

NOTICE OF MEETING

Employment Committee

Wednesday 4 December 2013, 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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Published: 26 November 2013



Employment Committee
Wednesday 4 December 2013, 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**

Any Member with a Disclosable Pecuniary Interest or an Affected 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 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 19 June 2013.

1 - 4

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. **Minutes of Sub Groups**

The Committee is asked to note the minutes of the Education Employment Sub-Committee 16 July 2013 and the Local Joint Committee held on 17 September 2013 and 19 November 2013.

5 - 12

6. **Pay and Workforce Strategy**

To endorse the 7th Pay and Workforce Strategy for submission to full Council.

13 - 44

7. **Pay Policy Statement**

The Committee is asked to endorse the attached Pay Policy Statement.

45 - 84

8. **Whistle Blowing Procedure**

To approve the updated whistle blowing policy.

85 - 96

9. **Workforce Monitoring - Information Item**
To inform the Committee of the Council's Workforce Monitoring project. 97 - 114
10. **Exclusion of Public and Press**
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 the consideration of the following items which involves the likely disclosure of exempt information under the following category of Schedule 12A of that Act:

(4) Information relating to any consultations or negotiations, or contemplated consultations, or negotiations, in connection with any labour relations matter arising between the authority or Minister of the Crown and employees of, or officer holders under, the authority.
11. **Proposed redundancies - Open learning Centre Creche**
A report to seek approval to the redundancy of the post-holders identified in the exempt Annex to the report. 115 - 120
12. **Proposed redundancies - Landscape**
A report to seek approval to the redundancy of the post-holder identified in the exempt Annex to the report. 121 - 126
13. **Flexible Retirement**
A report on flexible retirement is attached for the Committee's consideration. 127 - 130
14. **Date of Next Meeting**
19 March 2014.

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**EMPLOYMENT COMMITTEE
19 JUNE 2013
7.30 - 8.15 PM**

Present:

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

Apologies for Absence were received from:

Councillors Leake & Councillor Ward

In Attendance:

Tony Madden, Chief Officer: Human Resources
Mira Haynes, Chief Officer: Older People & Long Term Conditions

4. Declarations of Interest

There were no declarations of interest.

5. Minutes from previous meeting

RESOLVED that the minutes of the meeting held on the 20 March 2013 be approved as a correct record and signed by the Chairman.

6. Urgent Items of Business

The Chief Officer: Human Resources brought to the Committee's attention an urgent item relating to a proposed redundancy. It was agreed that due to the content this would be dealt with as an exempt item.

7. Minutes of Sub Groups

The Committee noted the minutes of the Local Joint Committee held on 4 June 2013.

It was noted that investigations would take place regarding a GMB substitute member being able to attend Local Joint Committee meetings.

8. Annual Performance Report on Early Retirements and Redundancies

The Committee considered a report which outlined current policy on severance issues, showed the capital costs and savings on early retirements/redundancies and reported on ill health requirements. In line with established practice, the report summarised the Council's performance during the last financial year 2012/13.

The Chief Officer: Human Resources reported that

- Pension Reform - the changes to the Local Government Pension Scheme (LGPS) would take effect from 1 April 2014.

- Auto enrolment – new legislation came into effect from 1 October 2012 stating that all eligible workers should be auto-enrolled into a qualifying pension. Employees could choose to opt out after being auto-enrolled however no one had opted out of the scheme to date.

It was also reported that there were new discretions available to the Council regarding pension regulations. Currently requests for flexible retirement at no cost to the Council were brought to the Employment Committee for approval. It was recommended that in future only requests which have an associated capitalised cost be brought to the Committee for approval. Officers would deal with requests which carry no cost but would report these back to the Committee.

Also requests for ill health retirement under Regulation 30A would be considered on a case by case basis with any which carry a cost to be brought to the Employment Committee. Officer would deal with cases that do not carry a cost and report these back to the Committee.

The following responses were made to members' queries:

- All employees even those aged 60 or over would be auto-enrolled into the pension scheme. However they were able to opt out if required.
- Under the Flexible Retirement regulations, provided they qualified through age and service, an employee would be able to work less hours and receive all or part of their pension.
- A breakdown of any decisions made by officers would be brought to future meetings.
- The Outturn figures for 2012-13 regarding ill health retirements would be checked and the correct information would be forwarded to Members.

It was **RESOLVED** that;

- 1 Requests for flexible retirement with an associated capitalised cost be considered by the Committee on a case by case basis .
- 2 Requests for flexible retirement which carry no cost to the Council be dealt with by Officers and reported back to the Committee.
- 3 Requests for payments under Regulation 30A be examined on a case by case basis; any which carry a cost to the Council be brought to the Committee for a decision and any which do not be dealt with by officers and reported back to the Committee.
- 4 The Committee examine issues in relation to Regulation 30 on a case by case basis, but resolve not to waive the actuarial reduction.

9. **National Pay Negotiations (Info Item)**

The Chief Officer: Human Resources informed the Committee of the latest progress of the National Pay Negotiations.

In response to the 2 options rejected by the trade unions the National Employers made a final offer to the unions:

- 1% on all pay points with effect from 1 April 2013.
- The deletion of pay point 4 with effect from 1 October 2013.

The Trade Union side would consider the Employer's pay offer and are now balloting their memberships to gauge support for the officer. A resolution to the issue was expected in late June.

The Committee noted the report.

10. **Exclusion of Public and Press**

RESOLVED 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 from the consideration of the following item which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Act:

(1) Information relating to any individual (items 11 & 12).

11. **Proposed Redundancy - Care Coordinator**

The Committee considered a report regarding a proposed redundancy of a Care co-ordinator post.

It was **RESOLVED** that the post-holder identified in the exempt Appendix A to the report, be made redundant with effect from 31 July 2013 in accordance with the terms set out in the exempt appendix.

12. **Proposed Redundancy - Accounts Payable**

The Committee considered a report regarding a proposed redundancy in the Accounts Payable team.

It was **RESOLVED** that the post-holder identified in the exempt Appendix A to the report, be made redundant with effect from 31 July 2013 in accordance with the terms set out in the exempt appendix.

13. **Date of Next Meeting**

9 October 2013.

CHAIRMAN

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**EDUCATION EMPLOYMENT SUB
COMMITTEE
16 JULY 2013
5.30 - 6.10 PM**



Present:

Councillors Allen (Chairman), Mrs Birch, Davison and Leake

Apologies for absence were received from:

Councillors Mrs Temperton and Ward
David Allais - Unison

Also Present:

Graham Jackson – NASUWT
Tara Staines – GMB

In Attendance:

Tony Madden, Chief Officer: Human Resources
Paul Young, Human Resources Manager Children, Young People and Learning

1. Declarations of Interest

There were no declarations of interest.

2. Urgent Items of Business

There were no urgent items of business.

3. Minutes

RESOLVED that the minutes of the meeting of the Education Employment Sub-Committee held on 17 October 2011 be approved as a correct record and signed by the Chairman.

4. Model School HR Policies

The Human Resources Manager: Children, Young People & Learning presented a report on the development of a Model Policy for Pay and Teacher Capability Procedure for schools.

New policies had been drafted following Government changes in legislation to allow speedier timescales to dismiss poorly performing teachers and to provide schools with more flexibility on the pay arrangements for teachers.

The main changes of the Teachers Capability Procedure centred around a reduction in the stages of the Procedure and the removal of the informal stage of the process.

The main changes to the School Teachers Pay document were:

- Pay progressions linked to performance thereafter (i.e. end of annual incremental progression).
- Introduction of minimum and maximum salary levels – reference points in between decided by school
- Removal of Advanced Skills Teachers (ASTs) and Excellent Teachers pay scales
- Leading practitioners pay range introduced
- Simpler criteria for threshold assessment
- Removing requirement to protect existing salary at recruitment
- Introduction of fixed term Teaching and Learning Responsibility Payments (TLRs)

In a number of local authorities it has been left to individual schools to arrange and consult with trade unions on their own pay policies. Following constructive consultation with trade unions and assistance from head teachers, Bracknell Forest has decided the most effective route would be to establish a model policy for schools to adopt.

It was reported that Equality Impact Assessments would be carried out by each school, although it was also noted that the NASUWT/NUT had conducted an EIA at national level on all the proposals.

The Committee discussed the draft procedures and amendments were suggested to the Model Pay Policy:

- Paragraph 2, Aims – the word ‘ maintain’ would be removed.
- Paragraph 12.2, Pay Reviews – a paragraph would be added to explain the position of the Pay Committee and governing body.
- Paragraph 12.9, Pay range for Leading Practitioners teachers – once the pay award had been confirmed this would be inserted into the policy.

RESOLVED that the Model Pay Policy, with suggested amendments, be recommended to school governing bodies for adoption.

The Committee discussed the Performance Capability Procedure for Schools and the following points were clarified:

- Paragraph 4.5, the notes taken at formal meetings could be challenged.
- Paragraph 5, Roles and Responsibilities - the “Senior Officer” from Children Young People & Learning would be the Head of Human Resources or a School Advisor.
- Paragraph 6.3 – all panel members at school had been trained on this issue.

RESOLVED that the Performance Capability Procedure for Schools be recommended to school governing bodies for adoption.

CHAIRMAN

**LOCAL JOINT COMMITTEE
17 SEPTEMBER 2013
4.00 - 4.20 PM**



Present:

Councillors Angell (Chairman) and Blatchford

Apologies for absence were received from:

Councillors Mrs Angell and Leake
Tara Staines, GMB

Also Present:

Tony Madden, Chief Officer: Human Resources
David Allais, UNISON
Lorna Cameron, UNISON
Fred Jones, UNISON

22. Declarations of Interests

There were no declarations of interest.

23. Minutes from Previous Meeting

The minutes of the meeting held on 4 June 2013 were agreed as a correct record.

Matters Arising

Regarding Item 20, National Pay Negotiations, The Chief Officer: Human Resources reported that the 1% pay increase had taken effect from the 1 April 2013 and had been paid to employees in July 2013.

Regarding Item 21, Matters to be raised by Trade Unions, Senior Democratic Services Officer: Jemma Durkan reported that a substitute member could attend future meetings in the event of the GMB representative being absent. Details of the substitute member should be forwarded to Jemma Durkan when available.

24. Urgent Items of Business

There were no urgent items of business.

25. Employment Committee: Agenda and Related Matters

1) Monitoring the Council's Workforce

The Chief Officer: Human Resources reported that the Council had a legal duty to advance equality of opportunity, eliminate unlawful discrimination and promote good relations. It had an action plan to deliver on its equality objectives and had already met the 'Achieving' level of the Equality Framework for Local Government. It was reported that the Council had been compiling information for 12 years and were able to compare the data over a long period of time.

The demographic make up of Bracknell Forest was changing, the 2011 Census showed that 9.4%% of the Borough's population was of Black or Minority ethnic (BME). The previous Census in 2001 showed only 5% BME residents.

The Bracknell Forest 2013 Schools Census showed that there had been an increase in ethnic minority pupils recorded over the past 12 years from 4% to 13.2%.

The Chief Officer: Human Resources reported that the figure for this year's percentage of voluntary staff leaving within 1 year was 23%, an improvement on last year's figure of 31.4%. Further analysis of these figures show that they include a number of temporary staff and some on a Fixed Term Contract. Of the early leavers in 2012/13, 35% were on a temporary contact. It was explained that if these staff were removed from the calculation the indicator would go down to 14.9% which is much closer to the Council's overall average turnover of 12.5%. These figures would be monitored closely but did not appear to indicate a significant problem for the Council.

2) Updated Whistle Blowing Policy

The Chief Officer: Human Resources reported that the Council's whistle blowing policy would be updated in light of changes to the current whistle blowing legislation set out in the Enterprise and Regulatory Reform Act (ERRA),

The key changes which had been brought about by the ERRA 2013 were as follows:

- that whistle blowing by employees or workers was made in the public interest,
- that an employer could be held liable (vicarious liability) for any detriment inflicted on the whistle blowing employee or worker by his or her colleagues.

The Chief Officer: Human Resources noted that whistle blowing was a very rare occurrence at the Council. Also that the updated policy would be publicised on BORIS and Forest Views, and copies would be available to all employees who do not have access to these.

26. **Matters to be Raised by Trade Unions**

It was reported that UNISON would be holding a recruitment day on 11 October 2013 at Amber House in the morning and Easthampstead House reception in the afternoon. Raffle tickets were on sale and members were encouraged to bring a friend.

**LOCAL JOINT COMMITTEE
19 NOVEMBER 2013
4.00 - 4.40 PM**



Present:

David Allais (Chairman), Councillors Angell, Mrs Angell and Leake

Apologies for absence were received from:

Councillors Blatchford

Also Present:

Tony Madden, Chief Officer: Human Resources

Lorna Cameron, UNISON

Tara Staines, GMB

27. Declarations of Interests

There were no declarations of interest.

28. Minutes from Previous Meeting

The minutes of the meeting held on 17 September 2013 were agreed as a correct record.

Matters Arising

Regarding Item 26, matters to be raised by trade unions, it was reported that the recruitment day on 11 October 2013 for UNISON had gone well.

29. Urgent Items of Business

There were no urgent items of business.

30. Employment Committee: Agenda and Related Matters

1) Pay & Workforce Strategy 2013/16

The Chief Officer: Human Resources updated the Committee on the Pay & Workforce Strategy 2013/16 and progress to date against the previous priorities and changes to the Strategy alongside Action Plans.

The Strategy was intended to demonstrate how Human Resources policies for the Council linked into departmental priorities taking into account local issues. It would be used as an outline plan on priority HR areas for the Council to tackle in the next 1-3 years.

It was reported that the key local issues that could impact on the Council over the next 12-18 months included:

- Budget pressures which would continue to impact on how services are delivered.
- An increase in flexibility within the workforce.
- Constant monitoring of recruitment and retention with innovative approaches to service delivery and working practices.
- In line with the “Time for A Change” initiative, increased flexibility of staff.
- Improving management capability and management of performances.
- Peer Review outcome.
- The “Good to Great” initiative.
- Local impact of the national Public Sector Network (PSN) security requirements.

It was noted that specifically the PSN requirements involved a significant programme of information security and data protection training and involved changing employee attitudes towards importance of information security at the Council.

In response to members’ queries, it was reported that the Time Square refurbishment work was ongoing and permanent areas for departments had not yet been established. The ‘hot desking’ and home working programmes were being carried out by staff and seemed to be successful. The Chief Officer: Human Resources agreed to check that there would be sufficient desk capacity in Time Square if staff ratios were at full capacity.

Action: Chief Officer: Human Resources

Once the Time Square refurbishments had been completed further information regarding the new working areas would be brought to a future meeting.

2) Pay Policy Statement 2014.15

The Chief Officer: Human Resources reported that The Localism Act 2011 required the Council to create and publish a Pay Policy Statement. This would be the third year the Council has provided a Pay Policy Statement, whilst there are some minor differences from the first Statement approved in February 2012, the basic details remain unchanged.

The Chief Officer reported that included in the Statement were clear policies on appointments and transparency regarding severance payments.

The Committee noted the information in the report.

3) Proposed redundancies – Open Learning Centre – Creche/Early Years

The Chief Officer: Human Resources reported that a grant received from the Skills Funding Agenda (SFA) had been removed. As a result of this and the new Family Learning Strategy it had been necessary to close the crèche and Early Years classrooms at the Open Learning Centre and four posts had been considered for redundancy.

4) Proposed redundancies – Reorganisation in Landscape Services

As part of market testing of Landscape Services all Borough schools were asked if they wished to be included in the retendering process. Three schools decided to review their needs and to subsequently withdraw from the Ground Maintenance Contract. As a result of this there would be a significant loss of income and costs had to be reduced. A review of resources had been carried out and two post holders within the Landscape Services team had been identified for redundancy.

In response to a query Chief Officer: Human Resources would provide the Committee with further information on why the three schools had decided to withdraw from the Ground Maintenance Contract.

Action: Tony Madden

5) Flexible Retirement

The Chief Officer: Human Resources reported that an application had been received for use of the flexible retirement option. The request would have a one off cost to the Council of £3,449, however by retaining the member of staff on a part-time basis this would make an annual saving of £17,947.

31. **Matters to be Raised by Trade Unions**

There were no matters to be raised by Trade Unions.

CHAIRMAN

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**TO: EMPLOYMENT COMMITTEE
4 DECEMBER 2013**

**PAY & WORKFORCE STRATEGY 2013/16
(Director of Corporate Services & Resources – Human Resources)**

1 PURPOSE OF REPORT

- 1.1 This is the Council's 7th Pay and Workforce Strategy which is agreed annually by full Council. 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 the Committee's attention to the key elements which make up the workforce requirements over the next 12 – 36 months and impact on the delivery of the Council's strategic objectives.

2 RECOMMENDATION

- 2.1 **That the Employment Committee endorse the attached 7th Pay and Workforce Strategy for submission to full Council.**

3 REASONS FOR RECOMMENDATION(S)

- 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 workforce 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 Key issues include:

- The significant budget pressures on the Council which will continue to impact on how services are delivered.
- An increase in flexibility within the workforce.
- Recruitment and retention requires constant monitoring with innovative approaches to service delivery and working practices being an element of that.
- Increasing flexibility of staff in line with the "Time For A Change" initiative.
- The key themes from the staff survey on improving management capability and the management of performance.
- The outcome of the Peer Review.
- The "Good to Great" initiative.
- The local impact of the national Public Sector Network security requirements.

- 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 2013-2016 has been re-launched to take account of new priorities around supporting Members, benchmarking and improving the skills of the local government workforce.

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 austerity. 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 to ensure 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 Workforce 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

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

6th Pay and Workforce Strategy November 2012

Contact for further information

Tony Madden, Corporate Services - 01344 352198

Tony.madden@bracknell-forest.gov.uk



The Seventh Pay & Workforce Strategy

DELIVERING THROUGH PEOPLE

2013-2016

December 2013

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1 INTRODUCTION

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

- (a) **Organisational development** – addressing the workforce dimensions of organisational transformation to deliver citizen – focused and value for money services, in partnership with other organisations and the community.
- (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** – 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 2012, 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:

- The transfer of Public Health to local authorities.
- Healthy Lives, Healthy People- a Public Health Workforce Strategy April 2013.
- Welfare Reform Act 2012.
- Results from the 2011 Census
- Localism Act 2011.
- Proposal to move Adult Safeguarding Boards onto a statutory footing.
- “Working Together to Safeguard Children” March 2013.
- Health and Social Care Act 2012.
- Continuing financial constraints.
- 2014 Public Realm Contract.
- Town Centre regeneration

1.3 The Council, in responding to the national agenda, has constructed this Strategy, Delivering Through People, a seventh 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 by the Local Government Employers was published in April 2012 and there have been some changes since then.

Whilst the prevailing economic situation has been especially difficult since 2008, the underlying challenges facing the local government workforce have never really changed. 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 on how the workforce sees itself and how it is seen by others but also on the psychological contract between employer and employee. The impact of continuing pay constraints /changes to terms and conditions, coupled with pension changes all have the potential to compound the challenges.

Job losses in local government, brought about by spending reductions will continue for some time. Government figures indicate that up to 15% of public sector jobs will be lost by 2015. 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.

The impact of the economic downturn has also brought extra demand for some services particularly in relation to supporting young people not in employment, education or training (NEETS), but without any significant reduction in demand for others.

- 3.2 The recession has reduced all authorities' income, and pushed up costs leading to the need to make significant savings and service cuts, including reducing posts. The pressure to do “more for less”, more efficiently and to increase productivity is greater than ever.

- 3.3 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 a 7% increase in the numbers of children under 5 and an 18% increase in the number of those over 65; this has a resultant impact on schools and adult social care support. Also increasing diversity in the 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.

Equally the removal of the default retirement age means that workers over the age of 65 are now more common than in previous decades.

- 3.4 The public sector faces continuing uncertainties because of the financial constraints placed on it. On the one hand, 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. As the financial pressures on the public sector are widely publicised in the media, fewer people may see a "local government" career as a safe or desirable option.
- 3.5 It is part of the work of the Council HR teams to anticipate and react to change and to forecast the future skills and numbers required of local government. For example, the move to 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 for 2013-2016 are:

- Developing mediation and conflict resolution programmes as a cost effective way to develop managerial skills and reduce the cost of entering into formal procedures.
- Expanding the take up of the Elected Member Development Skills Portal.
- Developing and embedding the e-pay check service to provide Councils with access to current pay data for benchmarking.
- Establishing the Collaboration and Shared Service Peer Challenge to enable managers to benchmark and share good practice.

5 THE LOCAL JOURNEY- SO FAR

5.1 The Council's six overarching priorities for 2011/15 are:

- Priority one: a town centre fit for the 21st 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 some key areas of the recruitment and retention of staff.
- Changes to working arrangements and practices which will be required through flexible working.
- The town centre regeneration which will impact on recruitment and retention.
- Changes in legislation and the expectations of various inspectorates and government departments.
- 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.
- The outcomes of the Good to Great initiative

5.3 The Council needs to continue to take action to increase the level of "grow our own" opportunities, for example:

- A continued commitment to supporting Continual Professional Development (CPD).
- the agreement between the six Berkshire Authorities for more effective delivery of learning and development opportunities for the Adult and Children's social care workforces with particular emphasis on safeguarding.
- Joint agreements across Berkshire for training to support Approved Mental Health Practitioners.
- Bracknell Forest leading a Berkshire partnership funded by the Department of Education to facilitate training for 12 graduates to enable them to become social workers as part of the Step Up to Social Work programme.
- In collaboration with West Berkshire Training Consortium and QA Apprenticeships, developing and increasing the numbers of apprenticeships offered within the Council.
- Developing and nurturing talent and improving performance management as part of the Good to Great workstreams.

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. Increasingly employees are interested in training which leads to nationally recognised qualifications.
- 6.2 The requirement for social workers to re-register every two years with the 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.

Significant changes in terms of post qualification training requirements for all social workers, especially those in their first year post qualification have impacted on what is offered to employees.

7 BENCHMARKING

- 7.1 The 2011/2012 Local Government Pay and Workforce Strategy survey contained detailed information on a range of issues including turnover, off the job training, sickness absence, etc. However gathering information for the survey for 2012/2013 has only just begun and comparative data will not be available until April 2014.

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

Performance Indicators	England local government employment 2012 (2011 figures in brackets)	Unitary authorities in England 2012 (2011 figures in brackets)	Bracknell 2012 (2011 figures in brackets)
All turnover including redundancies and other leavers	13.1%	13.2%	14.3% (19.1%)
Days off the job training per employee	(1.6)	(1.1)	3.3 (3.4) *
Gross training expenditure per employee	(£212)	(£175)	£337 (£375) *
Members gross training expenditure	(£175)	(£225)	£286 (£430)
Sickness absence rates (days per employee)	(7.7)	(9.6)	5.56 (5.64)

The Council's voluntary turnover rate for 2012/13 was 12.5% which has remained around this level for the last 2 years. The voluntary turnover rate for people with less than one year's service has decreased from 31.4% in

2011/2012 to 23% in 2012/2013, this figure includes staff on fixed term contracts who often leave before their contracts expire if a permanent opportunity arises elsewhere.

* - The significant increase in employees taking up e-learning opportunities has led to the reduction in time spent away from the office and an overall reduction in expenditure.

8 RECRUITMENT AND RETENTION ISSUES

8.1 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 eg administration continues to present no significant problems.

However, problems still remain with filling professional vacancies for some areas particularly social workers, especially those with experience in children's social care, approved mental health practitioners and social care management positions. There is an outflow of experienced professionals into locum work where market forces are setting significantly higher remuneration rates than those paid in permanent employment. The Bracknell Forest situation reflects similar local difficulties and also nationally recognised issues across the U.K.

8.2 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:
 - The further adoption of flexible working practices as a recruitment and retention tool, with particular reference to improving the attractiveness of jobs to those who live beyond the usual travel-to-work catchment area and those returning to work after care responsibilities.
 - The continued development of approaches to enhance management competence.
- The greater use of mortgage subsidy and relocation allowances
- The use of "golden hellos" to respond to market forces with regard to social worker recruitment
- The development of a specialist microsite which make full use of automatic vacancy update feeds, video technology and search engine optimisation.
- 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.

9 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.

9.1 **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 workforce productivity (particularly through continuing to reduce staff absence which is already significantly below the local government average).
- Moving from Good to Great

What we have achieved

- The successful transfer and integration of the Public Health function into the Council including acting as the lead authority for Berkshire.
- 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” March 2013 with increased focus on cross cutting and partnership working across Berkshire.
- Clarity of linkage between the Council’s business objectives/service plans and individual employee work objectives through the appraisal process.

What we still need to do:

- Continue to 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.
- Develop appropriate mechanisms to nurture and develop talent within the Council as part of the Good to Great initiative, which will enable greater succession planning
- Implement the key actions arising from the “Good to Great” programme.
- Review the standard appraisal process.
- Ensure ongoing compliance with the requirements of the governments PSN network for employee security checks to allow access to central government IT systems.

9.2 **Developing Leadership**

Key issues:

- Creating leaders for the future.
- Developing partnerships to improve leadership and skills.
- Enabling Members to continue to play an active part in Portfolio Review Groups, Overview and Scrutiny activities.
- Developing the leadership capabilities of officers

What we have achieved:

- Managerial and supervisory competency frameworks integrated into all management programmes.
- Accreditation by the Institute of Leadership and Development to deliver a Level 3 and a Level 5 Coaching/Mentoring Certificate Programme.
- Reaccreditation to the Charter Plus for Member Development.
- 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 including the use of social media.
- Extend the 360 degree appraisal programme to cover all Elected Members
- Develop suitable mechanisms to ensure all social workers are able to comply with all recommendations of the Social Work Taskforce.
- Enhance and expand management development opportunities

9.3 **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, performance management.
- Improving skills for all staff in enhancing customer care, basic skills/skills for working life.
- Enhancing partnership approaches to learning and development.
- Enabling the Council to meet the government's Data Protection and Information Security standards

What we have achieved:

- Delivery of a wide range of management development opportunities for service managers.
- Redesigned the corporate induction programme linked to e-learning.
- Launched e-learning through the recognised provider for the public sector; to date 99 packages are currently available

- Expanded access to safeguarding awareness training to the wider children's and adult's workforces and volunteers.
- Equality proofed 50% corporate learning and development modules
- Delivered a range of workshops and e-learning opportunities in line with the government's Information Security requirements
- Developed a new Learning Management system which will enable greater self service.

What we still need to do:

- Develop further equality and diversity related programmes eg faith and belief, cultural awareness, etc.
- Continue expansion in 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.
- Support the requirements for staff as a result of the introduction of the government's revised Public Services Network standards
- Develop appropriate mechanisms to nurture and develop talent within the Council as part of the Good to Great initiative
- Development of a Performance Management toolkit to enable managers to support staff effectively
- Implement the new Learning Management system across the Council which will enable managers and staff to self manage their own learning and to input personal development plans/needs into the system so that events can be organised as effectively and efficiently as possible..

9.4 **Resourcing, Recruitment, Retention and Diversity**

Key issues:

- 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.
- Supporting social workers to practice effectively.

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.
- Support the contract requirements with Comensura for temporary agency workers to ensure that the Council obtains value for money.
- Renewing the JgP contract to provide a modern and contemporary job application process.

What we still need to do:

- Continue to manage the movement of employees resulting from budget reductions and reorganisation of services including the retraining of employees as necessary.
- More detailed workforce planning to better predict need particularly in relation to local partners
- Encourage as diverse a range of job applicants to increase workforce diversity
- Complete the equality proofing of all corporate workshops and events
- Commission a new HR/Payroll system to provide fast and accurate workforce information to managers

9.5 **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.
- Produced an annual Pay Policy statement in accordance with required statute.
- Completed Stage 2 of the job evaluation review programme (draft pay structures).

What we still need to do:

- Risk assess the implications of the new pay and grading structure
- Implement the new pay and grading structure.
- Continue to explore additional flexible benefits for staff and make it easier to access benefits on-line.
- Assess the impact of those whose pay maybe reduced and to mitigate any increased turnover from those seeking to maintain their previous pay grade.
- Consider issues around the introduction of the “Living Wage”.

10 DEPARTMENTAL KEY WORKFORCE PLANNING PRIORITIES

- 10.1 The Council incorporated workforce planning into service planning in 2009, and 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.
- 10.2 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 regulatory functions.
- Impact of Town Centre Regeneration work in terms of increased workloads for some teams and changes to service delivery for others
- Organisational and cultural changes due to the implementation of the 2014 Public Realm Contract.
- Continue to develop management competence through mentoring, network events and other support.
- Effective implementation of safeguarding requirements across the department, in particular the Leisure and Culture Safeguarding Policy
- Support managers and staff to roll out mobile and flexible working.
- Support managers and staff through organisational change resulting from reduced funding for local government
- Support the department to maximise the use of reducing resources through effective management and identifying opportunities to deliver services in different ways

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.
- Establish strategies to improve the recruitment and retention of people into areas with skills shortages such as headteachers and experienced children's social workers.
- Establish a School Direct service which is a new Department for Education initiative enabling a schools led pathway to people wishing to gain qualified teacher status.
- Support Head teachers and school leaders through effective performance management

- Further strengthen integrated working practices and information sharing with relevant external organisations eg Health, Police, Probation, Voluntary organisations.

Chief Executives Office/Corporate Services

- Revising the Council's appraisal and personal development planning system
- 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.
- Enabling managers to take greater responsibility for the learning and development requirements of their teams via direct access to the new Learning Management system.
- Seek to develop self-service options for managers through the specification of the new HR/Payroll system.

Adult Social Care Health and Housing

- Modernise the Adult Social Care workforce to meet new skills sets eg end of life care at Bridgewell and the requirements of the Personalisation agenda.
- Continue to enhance the skills of the wider adult workforce to ensure that the levels of competence meet those set out in the East Berkshire Workforce and Development Strategy for Safeguarding (2012).
- Ensure that the learning and development needs of public health are met in line with annual requirements.
- Enhance the skills of the workforce to meet the anticipated needs arising as a result of the implementation of the Welfare Reform Act 2012.
- Ensure that the workforce is equipped to implement any new requirements arising from the Care Bill currently going through the parliamentary process.
- Integrate with Health Services. The shape of the workforce will require careful consideration along with services and other associated issues.
- Introduce a new approach to Housing services through the "Vanguard" system and reconfigure the workforce to support a more customer-centric approach.

11 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

The Council has revised its scheme and carried out a re-measurement of its jobs. The implementation of a revised pay structure is subject to continuing discussions with the trades unions. In addition, the issue of the Living Wage is part of those discussions.

(iii) Flexible Working/Time for a Change Accommodation Project

Current policies reflect the new 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.

(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. A new Performance Management toolkit is currently being developed to support this key requirement.

(vii) Developing and Nurturing Talent

As part of the Good to Great initiative and in response to the findings of the Peer Review in March 2013, the Council is working to better harness the creativity, talent and energy for change of its workforce.

(viii) Increasing and improving the e-learning offer

To maximise the Learning and Development opportunities for the workforce by providing more cost effective programmes.

12 A REVIEW OF THE 2012 PAY AND WORKFORCE STRATEGY

12.1 Achievements and actions still outstanding

Of the 27 actions shown in the Action Plans of the 2012 Sixth Pay & Workforce Strategy. 9 have been fully completed, 4 part completed, and 14 not completed principally because they have a long time frame. The completed actions are:

- Safeguarding training and DSB checking now identified, commissioned and/or delivered
- Support the achievement of the "Achieving" level in the Equality framework

- 6th Pay and Workforce strategy produced and approved
- Managers skills have been enhanced through delivery of a range of workshops relating to performance management
- Delivery of a revised programme of workshops for managers with responsibility for buildings
- Induction of new Members undertaken
- Support material for the Time for a Change initiative including the production of e-learning and guidance material produced
- Provision of one ILM level 3 and one ILM level 5 certificate programme
- Workshops developed and delivered resulting from the outcomes of the Development Centre events

The 4 actions which have been partially completed are:

- Development of managerial and employee skills to enable greater use of flexible working opportunities
- Development of specific and specialist skills for Adult Social care staff e.g. End of Life, Personalisation and Autism.
- Progress with the implementation of the new pay and grading structure
- Expansion of the use of the new social care common induction standards

Of the 14 actions not yet completed, 12 have longer timescales up to and beyond 2015 and will be on-going. These are:

- Compliance with the new standards for staff working in social care
- Raising the standard of competence within the Private, Independent and Voluntary sector in care
- Updating and developing appropriate equality and diversity training
- Working towards a diverse workforce which reflects the community
- Identifying opportunities for external funding
- Supporting the development of school leavers, graduates and older persons particularly in areas of skills shortage
- Examining the total rewards package to ensure it is modern and appropriate
- Further develop the Council's flexible benefits approach
- Remodelling the Adult and children's workforce
- Enhance the image of the Council as an employer
- Assist departments in fitting staffing to available budgets
- Develop the means of constructing and marketing the overall employment package.

There are a further 2 which have not been progressed for a variety of reasons, these include:

- Expand the skills audit of all employees and encourage greater use of personal development plans

An audit of the data held on the HR database is being carried out during late 2013. The current appraisal and personal development planning documentation and approach is being completely revised to make it more user friendly and accessible. When the new Learning Management system is in place (April 2014) greater use of self service including the updating of personal skills, knowledge and qualifications records will be possible.

- Fourth accreditation to the Charter for Member Development

This is scheduled for 2014 and will in future be included in the Member Development Strategy and not form part of the Pay & Workforce Strategy.

13 **CONCLUSIONS**

13.1 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. All these factors will need to be taken into account in the coming years and the Strategy adjusted accordingly.

13.2 The following documents inform and underpin the actions proposed in the Strategy:

- Medium Term Financial Strategy – General Fund Revenue Budget Book 2013/14
- Equality Scheme 2012-2016
- Creating Opportunities – a joint strategic plan for children and young people 2011-2014
- Staff Survey Action Plans 2011
- Good to Great Action Plan and Peer Review 2013.

14 **APPENDICES – ACTION PLANS**

14.1 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.

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PRIORITY AREA 1: DEVELOPING THE ORGANISATION

<u>Developing the Organisation</u>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Continue to ensure that all appropriate Safeguarding training is being identified, commissioned, planned and undertaken in the timescales identified.	H	<ol style="list-style-type: none"> 1. DSB checking as part of PSN requirements have been undertaken 2. Training provided as appropriate 	Ongoing Ongoing	Directors/Chief Officer : Human Resources	Costs of developing and/or coordinating delivering appropriate training will be contained within existing budgets	
Develop and implement appropriate mechanisms to nurture and develop talent through mentoring, coaching and secondments within the Council as part of the Good to Great initiative	H	Clear mechanisms identified, implementation plans approved	March 2014 and on-going	Directors/ relevant Chief Officers	Time spent developing, delivering actions.	
Maintain the "Achieving" level of the Equality Framework	H	Maintenance of the "Achieving" level of the Equality Framework.	April 2014	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 8 approved by Employment Committee by March 2015	Chief Officer: Human Resources	All appropriate training identified will need to be contained within existing budgets	
Remodel the Children's and Adults workforce through	H	Remodelling plans produced	March 2015 and on	Directors/ relevant Chief Officers	Time involved in consultation, potential retraining costs.	

Developing the Organisation

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
organisational development activities		and approved, implementation under way.	going		
Capture up to date information on the skills/qualifications of all employees through the new LMS	H	Skills audits completed and plans amended.	April 2015	Learning and Development Manager/Departmental HR Managers	Cost of amending documentation, staff time on briefing sessions
Support managers and staff to develop flexible working arrangements in response to the Time for a Change initiative	H	Council wide and Departmental Action plans being implemented	April 2015	Directors/ relevant Chief Officers	Cost of amending processes/procedures plus the cost of amending documentation, staff time on briefing sessions
Introduce an employee Health Check programme	H	A minimum of 25% of eligible workforce checked	April 2015	Chief Officer: Human Resources	External funding available from Public Health, time spend by staff organising scheme
Participate in appropriate benchmarking activities to ensure that the Council provides services which are effective and value for money	M	Annual benchmarking undertaken in relevant areas	Annually	Directors/ relevant Chief Officers	Cost of participation in benchmarking surveys and analysis of results
Implement the actions from the next Staff survey and continue to conduct a triennial staff survey.	M	Departmental Action plans being implemented	March 2015 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

<u>Developing Leadership Capacity</u>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Provision of pilots in level 3 and 5 Institute of Leadership and Management (ILM) mentoring/coaching certificate programme.	M	Minimum of one group per year successfully completing programme	April 2014 and annually thereafter	L&D Manager	Course costs/staff time attending workshops ILM accreditation	
Enhancing partnership approaches with regard to learning and development activities which impact on all 6 unitaries in Berkshire.	M	Learning and development resources seen to be used effectively	Annually	L&D Manager	Development time/Course costs	
Delivery of a programme for employees to ensure that the Government's Data Protection and Information Security standards are met	M	Programmes developed and delivered monthly	On-going and in response to government requirement changes	L&D Manager	Development time/Course costs/staff time attending course	
Enhance managerial skills/knowledge especially in the areas of performance management skills, supervision, information security, financial management and managing flexible working	M	A minimum of 100 managers a year attending events or using packages	Annually	Chief Officer: Human Resources/Learning and Development Manager/HR Managers/senior managers	Time to develop and deliver workshops/information sessions/case studies, etc.	

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

<u>Developing the Skills and Capacity of the Workforce</u>						
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.	
Provision of adequate support for all social work staff to ensure they meet the standards expected by HCPC and the College of Social Work	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.	
Development of a Performance Management toolkit to enable managers to better support their teams in delivering the Council's key objectives	H	Toolkit approved by CMT and then published on BORIS	March 2014	Learning & Development Manager / Departmental HR Manager	Time and resource costs.	
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 2015	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)	

<u>Developing the Skills and Capacity of the Workforce</u>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Develop support material for Time for a Change programme in line with town centre redevelopment and refurbishment to town centre buildings	H	Increased use of IT to enable flexible working	Ongoing	Chief Officer: Human Resources /Chief Officer: IT	Time spent away from work undertaking training and provision of laptop clinics, guidance material	
Develop appropriate mechanisms to nurture and develop talent through mentoring, coaching and secondments within the Council as part of the Good to Great initiative	H	Initiatives developed and implementation planned	Ongoing	Directors and Departmental Chief Officers leading on these initiatives	Staff time in developing mechanisms, implementing these and producing guidance and other material.	
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.	
Continue to develop the skills of ASCH&H staff to include the provision of nationally recognised qualifications in these areas	M	Staff trained and better able to support service users	Programmes up and running by December 2014	Learning & Development Manager	Time, financial resources	
Updating and equality proofing 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

<u>Resourcing Local Government</u>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Continue to enhance image of the Council as an attractive employer.	H	Recruitment strategy revised and implemented	On-going	HR Managers/ Chief Officer: Human Resources	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 2015 and ongoing	Chief Officer: Human Resources	Time spent investigating and applying for funding – offset by increased income streams	
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.	
Ensure that the Councils' new HR Payroll system provides the ability to provide improved management information	M	New system in place	2016	Chief Officer: Human Resources/Chief Officer Finance	Time spent investigating the requirements and developing a specification, plus the time spent on the tendering process.	

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PRIORITY AREA 5: PAY AND REWARDS

<u>Pay and Rewards</u>						
Action	Priority	Outcomes	By When	Responsibility	Resource Implications	
Progress the implementation of a new pay and grading structure.	H	New scheme and pay structure being implemented	April 2016-2019	Job Evaluation Steering Group	Cost of consultants, staff time and implications on pay bill	
Assess the implications of the introduction of the "Living Wage"	H	Assessment completed.	June 2014	Director of Corporate Services/Chief Officer: Human Resources	Staff time and costs to conduct a review	
Assist departments in fitting staffing to available budgets	H	New structures in place	Up to April 2015 and on-going	Chief Officer : Human Resources/Departmental HR Managers	Staff time and costs to conduct a review	
Further develop the Council's "Flexible Benefits" approach.	M	New/revised benefits identified and introduced	Annually from March 2014	Chief Officer : Human Resources	Cost of producing materials	
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	

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**TO: EMPLOYMENT COMMITTEE
4 DECEMBER 2013**

**ANNUAL UPDATE OF THE COUNCIL'S PAY POLICY STATEMENT
(Director of Corporate Services – Human Resources)**

1 PURPOSE OF REPORT

- 1.1 Every year since 2012, and in accordance with the 2011 Localism Act, the Council is required to publish a Pay Policy Statement. From time to time, the Department for Communities and Local Government issues supplementary guidance in the Spring on what it expects to see in Pay Policy Statements. The 2013/14 Pay Policy Statement had already been agreed by Council by the time the latest piece of supplementary guidance had been issued, so implementation of this new guidance has been included in the 2014/15 statement through minor formal amendments.
- 1.2 The supplementary guidance states that, in the interests of greater accountability, full Council should be given the opportunity to vote on salary packages for appointments of over £100,000 per annum and on severance payments over £100,000, and that the Pay Policy Statement should articulate how this is addressed.
- 1.3 However, in both cases the decisions to pay over £100,000 would be a direct consequence of already formally agreed Council policies – either paying in accordance with agreed salary grades for senior officers or paying in accordance with the agreed severance policy. However, in view of this additional guidance from the DCLG, the Council should formally resolve that salaries and severance payments should be made in accordance with those policies. This position will then be reflected in the Pay Policy Statement.

2 RECOMMENDATION(S)

That the Employment Committee recommend that Council:

- 2.1 Resolve that all appointments be made within the agreed senior salary structure outlined as Appendix A.**
- 2.2 Resolve that all severance payments be made within the agreed Severance Policy.**
- 2.3 Agree the Pay Policy Statement for 2014/15 attached as Appendix B.**

3 REASONS FOR RECOMMENDATION(S)

- 3.1 To explicitly comply with the DCLG latest guidance.
- 3.2 If a senior appointment is made it must be within the agreed salary structure in order to maintain the integrity of the grading system and avoid potential equal pay claims. By endorsing the senior salary structure, the Council is effectively giving its prior approval to the salary levels of any appointments made within those parameters.
- 3.3 The Council's severance payments are made according to its policy, which takes account of whether the individual has access to pension, the age and length of

service of the individual and the level of salary. By endorsing the Severance Payment policy, the Council is effectively giving its prior approval to the level of severance pay in individual cases, whilst the Employment Committee is giving its approval to the actual redundancy.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 To require full Council to approve any individual job advertisement or appointment or severance decision over £100,000. This would impose a significant delay in that process. In addition it would not be possible for the Council to make a decision to pay a salary outside the grade, or to pay severance outside the agreed policy, without incurring the risk of equal pay litigation, so their approval on a case by case basis would serve no real purpose.

5 SUPPORTING INFORMATION

- 5.1 The current senior salaries grading and payment structure was approved by Employment Committee in June 2009. Relative gradings of senior salary appointments are determined using the Hay independent job evaluation system and postholders paid according to an assigned grade. (The exception to this is qualified Public Health posts, for which there is a nationally set grade.) Currently only Directors and the Chief Executive would be appointed on a salary of over £100,000. Appointments Committees set up by Council have delegated power to make such appointments.

The current Severance Policy was approved by Committee in October 2011 and subsequently agreed by full Council in November 2011. It is in accordance with the required 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.

- 5.3 It is rare that payments are above £100,000 (one in the last 5 years). Employment Committee has delegated power to approve individual redundancies and will be advised of the size and cost of the severance payment.

6 CONCLUSION

- 6.1 It is suggested that the recommendations in this report offer a practical solution to complying with the guidance in the least intrusive way possible.

7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 7.1 Section 40 of the Localism Act 2011 requires a Local Authority, in performing its functions regarding Pay Policy Statements to have regard to any guidance issued or approved by the Secretary of State. A local authority must comply with such statutory guidance unless it has good reasons for not so complying.

Borough Treasurer

- 7.2 There are no financial implications arising from the proposed amendments to the Pay Policy Statement.

Equalities Impact Assessment

- 7.3 Failure to adhere to an evaluated grade structure or to an agreed and equalities-compliant severance policy on payments would open the Council up to challenge by introducing random factors which could be viewed as discriminatory.

Strategic Risk Management Issues

- 7.4 Failure to explicitly respond to the supplementary guidance may run the risk of challenge from the DCLG.

8 CONSULTATION

Principal Groups Consulted

- 8.1 None – no change to current levels of pay or severance proposed.

Method of Consultation

- 8.2 None

Representations Received

- 8.3 None

Background Papers

None

Contact for further information

Tony Madden, Chief Officer: Human Resources, 01344 352049
tony.madden@bracknell-forest.gov.uk

Unrestricted

APPENDIX A

Senior Salaries Spinal Column – 1 April 2013

	Annual Amount		
1	66231.00	S1 (SCP 1 - 5)	CO:Customer Services
2	67703.00		
3	69048.00		
4	70437.00		
5	71813.00		
6	73224.00	S2 (SCP 6 - 10)	Chief Officer: Housing
7	74695.00		
8	76176.00		
9	77691.00		
10	79225.00		
10	79225.00	S3 (SCP 10 - 13)	Asst Chief Exec Chief Officer: HR Chief Officer: Property CO: Information Services Chief Officer: Planning & Trnsprt CO:Leisure/Culture CO: Perf & Resources CYPL Chief Officer:Adults & Comm Chief Officer: OP<C
11	80802.00		
12	82403.00		
13	84037.00		
13	84037.00	S4 (SCP 13 - 16)	Borough Solicitor CO:Children's SC CO: Env & Pub Prot
14	85703.00		
15	87407.00		
16	89149.00		
16	89149.00	S5 (SCP 16 - 19)	Borough Treasurer
17	90912.00		
18	92720.00		
19	94565.00		
20	96443.00	S6 (SCP 24 - 28)	Directors, ECC, CS ASCHH, CYPL
21	98358.00		
22	100314.00		
23	102308.00		
24	104348.00		
25	106415.00		
26	108538.00		
27	110695.00		
28	112890.00		
29	115138.00		
30	117428.00		
31	119772.00		
32	122150.00		

Unrestricted

33	124704.00	S7 (SCP 33 - 36)	
34	127200.00		
35	129843.00		
36	132537.00		
37	135285.00		
38	138099.00		
39	141867.00		
40	144764.00	S8 (SCP 40 - 44)	Chief Executive
41	147652.00		
42	150587.00		
43	153586.00		
44	156638.00		
45	159768.00		
46	162937.00		
47	166194.00		
48	169515.00		
49	172905.00		
50	176361.00		

Chief Adviser: Learning & Achievement - Soulbury SCP 45 - 50 £79,930 - £84,292
Director of Public Health and other qualified Public Health staff are paid in accordance with nationally set NHS grades.

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Bracknell Forest Council

PAY POLICY STATEMENT FOR THE FINANCIAL YEAR 2014/15
(Reported data based on 2013/14)

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 2014/15. Data on existing salaries, job roles and statistics contained within the statement are based on the year 2013/14.

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;
- Guidance under section 40 of Localism Act 2011, published by DCLG
- 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:

- 3957 employees (equivalent to 2897 full-time equivalent (FTE) employees). These numbers are as at 1 April 2013.
- Services to 115,000 residents within the local community.
- Total Gross Capital and Revenue Expenditure of £290million, which was the Council's Total Gross Outturn Expenditure in 2012/13.
- 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
 - Public Health
 - Regeneration
 - Community Safety
- The following facilities:
 - 39 schools (including one Academy and one Pupil Referral Unit)
 - 2 residential care homes, one respite centre (residential/day) and one day centre
 - 4 Children’s Centres
 - 13 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 16,400 children
 - Deals with around 850 planning applications per year
 - Maintains around 285 miles of roads
 - Manages and maintains 323 hectares of open space
 - Is responsible for 108 looked-after children
 - Licences 260 local pubs and clubs and 276 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 £290 million of public funds, serving around 4,800 households and 115,000 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 and Regeneration.

Staff under indirect management responsibility: 3957 (2350 schools, 1607 non-schools)

- **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.

Public Health functions, formerly part of the NHS, aim to improve the health and wellbeing of the population, tackle health inequalities and reduce premature mortality.

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
- Public Health
- Forestcare Community Alarm and Out of hours service.
- People affected by HIV/Aids

Net Revenue budget responsibility: £32 million per annum

Staff under direct or indirect line management responsibility: 392

- ***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.

Net Revenue budget responsibility: £14.9 million per annum (not including schools) £93.8 million per annum (including schools)

Staff under direct or indirect line management responsibility: 2777 (2350 schools, 420 non-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 facilities
- Libraries
- Environmental health and licensing,
- Emergency planning,
- Highways engineering and maintenance,
- Trading standards,
- Refuse collection and street cleansing
- Waste disposal and recycling,
- Public parking.

Net Revenue budget responsibility: £24.3 million per annum

Staff under direct or indirect line management responsibility: 562.

- ***Director - Corporate Resources***

This post is responsible and accountable for eight separate areas.

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
- Corporate Property
- Electoral Registration and Statutory Registration

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.

Net Revenue budget responsibility: £15.1 million per annum

Staff under direct or indirect line management responsibility: 217

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. The one exception at Chief Officer level is the Director of Public Health, who is paid on the relevant NHS payscale.

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, NHS 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). All employees working flexibly are issued with a mobile phone .

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, NHS or Soulbury conditions, 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. Any severance payment of £100,000 or more which falls outside the agreed policy parameters will be referred to full Council for approval.

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 2012/13 the Chief Executive was paid £2366 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
DIRECTOR OF PUBLIC HEALTH	98,313 – 115,097
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: STRATEGY, RESOURCES AND EARLY INTERVENTION (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
CONSULTANT IN PUBLIC HEALTH	65,922 – 81,618
HEAD OF PERFORMANCE & RESOURCES (ADULT SOCIAL CARE HEALTH AND HOUSING)	58,659 – 64,076
CHIEF ADVISER: LEARNING & ACHIEVEMENT	75,442 – 86,372
SENIOR ADVISER	55,419 – 64,664*
SEGFL PROJECT MANAGER	55,419 – 64,664
HEAD OF PERFORMANCE AND RESOURCES (ENVIRONMENT, CULTURE & COMMUNITIES)	58,659 – 64,076
CHIEF ACCOUNTANT (CORPORATE SERVICES)	61,157 – 66,343
CHIEF TECHNICAL ACCOUNTANT (CORPORATE SERVICES)	61,157 – 66,343
HEAD OF AUDIT AND RISK MANAGEMENT (CORPORATE SERVICES)	54,989 – 60,114
HEAD OF DEPARTMENTAL FINANCE (ENVIRONMENT, CULTURE & COMMUNITIES)	61,157 – 66,343
HEAD OF DEPARTMENTAL FINANCE (CHILDREN, YOUNG PEOPLE AND LEARNING)	61,157 – 66,343

*FTE salary given – postholder is part time

Figures as at 1 April 2013 and are inclusive of local weighting/supplements 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 first part of the financial year 2013 was £12,827, and from 1 October 2013 was £12,996. For the purposes of this report therefore £12,827 is regarded as the lowest point of pay within the financial year.

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. [The lowest point in the substantive pay structure was removed from 1 October 2013 as part of the national pay award.](#)

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 Soubury 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 2013 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 also 6.1).

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. All employees, including casuals and those on very short term contracts, have a right to be in the scheme. Major changes to the scheme are being finalised at national level and are expected to apply from April 2014.

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 for any flexible retirement where there is a cost to the Council, and all costs and business benefits will be made explicit before any decision is taken on whether to grant flexible retirement. Where the flexible retirement is at no cost to the Council, it may be granted by a Director, taking into account the business benefits.

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 national/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. Approval of both the senior salary pay structure, within which senior appointments are made, and the severance policy, within which severance payments are made. Approval of any salary or severance payment over £100,000 which is not consistent with these policies.

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. Council will resolve that the post is remunerated in accordance with the Senior Salary Pay Structure.

For Director posts, unless otherwise directed by the Council, a Committee or Sub-Committee of the Council will appoint. The Committee or Sub-Committee will include at least one Member of the Executive. The Committee Members will be agreed by full Council. Council will resolve that the post is remunerated in accordance with the Senior Salary Pay Structure.

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 Committee Members will be agreed by full Council.

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, if they fall outside the scope of the agreed senior salary pay scales.

SECTION 7: AMENDMENTS TO THIS PAY POLICY STATEMENT

This Pay Policy Statement relates to the financial year 2014/15.

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 telephone 01344 352049.

PART A – Formulation of policy in accordance with Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008

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 for flexible retirements with an associated capitalised cost will be sought through Employment Committee. Where there is no capitalised cost, approval will be sought from the Departmental Director.

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.

5 Regulation 30A – Choice of Payment of Pension: Pensioner Member with Deferred Benefits

Where a member who is treated as a pensioner member with deferred benefits (a former employee retired on ill-health grounds with the award of tier 3 benefits that have now ceased) has reached the Scheme's normal retirement age, he is entitled to immediate payment of his retirement pension without reduction.

Upon reaching the age of 55 the member may choose to receive his retirement pension immediately but a choice made by a member who is aged less than 60 is ineffective without the consent of his former employing authority.

If released before the age of 60 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.

Employer's policy

The Employing Authority will consider requests on a case by case basis but resolve not to waive actuarial reductions.

PART B – Formulation of policy in accordance with further discretions under the Local Government Pension Scheme (Administration) Regulations 2008

Regulations in this part refer to the Local Government Pension Scheme (Administration) Regulations 2008

6 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.

7 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.

8 Regulation 25 – Additional Voluntary Contributions (AVCs) and Shared Cost 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.

9 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 when they have an automatic right to transfer. However where that request exceeds 12 months, it is the employers discretion to approve the inward transfer.

Employer’s policy

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

10 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

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)

11 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 any new policy takes effect. The revised statement must be sent to the administering authority and the employer must publish its statement as revised in a place that is accessible to all of its eligible scheme members.

The policies made above:

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;

Will not be used for any ulterior motive;

Will be exercised reasonably;

Will only be used when there is a real and substantial future benefit to the employer for incurring the extra costs that may arise;

Will be duly recorded when applied.

Signed on behalf of the Employer: _____

Name in Block Capitals: Tony Madden

Position: Chief Officer: Human Resources

**TO: EMPLOYMENT COMMITTEE
4 DECEMBER 2013**

**UPDATED WHISTLE BLOWING POLICY
Director of Corporate Services - Legal**

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval for the updated whistle blowing policy in light of changes to the current whistle blowing legislation set out in the Enterprise and Regulatory Reform Act 2013 (ERRA). The new whistle blowing provisions under the ERRA came into force on the 25 June 2013.

2 RECOMMENDATION

- 2.1 **That the Committee approve the updated whistle blowing policy contained in Annex A to this report.**

3 REASONS FOR RECOMMENDATION

- 3.1 To ensure that the Council's whistle blowing policy is up to date in light of statutory changes that are being brought about under the ERRA.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 To leave the current whistle blowing policy as it is. The current policy will not be compatible with the legislation relating to whistle blowing following the coming into force of the relevant provisions of the ERRA.

5 SUPPORTING INFORMATION

- 5.1 The whistle blowing legislation under the Public Interest Disclosure Act 1998 requires employers to refrain from dismissing workers and employees, or subjecting them to any other detriment because they have made a protected disclosure ("whistle blowing"). Whistle blowing occurs when an employee or worker draws attention to a concern or concerns of wrongdoing in their organisation. In the context of the Council the types of concerns a worker or an employee may wish to raise are set out in paragraph 2.2 of the policy in Annex A.

- 5.2.1 Whistle blowing policies are aimed at fostering a climate of openness and transparency in which individuals in the workplace do not feel that they will be victimised if they raise concerns about wrongdoing in their organisation to an appropriate officer within the organisation. As part of best practice, the government expects all public bodies to have written whistle blowing policies. It is therefore necessary that the Council's whistle blowing policy is up to date and fit for purpose.

6 KEY LEGISLATIVE CHANGES

- 6.1 The key changes which is been brought about by the ERRA 2013 are as follows:
- 6.2 Firstly, there is now an express requirement that whistle blowing by employees or workers is made in the public interest (section 17 of the ERRA 2013). Although the ERRA does not define the meaning of public interest however it is implicit that disclosure of any wrongdoing by an employee must exclude those which can be characterised as being purely of a personal nature. For example a grievance by an employee concerning their terms and conditions of employment will not be considered to be in the public interest.
- 6.3 Secondly, under section 19 of the ERRA an employer can be held liable (vicarious liability) for any detriment inflicted on the whistle blowing employee or worker by his or her colleagues. The employer would have a defence if it can demonstrate that it took all reasonable steps such as compliance with its whistle blowing policy to prevent such detriment being inflicted on the whistle blower. Compensation for a successful whistle blowing claim against an employee is unlimited and could therefore in some instances be quiet substantial.
- 6.4 The whistle blowing policy in Annex A has been amended to reflect the change set out in 6.2; no amendment to the policy is required in consequence of the legislative amendment referred to in 6.3.

7 ADVISED RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 7.1 The Borough Solicitor is the author of this report

Borough Treasurer

- 7.2 There are no financial implications directly arising.

Equalities Impact Assessment

- 7.3 Not required.

Strategic Risk Management Issues

- 7.4 As set out in Section 6 of the report.

Other Officers

- 7.5 None.

Principal Groups Consulted

- 8.1 Members of the Standards Committee.

Method of Consultation

- 8.2 Meeting held on 24 June 2013.

Representations Received

- 8.3 The Standards Committee recommended the proposed revised Whistle Blowing Policy for approval.

Background Papers

None.

Contact for further information

Anthony.lgbiniyesu@bracknell-forest.gov.uk - 01344 353078

Doc Ref

AI/f/agreements/Report to Standards Committee – Updated Whistleblowing

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“APPENDIX 1”

BRACKNELL FOREST BOROUGH COUNCIL “WHISTLEBLOWING” POLICY AND PROCEDURE

INTRODUCTION

- 1.1 The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment we encourage employees and others with serious concerns about any aspect of the Council’s work falling within paragraph 2.3 to come forward and voice those concerns if such concerns (“Whistle blowing”) are in the public interest.

Such concerns will not be in the public interest if it is of a personal nature for example, if relate to an individuals grievance, or concerns about a persons terms and conditions of his employment or work with the Council.

Employees are often the first to realise that there may be something seriously wrong within a Council. However, they may not feel able to express their concerns because they believe that speaking up would be disloyal to their colleagues or to the Council. They may also fear harassment or victimisation. In these circumstances, it may be easier to ignore the concern rather than report what may just be a suspicion of malpractice.

- 1.2 Although in the large majority of cases staff with concerns should share those concerns with their immediate manager, it is recognised that certain cases will have to proceed on a confidential basis. This policy document makes it clear that staff can do so without fear of reprisals. This Whistleblowing Policy and Procedure is intended to encourage and enable those to whom the procedure is available to raise serious concerns within the Council rather than overlooking a problem or blowing the whistle outside. The procedure is available to:-

- Employees (and agency employees working for the Council)
- Casual workers
- Organisations providing goods and services to the Council, or carrying out works for the Council and their staff

- 1.3 The Borough Solicitor in his/her capacity as Monitoring Officer has overall responsibility for the operation of this policy. He maintains a record of concerns raised in accordance with this policy and its outcomes (but in a form which does not endanger your confidentiality) and will report if necessary to the Council.

2. AIMS AND SCOPE OF THIS POLICY

- 2.1 This policy aims to:

- provide avenues for you to raise concerns and receive feedback on any action taken
- allow you to take the matter further if you are dissatisfied with the Council’s response and
- reassure you that you will be protected from reprisals or victimisation for Whistle blowing

2.2 For employees of the Council, there are existing procedures in place to enable you to lodge a grievance relating to your own employment. This Whistleblowing policy is intended to cover concerns that are in the public interest

2.3 That concern may be about something that:

- is unlawful; or is against the Council's Standing Orders or Financial Regulations; or
- falls below established standards; or
- amounts to impropriety (for example, where a decision is proposed to be taken on the basis of personal friendship rather than on merit).
- places the health or safety of any person at risk
- has damaged the environment or is or will be likely to damage the environment
- shows that a matter concerning any of the above has been is or is likely to be deliberately concealed (i.e. that there is, has been or will be a "cover up")

2.4 Examples of the types of concern which may legitimately fall within the scope of this Whistleblowing Procedure, are:-

- the incurring of expenditure without proper authorisation from the Council, the Executive or under delegated powers
- a decision being made (e.g. appointment to a post or award of a contract) on the basis of personal or business friendship rather than on merit
- the award of a Council contract in breach of Contract Standing Orders
- the activities of a Council contractor causing damage to the environment

Complaints that a decision made by the Council (including those made under delegated powers) in accordance with normal procedures, such as a Planning decision, will cause harm to the environment do not fall within the scope of this procedure.

3 SAFEGUARDS

3.1 Harassment or Victimisation

The Council recognises that the decision to report a concern can be a difficult one to make, not least, because of the fear of reprisal from those responsible for the alleged malpractice. The Council will not tolerate harassment or victimisation and will take action to protect you when you raise a concern . This does not mean that if you are already the subject of disciplinary or redundancy procedures that those procedures will be halted as a result of your whistle blowing.

3.2 Confidentiality

The Council will do its best to protect your identity when you raise a concern and do not want your name to be disclosed. It should be appreciated that if an investigation is conducted as a result of whistleblowing, the investigation may reveal the source of the information and a statement by you may be required as part of the evidence.

3.3 Anonymous Allegations

The Council encourages you to put your name to your allegation. Concerns expressed anonymously are much less powerful but they may be considered at the discretion of the Borough Solicitor. In exercising the discretion, the factors to be taken into account will include:

- the seriousness of the issues raised
- the credibility of the concern; and
- the likelihood of confirming the allegation from attributable sources

Allegations which do not appear to be motivated by personal animosity and which, if true, would have serious implications for the Council are more likely to be considered, even though made anonymously.

3.4 Untrue Allegations

If however, you make malicious or vexatious allegations which are not in the public interest disciplinary action may be taken against you. If you make an allegation which is not in the public interest and also which is not vexatious or malicious, no action will be taken against you if the allegation is not upheld. .

4. HOW TO RAISE A CONCERN

4.1 As a first step, you should normally raise concerns with your immediate manager or their superior. This depends, however, on the seriousness and sensitivity of the issues involved and who is thought to be involved in the malpractice. For example, if you believe that management is involved, you should approach the Director of Corporate Services, Borough Treasurer, Borough Solicitor (who is the Council's "Monitoring Officer"), Internal Audit or any specialist units the Council may have established (e.g. an Anti-Fraud Team).

4.2 Concerns are better raised in writing but if you do not feel able to put your concern in writing the Borough Solicitor may at his/her discretion decide to receive a complaint made by telephone or in person at a meeting. If the concern is expressed in writing you should set out the background and history of the concern, giving names, dates and places (if known) when it would be helpful to do so to establish the truth of the complaint, and the reason why you are particularly concerned about the situation. In order to ensure the confidentiality of your expression of concern it is suggested that you send your letter/written note in a sealed envelope addressed to the Borough

Solicitor and clearly mark it "Strictly Private and Confidential - To be opened by Addressee Only". You need not sign or give your name although, as advised on page 2, in the section titled "Anonymous Allegations", if you do not do so the Borough Solicitor may exercise his/her discretion not to investigate an anonymous complaint. It is a serious disciplinary offence for any person to seek to prevent a communication of concern reaching the Borough Solicitor or to impede any investigation which he/she or anyone on his/her behalf may make.

- 4.3 The earlier you express the concern, the easier it is to take action.
- 4.4 Although you are not expected to prove the truth of an allegation, you will need to demonstrate to the Borough Solicitor or the officer he/she appoints to investigate the matter that there are sufficient grounds for your concern.
- 4.5 Advice and guidance on how matters of concern may be pursued can be obtained from the following:
- Director of Corporate Services;
 - Borough Solicitor;
 - Chief Officer: Human Resources;
 - Borough Treasurer;
 - Head of Audit and Risk Management
- 4.6 You may invite your trade union or professional association or a third party to raise a matter on your behalf.

5 HOW THE COUNCIL WILL RESPOND

- 5.1 The action taken by the Council will depend on the nature of the concern. The matters raised may:
- be investigated internally;
 - be referred to the Police;
 - be referred to the external Auditor; and/or
 - form the subject of an independent inquiry.
- 5.2 In order to protect individuals and the Council, initial enquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take. The Borough Solicitor may designate the Borough Treasurer, the Borough Human Resources Manager or the Head of Audit and Risk Management to make the initial enquiries and to conduct any subsequent investigation (unless it is inappropriate for them to do so). Concerns or allegations which fall within the scope of specific procedures (for example, child protection or discrimination issues) will normally be referred for consideration under those procedures.
- 5.3 Some concerns may be resolved by agreed action without the need for investigation.
- 5.4 The Borough Solicitor or the person he/she has designated to investigate the complaint will write to you, wherever reasonably practicable or within ten working days of the concern being received:
- acknowledging that the concern has been received;
 - advising whether or not the matter is to be investigated further and if so what the nature of the investigation will be;
 - giving an estimate of how long the Council will take to provide a final response;
 - telling you whether any initial enquiries have been made, and
 - telling you whether further investigations will take place, and if not, why not.

- 5.5 The amount of contact between the officers considering the issues and you will depend on the nature of the matters raised, the potential difficulties involved and the clarity of the information provided. If necessary, further information will be sought from you.
- 5.6 When any meeting is arranged, you have the right, if you so wish, to be accompanied by a Union or professional association representative or a friend who is not involved in the area of work to which the concern relates.
- 5.7 If you should become involved in further investigations or procedures (e.g. disciplinary proceedings or a criminal trial) as a result of using the Whistleblowing Procedure, the Council will give you every proper support and assistance. The Council is concerned to ensure that no one using the Whistleblowing Procedure is disadvantaged or unfairly treated.
- 5.8 The Council accepts that you need to be assured that the matter has been properly addressed. Thus, subject to legal constraints, you will receive information about the outcomes of any investigations.

6. HOW THE MATTER CAN BE TAKEN FURTHER

6.1 This policy is intended to provide you with an avenue to raise concerns **within** the Council. The Council hopes you will be satisfied that the Whistleblowing Procedure is a satisfactory way of dealing with concerns. If you are not, and if you feel it is right to take the matter outside the Council, the following are possible contact points:-

- the External Auditor;
- relevant professional bodies or regulatory organisations (including the Ombudsman);
- your solicitor;
- the Police; or
- Public Concern at Work (an independent registered charity who can give advice).

6.2 Local Safeguarding Children Board (LSCB)

In the event of a concern arising which impacts on the ability of the employer to safeguard and promote the welfare of children and young people and if:

- All internal processes and procedures have been exhausted: and/or
- You believe the employer's ability to safeguard children is compromised:

you are entitled to refer the concern to the Bracknell Forest Local Safeguarding Children Board. Details of this procedure will be available on their website: <http://www.bracknell-forest.gov.uk/safeguardingchildren>.

- 6.3 The disclosure of confidential information would normally constitute a grave disciplinary offence which could result in dismissal or other disciplinary action. Accordingly, if you do take the matter outside the Council you need to ensure that either no confidential information is disclosed or that there are wholly exceptional circumstances which the Council would consider justified the disclosure.

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(INFORMATION ITEM)

**TO: EMPLOYMENT COMMITTEE
4 DECEMBER 2013**

**MONITORING THE COUNCIL'S WORKFORCE
(Director of Corporate Services – Human Resources)**

1. INTRODUCTION

- 1.1 The Council has a legal duty to advance equality of opportunity, eliminate unlawful discrimination and promote good relations between people. It has an action plan to deliver on its equality objectives and has already met the 'Achieving' level of the Equality Framework for Local Government. There are 4 levels of achievement within the framework with the top two being 'Achieving' and 'Excellent'. This achievement level helps the Council manage its reputation as a Council that ensures fair treatment and access to services. It also helps it to monitor its progress; recognize areas of strength and identify areas for improvement. The Council also has a responsibility to promote equality and recognise diversity; understanding its own workforce and how it relates to the community it serves is an important part of the process to help to ensure that it identifies and removes any potential barriers to employment for all sections of the community.
- 1.2 It is important to work towards a situation where the Council's workforce reflects the make up of its local community to ensure that appropriate services are provided to all citizens. The demographic make up of Bracknell Forest is changing, the 2011 Census showed that 9.4% of the Borough's population was of Black or Minority ethnic (BME) - this excludes all those who declare themselves as White. The previous Census in 2001 showed only 5% BME residents.
- 1.3 The Bracknell Forest 2013 Schools Census shows that there has been an increase in ethnic minority pupils recorded over the past 12 years from 4% to 13.2%. This has gone up by 0.6% since the previous year and the trend shows this increase is not unusual over the last 5 years. The largest increase over the last 12 years has been in pupils of Asian ethnicity from 1.4% to 5.7%. There has also been a steady increase in pupils with a White Other origin, which has risen from 2.1% in 2001 to 4.3% in 2013. This has been borne out in the 2011 Census results which show an Asian population of 4.34% and a White Other population of 4.75%.
- 1.4 The population of the Borough is ageing. Based on 2011 Census data the estimate for the number of people aged 65+ is 15,570 for 2013 (this equates to 13.34% of the Borough's population). This is expected to steadily increase from its current level to an estimated 19,673 by 2021 (15.34%). This figure is based on the Census 2011 figures and is estimated by the Office for National Statistics.
- 1.5 2011 Census data shows a dramatic change in the religion/beliefs of the Borough with an increase from 19.4% in 2001 to 30.4% in 2011 stating they have no religion. This corresponds to a similar sized reduction in the number of people who recorded their religion as Christian.

- 1.6 This annual report contains statistical information on employees and applicants for jobs at the Council in terms of gender, disability, age, religion or belief, ethnicity and sexual orientation. This is to ensure that the Council has a full understanding of the composition of its workforce and the people who apply for jobs with it. This helps identify what further action needs to be taken to ensure it represents the local community.
- 1.6 To ensure that the Council complies with the Equality Act 2010, there is a need to ensure that accurate workforce information is available to help plan actions and monitor progress. The Equality and Human Rights Commission (EHRC) provides guidance on what monitoring it expects to see and what it believes would be proportionate for large public sector bodies to collect and publish. The information given in this report is completely consistent with that guidance.
- 1.7 The Equality Act 2010's Public Sector equality duty requires information on the composition of the workforce in terms of its protected characteristics to be made available to the public. This information is therefore published on the Council's website and updated annually.

2 THE COUNCIL'S STATISTICAL INFORMATION

- 2.1 The Council has had a monitoring system in place for 12 years to collect figures in relation to its existing workforce (with the exception of the "Promotion" category) and applicants for jobs. Information on promotion is not relevant because all posts are filled by open advertisements, so is therefore covered under the general recruitment category for monitoring purposes.
- 2.2 With regard to "Performance Assessment Monitoring", the EHRC suggests information is published only where a benefit or disadvantage results from the performance assessment. As there is no financial benefit or penalty arising from the Council's appraisal system, there is no requirement to monitor it by age, gender, disability, ethnicity, religion or belief or sexual orientation. Should the system change in the future, such that a benefit or disadvantage might arise from the appraisal, an appropriate monitoring system would be put in place.
- 2.3 Human Resources collect a range of statistics on applicants and current employees. Tables of these figures are throughout the report and indicate the following;
 - (i) recruitment information from 1 April 2012 to 31 March 2013 split by ethnicity, age, gender, disability, religion or belief and sexual orientation.
 - (ii) workforce information as at 1 April 2012 to 31 March 2013 split by ethnicity, age, gender, disability, religion or belief and sexual orientation.
- 2.4 The Committee should note that the following important caveats apply to the information;
 - (i) For some indicators, because of the small numbers in the comparator group, a small increase or decrease in the head count can seem to have a disproportionate effect. For example, the top 5% of earners

totals 66.6 Full Time Equivalents, so an increase or decrease of 1 full time equivalent would represent a change of 1.5%.

- (ii) In relation to the recruitment statistics only, the schools can now use the same recruitment software as the rest of the Council, so recruitment figures are collected for all school applicants. However, not all of the schools have decided to use the software in its entirety, therefore, the total number of successful candidates have not been recorded and cannot be reported on. Schools have delegated responsibility for their own recruitment and therefore the collection of statistics, so are required to separately undertake the recording of this information. Monitoring of their compliance, including reporting annually to their Governing Body, is required to be undertaken as part of the routine audit programme of schools.
- (iii) Information on disability, ethnicity, religion/belief and sexual orientation is collected by self declared returns from employees and candidates and, as there is no compulsion to return this information, some choose not to (or return selected information only). The regular updating of these characteristics for the current workforce is due to take place later this year and it is hoped a high proportion of staff will choose to provide this information. At the time of collection there is no information on 25% of schools staff and 3% of non schools staff. Information on gender and age are automatically collected as basic employee data from the monitoring forms of successful applicants and therefore information on these characteristics covers 100% of the workforce.
- (iv) The information relating to the economically active Bracknell Forest population by ethnicity is from the 2011 Census. "Economically active" means the population aged between 16 and 65 who are working, self employed, registered unemployed or full time students, but excludes those who are permanently sick and disabled, those who are looking after the home or family members, or those who have retired. This should make a comparison with the Council's workforce reasonably appropriate.
- (v) The recruitment statistics show the activity level over the year from 1 April 2012 to 31 March 2013.
- (vi) Training course information relates to internal courses booked through the Corporate Learning and Development team. It does not therefore include, for example, external courses, courses booked directly by departments, longer courses such as a degree in Social Work, staff carrying out e-learning (which is being promoted by the authority) or other courses undertaken through day release arrangements. The statistics relate to the training places taken up and it should be noted that the same person undertaking more than one training event will therefore appear in the statistics more than once.

3 KEY PERFORMANCE INDICATORS

3.1 Central government no longer monitors all of the information previously provided as Best Value Performance Indicators (BVPIs). The Council has however decided to continue to monitor these statistics but to make it part of this report in order to set and monitor some of the standards. The key Performance Indicators are as follows:

- (i) Of the top 5% of earners in the organisation, 39.04% (35.6% last year) were women. This is higher than the previous year but lower than the average of all councils in England, which is 43% (42% last year). The Council's aim last year was to achieve a return of 32%, which it has exceeded.
- (ii) Of the top 5% of earners in the Council, 4.5% (4.6% last year) were disabled, which is very similar to the figure from last year. The average for all councils in England is 3% (3% last year) so the Council exceeds the national average in this area. The Council's aim last year was 6%. As indicated in paragraph 2.4(i), due to the small numbers in the comparator group, a small increase or decrease in the head count can have a disproportionate effect. Whilst there has been a change in the denominator (the total number of Council Staff) there has been no change to the number of employees in the top 5% of earners with a disability which explains why the figure has stayed fairly steady.
- (iii) Of the top 5% of earners, 3% (4.6% last year) were from a BME background. This is lower than the average for all councils in England, which is 4% (2% last year). The Council's aim last year was 4.5%. As indicated in paragraph 2.4(i), due to the small numbers in the comparator group, a small increase or decrease in the head count can have a disproportionate effect. Therefore the reason for the reduction this year, and why the target of 4.5% was not achieved, is that 1 employee in this category from a BME background left, leaving 2 employees from a BME background in the top 5% of earners this year.
- (iv) Since last year as indicated to the Committee in the previous report, the performance indicators regarding turnover have been redefined to only take voluntary reasons for leaving into account, percentage of staff leaving within 1 year and the overall turnover figure.

This provides a more useful indicator because by eliminating those staff who have been made redundant it allows general trends over which the Council has some control to be more clearly seen and therefore enable it to take actions necessary to reduce any detrimental effect.

The overall turnover for 2012/13 was 12.5% compared to 12.7% in 2011/12. this shows a very slight improvement from last year but is slightly above the target set at 12%.

The figure for this year percentage of voluntary staff leaving within 1 year is 23% compared to last year's 31.4%. This shows a big improvement but still above the very ambitious target of 20%.

- (v) Further analysis of the leavers within 1 year by department shows that the percentages in each department are very similar. In comparison with last year however there has been a large drop in the number of staff leaving within one year from both Schools and Environment, Culture & Communities. A comparison of the records from these two departments does not however show any particular pattern as to why this occurred.

However voluntary leavers of this type will also include a number of temporary staff, and it is to be expected that if a member of staff is on a Fixed Term Contract rather than a permanent contract they will be more likely to be looking for a job before the end of their Council contract. Temporary contracts are used for a range of reasons, including for jobs which are subject to limited funding; for jobs in schools which relate to the specific needs of named children, reassessed each school year; as cover for maternity leave; and for apprenticeships. Of the early leavers in 2012/13, 35% were on a temporary contract. If these staff were removed from the calculation the indicator would go down to 14.9% which is much closer to the Council's overall average turnover of 12.5%.

Another thing to take into account is that national statistics show that across the UK younger workers are more transient in nature. This reflects the fact that they are at an earlier stage in their careers and tend to change jobs more readily. Overall within the Council 39% of the leavers with 1 year were under the age of 30. A report from the Office for National Statistics in 2011 found that people in younger age groups were more likely to leave their main job than those in older groups i.e 19% for 16 – 24 year olds down to 7.5% for staff aged 50 or over. Furthermore in a Work Foundation study it was shown that in the UK 33% of workers stayed in their job for less than two years.

The HR function does target skills shortage areas (e.g. Children's Social Workers) if it appears vacancy levels or turnover is creeping up and take remedial actions, as necessary. All employees who leave the are offered an exit interview to ensure their reasons for leaving are monitored.

Therefore although this indicator will continue to be monitored, it does not appear to currently indicate a significant problem for the Council.

Therefore to reflect more accurately the information which the Council requires to manage its workforce a new indicator will show percentage of permanent staff who leave within their first 12 months of employment.

- 3.2 Although the required national data set for the BVPI's has been reduced and therefore no official aims are set for the Council, it is important to continue to monitor the relevant ones on a local level. Looking forward, the expectations for the top 5% of earners for 2013/14 have been set at 32% female; 6% with a disability and 4.5% who are from a BME background.

- 3.3 (i) In a report published in October 2012, the Office for National Statistics quotes the gender gap in pay for public sector employees as 18.5%. The gender gap reflects the difference between the average normal pay for men and the average normal pay for women in an organisation - it does not imply any inequality of pay for work of like value, it reflects whether men or women tend to be in more highly paid jobs. The Council's gender pay gap for this year is 18.4%, which is almost exactly in line with the national picture.
- (ii) Further analysis on the Council's gender pay gap was carried out this year. In particular the pay gap for part and full time employees was examined. Analysis showed that the full time gender pay gap was 5% which is half the national average at 10%. The part time gender pay gap is 1.4% but in favour of women rather than men.
- (iii) A report was produced for consideration by Community Cohesion and Equalities Group on the results indicating that it indicates no underlying problems.

3.4 Below is a summary table showing the results of all KPIs compared to last year along with some explanatory comments on each one.

No of PI	Description of PI	Outturn 11/12	Outturn 12/13	Target 12/13	Comments
LO66	The percentage of top 5% of earners that are women	35.60%	39%	32%	Above target
LO67	The percentage of top 5% of earners from an ethnic minority	4.64%	3.00%	4.5%	The low numbers used in this figure means an addition of one extra member of staff would lead to this indicator meeting target. Numbers of Ethnic Minority staff has gone down from 3 to 2
LO68	Top 5% of earners that are disabled	4.64%	4.50%	6%	The small numbers used in this indicator means an extra member of staff would lead to this indicator meeting target
LO70	The percentage of local authority employers who claim they meet the DDA definition	1.55%	1.42%	2%	The number of staff with protected characteristics declared has fallen. A review exercise is due next year so these figures should increase then. The number declared disabled has gone down from 58 to 52

Unrestricted

LO71	The percentage of local authority employees from ethnic minority communities	3.89%	4.25%	4.5%	On target
LO72	Gender Pay Gap	18.25%	18.38%	18%	Below the national average
LO73	Average number of off the job training days per employee	3.4	3.3	3.5	An increase in e-learning has led to the decrease in this figure
LO74	Average amount spent on training per employee	£375	£337	£375	This has decreased as e-learning is free at point of contact and therefore is a less expensive means accessing of training
L130	Percentage voluntary staff turnover	19.09%	12.48%		No target set for 2012/13. Target of 13% has been set for 2013/14
L131a	Percentage of staff leaving voluntarily within one year of starting	34.57%	22.99%	20%	Below target. See para 3.1 (v)
L131b	Percentage of permanent staff leaving voluntarily within one year of starting	n/a	14.9%	20%	New indicator so no outturn for 2011/12.
L174	Days lost to sickness per employee	5.74	5.64		New Indicator so no target set for 2012/13 however below the national average of 7.5 days.

4. GENDER

4.1 The statistics for Gender are as follows:

	Whole Authority	Non School	School Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
Male	21%	30%	14%	34%	46%	19%	15%
Female	79%	70%	86%	66%	54%	81%	85%
Applicants							
Male	24%	34%	15%	43%	46%	27%	16%
Female	76%	66%	85%	57%	54%	73%	84%
Recruitment							
Male	N/A	34%	N/A	48%	57%	17%	22%
Female	N/A	66%	N/A	52%	43%	83%	78%
Leavers							
Male	24%	29 %	22 %	50 %	45 %	12 %	18 %
Female	76 %	71 %	78 %	50 %	55 %	88 %	82 %
Training							
Male	21%	22%	18%	25%	40%	17%	12%
Female	79%	78%	82%	75%	60%	83.0%	88%

- (i) A significant majority of the whole authority's employees are female (79%) compared to male (21%), which is the same as the last 2 years' figures. The Local Government Employment Survey shows that on average, in English Unitary Authorities 76% of employees are female, compared with 24% male, which is comparable with the Council's figures. As shown in the table above, the gender split continues to vary greatly from department to department and is often job related eg. the majority of teachers are female.
- (ii) During the past year, there has been no indication of employment issues for any transgender staff.

5. AGE

5.1 The statistics for age are as follows:

	Whole Authority	Non School	Schools Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
Up to 29	15.2%	11.8%	17.6%	7.7%	17%	8.6%	10.1%
30 – 49	51.7%	47.5%	54.5%	51.8%	43.3%	47.0%	51.1%
50 & above	33.1%	40.7%	27.9%	40.5%	39.7%	44.2%	38.8%
Applicants							
Up to 29	36.9%	38.9%	35.1%	24.2%	50.0%	31.5%	33.7%
30 – 49	51.5%	46.9%	55.9%	53.7%	36.1%	54.4%	54.9%
50 & above	11.5%	14.2%	9.0%	22.1%	13.9%	14.1%	11.4%
Recruitment							
Up to 29	N/A	36.4%	N/A	14.3%	57.9%	29.1%	26.7%
30 – 49		46.2%		57.1%	31.6%	49.4%	56.7%
50 & above		17.4%		28.6%	10.5%	21.5%	16.7%
Leavers							
Up to 29	27.5%	30.7%	25.6%	16.7%	45.3%	26.5%	23.7%
30 – 49	44.6%	40.6%	46.9%	38.9%	25%	32.4%	57.9%
50 & above	27.9%	28.7%	27.5%	44.4%	29.7%	41.2%	18.4%
Training							
Up to 29	15.1%	15.9%	12.1%	6.3%	33.0%	11.3%	11.0%
30 – 49	48.8%	47.7%	53.1%	48.1%	41.2%	45.8%	56.8%
50 & above	36.1%	36.4%	34.8%	45.6%	25.8%	42.8%	32.3%

5.2 Whilst the workforce figures are similar to last years figures they do show a reduction in the number of staff that are aged 50 or over across the Authority (33.1% compared to 37.8% last year) this is especially in Adult Social Care, Health & Housing and Schools. However there has been an increase in the percentage of non schools employees recruited aged 50 or over at 17.4% (11.4% last year). As stated last year, this may be due to the change in composition of jobs advertised ie. more social care, lower graded roles, which tend to attract older job applicants. Overall the Council's Age Profile seems to be staying relatively steady with a slight slant to a younger workforce.

5.3 The workforce figures show that 51.7% of staff are aged between 30 to 49 (48.6% last year).

6. DISABILITY

6.1 The statistics for disability are as follows:

Calculations based on self declarations	Whole Authority	Non School	Schools Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce	1.3%	2.5%	0.4%	2.8%	2.5%	2.9%	2.0%
Applicants	3.0%	3.8%	2.2%	4.0%	3.8%	4.3%	3.5%
Recruitment	N/A	1.3%	N/A	6.0%	1.3%	0%	1.7%
Leavers	1.0%	2.1%	0.3%	0%	1.6%	*5.9%	1.3%
Training	1.7%	2.1%	0.1%	3.4%	2.7%	1.7%	1.9%

6.2 The published 2011 Census information indicates that 3% of the population of Bracknell Forest aged 16-65 are either permanently sick or disabled, and are not considered part of the economically active population. No census figure is available for disabled people who are part of the working population in the Bracknell Forest area.

- (i) 1.3% (1.7% last year) of the Council's workforce declared themselves as having a disability.
- (ii) 1.3% (1% last year) of disabled applicants were successful in gaining employment with the Council this year, not including schools.
- (iii) Of leavers, 1% (2.3% last year) had declared a disability. This figure has decreased significantly in the past year, partly due to a smaller total number of redundancies this year. The figure is still comparatively high in Adult Social Care, Health and Housing, because 3 leavers declared themselves as having a disability, all left for voluntary reasons.
- (iv) 1.7% (2.8% last year) of training places were taken by those who declared a disability, which is higher than the workforce composition.

7. ETHNICITY

7.1 For the purpose of this report, “Black and Ethnic Minority” (BME) includes all the categories except “White British”, “White Irish” and “White Other”. For the purposes of comparison, the economically active population of the Bracknell Forest area as described in the 2011 Census had 90.6% White and 9.4% of BME origin. The workforce statistics for ethnicity are as follows – please note included in the totals are those staff that preferred not to say and therefore not all groups will add up to the full 100%:

Calculations based on self declarations	Whole Authority	Non School	School Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
BME	4.6%	6.5%	2.8%	8.1%	3.1%	10.7%	6.5%
White British	91.1%	89.1%	92.8%	89.9%	91.6%	85.9%	87.7%
White Irish	1.0%	1.0%	1.0%	0.8%	1.1%	0.8%	1.3%
White Other	2.9%	3.1%	2.8%	1.2%	3.5%	2.4%	4.5%
Applicants							
BME	14.9%	18.8%	11.2%	19.4%	13.8%	27.6%	10.2%
White British	76.5%	72.9%	79.8%	73.1%	76.3%	66.3%	81.4%
White Irish	0.9%	1.0%	0.9%	0.8%	1.0%	0.6%	3.4%
White Other	7.7%	7.3%	8.1%	6.7%	8.9%	5.6%	5.1%
Recruitment							
BME	N/A	12.3%	N/A	9.5%	7.9%	19.0%	10.2%
White British		82.6%		85.7%	86.8%	78.5%	81.4%
White Irish		0.8%		0%	0%	0%	3.4%
White Other		4.3%		4.8%	5.3%	2.5%	5.1%
Leavers							
BME	4.9%	6.1%	4.1%	6.7%	3.2%	5.9%	8.6%
White British	90.1%	90.6%	89.8%	93.3%	90.3%	91.2%	90.0%
White Irish	0.5%	0%	0.8%	0%	0%	0%	0%
White Other	3.8%	2.8%	4.5%	0%	4.8%	2.9%	1.4%
Training							
BME	7.6%	8.7%	2.4%	6.9%	1.9%	12.6%	7.8%
White British	88.2%	87.1%	93.1%	91.2%	93.3%	83.8%	86.6%
White Irish	1.2%	1.1%	1.9%	1.2%	0.4%	1.0%	2.0%
White Other	2.8%	2.9%	2.4%	0.8%	3.6%	2.7%	3.6%

- (i) Across the workforce, of those who declared their ethnicity, 4.6% said they are of a BME origin, slightly higher than last year at 4.3%; 3.9% (4% last year) declare they have a white ethnic origin other than White British and 91.1% (91.7% last year) declare they have a White British ethnic origin.
- (ii) The number of applicants (non school only) of a BME origin has risen this year to 18.8%, compared to 17.3% last year, however the the number of successful applicants of a BME origin has gone down slightly to 12.3% from 12.8% last year. Although the current workforce figure (non school only) of 6.5% continues to be lower than the percentage of applicants or indeed the local average, it does indicate that the Council remains an attractive employer to applicants from those communities and that this is increasing year on year. It is also worth noting at this point that the number of leavers of a BME origin is on the decline.

- (iii) The statistics continue to show that there are a higher percentage of BME applicants than are recruited. This is a pattern that has been noted before and in 2009/10 a large scale in depth audit was undertaken to explore whether the discrepancy between those who applied and those who were successfully recruited was for valid objective reasons. Having examined the report in detail, the officers Equality Sub Group decided that no further action was required and the recruitment decisions made on who was interviewed and appointed were found to be justified.

8. RELIGION/BELIEF

8.1 The statistics for religion/belief are as follows:

Calculations based on self declarations	Whole Authority	Non School	Schools Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
Buddhist	0.4%	0.7%	0.2%	0.4%	0.9%	1.4%	0%
Christian	61.1%	58.8%	63.3%	56.5%	58.6%	58.4%	61.1%
Hindu	0.4%	0.9%	0%	1.7%	0.4%	0.7%	0.9%
Jewish	0.2%	0.4%	0%	1.3%	0%	0.3%	0.3%
Muslim	0.8%	0.8%	0.8%	0.9%	0.7%	0.7%	1%
None	20.8%	28.2%	14.0%	30.4%	29.1%	25.3%	27.9%
Not declared	11.8%	5.0%	18.0%	3.0%	6.1%	5.5%	4.4%
Other	4.0%	4.7%	3.4%	3.9%	4.1%	7.2%	3.8%
Sikh	0.5%	0.7%	0.4%	1.7%	0.2%	0.7%	0.6%
Applicants							
Buddhist	0.5%	0.7%	0.3%	1.0%	0.9%	0.4%	0.5%
Christian	51.8%	47%	56.4%	47.3%	41.8%	52.7%	50.5%
Hindu	3.0%	3%	2.9%	2%	3%	3.7%	2.8%
Jewish	0.2%	0.2%	0.2%	0.8%	0.1%	0.1%	0.2%
Muslim	2.4%	3.3%	1.6%	4.3%	2.4%	3.5%	4%
None	34.2%	36.5%	32.1%	34.6%	42%	30.7%	33.4%
Not Declared	4%	4.9%	3.1%	5.9%	5.4%	4.7%	3.9%
Other	2.9%	3.1%	2.6%	2.7%	3.5%	3%	2.9%
Sikh	1.1%	1.3%	1%	1.4%	1%	1.3%	1.8%
Recruitment							
Buddhist		0.8%		0%	1.3%	0%	0%
Christian		49%		52.5%	37.7%	57.3%	52.5%
Hindu		1.7%		0%	2.6%	2.4%	0%
Jewish		0.8%		0%	0%	0%	0%
Muslim	N/A	1.3%	N/A	1.7%	1.3%	1.2%	1.7%
None		36.8%		35.6%	48.1%	28.1%	35.6%
Not Declared		5.4%		8.5%	3.9%	4.9%	8.5%
Other		2.9%		1.7%	2.6%	4.9%	1.7%
Sikh		1.3%		0%	2.6%	1.2%	0%
Leavers							
Buddhist	0.3%	0.7%	0%	0%	0%	4%	0%
Christian	58%	53.6%	61.5%	50%	58%	52%	50.9%
Hindu	0.3%	0.7%	0%	0%	2%	0%	0%
Jewish	0.6%	0.7%	0.6%	8.3%	0%	0%	0%
Muslim	1.3%	2.9%	0%	0%	0%	8%	3.8%
None	23.3%	34.3%	14.4%	33.3%	34%	36%	34%
Not Declared	11.8%	3.6%	18.4%	8.3%	4%	0%	3.8%
Other	3.8%	2.9%	4.6%	0%	2%	0%	5.7%
Sikh	0.6%	0.7%	0.6%	0%	0%	0%	1.9%
Training							
Buddhist	0.5%	0.6%	0.2%	0%	0.6%	1%	0%
Christian	63%	61%	71.4%	59.8%	59.3%	59.9%	65.5%
Hindu	0.2%	0.2%	0%	0.8%	0%	0.2%	0.2%
Jewish	0.3%	0.4%	0%	2.9%	0%	0%	0.4%
Muslim	0.8%	0.8%	1%	0.4%	0.4%	1%	0.8%
None	23.9%	26.2%	13.6%	29.3%	26.8%	25.9%	24.8%
Not Declared	6%	4.6%	12.2%	1.6%	6.9%	4.7%	3.8%
Other	4.7%	5.4%	1.4%	4.1%	5.9%	6.7%	3.2%
Sikh	0.6%	0.7%	0.2%	1.2%	0%	0.6%	1.2%

8.2 The Council has a duty to ensure that it does not discriminate on the basis of religion and belief and the Equality Act 2010 includes a duty that public bodies advance equality of opportunity in relation to religion and belief.

8.3 Now the 2011 Census information has come out it is felt that this is the best basis for comparison. The figures in brackets show the figures for last year (workforce only).

	Bracknell Forest Workforce	Bracknell Forest UA Census 2011
Workforce		
Buddhist	0.4% (0.5%)	0.8%
Christian	61.1% (61.4%)	64.8%
Hindu	0.4% (0.3%)	1.7%
Jewish	0.2% (0.2%)	0.2%
Muslim	0.8% (0.7%)	1.2%
None	20.8% (20.4%)	30.4%
Other	4% (3.8%)	0.5%
Sikh	0.5% (0.5%)	0.4%

8.4 (i) The Council should reasonably expect its workforce to reflect the profile of the community it serves. The recently collected information from employees is comparable to the 2011 Census figures for Bracknell Forest.

9 SEXUAL ORIENTATION

9.1 The statistics for sexual orientation are as follows:

Calculations based on self declarations	Whole Authority	Non School	Schools Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
Bisexual	0.2%	0.5%	0%	0%	0%	1.2%	1.0%
Gay Man	0.3%	0.4%	0.2%	0.6%	0.4%	0.6%	0%
Heterosexual/ Straight	63.6%	84.9%	48%	88.6%	88.3%	80.9%	80.8%
Lesbian/Gay Woman	0.6%	1.0%	0.3%	0.6%	0.4%	1.7%	1.4%
Prefer not to say	35.3%	13.3%	51.6%	10.1%	11 %	15.6%	16.8%
Applicants							
Bisexual	0.6%	0.9%	0.4%	1.0%	1.2%	0.6%	0.5%
Gay Man	0.6%	0.7%	0.4%	0.8%	0.7%	1.0%	0.6%
Heterosexual/ Straight	94.4%	92.9%	95.7%	91.7%	92.4%	92.6%	94.6%
Lesbian/Gay Woman	0.6%	0.5%	0.6%	0.4%	0.4%	0.7%	0.6%
Prefer not to say	3.9%	4.9%	2.9%	6.1%	5.3%	5.2%	3.6%
Recruitment							
Bisexual		0.8%		0%	0%	2.4%	0%
Gay Man		1.3%		0%	1.3%	0%	3.4%
Heterosexual/ Straight	N/A	92.1%	N/A	100%	89.6%	91.5%	93.2%
Lesbian/Gay Woman		0.8%		0%	1.3%	0%	1.7%
Prefer not to say		5.0%		0%	7.8%	6.1%	1.7%
Leaver							
Bisexual	0.5%	1.8%	0%	0%	0%	0%	6.3%
Gay Man	1.0%	1.8%	0.6%	0%	4.6%	0%	0%
Heterosexual/ Straight	53.4%	85.5%	41.8%	85.7%	86.4%	100%	75.0%
Lesbian/Gay Woman	0.5%	1.8%	0%	0%	0%	0%	6.3%
Prefer not to say	44.7%	9.1%	57.5%	14.3%	9.1%	0%	12.5%
Training							
Bisexual	0.3%	0.4%	0%	0%	0%	0.7%	0.4%
Gay Man	0.3%	0.3%	0.5%	0%	1.1%	0%	0%
Heterosexual/ Straight	72.7%	81.6%	48.3%	88.3%	85.8%	80.6%	74.8%
Lesbian/Gay Woman	1.2%	1.6%	0%	0.7%	0%	1.1%	4.7%
Prefer not to say	25.5%	16.2%	51.2%	11.1%	13.1%	17.7%	20.2%

9.2 The 2011 Census did not ask any questions regarding Sexual Orientation and therefore it is difficult to compare our workforce to that of the local area. The Office for National Statistics estimate is that 1.5% of the population are lesbian, gay or bisexual. If this figure is accurate, the Council's workforce is broadly representative at 1.1%. Stonewall, a charitable organisation that lobbies on behalf of the lesbian, gay and bisexual (LGB) population, states that no-one knows how many LGB people there are but that government actuaries estimate it to be around 6% of the population.

- 9.2.1 The Council's figures for 2012/13 are very similar to the figures reported last year for 2011/12.
- 9.3 Sexual orientation is a sensitive area which is difficult to monitor comprehensively, and a high proportion of employees have chosen not to state their sexual orientation (51.6% of staff in schools preferred to not to say). However, it is hoped that over time, staff will increase their confidence to report on their sexuality and that in the upcoming personal details exercise this will prove to be the case. In order to encourage this, the Council needs to continue to ensure that the culture of the organisation is inclusive and welcoming to all.

10 GRIEVANCES AND DISCIPLINARIES

- 10.1 In the period 1 April 2012 to 31 March 2013, there were 8 disciplinary cases. None of these cited diversity issues eg racist or sexist behaviour as the basis of the case. 25% of those disciplined were female. 12.5% of employees were age 29 or under, 50% were 30-49 and 37.5% were age 50 or over. None those were of a BME origin, whilst all of them were White British. None declared that they were disabled. 25% of those disciplined were Christian, 12.5% stated that they had no religion/belief, 12.5% had stated that they had another religion and 50% did not wish to declare their religion/belief. 75% of these employees preferred not to disclose their sexual orientation, 25% stated that they were heterosexual/straight.
- 10.2 In the period 1 April 2012 to 31 March 2013 there were no grievances lodged.

11. REVIEW OF LAST YEARS STRATEGIES

- 11.1 The number of leavers this year, 516 has decreased compared to the previous years of 741 and is now back to the equivalent figures reported in 2010/11 (557) and 2009/10 (482).
- 11.2 In 2012/13, the Council put in place a number of strategies to progress it's equality work in relation to workforce matters and to move towards achieving its aim of its workforce being representative of the population it serves. Looking back progress made in respect of the strategies agreed for that year, the Council has:
- (i) Completed a significant equalities training programme at all levels throughout the Council. All Chief Officers, managers, team managers, team leaders and supervisors have attended appropriate workshops on equalities and diversity issues. There have also been awareness sessions for staff on faith and belief, cultural awareness and sexual orientation and sessions on the Equality Act 2010.
 - (ii) Placed a greater emphasis on equalities and diversity as part of induction training.
 - (iii) Included equalities issues as part of the training programme delivered to all staff engaged in face to face or other direct contact with the public.

- (iv) Ensure the corporate training programme covers equality and diversity training for supervisors/team leaders, in order to ensure that recruitment processes are free from bias.
- (v) Produced a sixth Pay and Workforce Strategy which included a strong equalities thread.
- (vi) Continued to promote the use of the internet to publicise vacancies, to reach the widest possible audience.

12. STRATEGIES FOR 2014/15

12.1 The following strategies for workforce matters will be put in place to ensure equalities are subject to continuous improvement:

- (i) Ensuring all Council employees and potential employees have fair and equal access to available opportunities and enjoy fair treatment.
- (ii) Follow up with an agreed action plan arising from the last staff survey response regarding discrimination to address the issues identified.
- (iii) Continue to conduct annual workforce monitoring broken down by protected characteristics; schools and non schools; and by department.
- (iv) Conduct a Council wide exercise to collect personal details for all all staff to inform (iii) above.
- (v) Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and anonymity is paramount.
- (vi) Continue to ensure that there is an appropriate equality and diversity training programme in place including local context especially relating to cultural awareness.
- (vii) Ensure that appropriate managers have attended fair recruitment training and attend refresher training sessions as required, updating course content regularly.
- (viii) Provide a range of e-learning packages on specific disabilities eg autism, learning disability, mental capacity, etc.
- (ix) Continue to support and promote the “Two Ticks” positive about disability recruitment initiative.
- (x) Further develop the programme of support to encourage improved representation in the workforce from all parts of the community, learning from other local authorities approaches to appraise the options for doing this.

Equalities Impact Assessment

Equalities issues are discussed in the report.

Strategic Risk Management Issues

No strategic risk issues identified.

Background Papers

Departmental returns figures.

Contact for further information

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[h:drive/Workforce Monitoring/Workforce Monitoring Stats & Reports/2013/Workforce Monitoring Report 2013](#)

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