 2001-2011, with increases in the numbers under 5 and over 65 years of age with impact on schools and adult social care support. Also increasing numbers of residents from black and minority ethnic groups will affect both the workforce composition and service demands.

One impact of government's policies is that a significant proportion of employees in their fifties are likely to have to work to an older age before they can claim their pension; it could therefore be that a sizeable proportion of the workforce will consist of employees aged over 60, who are working longer than they wanted or expected to, and may be disaffected and de-motivated.

- 3.2 The public sector faces continuing uncertainties because of the economic recession and the financial constraints placed on it. On the one hand it could make the recruitment of staff easier as there is a slowdown in the jobs market, staff may be prepared to stay longer with the organisation rather than risk moving job and home but on the other hand it means natural healthy turnover is stagnant.
- 3.3 It is part of the work of the HR teams to forecast the future skills and numbers required of local government. For example, the move to move flexible ways of working will require different approaches to management and changed skills within the workforce in order to implement these changes successfully.

#### **4 THE REGIONAL JOURNEY – SO FAR**

- 4.1 The South East Employers priorities developed in 2008 still apply and are:
  - Effectively build workforce support for new structures and new ways of working
  - Build visionary and ambitious leadership operating in a partnership context
  - Develop employees' skills and knowledge
  - Take action to address key future occupational skills shortages; promote jobs and careers and address diversity issues
  - Modernise pay systems to reflect new structures, new priorities and new ways of working.

## 5 THE LOCAL JOURNEY- SO FAR

5.1 The Council's six overarching priorities currently are:

- Priority one: a town centre fit for the 21<sup>st</sup> Century
- Priority two: protecting and enhancing our environment
- Priority three: promoting health and achievement
- Priority four: create a borough where people are safe and feel safe
- Priority five: sustain economic prosperity
- Priority six: value for money

5.2 Some of the local issues which the Council has to consider as part of its Pay and Workforce Strategy are:

- The Government's planned budgetary constraints which have shown that the Council's financial situation remains challenging.
- The continuing challenges in recruitment and retention, coupled with the changes to working arrangements and practices which will be required through flexible working.
- Changes in legislation which will continue to have a significant impact on the Council.
- The need for managers to improve their existing skills and develop new ones eg commissioning services, partnership working.
- The impact of downsizing on the skills required within the workforce and the changes to working practices required.

5.3 The Council cannot solve all its own workforce issues so efforts continue to be taken to increase the level of "grow your own" opportunities in areas such as Social Care, for example:

- the agreement between the three East Berkshire Authorities for more effective delivery of learning and development opportunities for the Adult and Children's social care workforces.
- Joint agreements across Berkshire for training to support Approved Mental Health Practitioners.

## 6 SKILLS, QUALIFICATIONS AND DEVELOPMENT ACTIVITIES

6.1 The Learning & Development team is able to take a wide corporate view on all training activities. There is a significant amount of development activity taking place and over 200 events are corporately run annually. In addition, specialist training for staff working within adult and children's social care, formal management and other qualification programmes are offered.

6.2 The requirement for social workers to re-register with the new Health Care Professional Council (HCPC) means that continuous professional development events are run to ensure that this group of employees are able to comply with the HCPC requirements.

Changes following the closure of the General Social Care Council in July 2012, will have an effect on post qualification training requirements for all social workers, especially those in their first year post qualification.



- 6.3 The 2011 Local Government Pay and Workforce Strategy survey contained detailed information on a range of issues including turnover, off the job training, sickness absence, etc.

The HR function has been and will continue to participate in other benchmarking groups (eg CIPFA) to identify how well it compares to other local authorities.

<b>Performance Indicators 2011 (2010 in brackets)</b>	<b>England local government employment (2010 figures in brackets)</b>	<b>Unitary authorities in England (2010 figures in brackets)</b>	<b>Bracknell 2011 (2010 figures in brackets)</b>
All turnover including redundancies and other leavers	13.1% (15.7%)	13.2% (13.9%)	19.1% * (13%)
Days off the job training per employee	1.6 (3.0)	1.1 (1.5)	3.4 (2.5)
Gross training expenditure per employee	£212 (£300)	£175 (£239)	£375 (£257)
Members gross training expenditure	£175	£225	£430
Sickness absence rates (days per employee)	7.7	9.6	5.64 (6.28)

\* The Council's voluntary turnover rate for 2011/12 was 12.7% which has remained around this level for the last 2 years. The atypical figure of 19.1% was due to the TUPE transfer of 175 school staff to an Academy and 44 non-school redundancies.

## **7 RECRUITMENT AND RETENTION ISSUES**

- 7.1 Bracknell Forest remains an area of relatively low unemployment and high housing costs, and with a mixture of a skilled/semi-skilled population. Recruitment into posts of a generic nature continues to present no significant problems.

However, although some professional vacancies remain hard to fill, the lack of recruitment in other local authorities is likely to have contributed to very low turnover in some of the Council's usual hard-to-fill professions (Trading Standards, Planning and Building Control). Problems still however remain with filling vacancies for Occupational Therapists and experienced Social Workers. Furthermore, the initial upturn in the private sector presented particular retention and recruitment problems for occupational areas such as ICT where skills can easily transfer between the public and private sector.

The use of Market Premia to respond to market forces has been suspended for new vacancies pending the implementation of a new job evaluation scheme. Nevertheless, it remains an important tool to help fill hard to recruit posts and maintaining service provision. Meanwhile, the market for posts which currently have market premia is tested by advertising without the premium first, to see if it is still necessary for effective recruitment – so far no significant problems have been encountered in filling these posts.

7.2 The Council's voluntary turnover rate for 2011/12 was 12.7% which has marginally increased (from an average of about 12% for the previous four years). This is likely to reflect general unease about government spending cuts and perceived lack of job security. The voluntary turnover rate for employees with less than one year's service was 31.46% in 2011/12 which has increased from 24.3% in 2010/11. This is likely to reflect:

- a) the recruitment of those previously unemployed who may be using the position as a route back into employment
- b) the use of Fixed Term Contracts.

7.3 The key priority areas for the next year are:

- To further focus on the Council's employer brand, especially in the light of the well-publicised public sector austerity measures. In particular:
  - Working through the action points which have emerged from the 2011 staff survey, which will help promote the Council as an "Employer of Choice".
  - Explore opportunities to create equivalents of the "Advanced Practitioner" status to recognise those with excellent skills but who are not seeking a management position.
  - Making best use of the adoption of flexible working practices for staff as a recruitment and retention tool, which will improve the attractiveness of jobs within the Council to those who live beyond the usual travel-to-work catchment area.
  - The continued involvement in all initiatives which attract the local workforce to careers in local government, in particular participation in the Bracknell Forest Careers event.
- Leading the way in the community via the continued development of employment opportunities for disadvantaged groups with particular reference to the apprenticeship scheme and other government-funded initiatives. Currently modern and advanced apprenticeships are available for young people under the age of 25 in IT, Business Administration, Customer Services and Sports and Leisure which is an important support for the local economy. However other areas have yet to be developed.
- Identifying areas experiencing recruitment and retention difficulties by making best use of the management information provided by the new arrangements for recruiting and managing agency workers.

- Further strengthening the links between learning and development and the recruitment strategy to embed “grow-our-own” as an attractive option to recruiting fully experienced staff.

## 8 THE FIVE WORKFORCE PRIORITIES – PROGRESS TO DATE

As identified in paragraph 1, the five national priorities have been used as the basis for identifying the key issues for the Council, what has been achieved to date and what still needs to be done.

### 8.1 **Organisational Development**

Key issues:

- Anticipating and tackling critical current and future workforce challenges.
- Engaging with staff positively in service transformation and other major changes.
- Developing new ways of working, including maximising the use of new technology and flexible working arrangements.
- Increasing in workforce productivity (particularly through reduced staff absence).

#### **What we have achieved**

- Implementation of the Community Cohesion and the Community Engagement Strategies.
- Development of a single Equality Scheme 2012-2016 with workforce objectives
- Promotion of greater flexibility in terms of working arrangements and increased range of flexible benefits.
- Respond to “Every Child Matters” and the CWDC 2020 Children’s workforce strategy with increased focus on cross cutting and partnership working.
- Improved clarity of linkage between the Council’s business objectives/service plans and individual employee work objectives through the appraisal process.
- Reaccreditation by the Institute of Learning and Management (ILM) to be able to deliver in-house Level 3 and 5 Manager certificate programmes.
- Achieved reaccreditation to the Investors in People revised standard for Corporate Services.
- 2011 Staff Survey completed with 62% response rate. Corporate and Departmental action plans have been produced.

#### **What we still need to do:**

- Maintain Investors in People for those areas already accredited and seek to extend it to other parts of the Council, where departments are willing. Areas currently accredited include Corporate Services, Brakenhale, Binfield Church of England and Harmanswater Primary Schools and Garth Hill College
- Review the existing internal communications strategy as part of the staff survey action plan.
- Benchmark services where appropriate.

- Support managers and staff to develop flexible working arrangements to respond to the “Time for a Change” programme.
- Review the requirements on CRB checking/rechecking in light of new government regulations and best safeguarding practices.
- Ensure the transfer of the Public Health function is completed satisfactorily and integrate it with current Council Services where applicable.

## 8.2 **Developing Leadership**

Key issues:

- Attracting and developing political leaders to effectively represent their local communities.
- Creating leaders for the future.
- Developing partnerships to improve leadership and skills.
- Enabling Members to continue to play an active part in Overview and Scrutiny activities.
- Developing the leadership capabilities of officers

### **What we have achieved:**

- Managerial and supervisory competency frameworks integrated into all management programmes.
- Management Development Centre completed.
- Accreditation by the Institute of Leadership and Development to deliver a Level 3 First Line Manager Certificate programme and a Level 5 Manager Certificate Programme.
- Provision of opportunities for project working, secondments (particularly internally).
- Reaccreditation to the Charter Plus for Member Development (2011).
- Completed 360 degree appraisal pilot programme for a cross sectional group of Elected Members and extended this to all Executive Members.

### **What we still need to do:**

- Produce development material, including e-learning for Councillors and employees.
- Extend the 360 degree appraisal programme to cover all Elected Members
- Develop suitable mechanisms to ensure all social workers are able to undertake post qualification training and comply with all other recommendations of the Social Work Taskforce.
- Embed the concept of Overview and Scrutiny throughout the Council.
- Enhance and expand management development opportunities

### 8.3 **Developing Workforce Skills and Capacity**

Key issues:

- Maximising access to learning and development opportunities for employees.
- Developing an ever more flexible and skilled workforce.
- Improving skills for managers, including developing new skills e.g. commissioning, working in partnerships, managing flexible working effectively.
- Improving skills for all staff in enhancing customer care, basic skills/skills for working life.
- Enhancing partnership approaches to learning and development.

#### **What we have achieved:**

- Delivery of a range of management development opportunities for service managers – staff absence management, procurement, financial management, significant range of new recruitment training including safer recruitment, managing the early days.
- Redesigned the corporate induction programme to meet the needs of new employees, new managers or managers new to the Council linked to e-learning.
- Launched e-learning through Learning Pool, the e-learning provider for the public sector. To date 2000 employees have successfully completed e-learning packages, including an introduction to safeguarding children and young people, information security, health and safety, data protection, an introduction to equality and diversity. Ninety nine packages are currently available
- Introduced Safeguarding awareness training for all staff in areas where they come into contact with Children, Young People and/or vulnerable adults.
- Delivered a range of equality and diversity training programmes for Members, Directors, Chief Officers, Managers and Team Leaders/Supervisors.

#### **What we still need to do:**

- Develop further equality and diversity related programmes eg faith and belief, cultural awareness, etc.
- Expand the use of e-learning opportunities within the Council
- Identify the best ways to enable all staff, especially those working part time or non standard office hours to access learning and development opportunities.

### 8.4 **Resourcing, Recruitment, Retention and Diversity**

Key issues:

- Supporting social workers to practice effectively.
- Remodelling the workforce in response to future trends.
- Maximising the use of technology to improve services.
- Developing cost effective means of attracting suitable job applicants and retaining skilled workers.

- Developing suitable strategies to encourage a diverse range of suitable applicants to apply for jobs within the Council and to support their development.

**What we have achieved:**

- Continued to develop recruitment initiatives to expand the ways in which the public can find out about job vacancies, etc.
- Carried out Equality Impact Assessments (EIA) to ensure equality implications are taken into account in all policy initiatives, including the provision of some basic and advanced EIA workshops for appropriate managers/staff.
- Reviewed and implemented new arrangements for the provision of temporary agency workers

**What we still need to do:**

- More detailed workforce planning to better predict need particularly in relation to local partners and their workforce plans, including the Berkshire Health and Social Care Workforce Development Forum
- Continue to manage the movement of employees resulting from budget reductions and reorganisation of services including the retraining of employees as necessary.
- Support the contract requirements with Comensura for temporary agency workers to ensure that the Council obtains value for money.
- Encourage as diverse a range of job applicants to increase workforce diversity

8.5 **Pay and Reward**

Key issues:

- Competitive, fair and flexible pay structures.
- Equal pay.
- Clear linkage between service objectives and improvements.
- Modernising pay systems.
- Transparent pay structures for senior staff.
- Achieving better work/life balance especially for people with caring responsibilities and older workers.
- Expansion of flexible working options.

**What we have achieved**

- Achieved almost total workforce integration onto the Bracknell Grading structure.
- Expanded the flexible benefits scheme.
- Reviewed severance policy, to facilitate workforce restructuring.
- Completed Stage 1 of the job evaluation review programme (measurement of jobs) and commenced discussions with employee representatives.

### **What we still need to do:**

- Continue discussions with trades unions about a new pay and grading structure including the possibility of a collective agreement
- Continue discussions with the trades unions on a new pay structure.
- Continue to explore additional flexible benefits for staff.
- Complete Stage 2 of the job evaluation review programme (pay structures).

## **9 KEY WORKFORCE PLANNING PRIORITIES**

- 9.1 The Council incorporated workforce planning into service planning in 2009. Refresher training was undertaken for managers and the annual departmental workforce plans are now being produced. The Service Plan Priority 6 (Value for money) and Medium Term Objective 10 reflect the workforce planning requirement and embed them into the whole service planning process.
- 9.2 Each department's key priorities will be reflected in their action plans and they will continue to monitor progress at a local level. The key priorities for each of the Council's departments identified through the workforce planning process are as follows:

### **Environment, Culture and Communities**

- Government pressure for local government to outsource services, including creating mutuals and shared services partnerships.
- Further proposed changes to planning regulations, including the impact of the National Planning Policy Framework.
- Introduction of the Community Infrastructure Levy.
- Potential regionalisation of some environmental health functions.
- 2014 Public Realm Contract.
- Develop management competence through mentoring, network events and other support.
- Effectively plan to ensure that the actions identified in the Safeguarding Section 11 audit are implemented in a timely manner.
- Support managers and staff to roll out flexible working.
- Ensure better use of limited resources through improving management skills, in relation to managing sickness generally and stress related sickness in particular.

### **Children, Young People and Learning**

- Assess the impact of the safer workforce training programme.
- Introduce an integrated introduction programme to the Children's and Young People's workforce.
- Develop the Children and Young People's workforce strategy as a result of the priorities identified through the Children and Young People's Plan (CYPP) and early intervention strategies.
- Review the recruitment and retention in the areas of skills shortages such as headteachers and experienced children's social workers.

## **Chief Executives Office/Corporate Services**

- Improving managerial skills to enable them to make better use of the available resources
- Supporting the HR aspects relating to office moves and the roll out of flexible working across the organisation.
- Review the Member Development Strategy and deliver a comprehensive Member Development programme.
- Develop partnership working eg joint development plans with strategic partners

## **Adult Social Care Health and Housing**

- Modernise the Adult Social Care workforce to meet new skills sets eg end of life care at Bridgewell.
- Continue to enhance the skills of the wider adult workforce in terms of Safeguarding responsibilities, to ensure that the levels of competence meet those set out in the East Berkshire Workforce and Development Strategy for Safeguarding (2012).
- Embed the transition of Public Health into the Department including addressing the specific learning and development needs of Public Health employees, linking with the Oxford Deanery.
- Consider the integration of the contract terms of new Public Health onto Council conditions.
- Ensure that the learning and development needs of public health
- Enhance the skills of the workforce to meet the anticipated needs arising as a result of the implementation of the Welfare Reform Act 2012.

## **10 ISSUES WHICH WILL IMPACT ON THE COUNCIL'S WORKFORCE**

### **(i) Staff Communications**

This remains key to having an effective workforce as major change issues are fundamentally affected by effective communications eg workforce remodelling and restructuring.

### **(ii) Job Evaluation**

In recognition of the Council's legal obligations, the potential vulnerability of the Council's existing job evaluation schemes and increased case law, the Council decided to revise its scheme and to carry out a complete re-measurement of its jobs. This has now been completed and discussions with Trade Unions on the implementation of a revised pay structure are on-going.

### **(iii) Flexible Working**

Policies need to reflect current flexible working arrangements and accommodate employment rights which also means that training and development activities are offered in a variety of different ways to accommodate these arrangements.



#### **(iv) Audits and Inspections**

The amalgamated Adult Learning Inspectorate, OFSTED and the Care Quality Commission, will continue as will audits of financial arrangements. The focus of inspections is moving towards one of identifying the impact of changes on the outcomes from those people in receipt of services. Less regular, planned inspections may be undertaken but with less notice being given. The Council will also be participating in the Peer Review process in the spring 2013, the results of which may have an impact on the workforce.

#### **(v) Partnership working**

The need to work in partnership will continue in the future and is likely to increase over the coming years; this will require the development of consensus building and commissioning skills.

#### **(vi) Enhancing managerial skills and competencies**

Supporting managers to develop new skills needs to be embedded into management thinking through training and HR advice. The new management competency framework was included in the appraisal process from April 2011 and has helped to identify skills gaps.

### **11 A REVIEW OF THE 2010 PAY AND WORKFORCE STRATEGY**

#### **11.1 Achievements and actions still outstanding**

There were 32 actions shown in the Action Plans of the 2010 Fifth Pay & Workforce Strategy. Of these 16 have been completed and 8 part completed. The completed actions include:

- Completion of the Customer Contact Centre strategy
- Revise the Council's appraisal scheme and associated documentation
- Ensure reaccreditation to the Charter for Member Development (2012)
- Delivery of the Development Centre workshops for all managers
- Delivery of a programme of workshops for managers with responsibility for buildings
- Induction of new Members post May 2011 elections
- Development of skills pathway frameworks for social care staff
- Develop support material for New Ways of Working initiative
- Expand the use of the social care common induction standards and the associated assessment tool
- Ensuring that robust workforce planning processes are in place
- Assessment of the adequacy of HR and Payroll data to ensure that it is fit for purpose
- Develop a range of recruitment and retention tools
- Support the take up of the revised post qualification qualifications for social workers
- Support the achievement of the "achieving" level in the Equality framework
- Carry out a skills audit for all social care employees as part of the In-Laws Scheme
- Ensure that the Council has mechanisms in place to assess and react to market forces.

A further 4 were either not expected to have been completed during the first year of the plan, or changing circumstances have meant that they are no longer required as previously envisaged. Four others are on-going and will be rolled forward into this; the 2012-2015 Strategy and these are identified in the appendices in italics.

## 12 CONCLUSIONS

12.1 All the issues discussed in this Strategy will have a fundamental impact on the way in which the Council approaches achieving greater economies and improving efficiency, workforce planning, recruitment and retention, reward mechanisms and skills development of its staff. Whilst the precise nature of the changes described are not all clear, all these factors will need to be taken into account in the coming years and the Strategy adjusted accordingly.

12.2 The following documents underpin the actions proposed in the Strategy:

- Bracknell Forest Partnership – Annual Report 2011.
- Medium Term Financial Strategy – General Fund Revenue Budget Book 2012/13
- Communications Strategy
- Equality Scheme 2012-2016
- Charter Plus standard for Member Development
- Creating Opportunities – a joint strategic plan for children and young people 2011-2014
- Staff Survey Action Plan

## 13 APPENDICES – ACTION PLANS

13.1 The attached appendices are based on the 5 key national priorities outlined in paragraph 1 of the Strategy. Departmental priorities are not covered within this document and will be dealt with through departmental action.

## PRIORITY AREA 1: DEVELOPING THE ORGANISATION

<b><u>Developing the Organisation</u></b>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Ensure that appropriate Safeguarding training is being identified, commissioned, planned and undertaken in the timescales identified.	H	1. CRB checked posts have undertaken relevant training 2. Training for others provided as appropriate	Ongoing  Ongoing	Service Directors/Chief Officer : Human Resources	Costs of developing and/or coordinating delivering appropriate training will be contained within existing budgets	
Maintain the "Achieving" level of the Equality Framework	H	Maintenance of the "Achieving" level of the Equality Framework.	Action plan implemented	Chief Officer: Human Resources/Head of Community Engagement	Time spent developing, delivering actions.	
Revise and update the existing Pay and Workforce Strategy	H	Revised PWS produced, approved & implemented	Version 6 approved by Employment Committee by March 2013	Chief Officer: Human Resources	All appropriate training identified will need to be contained within existing budgets	
Remodel the Children's and Adults workforce through organisational development activities, learning & development/ skills improvements	H	Remodelling plans produced and approved, implementation under way.	March 2013 and on going	Service Directors/ relevant Chief Officers	Time involved in consultation, potential retraining costs.	

<b><u>Developing the Organisation</u></b>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Expand skills audit of all employees and encourage the use of Personal Development Plans, and electronic Training Needs Analysis	H	Skills audits completed and plans amended.	April 2013	Learning and Development Manager/Departmental HR Managers	Cost of amending documentation, staff time on briefing sessions	
Implement the actions from the 2011 Staff survey and continue to conduct a biennial staff survey to seek employees' views	M	Departmental Action plans being implemented	March 2013 and ongoing	Departmental HR Managers	Cost of amending processes/procedures	

The majority of the Resource Implications revolve around the "opportunity costs" of staff time; any financial implications are contained within existing pre-determined budgets.

## PRIORITY AREA 2: DEVELOPING LEADERSHIP CAPACITY

<b><u>Developing Leadership Capacity</u></b>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Ensure fourth re-accreditation to the Charter for Member Development	M	Re-accreditation of Charter Plus	July 2014	Head of Democratic & Support Services	Cost of any associated training, research and documentation production	
<i>Enhance managerial skills/knowledge especially in the areas of performance management skills, financial management and risk assessment.</i>	M	<i>A minimum of 100 managers a year attending events</i>	<i>Annually</i>	<i>Chief Officer: Human Resources/Learning and Development Manager/HR Managers/senior managers</i>	<i>Time to develop and deliver workshops/information sessions/case studies, etc.</i>	
<i>Provision of a First line Manager/Team Leader Institute of Leadership and Management (ILM) certificate programme (Level 3)</i>	M	<i>Minimum of one group per year successfully completing programme</i>	<i>April 2013 and annually thereafter</i>	<i>L&amp;D Manager</i>	<i>Course costs/staff time attending workshops ILM accreditation</i>	
Follow on activities to support needs identified during attendance at Development Centre sessions	M	New plans approved by CMT	December 2012 and ongoing	L&D Manager	Time and cost of trainers/observers/staff time attending events	
Induction of new Members following any elections	M	New Members able to carry out	Ongoing	Head of Democratic	Printed material/time of trainers	

**Developing Leadership Capacity**

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
through the delivery of personal development plans.		their role effectively in a speedy manner		Services and L&D Manager	
Revision to and delivery of a programme for managers responsible for building safety.	M	Programmes developed and delivered at least twice per annum	Annually	L&D Manager	Course costs/staff time attending course

### PRIORITY AREA 3: DEVELOPING THE SKILLS & CAPACITY OF THE WORKFORCE

<b><u>Developing the Skills and Capacity of the Workforce</u></b>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Ensure Council complies with induction standards for new care staff, use of new continuous professional development requirements in line with Professional Capability Framework.	H	External Inspections recognise achievements of both Children & Adults Social Care	On-going	Learning & Development Manager / Departmental HR Managers	Time and resource costs. Grants from Departments of Health and Education support this training.	
Raising skills, and competence within the Private, Independent and Voluntary sector.	H	Expansion of numbers of on-line training modules available. Programme agreed and publicised	On-going  April 2013	Learning & Development Manager	Development of e-learning opportunities including Log onto Care modules  Cost of delivery of Common Induction Standards workshops (met from grant funding)	
Develop support material for Time for a Change programme	M	Increased use of IT to enable flexible working	Ongoing	Chief Officer: Human Resources /Chief Officer: IT	New systems cost  Time spent away from work undertaking training	
Expand the use of the Social Care Common Induction and new manager standards assessment tool.	M	Implemented with positive results	On-going	Chief Officer: Human Resources	Staff time in developing material. See note previously on grant funding.	

<b><u>Developing the Skills and Capacity of the Workforce</u></b>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Developing skills of ASCH&H – end of life care, advocacy, personalisation, dementia, strokes, learning disabilities, autism, etc.	M	Staff trained and better able to support service users	Programme set up and running by December 2012	Learning & Development Manager	Time, financial resources	
Developing managerial and employee skills to enable greater use of flexible working opportunities	M	E-learning packages available. Training programmes implemented	By September 2012 By October 2012	Learning & Development Manager	Time, financial resources	
Updating and developing the range of equality and diversity training available to employees and managers	M	Training programmes implemented	On-going	Learning & Development Manager/Head of Community Engagement	Time, financial resources	



## PRIORITY AREA 4: RESOURCING THE ORGANISATION

<b><u>Resourcing Local Government</u></b>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Enhance image of the Council as an attractive employer.	H	Recruitment strategy revised and implemented	On-going	Recruitment Strategy Manager	Development costs. Staffing resources already in place.	
Support development of school leavers, graduates and older persons, particularly in areas of skills shortage.	M	Recruitment strategy revised and implemented	On-going	HR Managers / Recruitment Strategy Manager	Development costs. Staffing resources already in place.	
Work towards a diverse workforce which reflects the community.	H	Improved levels of recruiting staff from communities	On-going	HR Managers/ Chief Officer: Human Resources	Staff time, advertising costs of new avenues of recruitment	
Identify opportunities for external funding and access these	M	Increase in external funding	April 2013 and ongoing	Chief Officer: Human Resources	Time spent investigating and applying for funding – offset by increased income streams	

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## PRIORITY AREA 5: PAY AND REWARDS

<b><u>Pay and Rewards</u></b>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Progress the implementation of a new pay and grading structure.	H	New scheme and pay structure agreed.	April 2013	Job Evaluation Steering Group	Cost of consultants, staff time and implications on pay bill	
Assist departments in fitting staffing to available budgets	H	New structures in place	Up to April 2015	Chief Officer : Human Resources/Departmental HR Managers	Staff time and costs to conduct a review	
Develop means of constructing and marketing the overall employment package	M	Evidence of reduced turnover rates and improved recruitment success	On-going	Chief Officer : Human Resources/ Departmental HR Managers	Cost of producing materials	
Further develop the Council's "Flexible Benefits" approach.	M	New/revised benefits identified and introduced	Annually from March 2013	Chief Officer : Human Resources	Cost of producing materials	

**Pay and Rewards**

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Examine the total reward package to ensure it is modern, appropriate and in line with best practice.	M	Package regularly reviewed	March 2013	Chief Officer : Human Resources/ Departmental HR Managers	Cost of remedial actions if needed

**TO: EMPLOYMENT COMMITTEE  
5 DECEMBER 2012**

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## **PAY POLICY STATEMENT (Chief Executive)**

### **1 PURPOSE OF REPORT**

- 1.1 The Localism Act 2011 requires the Council to create and publish a Pay Policy Statement, with particular emphasis on senior pay. Most of what appears in the attached Pay Policy Statement is specifically required by the Localism Bill whilst other aspects are derived from suggestions in the Joint National Council for Chief Executives of Local Authorities' guidance on pay policies in order to give a fuller picture of the work of the Council.
- 1.2 The Statement, which is essentially, a statement of existing policies must be formally approved by the Council by the end of March but can be amended in-year. This is the second year the Council has been required to make this Pay Policy Statement and whilst there are some minor differences from the first statement approved in February 2012, the basic details remain unchanged.

### **2 RECOMMENDATION**

- 2.1 **That in accordance with the Localism Act 2011, the Employment Committee endorses the attached Pay Policy Statement.**

### **3 REASONS FOR RECOMMENDATION**

- 3.1 This is required under the Localism Act 2011.

### **4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 None, this is a legislative requirement.

### **5 SUPPORTING INFORMATION**

- 5.1 The details which must be provided in the statutory statement are:
  - a) Policy on the level and elements of remuneration for each director and chief officer – specifically including remuneration on recruitment, increases and additions to remuneration including any bonuses, if paid, termination payments, allowances, benefits in kind, pension entitlements. (This Council decided to include all posts earning over £58,200 to remain consistent with the Code of Recommended Practice on Data Transparency of 2011).
  - b) Policy on the FTE equivalent remuneration of the lowest paid employee.
  - c) Policy on the relationship between the remuneration of the Chief Executive and other employees.

- 5.2 Whilst the policy on publishing senior pay information does not apply to schools, the information which makes up the median and mean salaries for the Council has to include all schools based staff.
- 5.3 The Coalition Government programme for government Freedom, Fairness, Responsibility published in May 2010 contained a commitment to undertake a fair pay review in the public sector to implement their proposed “20 times” pay multiplier. This related to the multiplier between the lowest paid employee and the Chief Executive.

However the subsequent Hutton Review into public sector pay concluded that a public sector pay multiple based on the lowest paid would not work as the core of a fair system so instead recommended the median as the basic calculator. This is now the requirement of the Localism Act and this Pay Policy Statement. Therefore, whilst the Council is obliged to publish information on the salary multiple between the Chief Executive and the median salary for the Council (6.9), and is also obliged to publish the Full Time Equivalent salary of the lowest paid employee, it is not obliged to calculate or publish the multiple of the lowest paid employee in relation to the Chief Executive. For information, however, this is a multiple of 12.3, very significantly below the Prime Minister’s “20 times” guideline.

It may be noted that the average result for unitary local authorities, using the top-to-median ratio, is a multiple of 7.3, so the Council’s figure of 6.9 compares very favourably.

- 5.4 The Department for Communities and Local Government’s guidance states “Pay Policy Statements offer an opportunity to put data firmly within the context of the Council’s agreed policies, and to provide the public with a clear justification of how their money is being used appropriately in the pay and reward of senior staff.” For that reason, a limited amount of discretionary information has been included, to give context to and identify the significant scope and responsibilities for some jobs.
- 5.5 The Statement will be published on the website in early March, once it has been formally approved at the next full Council meeting.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

- 6.1 Nothing to add to the report.

### Borough Treasurer

- 6.2 The Pay Policy Statement sets out the Council’s current arrangements with regard to senior pay in particular. As such there are no financial implications arising from this report.

### Equalities Impact Assessment

- 6.3 This Statement is a confirmation of existing Council Policies, and the composition of the group of employees covered by it is already subject to the Council’s annual monitoring exercise.

Strategic Risk Management Issues

6.4 None identified.

**7 CONSULTATION**

Principal Groups Consulted

7.1 It is a descriptive report rather than a change of policy so no consultation required.

Method of Consultation

7.2 Not applicable.

Representations Received

7.3 Not applicable.

Background Papers

Localism Act 2011

Contact for further information

Timothy Wheadon, Chief Executive – 01344 355601

[timothy.wheadon@bracknell-forest.gov.uk](mailto:timothy.wheadon@bracknell-forest.gov.uk)

Tony Madden, Corporate Services : HR – 01344 352049

[tony.madden@bracknell-forest.gov.uk](mailto:tony.madden@bracknell-forest.gov.uk)

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## **Bracknell Forest Council**

### **PAY POLICY STATEMENT FOR THE FINANCIAL YEAR 2013/14**

**(Reported data based on 2012/13)**

#### **INTRODUCTION**

##### **Source and scope of policy statement**

This Policy Statement has been produced in accordance with Sections 38 to 43 of the Localism Act 2011 (the Act), which, from 2012 onwards, require local authorities to publish an annual statement of their policy for the relevant financial year in relation to:

- The remuneration of their most senior employees (which the Act defines as the head of paid service (Chief Executive), the Monitoring Officer, the Chief Officers (or Directors), and the Deputy Chief Officers (i.e. managers who report directly to a Director));
- The remuneration of their lowest-paid employees; and
- The relationship between the remuneration of the most senior employees and that of other employees.

The policy is for the financial year 2013/14. Data on existing salaries, job roles and statistics contained within the statement are based on the year 2012/13.

The Secretary of State has produced guidance on the Act's provisions relating to openness and accountability in local pay, which local authorities must have regard to in preparing and approving their annual pay policy statements, and the Council's statement takes full account of this guidance to date as well as the provisions of the Act.

It also takes account of:

- The Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Department for Communities and Local Government in September 2011;
- Guidance issued by the Joint National Council (JNC) for Local Authority Chief Executives on pay policy statements, published in November 2011;
- Employment and equalities legislation affecting local authority employers, where relevant.

To aid transparency, this policy also contains or refers to information which the Council is already required to publish under other legislation, i.e.

- Information on the actual level of remuneration paid to senior managers, as required by The Accounts and Audit (Amendment No. 2) (England) Regulations 2009;
- Policies on the exercise of its discretions over payments upon termination of employment under the Local Government Pension Scheme, as required by Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008;
- Policies on the exercise of its discretions over payments upon termination of employment under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, as required by Regulation 7 of those regulations.

The Government's guidance on the Localism Act's pay provisions states that it is open to Councils to include in this Statement their policies on the remuneration of employees who are

neither the most senior officers nor the lowest paid. Accordingly, this Policy Statement also gives details of:

- The policies applied to employees earning in excess of £58,200 as required by Code of Recommended Practice on Data Transparency 2011;
- Elements of remuneration which apply to all employees, regardless of their pay level, status or grading within the Council.

As such, this Statement draws together all the relevant existing policies and can therefore be seen as a comprehensive document covering all relevant aspects of pay and remuneration within the Council.

### **Status of policy statement**

In line with the requirements of the Localism Act, the Pay Policy Statement will need to be reviewed on an annual basis, with a new version approved before the start of each subsequent financial year, which will need to be complied with during that year.

The Pay Policy Statement can also be amended during the course of any financial year, but only by a resolution of the full Council. If it is amended during the year to which it relates, the revised version of the statement will be published as soon as reasonably possible after the amendment is approved by the Council.

### **Transparency and autonomy**

It is important to recognise that, whilst producing national legislation relating to their pay policies, the Government also explicitly recognises that each local authority remains an individual employer in its own right, and, as such, has the autonomy to make decisions on pay that are appropriate to local circumstances and deliver value for money for local taxpayers.

## **SECTION 1: REMUNERATION OF STATUTORY AND NON-STATUTORY DIRECTORS, CHIEF OFFICERS, MONITORING OFFICER AND OTHER SENIOR POSTS**

### **1.1 REMUNERATION COVERED IN THIS SECTION OF THE POLICY**

This section covers the Council's policies in relation to the remuneration of its senior employees, including:

- Its Chief Executive;
- Its Directors who report to and are directly accountable to the Chief Executive – this includes both statutory and non-statutory Directors;
- Its Chief Officers, who report to and are directly accountable to Directors;
- Its Section 151 Officer (the Borough Treasurer), who is also a Chief Officer and remunerated as such;
- Its Monitoring Officer (the Borough Solicitor, who is the officer responsible for ensuring the Council's compliance with the law in all its activities) is also a Chief Officer and is remunerated as such.
- Other senior employees earning in excess of £58,200 pa (including basic pay and any Market Premia).

### **1.2 CONTEXT**

These senior employees are responsible for working with elected politicians to determine the overall strategic direction of the Council, to develop the scale, nature, efficiency and effectiveness of all the services provided by the Council, and to provide day-to-day leadership and management of those services.

In relation to other organisations in all sectors across the UK, the Council is a large, complex organisation providing a very diverse range of services. Many of those services are vital to the wellbeing of individuals and groups of residents in the local community and are delivered in very challenging circumstances, taking account of levels of need and the availability of resources to meet them.

The Council's senior employees are responsible for:

- 3890 employees (equivalent to 2826 full-time equivalent (FTE) employees). These numbers are as at 1 April 2012.
- Services to 113,200 residents within the local community.
- Total Gross Expenditure of £249million, which was the Council's Total Gross Output Expenditure in 2011/12.
- The following services to the local community:
  - Adult social services
  - Children and families social services
  - Countryside and open space management and maintenance
  - Education and schools
  - Elections and local democracy
  - Environmental and public health, including pest control

- Environmental Services, including refuse collection, recycling, street cleaning and waste disposal
  - Housing
  - Housing and Council tax benefits
  - Leisure and Arts provision
  - Libraries
  - Planning
  - Economic development
  - Roads, transport, street lighting and car parking
  - Trading Standards and Licensing
  - Youth and Community Services
  - Regeneration
  - Community Safety
- The following facilities:
    - 39 schools (including a Pupil Referral Unit)
    - 2 residential care homes and one respite centre
    - 2 day centres (one for older people, one for those with learning disabilities)
    - 4 Children’s Centres
    - 12 Community Centres
    - 9 libraries
    - 5 leisure centres
    - 83 park sites and 50 miles of public rights of way
    - 18 play areas, plus skate parks, tennis courts, soccer pitches, a baseball diamond and a sports pavilion
- The Council:
    - Is responsible for the education of around 15,700 children
    - Deals with around 1,140 planning applications per year
    - Maintains around 285 miles of roads
    - Manages and maintains 244 hectares of open space
    - Is responsible for 97 looked-after children
    - Licences 260 local pubs and clubs and 682 taxis

The Council has to compete with other employers in the area (and, in many cases, in the country) to recruit and retain managers who are capable of meeting the challenges of delivering this diverse range of services to the required standards. This has an important bearing on the levels of remuneration it offers which has been kept under review on a regular basis by the Employment Committee. At the same time, the Council is under an obligation to secure the best value for money for its residents and tax-payers in taking decisions on pay levels. In recent years the Employment Committee has sought to strike a fair balance between these competing pressures.

In a report on senior pay in the public sector commissioned by the government in 2011, Will Hutton concluded that “Chief Executive Officers of [private sector] companies with a turnover of between £101million and £300 million earn more than twice their public sector counterparts.” He also observed that “The sharp increase in executive pay over the last decade, and the wider trend of growing income inequality, has been largely a private sector phenomenon”.

### 1.3 RESPONSIBILITIES OF SENIOR ROLES

To give further contextual information for remuneration levels, the main accountabilities of the Chief Executive and Directors are set out below.

- **Chief Executive**

The Chief Executive is the Council's most senior employee who leads and takes responsibility for the work of the Council. It is a full time appointment and post holders are selected on merit, against objective criteria, following public advertisement.

The role of Chief Executive is complex with ultimate responsibility for managing expenditure of £249m of public funds, serving around 48,100 households and 113,200 people in the Council's area.

As head of the paid service of the Council's employed staff, the Chief Executive is a non-political post. Whilst the elected councillors provide the policies, Council paid employees put them into practice. The Chief Executive is responsible to and accountable to, the Leader of the Council, the Executive and the whole Council in delivering their political and policy objectives.

The Chief Executive works closely with elected councillors to deliver:

**Leadership:** to ensure strong and visible leadership and direction, encouraging and enabling managers to motivate and inspire their teams;

**Strategic direction:** ensuring all staff understand and adhere to the strategic aims of the organisation and follow the direction set by elected councillors;

**Policy advice:** acting as the principal policy adviser to the elected councillors to lead the development of workable strategies which will deliver the political objectives set;

**Partnerships:** leading and developing strong partnerships across the local community to achieve improved outcomes and better public services for local people;

**Operational Management:** overseeing financial and performance management, risk management, people management and change management within the Council.

The Chief Executive also has a unit (The Chief Executive's Office) under the direct control of the Assistant Chief Executive, which deals with Communications and Marketing, Economic Development, Performance and improvement, Overview and Scrutiny, Crime and Disorder reduction, Regeneration, and the local area agreement.

Staff under indirect management responsibility: 3890

- **Director – Adult Social Care, Health and Housing**

This post has a statutory role and is responsible and accountable for assessing local needs and ensuring the availability and delivery of a full range of adult social services, often interfacing with Health bodies.

The directorate provides advice and information about the range of services that may be available to support individuals or families. In carrying out assessments for people they will determine any support that can be provided. If people are not eligible, the department can give them information about other ways of accessing services and organisations where they could go to get help. There is joint work with Children's Services on making the transition to adult life.

The focus of support is to enable people to maximise their ability and retain their independence, which will mean people can stay in their own homes for as long as possible. Support may be needed for a crisis or a longer period, and the directorate will generally provide this. Depending on assessed needs, a range of services could be provided in partnership with other organisations to meet the social care needs of adults and older people. Services include home support, day care opportunities, meals services, the provision of equipment for daily living and residential and nursing care.

The post is also responsible for ensuring the provision of Housing Advice and Homelessness Prevention as well as the provision of Housing and Council Tax Benefits.

As from April 2013 the department will assume responsibility for Public Health functions.

Its duties include specific support for the following areas for individuals and/or their families:

- Older people
- People with a learning disability
- People with mental health needs
- People who misuse substances
- People with long term conditions
- Carers
- Housing advice
- Homelessness
- Housing and Council Tax Benefits Administration
- Forestcare Community Alarm and Out of hours service.
- People affected by HIV/Aids

Budget responsibility: £23.6 million per annum

Staff under direct or indirect line management responsibility: 360

- ***Director – Children, Young People and Learning***

This post has a statutory role and is responsible and accountable for education services and the full range of children's services in the Council's area, and aims to ensure that children and young people achieve the best possible outcomes for their lives through education, advice and guidance, access to support and where necessary specialist placements.

**Children's Social Care**

Working with partner agencies, it provides the help, support and advice needed by the most vulnerable children and their families, including children in need of protection, looked after children and young offenders.

- Assessment service for new referrals

- Continuing Social Work support for particular children and their families
- The Family Placement Service, to support fostering and adoption
- The Youth Offending Service, to prevent and manage youth offending
- A short break unit, for children with disabilities
- Education Support for Looked After Children
- Family Intervention Project
- Domestic Abuse Perpetrator Service

### **Learning & Achievement**

- School Advisory Team, offering advice, support and INSET training to schools
- Lifelong Learning Team, managing family and adult learning provision
- School Governor Services
- Statutory SEN Services
- Targeted Services including the Education Welfare Service
- Pupil referral service (including the Pupil Referral Unit)
- Education Psychology
- Education Centre
- Pan LA services including School Library Service, South East Grid for Learning

### **Strategy, Resources and Early Intervention**

- Finance (including schools DSG)
- Human Resources
- Schools Admissions
- Schools Property
- Schools Administrative Support and ICT
- Performance Management
- Governance – IRO; IC; Complaints
- Early Years including PVI sector
- Children's Centres
- Troubled Families
- Construction Category management
- Youth Service.

Budget responsibility: £12.8 million per annum (not including schools, £75m)

Staff under direct or indirect line management responsibility: 2726 (including schools).

- ***Director – Environment, Culture and Communities***

This post is responsible and accountable for the strategic planning and delivery of services to ensure Bracknell Forest is a clean, safe, healthy and attractive place to live. The directorate targets its services to meet the high standards residents, local businesses and visitors expect. Some of these services are delivered directly, others in partnership with the voluntary and charitable sectors and some through contracts with private companies. The directorate operates with 4 service divisions and one support division, and includes:

- Town and country planning
- Parks and countryside management,
- Leisure

- Libraries
- Environmental health and licensing,
- Emergency planning,
- Engineering,
- Trading standards,
- Refuse collection and street cleansing
- Recycling,
- Public parking.

Budget responsibility: £24.9 million per annum

Staff under direct or indirect line management responsibility: 572.

- ***Director - Corporate Resources***

This post is responsible and accountable for eight separate sections - Finance, Information and Communication Technology, Legal Services, Human Resources, Democratic and Registration Services, Corporate Property, Customer Services and Community Engagement and Equalities.

A wide range of functions and activities are carried out within each of these sections, but falling into three main categories:

- Direct public services (e.g. customer services, revenue collection, electoral registration)
- Core management responsibilities (setting standards and ensuring that the organisation functions legally within a robust financial framework, acts as a good employer and promotes equality and community cohesion)
- Support to service departments (providing advice and support to front line departments on a wide range of issues and projects, such as HR, Legal, ICT and Property)

The directorate is responsible for the strategic planning and operational delivery of services including:

- Finance,
- Revenues and payments,
- Council Tax,
- Customer services
- Legal services
- Democratic management
- Corporate ICT
- Corporate HR
- Community engagement and equalities

The Director of Corporate Services also acts as Statutory Overview & Scrutiny Officer and Deputy Chief Executive, and leads on key projects such as Civic Accommodation and Job Evaluation.

Budget responsibility: £15.3 million per annum



## 1.4 OVERALL POLICY ON REMUNERATION FOR SENIOR ROLES

The Council's overall approach to remuneration for its senior employees is based on:

Compliance with equal pay, discrimination and other relevant employment legislation, plus recognition of the demanding nature of the challenges which the Council faces, and the requirement to offer competitive remuneration in relation to the rest of the local government and public sectors, in order to secure the most talented managers. This means that, on the advice of the Employment Committee, the Council has always taken account of

- pay levels in the local area, including neighbouring public sector employers;
- the relative cost of living in the local area, particularly housing costs;
- the responsibilities and accountabilities of particular posts which may be exceptionally demanding.

The Council seeks to maintain this overall approach by carefully monitoring pay data provided by the Joint National Councils (JNCs) for Chief Officers and Chief Executives, the Local Government Association/Employers, and other relevant pay surveys. In recognition of the economic situation, the Council has not increased the salary of the Chief Executive, the Directors and Chief Officers since 2008.

In terms of pay differentials, the Council recognises that the role of Chief Executive leads the organisation's workforce and has the greatest level of accountability, and so warrants the highest pay level in the organisation.

At Director level:

- The Council recognises that all its Directors have a collective and corporate responsibility for contributing to and delivering the overall strategy of the organisation, and therefore offers the same level of remuneration (the same incremental grade) to all Directors. The Director of Corporate Services receives an additional 2.5% as the Deputy Chief Executive, rising to 10% during any longer period of at least four weeks where, in his absence, she is acting as Chief Executive.

At Chief Officer level:

- The Council recognises that certain roles are more demanding than others, and has identified those with a greater level of accountability through job evaluation, (which provides a careful analysis of job demands) and offers them higher remuneration than other Chief Officer posts. Evaluation is based upon the Hay system and evaluations are carried out independently by the Hay Group.

Below Chief Officer level, the Council recognises that the demands on and accountabilities of different management roles vary considerably, and seeks to align pay levels with the relative importance and responsibilities of jobs, using a process of job evaluation, and including Market Premia where applicable to match certain posts with the market rate for similar jobs. There are, additionally, some posts which are on other national payscales such as the teaching payscales or Soulbury conditions. Some of the posts below Chief Officer level are specifically listed later

in this report as earning more than £58,200 pa because they either receive a Market Premia payment or are subject to other national payscales.

## **1.5 SPECIFIC REMUNERATION OFFERED TO SENIOR EMPLOYEES**

At Chief Executive, Director and Chief Officer level, the Council offers only an annual salary and access to the Local Government Pension Scheme. No other cash benefits or benefits in kind are offered - except any benefits purchased by the employee under the Council's Flexible Benefits scheme under which all employees may purchase benefits from a range offered to all staff. The only one of these benefits which gives an opportunity to increase income is the selling of annual leave, which is available to most employees but not to those at Chief Officer level and above (see section 4). The Council does not offer performance related payments or bonuses to its senior employees.

Geographical/location allowance (local weighting) is not payable to the Chief Executive, Directors or Chief Officers.

The Chief Executive, Directors and Chief Officers are not eligible to participate in the Council's flexible leave scheme whereby employees are able to "buy and sell" annual leave within certain parameters (See section 4, below).

Mobile phones/devices are provided to the Chief Executive/Chief Officers/other senior managers on the basis that they are necessary to undertake their duties effectively, and it is a condition of their contracts that they are on an emergency rota requiring them to be issued with a mobile phone/device. The Council funds the provision of the phone and business calls. Employees are required to pay for personal calls (see page 20). (It is intended that all employees working flexibly will be issued with a mobile phone as part of the roll out of the new flexible working/town centre accommodation plan.)

### **Annual salaries:**

Annual salary levels for senior employees are fixed in accordance with the overall principles set out in section 1.4. At Chief Executive, Director and Chief Officer level and for other senior managers, they consist of a grade range which is determined locally by the Council. This grade range consists of a number of incremental salary points, through which employees may progress until the top of the grade is reached.

### **Remuneration of senior employees on recruitment**

The Council's policy is that any newly appointed senior employee will normally commence employment at the lowest pay point in the pay range for their job, other than when taking account of the successful applicant's current salary and the market requirements. Any decision to appoint a senior employee on a higher pay point within the relevant pay range would be made by the Appointments Committee.

### **Pay progression**

Pay progression within a specific grade is normally by annual increment, payable from 1 April, until the employee reaches the top pay point of their grade.

- Pay progression is based on the period of time the employee has served in that grade, subject to satisfactory performance.

- Senior employees who are considered to have demonstrated exceptional performance may receive accelerated incremental progression within the grade at the discretion of the Chief Executive or relevant Director or, in the case of the Chief Executive, at the discretion of the Leader of the Council.

### **Pay awards**

- The salaries of senior employees are reviewed annually in line with any pay award agreed in the Joint National Councils (JNCs) for Chief Executives/Chief Officers, the National Joint Council (NJC) for Local Government Services, or Soulbury, as appropriate for the contracts of the senior managers.

## **Bonuses**

- The Council does not pay bonuses to any of its employees.

## **Local Government Pension Scheme (LGPS)**

The Council offers all its senior employees access to the Local Government Pension Scheme, in accordance with the statutory provisions of the scheme, on exactly the same basis as all of its employees. Any pension payments made to its senior employees on termination of employment either on grounds of redundancy, in the interests of the efficiency of the service or on grounds of ill health are made within the statutory terms of the LGPS.

- The employer's contribution rate for senior employees who join the scheme is the same as for all other employees, as set out in Section 4 "**POLICIES COMMON TO ALL EMPLOYEES**".
- The discretions which the Council is able to apply under the scheme upon termination of employment are the same for senior employees as for all other employees who are LGPS members and are set out in Section 4 "**POLICIES COMMON TO ALL EMPLOYEES**".

## **Payments on Termination of Employment**

Other than payments made under the LGPS, the Council's payments to managers whose employment is terminated on grounds of redundancy or in the interests of the efficiency of the service will be in accordance with the policy the Council has adopted for all its employees in relation to the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, as set out in Section 4 "**POLICIES COMMON TO ALL EMPLOYEES**".

Other than payments pursuant to the LGPS (including the exercise of the Council's discretions) or payments in accordance with the Council's policies under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, the Council's policy is not to make any other termination payments to its senior employees. The only exception to this, which is very rarely used, is where it has received specific legal advice to the effect that a payment is appropriate to settle proceedings in an Employment Tribunal or court of law, or may be required to eliminate risk of claims against the Council.

## ***Election fees***

Election fees are paid separately. Returning Officer fees for national elections are set by central government. Local election fees are paid in accordance with a scale of fees which is based on national election rates and agreed locally. The Chief Executive voluntarily shares election fees equally with the Deputy Returning Officer. In 2011/12 the Chief Executive was paid £6356 in election/referendum fees.

## 1.6 RE-ENGAGEMENT OF CHIEF OFFICERS

### **Re-engagement of Chief Executives, Directors and Chief Officers who have left Bracknell Forest Council with a severance or termination payment**

#### ***Re-engagement as employees***

(1) Subject to any relevant provisions in employment and equalities legislation, the Council's policy is not to re-employ *in any capacity* any former Chief Executive, Director or Chief Officer who was in receipt of a severance or termination payment for any reason other than compulsory redundancy, for a period of three years from the date of termination of employment.

(2) Where a Chief Executive, Director or Chief Officer's employment has been terminated compulsorily on grounds of redundancy, they will not be re-employed *in the same or a similar post* for a period of three years following the date of termination of employment. If they are re-employed in another post within four weeks after the effective date of redundancy, they will lose their right to a redundancy payment, including any enhancements under the provisions of the LGPS or the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. Any re-employment will be subject to the Council following the strict application of the normal process of competitive selection for employment.

(3) Any former Chief Executive, Director or Chief Officer who is employed by the Council who has previously received a severance, termination or redundancy payment from this or any other Council or related body will not have previous service counted when determining any further entitlements to notice periods, sickness payments, annual leave or other benefits/entitlements based on continuous service.

#### ***Re-engagement under a contract for services***

The Council's policy is not to re-engage under a contract for services any former Chief Executive, Director or Chief Officer who left the Council for any reason and was in receipt of a redundancy, severance or termination payment, for a period of three years from the cessation of employment.

#### ***Policy variation***

This re-engagement policy may be varied only in exceptional circumstances and then subject to the agreement of the Employment Committee.

#### **Employment of those in receipt of an LGPS pension**

##### ***General:***

Policy is set out in Section 4 **POLICIES COMMON TO ALL EMPLOYEES.**

##### ***Flexible retirement:***

The LGPS regulations permit the Council to offer flexible retirement to employees (including Chief Executive, Directors and Chief Officers) aged 55 or over, so that they can reduce their

hours of work, and receive a pension in respect of the proportion of full-time hours they are no longer required to work. This policy is set out in Section 4 **POLICIES COMMON TO ALL EMPLOYEES.**

### **1.7 PUBLICATION OF DETAILS OF EMPLOYEE REMUNERATION**

In accordance with 39 (5) of the Localism Act, this policy will be published on the Council's website.

The Council is also required to publish information about the remuneration of senior officers under The Accounts and Audit (Amendment No. 2) (England) Regulations 2009, and the Code of Recommended Practice for Local Authorities on Data Transparency, issued under Section 2 of the Local Government Planning and Land Act 1980.

For ease of reference, remuneration data for posts identified under these Regulations is set out below, individual annual salaries can be found on the Council's website.

CHIEF EXECUTIVE	144,764 – 156,638
DIRECTOR OF CORPORATE SERVICES	104,348 – 112,890 plus 2,822 as Deputy CE
DIRECTOR - CHILDREN, YOUNG PEOPLE & LEARNING	104,348 – 112,890
DIRECTOR - ADULT SOCIAL CARE, HEALTH & HOUSING	104,348 – 112,890
DIRECTOR - ENVIRONMENT, CULTURE & COMMUNITIES	104,348 – 112,890
BOROUGH TREASURER AND SECTION 151 OFFICER	89,149 – 94,565
BOROUGH SOLICITOR AND MONITORING OFFICER	84,037 - 89,149
CHIEF OFFICER: CHILDREN'S SOCIAL CARE	84,037 – 89,149
CHIEF OFFICER: ENVIRONMENT & PUBLIC PROTECTION	84,037 – 89,149
ASSISTANT CHIEF EXECUTIVE	79,225 - 84,037
CHIEF OFFICER: INFORMATION SERVICES	79,225 - 84,037
CHIEF OFFICER: HUMAN RESOURCES	79,225 - 84,037
CHIEF OFFICER: PROPERTY	79,225 - 84,037
CHIEF OFFICER: PERFORMANCE & RESOURCES (CHILDREN, YOUNG PEOPLE AND LEARNING)	79,225 - 84,037
CHIEF OFFICER: LEISURE & CULTURE	79,225 - 84,037
CHIEF OFFICER: PLANNING & TRANSPORT	79,225 - 84,037
CHIEF OFFICER: OLDER PEOPLE & LONG TERM CONDITIONS	73,224 – 79,225
CHIEF OFFICER: ADULTS & JOINT COMMISSIONING	73,224 – 79,225
CHIEF OFFICER: HOUSING	73,224 – 79,225
CHIEF OFFICER: CUSTOMER SERVICES	66,231 – 71,813
CHIEF OFFICER: PERFORMANCE & RESOURCES (ADULT SOCIAL CARE AND HEALTH)	66,231 – 71,813

CHIEF ADVISER: LEARNING & ACHIEVEMENT	75,435 – 86,365
SENIOR ADVISER	55,382 – 64,657*
SEGFL PROJECT MANAGER	55,382 – 64,657
SENIOR ADVISER	55,382 – 64,657
HEAD OF PERFORMANCE AND RESOURCES (ENVIRONMENT, CULTURE & COMMUNITIES)	58,633 – 63,996
CHIEF ACCOUNTANT (CORPORATE SERVICES)	60,551 – 65,686
CHIEF TECHNICAL ACCOUNTANT (CORPORATE SERVICES)	60,551 – 65,686
HEAD OF AUDIT AND RISK MANAGEMENT (CORPORATE SERVICES)	55,444 – 59,519
SENIOR ADVISER	59,513 – 69,451
HEAD OF DEPARTMENTAL FINANCE (ENVIRONMENT, CULTURE & COMMUNITIES)	60,551 – 65,686
HEAD OF DEPARTMENTAL FINANCE (CHILDREN, YOUNG PEOPLE AND LEARNING)	60,551 – 65,686

\*FTE salary given – postholder is part time

Figures as at 1 April 2012 and are inclusive of local weighting and/or market premia where payable

## **SECTION 2: REMUNERATION OF LOWEST PAID EMPLOYEES**

This section sets out the Council's policies in relation to the remuneration of its lowest-paid employees, as defined in this Pay Policy Statement.

### **2.1 ORGANISATIONAL CONTEXT**

The Council considers it is important that its policy with regard to the remuneration of its lowest paid employees is seen within the broader organisational context, in particular the range and diversity of services for which it is responsible, either directly or indirectly, the number of residents within the local community, the level of its financial responsibilities and the numbers of staff directly employed.

### **2.2 OVERALL REMUNERATION POLICY: LOWEST PAID EMPLOYEES**

#### **Aims, Objectives and Key Principles**

The Council aims to develop, implement and maintain fair and equitable remuneration arrangements which enable it to recruit, retain, motivate and develop staff with the skills and capabilities necessary to ensure the continued provision of high quality services and which are cost effective and provide value for money.

The Council's remuneration policy complies with all equal pay, discrimination and other relevant employment legislation.

When setting pay levels for specific posts the Council takes account of both internal differentials, as measured by job evaluation, and external relativities, as measured against the relevant employment market. The Council aims to ensure its pay rates for specific posts are set at a level which enable it to recruit and retain staff with the appropriate knowledge, skills and capabilities necessary for the particular role.

### **2.3 DEFINITION OF LOWEST PAID EMPLOYEES**

The definition of the "lowest-paid employees" adopted by the Council for the purposes of this statement is as follows:

The lowest paid employees within the Council paid on the Council's lowest hourly pay rate.

The current annual full-time equivalent value of this pay level, based on a 37 hour standard working week and including local weighting, for the financial year 2012/13 was £12,700.

This is the most appropriate definition as this is the lowest pay point on the Council's substantive pay structure, and having regard to guidance issued by the Local Government Association and JNC for Local Authority Chief Executives.



## **2.4 REMUNERATION OF LOWEST PAID EMPLOYEES**

### **Pay structure**

The Council's lowest paid employees are on a grade range derived from the national pay spine, as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service. This grade range consists of a number of incremental salary points through which employees may progress until the top of the grade is reached.

### **Pay Progression**

Pay progression is normally by annual increment, payable from 1 April.

Pay progression is based on the period of time the employee has served in that grade, subject to satisfactory performance. Directors may accelerate incremental progression within the grade for employees who are considered to have demonstrated exceptional performance.

### **Annual Pay Review**

The basic pay of the Council's lowest paid employees is reviewed annually at a national level, with any cost-of-living, or other, increase normally applied on 1 April in each year.

Any increase will normally be applied in accordance with that agreed by the National Joint Council for Local Government Services.

### **Pension provision**

The Council's lowest paid employees may participate in the Local Government Pension Scheme in accordance with the statutory terms of that scheme.

Contributions are made to this scheme in respect of each participating employee as set out in Section 4, **Policies Common to all Employees**.

Any increases in or enhancements to the pension entitlement of the Council's lowest paid employees would be made in accordance with the discretions available to it under the statutory provisions of the Local Government Pension Scheme, as exercised by the Council and set out in the relevant policy statement (see Section 4 of this Pay Policy Statement, **Policies Common to all Employees**).

### **Termination or Severance Payments**

Any termination or severance payments made by the Council to its lowest paid employees, either on grounds of redundancy, in the interests of the efficiency of the service or on grounds of permanent ill-health, will be made in accordance with the statutory terms of the Local Government Pension Scheme, as applicable, and/or in accordance with the discretions available to it under that Scheme or under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, as set out in the relevant policy statement (see Section 4 of this Pay Policy Statement, **Policies Common to all Employees**).

Other than payments pursuant to the LGPS (including the exercise of the Council's discretions) or payments in accordance with the Council's policies under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, the Council's policy is not to make any other termination or severance payments to its lowest paid employees, other than where it has received specific legal advice to the effect that a payment may be necessary to eliminate risk of claims against the Council.

#### **Other elements of remuneration**

The other elements of remuneration which it is the Council's policy to offer to its lowest paid employees (where applicable) are listed below and are as set out in section 4, "Policies common to all employees":

***Recruitment/retention payments***

***Reimbursement of removal/relocation costs/mortgage subsidy on appointment***

***Geographical/location allowance (local weighting)***

***Car allowances/mileage rates***

***Payment of professional subscriptions or membership fees***

***Subsistence or other expenses allowance***

***Provision of mobile telephones/personal devices***

***Honorarium/acting up/additional responsibility payments***

***Payment for reduced leave entitlement***

***Discounted loans***

In addition, the Council's lowest paid employees may have access to the following payments where their patterns of work make them appropriate:

#### ***Working arrangements***

Employees on national conditions who are required to work beyond the Council's normal full-time equivalent working week of 37 hours and/or work other non-standard working patterns, as listed below, will receive payment in accordance with the provisions of the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service for:

- Additional hours;
- Saturday and Sunday working;
- Night work;
- Public and Extra Statutory holidays;
- Sleeping-in duty.

Employees on local conditions who are required to work beyond their normal full-time equivalent working week of 37 hours and/or work other non-standard working patterns, as listed below, will receive payment as below.

- Additional hours (Leisure plain time, or in Grounds Maintenance as NJC)
- Saturday and Sunday working (Leisure plain time, or in Grounds Maintenance as NJC)
- Public and Extra Statutory holidays

### ***Standby and/or call-out payments***

Employees who are required to be on standby at times which are outside their normal working week and/or who may be called-out to attend to an issue at the Council's premises or other location may receive an additional payment in accordance with the provisions of the relevant Council policy.

## **2.5 OTHER TERMS AND CONDITIONS**

The other terms and conditions which apply to the Council's lowest paid employees are as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service, as amended and/or supplemented by any local agreements which may apply.

## **2.6 REMUNERATION OF EMPLOYEES WHO ARE PAID MORE THAN THE LOWEST PAID EMPLOYEES BUT WHO ARE NOT CHIEF OFFICERS**

The Council's policy and practice with regard to the remuneration of employees who are paid more than its lowest paid employees but who are not Chief Officers is the same as that which applies to its lowest paid employees, other than where any differences are indicated in this policy statement. Some specific groups of employees are paid on nationally determined Soulbury Conditions or Youth and Community Conditions.

## **2.7 EMPLOYEES WHO ARE PAID LESS THAN THE COUNCIL'S LOWEST PAID EMPLOYEES, AS DEFINED IN THIS PAY POLICY STATEMENT**

The following categories of employees *may* be paid less than the Council's lowest paid employees, as defined in this Pay Policy Statement:

Trainees/apprentices;  
Temporary workers  
Casual workers.

The Council may apply a lower pay rate and/or different remuneration arrangements to these categories of employees, which reflects the particular nature and/or duration/frequency of their employment.

### SECTION 3: PAY RELATIONSHIPS

This section sets out the Council's overall approach to ensuring pay levels are fairly and appropriately dispersed across the organisation, including the current pay multiples which apply, and its policy toward maintaining acceptable pay multiples in the future.

The Council believes that the principle of fair pay is important to the provision of high quality and well-managed services and is committed to ensuring fairness and equity in its remuneration practices. The Council's pay policies, processes and procedures are designed to ensure that pay levels are appropriately aligned with and properly reflect the relative demands and responsibilities of each post and the knowledge, skills and capabilities necessary to ensure they are undertaken to the required standard, as well as taking account of relevant market considerations. This includes ensuring that there is an appropriate relationship between the pay levels of its senior officers, as defined in this Pay Policy Statement, and of all other employees.

The Council has adopted a number of policies and practices to ensure fairness in the overall pay relativities within the Authority. These include:

- Using an analytical job evaluation scheme to determine the grading of all posts below Chief Officer level.
- Jobs at Chief Officer level and above are also subject to measurement using a separate job evaluation scheme.
- Applying a clear and objective methodology for evaluating all new and changed jobs to ensure they are properly graded and that pay levels properly reflect their level of responsibility;
- Establishing a defined procedure for employees who wish to request a review of their job grade or who wish to appeal against their grading outcome;
- Providing for additional payments and allowances, with clearly defined eligibility criteria, to recognise and reward any working arrangements or requirements not reflected in basic pay levels;
- Undertaking corporate monitoring of the application of pay progression arrangements to ensure these are applied and operated on a fair and consistent basis across the organisation;
- Reviewing the roles and responsibilities of individual posts on a regular basis, for example, as part of the annual appraisal process, when a vacancy arises, as part of any organisational restructuring;
- Undertaking an equal pay audit at intervals, investigating and addressing the outcomes, as appropriate

Under the provisions of the Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Department for Communities and Local Government under Section 2 of the Local Government Planning and Land Act 1980, the Council is required to publish its "pay multiple", i.e. the ratio between the highest paid salary and median full time equivalent salary of the whole of the local authority's workforce. The current pay multiple, based on full time equivalent earnings in the financial year ending 31 March 2012 including base salary, overtime pay and any lump sum car allowances is 6.9. (Last year's multiple was also 6.9).

The median salary is the salary value at which 50% of the full time equivalent salaries which apply to the whole of the Council's workforce are below that salary value and 50% are above it.

The lowest pay point in the overall salary range which has been used by the Council in calculating the median salary is that which applies to its lowest paid employees, as defined in section 2 of this Pay Policy Statement.

If the mean salary is used in the above calculations instead of the median, the pay multiple is 6.1. (Last year's multiple based on mean was 6.2).

The Council considers that the current pay multiple, as identified above, represents an appropriate, fair and equitable internal pay relationship between the highest salary and that which applies to the rest of the workforce and has adopted the following actions to ensure an acceptable level is maintained:

Periodic benchmarking against the market rate for the Chief Executive will continue to take place and changes such as job evaluation outcomes may impact on the median payment levels; both of these may affect the pay multiple. However the multiple will be reviewed annually by means of this document to ensure it remains acceptable.

#### **SECTION 4: POLICIES COMMON TO ALL EMPLOYEES**

The following elements of remuneration are determined by corporate policies or arrangements which apply to all permanent employees of the Council (including its Chief Executive, Chief Officers and Deputy Chief Officers), regardless of their pay level, status or grading within the Council:

##### ***Contracts of Employment***

It is the Council's policy to engage all of its permanent employees on standard contracts of employment and to apply Pay As You Earn taxation arrangements to all remuneration under those contracts in accordance with Her Majesty's Revenue and Customs rules.

##### ***Access to Local Government Pension Scheme***

The Council offers all its employees access to the Local Government Pension Scheme in accordance with the statutory provisions of the scheme (except where the Teachers Pension Scheme applies). The employers' contribution rate for employees who join the scheme is currently 13% of salary for all employees. The employee contribution rate ranges from 5.5% to 7.5% dependent on salary. This year there are new rules on who is eligible to join the LGPS which mean that all employees, including casuals and those on very short term contracts, have a right to be in the scheme.

##### ***Local Government Pension Scheme (LGPS) - discretions on termination of employment***

Any termination or severance payments made by the Council to all its employees, either on grounds of redundancy, in the interests of the efficiency of the service or on grounds of permanent ill-health, will be made in accordance with the statutory terms of the Local Government Pension Scheme, as applicable, and/or in accordance with the discretions available to it under that Scheme.

The Council's policies on the exercise of these discretions under the LGPS are set out in the policies it has published under the requirements of Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008. These are shown in Appendix A.

### ***Payments on Termination of Employment***

Other than payments made under the LGPS, the Council's payments to any employee whose employment is terminated on grounds of redundancy or in the interests of the efficiency of the service will be in accordance with the policy the Council has adopted for all its employees in relation to the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. This policy has been published in accordance with the requirements of Regulation 7 of these regulations and, in summary, is:

- Actual weekly pay is used in all redundancy calculations
- Those with immediate access to pension are paid in accordance with the statutory number of weeks' pay
- Those with no immediate access to pension are paid 1.75 times the statutory number of weeks' pay.

### ***Employment of those in receipt of an LGPS pension***

Where the Council employs any person who is in receipt of a pension under the LGPS, the rules on abatement of pensions adopted by the Council's Administering Authority for the LGPS, pursuant to Regulations 70 and 71 of the the Local Government Pension Scheme (Administration) Regulations 2008 will apply. These currently provide that no abatement will be applied to those in receipt of a Pension upon returning to Local Government Employment with Bracknell Forest Council. However, in the unusual event that an employee had received compensatory added years, those added years could be affected and taken back on a day for day basis.

### ***Flexible retirement***

The LGPS regulations permit the Council to offer flexible retirement to employees aged 55 or over, so that they can reduce their hours of work, and draw a pension in respect of the proportion of full-time hours they are no longer required to work. The Council uses this discretion in the same way for all employees. The Council will consider requests for flexible retirement on a case by case basis. Approval will be sought through the Employment Committee where all costs and business benefits will be made explicit before any decision is taken on whether to grant flexible retirement.

### ***Market Premia***

The job evaluation scheme does not recognise market pay rates when determining the grade for a job. If Directors identify market scarcity through difficulty with recruitment and/or a lack of success with advertising, they may discuss the need for a market premium with the CO: HR, who will, using pay surveys and research of the prevailing job market, suggest a level of supplement. The Employment Committee decide whether to authorise a market premia payment which is then periodically reviewed.

### ***Recruitment/retention payments***

Recruitment payments are a recruitment incentive which can be used for positions where there is a nation/regional/local shortage of qualified persons. They are used to induce an individual to take up employment within the Council and are in the form of a one-off lump sum. These are very infrequently used and are repayable on a sliding scale if the individual leaves within 3 years of appointment.

Key staff retention payments are again infrequently used but may be given where it is important to retain the services of an employee to the end of a specific project. The period of tie in will not exceed three years and any lump sum payment will not be made if the employee leaves before the relevant date.

***Geographical/location allowance (local weighting)***

The Council applies London and Fringe Area Allowances in accordance with the provisions of and rates agreed by the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service, or Soulbury or Youth and Community Conditions as appropriate. There are certain employees whose pay is determined locally who do not receive this type of allowance, and it is therefore not payable to the Chief Executive, Directors or Chief Officers

***Reimbursement of removal/relocation costs on appointment***

The Relocation Scheme provides assistance to people moving house in order to take up an appointment with the Council. The scheme will not necessarily cover the full expenses of moving and is not intended to do so. The maximum amount payable under the relocation scheme is £8,000, plus mortgage subsidy where appropriate. The scheme does not apply to all advertised roles only to those where there is less likelihood of recruiting suitable staff locally.

***Honorarium or ex gratia payments/acting up/additional responsibility allowances***

The Council pays honoraria or *ex gratia* payments to employees only in accordance with its corporate scheme for such payments, and all such payments are made only with the express approval of the relevant Director. Where employees are required to “act-up” into a higher-graded post or take on additional responsibilities beyond those of their substantive post for a temporary/time-limited period, they may receive an additional payment. Merit payments are similar to honoraria payments but are generally paid as a “one off” sum. They can be for a variety of reasons including examination success or for a particularly demanding or meritorious piece of work.

***Car provision – employees using their own cars on Council business***

The Council compensates:

- Employees who are required to use their own car on Council business paying an Essential Car User payment of £963pa plus mileage at below the HMRC rate; and
- Employees who are otherwise authorised to use their own car on Council business by paying a casual user mileage rate based on the HMRC rate.

***Payment of professional subscriptions or membership fees***

The Council will pay one professional subscription or membership fee on behalf of any employee where the subscription or membership is appropriate to the duties of the post.

***Subsistence or other expenses allowance***

The Council reimburses expenditure on meals and overnight accommodation and any other expenses necessarily incurred by employees on Council business, in line with the Council's Expenses policy.

**Car loans**

All employees have access to loans at a favourable rate of interest for the purchase of cars/bicycles or the purchase of season tickets for travel. The current car loan rate is 4%. There is no subsidy for these loans.

**Flexible benefits**

The Council offers a range of flexible benefits which enable employees to elect to buy certain benefits from their salary. The only part of the range which enables employees to increase their pay is a flexible leave scheme whereby employees are able to “buy and sell” annual leave within certain parameters. Under this scheme, employees may be able to receive a day’s additional pay for each day of leave they “sell” to the Council and agree to work. Chief Officers and above may not participate in this scheme, although they may elect to buy other flexible benefits in the range. The maximum number of days that can be sold is 5 (pro rata for those working less than 5 days per week.)

**Provision of mobile telephones and personal devices**

Mobile phones and personal devices are provided on the basis that they are necessary to undertake their duties effectively. The Council funds the provision of the phone and the cost of business calls. The use of these telephones for personal calls is discouraged but where they are made, employees are expected to reimburse the Council the full cost of those calls.



## **SECTION 5: CONTRACTORS AND OTHER ORGANISATIONS WORKING FOR THE COUNCIL**

There may be occasions where the Council procures, commissions or contracts-out one or more of the services for which it is responsible. This section sets out the Council's approach to and policies on the pay policies of contractors, partners and other organisations who may undertake work for, or on behalf of, the Council.

The terms and conditions of employment by contractors of their workers are non-commercial matters, so we are required to procure without reference to them (S17 (1) and (5) LGA 1988).

Where any of the Council's services are contracted-out or re-tendered or where a previously outsourced service returns to the Council, any matters relating to the remuneration of the transferred employees will be managed, as appropriate, in accordance with the relevant provisions of the Transfer of Undertakings (Protection of Employment) Regulations 2006.

Any payments to agency workers who may undertake work for the Council will be made in accordance with the terms and conditions of the contract between the Council and the relevant agency provider, having due regard to the relevant provisions of the Agency Workers Regulations 2010 and any other relevant employment legislation.

## **SECTION 6: DECISION MAKING ON PAY**

The Council recognises the importance of ensuring openness, transparency and high standards of corporate governance, with clear lines of accountability, in its pay decision-making processes and procedures. Any pay-related decisions must be capable of public scrutiny, be able to demonstrate proper and appropriate use of public funds and ensure value for money. The arrangements adopted by the Council are designed to reflect these requirements, as well as ensuring compliance with all relevant legislation and other statutory regulation.

The Council has agreed that the following roles and responsibilities with regard to decision-making in remuneration matters will apply within the Authority as follows:

Full Council: consideration and approval of the annual Pay Policy Statement, as required under the Localism Act 2011.

Employment Committee: responsible for decisions relating to changes to terms and conditions of employment other than those dictated by employment law/statute, including scrutiny of this statement.

The provisions of this Pay Policy Statement will apply to any determination made by the Council in the relevant financial year in relation to the remuneration or other terms and conditions of senior officers of the Authority and of its lowest paid employees, as defined in this statement, and other employees who are paid more than the lowest paid employees but who are not senior officers.

The Council will ensure that the provisions of this Pay Policy Statement are properly applied and fully complied with in making any such determination.

This Pay Policy Statement has been approved by full Council.

The full Council will approve the appointment or dismissal of the Chief Executive (Head of Paid Service) following the recommendation of such an appointment by a Committee or Sub-Committee of the Council, which will include at least one Member of the Executive.

For Director posts, unless otherwise directed by the Council, a Committee or Sub-Committee of the Council, the Council will appoint. The Committee or Sub-Committee will include at least one Member of the Executive.

For Chief Officer posts, the Chief Executive or his nominated representative, with the relevant Executive Member or members and the Leader of the Council, may determine whether any appointment to a Chief Officer post is to be made exclusively from the Council's existing officers. Where the Chief Executive or his or her nominated representative, determines that it is to be made from existing Officers, the appointment may be made by the Chief Executive or his/her representative. Where a recruitment process is undertaken involving external candidates, a Committee or Sub-Committee will be appointed to interview the shortlisted candidates and make the final appointment. That Committee or Sub Committee will include at least one member of the Executive.

The above arrangements ensure that the Council meets the requirement of the Localism Act that any proposal to offer a new appointment on terms and conditions which include a total remuneration package of £100,000 or more, including salary, bonuses, fees or allowances which would routinely be payable to the appointee and

any benefits in kind to which the officer would be entitled as a result of their employment (but excluding employer's pension contributions), will be referred to the full Council for approval before any confirmed offer is made to a particular candidate.

## **SECTION 7: AMENDMENTS TO THIS PAY POLICY STATEMENT**

This Pay Policy Statement relates to the financial year 2013/14.

The Council may agree any amendments to this Pay Policy Statement during the financial year to which it relates in accordance with the decision-making arrangements set out in the introduction to this document.

## **SECTION 8: PUBLICATION OF AND ACCESS TO INFORMATION**

The Council will publish this Pay Policy Statement on its website as soon as is reasonably practicable after it has been approved by the Council. Any subsequent amendments to this Pay Policy Statement made during the financial year to which it relates will also be similarly published.

The information advised to be published by the Council in accordance with the requirements of the Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Department for Communities and Local Government under Section 2 of the Local Government Planning and Land Act 1980, and in accordance with the requirements of the Accounts and Audit (Amendment No. 2) (England) Regulations 2009, as referred to in this Pay Policy Statement, is also available on its website.

The Council's policies in relation to the exercise of discretions under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and under the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, are set out in this policy statement.

For further information about this Pay Policy Statement, please contact the Council as follows:

Chief Officer: HR, [tony.madden@bracknell-forest.gov.uk](mailto:tony.madden@bracknell-forest.gov.uk) telephone 01344 352049.

Employer's Policy Statement (0609)

## **EMPLOYER DISCRETIONS – STATEMENT OF POLICY**

### **LOCAL GOVERNMENT PENSION SCHEME REGULATIONS 2007 (as amended)**

The employer known as Bracknell Forest Borough Council has prepared this written statement of policy in relation to its exercise of certain discretionary functions available under the above regulations.

#### **PART A – Formulation of policy in accordance with Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2007 (as amended)**

Regulations in this part refer to the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 (as amended)

##### **1. Regulation 12 - Power of an employing authority to increase total membership of active members.**

An employer may resolve to increase the total membership of an employee at any time whilst he is an active member of the Scheme with them. The maximum additional membership period that can be awarded is 10 years.

The employer must pay to the Pension Fund, within one month from the date that any additional membership is awarded (or such longer period as agreed between the employer and the administering authority), a sum as calculated in accordance with guidance issued by the Government Actuary.

##### **Employer's policy**

The Employing Authority resolves to use the scheme for augmentation to award up to 5

added years in cases of redundancy, efficiency of the service severance or early retirement, only in exceptional cases.

##### **2. Regulation 13 – Power of employing authority to award additional pension**

An employer may resolve to award an employee, at any time whilst he is an active member of the Scheme with them, additional pension of not more than £5,000 a year payable from the same date as his pension is payable under any provisions of the Local Government Pension Scheme Regulations.

Additional pension may be paid in addition to any increase of membership under regulation 12 of the LGPS (Benefits, Membership and Contributions) Regulations 2007 (as amended).

The employer must pay to the Pension Fund, within one month from the date that any additional membership is awarded (or such longer period as agreed between the employer and the administering authority), a sum as calculated in accordance with guidance issued by the Government Actuary.

##### **Employer's policy**

The Employing Authority resolves to use the scheme for awarding additional pension in

cases of redundancy, efficiency of the service severance or early retirement, only in exceptional cases.

##### **3. Regulation 18 – Flexible retirement**

A member who has attained the age of 55 and who, with his employer's consent, reduces the hours he works, or the grade in which he is employed, may make a request in writing to the appropriate administering authority to receive all or part of his benefits under the Regulations, and such benefits may, with the employer's consent, be paid to him notwithstanding that he has not retired from that employment.

If the payment of benefits takes effect before the member's 65th birthday they will be reduced in accordance with guidance issued by the Government Actuary unless the employer agrees to waive, in full or in part, any such reduction at their cost.

In the case of a person who was an active member on 31st March 2008, and who makes a request before 31st March 2010, substitute the age of 55 above with the age of 50.

**Employer's policy**

The Employing Authority will consider requests for flexible retirement on a case by case basis. Approval will be sought through the Employment Committee where all costs and benefits will be explicit.

**4. Regulation 30 – Choice of early payment of pension**

If a member leaves a local government employment before he is entitled to the immediate payment of retirement benefits, once he has attained the age of 55 he may choose to receive payment of them immediately. A choice by a member aged less than 60 is ineffective without the consent of his employer or former employer and the employer must pay to the Pension Fund a sum representing the capital cost of releasing those benefits early.

His pension must be reduced by the amounts shown as appropriate in guidance issued by the

Government Actuary although the employer may determine on compassionate grounds to waive the actuarial reduction.

In the case of a person who was an active member on 31st March 2008, and who makes a request before 31st March 2010, substitute the age of 55 above with the age of 50.

**Employer's policy**

The Employing Authority has resolved that no such elections will be considered.

**PART B – Formulation of policy in accordance with further discretions under the Local**

**Government Pension Scheme (Administration) Regulations 2007 (as amended)**

Regulations in this part refer to the Local Government Pension Scheme (Administration) Regulations 2007 (as amended)

**5. Regulation 16 - Re-employed and re-joining deferred members**

Where a deferred member becomes an active member again before becoming entitled to the

payment of those deferred retirement benefits, he may elect to have his former deferred membership aggregated with his current active membership on or after the date that he again becomes an active member. An election must be made within 12 months from the date that the member re-joins the Local Government Pension Scheme or such longer period as his employer may allow.

It is worth noting that if the member has more than one former period of deferred membership, it is only the most recent deferred membership period that can be aggregated with his current active membership unless earlier periods of deferred membership have already been aggregated with the most recent period of deferred membership.

**Employer's policy**

The Employing Authority has resolved to examine such issues on a case by case basis.

**6. Regulation 22 – Applications to make absence contributions**

This provides for a scheme member to pay optional contributions, for a period of unpaid absence from work, within 30 days of returning to, or of ceasing, employment. The employer can agree to extend this time limit.

**Employer's policy**

The Employing Authority has resolved not to adopt this discretion.

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## **7. Regulation 25 – Additional Voluntary Contributions (AVCs) and Shared Cost Additional**

### **Additional Voluntary Contributions (SCAVCs)**

An active member may elect to pay AVCs into a scheme established under contract between his appropriate administering authority and a body approved for the purposes of the Finance Act 2004.

Under paragraph 3 of this regulation an employer can, at its discretion contribute to the AVC scheme and where they do the AVC scheme is known as a shared cost additional voluntary contributions arrangement and contributions to it as SCAVCs.

### **Employer's policy**

The Employing Authority has resolved not to adopt this discretion.

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## **8. Regulation 83 – Inward transfers of pension rights**

This provides that an active scheme member may elect to transfer into the Local Government

Pension Scheme relevant pension rights held elsewhere. The member must request the transfer of such rights in writing within 12 months of becoming a member of the Local Government Pension Scheme or such longer period as the employer may allow.

### **Employer's policy**

The Employing Authority has resolved to examine such issues on a case by case basis.

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## **9. Regulation 57(5)(c) – Notification of decisions under regulation 58**

Responsibility for determinations under the first stage of the Internal Disputes Resolution Procedure rests with a "specified person" appointed by the (former) employer of a scheme member.

### **Employer's policy**

The specified person for this employer is:

Name: Tony Madden

Job Title: Chief Officer: Human Resources

Address: Easthampstead House, Town Square, Bracknell, Berkshire RG12 1AQ

Tel No: 01344 352062

Email: [tony.madden@bracknell-forest.gov.uk](mailto:tony.madden@bracknell-forest.gov.uk)

Or alternatively:

Name: Alan Nash

Job Title: Borough Treasurer

Address: Easthampstead House, Town Square, Bracknell, Berkshire, RG12 1AQ

Tel No: 01344 355605

Email: [alan.nash@bracknell-forest.gov.uk](mailto:alan.nash@bracknell-forest.gov.uk)

## **PART C – Formulation of policy with regard to Regulation 5 of the Local Government Pension Scheme Regulations (Benefits, Membership and Contributions) Regulations 2007 (as amended)**

### **10. Regulation 5 - Contributions payable by active members**

An active member shall make contributions to the Scheme at the contribution rate from his pensionable pay in each employment in which he is an active member. The contribution rate to be applied to his pensionable pay in any financial year (starting with 1st April 2008) is the rate determined by the employer to represent the assumed pensionable pay for the forthcoming year.

Where there is a material change to a member's pensionable pay in the course of a financial year, the employer may re-determine the contribution rate to be applied in his case.

### **Employer's policy**



**The Employing Authority have resolved that where changes in pay have occurred as a result of a transfer to a new post, or where there has been a forced reduction in salary that the contribution rate will be reviewed. In other cases the Employing Authority have resolved not to adopt this discretion**

*It is understood that the above discretions are applicable to all eligible members of the Scheme. The Scheme rules allow for a revised statement to be issued at least one month in advance of the date that the new policy takes effect. The revised statement must be sent to the administering authority and publish its statement as revised.*

*The policies made above:*

- i) Must have regard to the extent to which the exercise of the discretions could lead to a serious loss of confidence in the public service;*
- ii) Will not be used for any ulterior motive;*
- iii) Will be exercised reasonably;*
- iv) Will only be used when there is a real and substantial future benefit to the employer for incurring the extra costs that may arise;*
- v) Will be duly recorded when applied.*

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**LOCAL JOINT COMMITTEE  
20 NOVEMBER 2012  
4.00 - 4.25 PM**

**Present:**

Councillors Angell (Chairman), Mrs Angell and Leake  
Lorna Cameron, UNISON  
Fred Jones, UNISON  
Caroline Moore, UNISON

**Apologies for Absence were received from:**

Councillor Blatchford  
David Allais, UNISON

**6. Declarations of Interests**

There were no declarations of interest.

**7. Minutes from Previous Meeting**

The minutes of the meeting held on 18 September 2012 were agreed as a correct record.

Matters Arising:

*Minute 4:* The Chief Officer: Human Resources reported that information on employee passport numbers would not be required immediately therefore the exercise to gather employees personal details would not now take place until autumn 2013, however passport number information would be gathered from April 2013 for any new staff joining the Council.

**8. Urgent Items of Business**

There were no items of urgent business.

**9. Employment Committee: Agenda and Related Matters**

1) Pay Policy Statement 2013-14

The Chief Officer: Human Resources reported that The Localism Act 2011 required the Council to create and publish a Pay Policy Statement, with particular emphasis on senior pay. Most of what appeared in the Pay Policy Statement attached to the agenda papers, was specifically required by the Localism Act whilst other aspects were derived from suggestions in the Joint National Council for Chief Executives of Local Authorities' guidance on pay policies in order to give a fuller picture of the work of the Council.

The Chief Officer reported that the average result for unitary local authorities nationally, using the top-to-median ratio, was a multiple of 7.3, so the Council's figure of 6.9 compared favourably and placed the Council below the national average.

The Committee noted the information in the report.

## 2) Pay and Workforce Strategy 2012-15

The Chief Officer: Human Resources reported that the Strategy intended to demonstrate how HR policies for the Council linked into departmental priorities and took into account local issues. The Strategy also demonstrated how the Council managed its workforce.

The Strategy highlighted a number of key areas of activity over the coming years, this included:

- job evaluation
- flexible working
- actions from the Staff Survey
- partnership working

The report also contained details on how each department would be addressing these key activities.

It was noted that the Council had continued to have a low staff sickness absence rate.

In response to members' queries, the Chief Officer reported that the Council's staff age profile was changing, with a higher proportion than before in the 30-50 age bracket.

In terms of skills shortages, at present the areas of Children's social workers and specialist IT staff seemed to be where the areas of pressure were.

### 10. **Matters to be Raised by Trade Unions**

There were no matters raised by trade unions.

### 11. **Date of Next Meeting**

8 March 2013.

**CHAIRMAN**

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of the Local Government Act 1972.

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

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# Agenda Item 12

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