



## NOTICE OF MEETING

### Employment Committee

Wednesday 16 December 2015, 7.30 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

### To: Employment Committee

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

### Non-Voting Co-optee

Councillor Heydon

### cc: Substitute Members of the Committee

Councillors Angell, Brossard, Dudley, Mrs Hamilton and Mrs McCracken

ALISON SANDERS

Director of Corporate Services

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Published: 8 December 2015



**Employment Committee**  
**Wednesday 16 December 2015, 7.30 pm**  
**Council Chamber, Fourth Floor, Easthampstead House,**  
**Bracknell**

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**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 28 October 2015.

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4. **Urgent Items of Business**

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

5. **Update from the Chairman of the Local Joint Committee**

A summary of any significant issues raised at the Local Joint Committee held earlier in the day.

6. **Annual Update of the Council's Pay Policy Statement and Annual Review of the Bracknell Forest Supplement**

The Committee is asked to recommend that Council agree the Pay Policy Statement for 2016/17 and to agree that the level of the Bracknell Forest Supplement for 2016/17 be increased to £8.25 per hour with effect from 1 April 2016.

9 - 46

7. **Pay and Workforce Strategy 2015/18**

- The Employment Committee is asked to endorse the 9<sup>th</sup> Pay and Workforce Strategy for submission to full Council. 47 - 80
8. **Organisational Change Timetable**  
 The Committee is asked to note the Organisational Change timetable dealing with both the changes in Older People's Services and the restructuring exercise necessary to balance the 2015/16 budget. 81 - 84
9. **Monitoring the Council's Workforce 2014/15**  
 The Committee is asked to note the report. 85 - 102
10. **Minutes of Sub Groups**  
 The Committee is asked to note the minutes of the; 103 - 106
- i) Health & Safety Panel held on 11 November 2015 and
  - ii) the Local Joint Committee held on 28 October 2015.
11. **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 item which involves the likely disclosure of exempt information under the following category of Schedule 12A of that Act:
- (1) Information relating to any individual (Item 13).
  - (3) Information relating to the financial or business affairs of any particular person (including the authority). (Item 12)
12. **Future Provision of Services - Heathlands Residential Care Home and Day Centre for People with Dementia**  
 The purpose of this report is to inform the Employment Committee of the possible staffing implications arising from public consultation currently being held concerning the provision of services at Heathlands Residential Care Home and Day Centre for People with Dementia. 107 - 108
13. **Senior Officer Structure**  
 The Committee is asked to consider the senior officer structure as detailed in the report. 109 - 118
14. **Date of Next Meeting**  
 10 February 2016.

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**EMPLOYMENT COMMITTEE  
28 OCTOBER 2015  
7.30 - 8.50 PM**



**Present:**

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

**Also Present:**

Janet Berry, Head of Community Learning and Skills  
Tony Madden, Chief Officer; Human Resources  
Vincent Palicska, Director of Environment, Culture & Communities  
Kim Stevens, Human Resources Manager

**Apologies for absence were received from:**

Councillors Heydon and Ms Miller

**18. Declarations of Interest**

There were no declarations of interest.

**19. Minutes from previous meeting**

**RESOLVED** that the minutes of the meeting held on 3 September 2015 be approved as a correct record and signed by the Chairman.

**20. Urgent Items of Business**

There were no urgent items of business.

**21. Staff Survey Actions**

The Chief Officer; Human Resources reported that the Council wide staff survey action plan included a number of short, medium and longer term actions to address the six key themes which had arisen from the results of the staff survey. A number of the short term actions had already been completed and the medium and long term actions were all in train.

It was **RESOLVED** that the Committee noted the action plan and progress to date.

**22. Severance Policy Options**

The Chief Officer; Human Resources stated that the report before the Committee set out the reasons for and legal basis of the Council's current severance policy and presented options for the future. In light of the continuing need to make budget reductions, there was a need to examine the policy on severance payments but also a need to ensure that future restructurings and redundancies were dealt with fairly and good employee relations maintained.

He stated that the severance policy had last been considered by Members in 2011. When considering the severance policy of other local authorities across the country, the Council's 1.75 multiplier, was an average of what other authorities offered. This was considered to be a fair but not overgenerous policy.

Some members of the Committee felt that the current 1.75 multiplier was overgenerous and was not in tune with the commercial world or current economic climate. Other Members endorsed the 1.75 multiplier and stated that a measured approach was important.

The Chairman agreed to contact the Chief Executive to discuss the possibility of having an item on staff terms and conditions on a future Committee agenda.

It was **RESOLVED** that the Employment Committee retain:

- i) **the use of actual weekly pay levels for redundancy purposes**
- ii) **the policy of paying statutory weeks only to employees with immediate access to pension**
- iii) **the current x 1.75 multiplier of the statutory entitlement for employees with no immediate access to pension.**

**23. Public Sector Exit Payment Cap**

The Chief Officer; Human Resources presented a report that brought to the Committee's attention a potential legislative change in the governments approach to public sector severance payments.

It was **RESOLVED** that the Committee noted the report.

**24. Date of Next Meeting**

16 December 2015.

**25. Exclusion of Public and Press**

**RESOLVED** that pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of Item 10 and 11 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (1) Information relating to an individual (Item 10)
- (3) Information relating to the financial or business affairs of any particular person. (Item 11)

**26. Community Learning Restructure**

The Committee carefully considered the report.

**It was RESOLVED that the post holder identified in the Exempt Appendix A to the report be declared redundant with effect from 31 January 2016 in accordance with the terms set out in the Exempt Appendix A.**

**27. Coral Reef Enhancement Project - Employment Implications**

The Committee carefully considered the report.

It was **RESOLVED** that;

- i) approval be given to the deletion of the posts identified in the Exempt Appendix A attached to the report with effect from 31 January 2016.**
- ii) subject to any redeployment opportunities offered to those affected, the post holders be declared redundant in accordance with the terms set out in the Exempt Appendix A attached to the report, with the costs being met from the Structural Changes Fund.**

**CHAIRMAN**

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**TO: EMPLOYMENT COMMITTEE  
16 DECEMBER 2015**

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

**1 PURPOSE OF REPORT**

- 1.1 Since 2012, and in accordance with the 2011 Localism Act, the Council has been required to publish a Pay Policy Statement. The Statement is also aligned with the requirements of the Transparency Regulations.
- 1.2 In accordance with the decision taken by the Employment Committee in its report of 14 February 2014, this report also addresses the second annual reassessment of the Bracknell Forest Supplement which will take effect from 1 April 2016.

**2 RECOMMENDATIONS**

**That the Employment Committee:**

- 2.1 **Recommend that Council agree the Pay Policy Statement for 2016/17.**
- 2.2 **Agree that the level of the Bracknell Forest Supplement for 2016/17 should be increased to £8.25 per hour with effect from 1 April 2016. (See Borough Treasurer's comment in paragraph 7.2).**

**3 REASONS FOR RECOMMENDATIONS**

- 3.1 To comply with the Department of Communities and Local Government (DCLG) guidance and 2014 Transparency Code requirements.
- 3.2 To align the Bracknell Forest Supplement with the new level of Living Wage outside London.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 To retain the Bracknell Forest Supplement at £7.85 and wait for the government's National Living Wage to catch up in 2020. This would erode the value of the Supplement, which was only introduced in April 2014 with the intention of assisting those on lower pay levels to meet the costs of living in the South East and would eventually remove any recruitment advantage we might gain over other employers in the area.
- 4.2 The new National Living Wage only applies to those aged 25 and over. Once the National Living Wage has caught up with the level of Bracknell Forest Supplement, a decision would need to be made on whether the Council would continue to keep a Bracknell Forest Supplement so as to augment the salaries of those aged under 25, as the National Living Wage level alone would not apply to these.

## **5 SUPPORTING INFORMATION**

### **5.1 Pay Policy Statement**

This is a requirement under the Localism Act. The pay policy statement is attached.

### **Bracknell Forest Supplement**

5.2 When the Bracknell Forest Supplement (BFS) was introduced in April 2014 it was agreed that there would not be a contractual or policy commitment to use the “Living Wage” figure but that it would be taken into account alongside issues such as the level of the national pay settlement and local affordability, when setting the level of Supplement each year. The Pay Policy Statement was considered to be the ideal vehicle to discuss and agree any increase in that supplement, as both the Living Wage and the national pay award would normally have been settled by the end of November. The current supplement is £7.85 per hour.

5.3 The “Living Wage” outside London is updated nationally in November based on recommendations from the Joseph Rowntree Trust and now stands at £8.25. This is an increase of 40p per hour (5.1%) The pay award for NJC Local Government Services employees is due in April 2016 and its level is not yet known.

5.4 The Government has also announced its intention to gradually increase the national minimum wage rates for those aged 25 or over – now to be called “National Living Wage” – the rate will be £7.20 per hour in April 2016. It will be noted that this is less than the current Joseph Rowntree recommendation, but that the government has announced its aim to reach £9 per hour by 2020. The Low Pay Commission will advise the Government on future increases. The rates for those under 25 are unchanged for April 2016.

## **6 CONCLUSION**

6.1 The annual review of the Bracknell Forest Supplement at the “Living Wage” level (outside London) is consistent with the Council’s decision to introduce the Supplement to assist the lower paid employees of the Council.

## **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 Maintaining and aligning the Bracknell Forest Supplement to the new Living Wage levels will incur an additional cost to the Council which has not yet been budgeted for. The financial impact, calculated by the service accountants to take account of current patterns of additional hours and overtime as well as contractual hours, is as follows:

<b>Department</b>	<b>£'000</b>
Adult Social Care, Health and Housing	7
Children, Young People and Learning (excluding schools)	5
Environment, Culture & Communities	29
<b>Total cost excluding schools</b>	<b>41</b>
<b>Schools</b>	<b>400</b>

If the Committee approves the increase, it will then be built into the budget proposals for 2016/17.

### Equalities Impact Assessment

- 7.3 The Bracknell Forest Supplement assists those in lower socio-economic groupings; women and younger employees in particular are strongly represented in the affected group.

### Strategic Risk Management Issues

- 7.4 Failure to explicitly respond to guidance on the content of published information will run the risk of challenge from the DCLG.

## **8 CONSULTATION**

### Principal Groups Consulted

- 8.1 This will be subject to discussion at the Local Joint Committee.

### Method of Consultation

- 8.2 By report.

### Representations Received

- 8.3 To be advised.

Background Papers

None

Contact for further information

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**Bracknell Forest Council**  
**PAY POLICY STATEMENT FOR THE FINANCIAL YEAR 2016/17**  
**(Reported data based on 2015/16)**

## **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 2016/17. Data on existing salaries, job roles and statistics contained within the statement are based on the year 2015/16.

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:

- Local Government Transparency Code 2014;
- 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 Local Government Pension Scheme Regulations;
- 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 £50,000, as required by Local Government Transparency Code 2014;
- 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.

### **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:

- 3921 employees (equivalent to 2878 full-time equivalent (FTE) employees). These numbers are as at 1 April 2015.
- Services to an estimated 118,500 residents within the local community.
- Total Gross Expenditure of £267.7million, which was the Council's Total Gross Outturn Expenditure in 2014/15.
- 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:
  - 37 schools (including one Pupil Referral Unit)
  - 1 residential care home with day centre, one respite service (overnight and daytime) and one intermediate care centre
  - 4 Children's Centres
  - 9 libraries
  - 9 leisure centres
  - Over 80 park sites totalling over 1,000 acres of land
  - 24 play areas, plus wheeled sports areas, tennis courts, soccer pitches, a baseball diamond and a sports pavilion
  - 14 community centres
  
- The Council:
  - Is responsible for the education of around 17,000 children
  - Deals with around 1,200 planning applications per year
  - Manages and maintains around 456 kilometres of roads, 700+ kilometres of paths and cycleways, 200+ bridges, underpasses and other structures
  - Manages and maintains cutting almost 2.5 million square metres of grass and manages and maintains approximately 625,000 square metres of woodland
  - Is responsible for around 100 looked-after children
  - Licences 244 premises and clubs and 284 taxis
  - Arranges care and support for 2,000-2,500 adults

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 £267.7m of public funds, serving around 118,500 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, Business and Enterprise, Performance and improvement, Overview and Scrutiny, Crime and Disorder reduction, Regeneration, and the local area agreement.

Staff under indirect management responsibility: 3897

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

This post has a statutory role in relation to adult social care, 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. Practitioners will work with individuals and their carers to identify needs for care and support, and how those needs can be met. If people are not eligible, the department can give them information about other ways of accessing support and organisations where they could go to get help. There is joint work with Children's Services to ensure support is in place when the young person reaches 18 years of age. .

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, the provision of equipment for daily living and residential and nursing care. The Directorate also has a responsibility to ensure that the needs of "informal" carers (usually family or friends) are identified, and appropriate support is offered to enable them to continue in their caring role, should this be what they wish.

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. One Public Health team covers the Bracknell area and another covers strategic Public Health work across Berkshire.

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

- Older people
- People with a learning disability
- People with mental health needs, including dementia
- People with an Autistic Spectrum Disorder (autism)
- People who misuse substances such as drugs and alcohol
- People with long term conditions
- Carers
- Users of the Forestcare Community Alarm and Out of hours service.
- People affected by HIV/Aids

Budget responsibility: £33.4 million per annum

Staff under direct or indirect line management responsibility: 380

- ***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**

- Child Protection
- Looked After Children
- Youth Offending Team
- Duty and Assessment Team
- Family and Adolescent Support Team
- Under and Over 11s Team
- After Care Team
- Family Placement Team
- Disabled Children's Team
- Family Centre
- Family Group Conference Coordinator
- Domestic Abuse Perpetrator Service
- Family Intervention project

**Learning & Achievement**

- School Improvement Service
- Community Learning
- Governor Services
- Targeted Services
- Pupil Referral Service
- Education Library Service
- Support for Learning Service
- ASSC Service
- Behaviour Support Team
- Education Psychology Service
- Education Welfare Service
- Education Centre
- Virtual School for Vulnerable Children
- Special Educational Needs
- Safeguarding and Inclusion
- Open Learning Centre
- South East Grid for Learning

**Strategy, Resources and Early Help**

- Early Years, Childcare and Play
- Integrated Youth Services
- Performance and Governance
- School Admissions
- Human Resources
- Finance
- Policy and Commissioning
- Parent Partnership
- Child Participation
- ICT Services
- Policy and Research
- Conference and Review Team
- Statutory Complaints
- LSCB
- Education Capital and Property

Budget responsibility: £15.6 million per annum (not including schools, £79.6m)

Staff under direct or indirect line management responsibility:  
2774(including schools).

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

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

- Town and country planning
- Building Control
- Transport Development
- 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.

Budget responsibility: £24.3 million per annum

Staff under direct or indirect line management responsibility: 529.

- **Director - Corporate Services**

This post is responsible and accountable for eight separate sections - Finance, Information and Communication Technology, Legal Services, Human Resources, Democratic and Registration Services, Corporate Property, Customer Services and Community Engagement and Equalities. A wide range of functions and activities are carried out within each of these sections, but falling into three main categories:

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

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

- Finance,
- Revenues and payments,
- Council Tax,

- Customer services
- Legal services
- Democratic management
- Corporate ICT
- Corporate HR
- Community engagement and equalities

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

Budget responsibility: £14.2 million per annum

Staff under direct or indirect line management responsibility: 214.

#### **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 and the Directors since 2008; and Chief Officers had not seen an increase since 2008 until 2015 when a 2% national pay award was implemented for Chief Officers.

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 £50,000 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.

## **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 Local Government Transparency Code 2014.

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 - Corporate Services (Deputy CE)	£106,956 - £115,712
Director – Children, Young People and Learning	£104,348 - £112,890
Director – Adult Social Care, Health and Housing	£104,348 - £112,890
Director – Environment, Culture and Communities	£104,348 - £112,890
Director of Public Health	£98,313 - £115,097
Borough Treasurer and Section 151 Officer	£90,932 - £96,456
Borough Solicitor and Monitoring Officer	£85,718 - £90,932
Chief Officer: Children's Social Care	£85,718 - £90,932
Chief Officer: Environment and Public Protection	£85,718 - £90,932
Assistant Chief Executive	£80,810 - £85,718
Chief Officer: Information Services	£80,810 - £85,718
Chief Officer: Human Resources	£80,810 - £85,718
Chief Officer: Property	£80,810 - £85,718

Unrestricted

Chief Officer: Strategy, Resources and Early Intervention	£80,810 - £85,718
Chief Officer: Leisure and Culture	£80,810 - £85,718
Chief Officer: Planning and Transport	£80,810 - £85,718
Chief Officer: Older People and Long Term Conditions	£80,810 - £85,718
Chief Officer: Adults and Joint Commissioning	£80,810 - £85,718
Chief Officer: Housing	£74,688 - £80,810
Chief Officer: Customer Services	£67,556 – 73,249
Chief Adviser: Learning and Achievement	£85,719 - £90,932

Figures as at 1 April 2015 and are inclusive of local weighting/supplements and/or market premia where payable. Teaching staff not included.

## **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, is £14,073. However, in April 2014 the Council introduced a new low pay supplement, the Bracknell Forest Supplement, which would guarantee employees a minimum pay level; the minimum level from 1 April 2015 is £7.85 per hour (including local weighting). This gives an annual minimum for a 37 hour week of £15,144. For the purposes of this report therefore £15,144 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 plus the Bracknell Forest Supplement, and having regard to guidance issued by the Local Government Association and JNC for Local Authority Chief Executives.

## 2.4 REMUNERATION OF LOWEST PAID EMPLOYEES

### Pay structure

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

### Pay Progression

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

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

### Annual Pay Review

The basic pay of the Council's lowest paid employees is reviewed annually at a national level, with any cost-of-living, or other, increase normally applied on 1 April in each year. Unusually in 2015 the pay award was applied from 1 January 2015; the next annual pay award is expected to be applied from 1 April 2016.

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

### Bracknell Forest Supplement

In April 2014 the Council introduced a pay supplement which would guarantee a level of pay to employees on permanent and temporary contracts. The level of the minimum hourly rate guaranteed for 2015-16 was £7.85. The amount is to be reviewed annually by Employment Committee. In April 2016 a new "National Living Wage" rate for those 25 years of age and over will be introduced at £7.20 per hour. The Bracknell Forest Supplement will therefore still result in pay levels above the statutory minima, but the gap between the basic salary and the locally guaranteed level will be reduced for workers over 25.

### 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)
- Saturday and Sunday working (Leisure plain time)
- Public and Extra Statutory holidays

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

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

## **2.5 OTHER TERMS AND CONDITIONS**

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

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

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

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

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

Trainees/apprentices;  
Temporary workers  
Casual workers.

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

### SECTION 3: PAY RELATIONSHIPS

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

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

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

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

Under the provisions of the Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Department for Communities and Local Government under Section 2 of the Local Government Planning and Land Act 1980, the Council is required to publish its "pay multiple", i.e. the ratio between the highest paid salary and median full time equivalent salary of the whole of the local authority's workforce. The current pay multiple, based on full time equivalent earnings in the financial year ending 31 March 2014 including base salary, overtime pay and any lump sum car allowances is 6.6. (Last year's multiple was 6.7).

The figures are not a direct comparison because of the number of hours actually worked; for example senior officers do not have a specific number of required work

hours/week in their contract of employment and will often work more than the standard 37 hours used in non-senior contracts.

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 5.8. (Last year's multiple based on mean was 5.9).

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 12.8% of salary for all employees. The employee contribution rate ranges from 5.5% to 12.5% dependent on salary. All employees, including casuals and those on very short term contracts, have a right to be in the scheme.



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

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

The Council's policies on the exercise of these discretions under the LGPS are set out in the policies it has published under the requirements of the Local Government Pension Scheme Regulations. 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***

Subject to the administering authority's policy, pension benefits built up under regulations in force prior to 1 April 2014 (i.e. final salary benefits) may be subject to abatement where an individual in receipt of such a pension is re-employed. However, the policy of the administering authority to the Berkshire Pension Fund is not to abate pensions in these circumstances.

The only occasion where a re-employed pensioner may suffer some abatement to their pension is where they have previously been awarded compensatory added years in accordance with regulations 16 or 19 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2000.

***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 nation/regional/local shortage of qualified persons. They are used to induce an individual to take up employment within the Council and are in the form of a one-off lump sum. These are infrequently used and are repayable on a sliding scale if the individual leaves within 3 years of appointment.

Key staff retention payments 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. Employees in some children's social work teams are currently in receipt of retention payments as part of a strategy to retain these key staff in a recruitment shortage area, whilst a wider review of children's social care is carried out.

**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 3%. 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 as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014.

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, the Council will appoint. The Committee or Sub-Committee 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 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.

## Unrestricted

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 policy for the financial year 2016/17.

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 Local Government Transparency Code 2014 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 Regulations 2013, are set out in this policy statement.

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

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



**EMPLOYER DISCRETIONS****PART A – Formulation of COMPULSORY policy in accordance with Regulation 60 of the Local Government Pension Scheme Regulations 2013**

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**Regulation 16 – Additional Pension Contributions**

The Scheme employer may resolve to fund in whole or in part any arrangement entered into by an active scheme member to pay additional pension contributions by way of regular contributions in accordance with **Regulation 16(2)(e)**, or by way of a lump sum in accordance with **Regulation 16(4)(d)**.

The Scheme employer may enter into an APC contract with a Scheme member who is contributing to the MAIN section of the Scheme in order to purchase additional pension of not more than the additional pension limit (£6,500 from 1<sup>st</sup> April 2014 subject to annual increase in line with the Pensions (Increase) Act 1971).

The amount of additional contribution to be paid is determined by reference to actuarial guidance issued by the Secretary of State.

Consideration needs to be given to the circumstances under which the Scheme employer may wish to use their discretion to fund in whole or in part an employee's Additional Pension Contributions.

**Scheme Employer's policy concerning the whole or part funding of an active member's additional pension contributions**

**The Employing Authority has resolved not to adopt this discretion**

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**Regulation 30(6) – Flexible Retirement**

An active member who has attained the age of 55 or over and who with the agreement of their employer reduces their working hours or grade of employment may, with the further consent of their employer, elect to receive immediate payment of all or part of the retirement pension to which they would be entitled in respect of that employment as if that member were no longer an employee in local government service on the date of the reduction in hours or grade (*adjusted by the amount shown as appropriate in actuarial guidance issued by the Secretary of State – separate policy required under Regulation 30(8)*).

As part of the policy making decision the Scheme employer must consider whether, in addition to the benefits the member may have accrued prior to 1 April 2008 (which the member must draw), to permit the member to choose to draw all, part or none of the pension benefits they built up after 31 March 2008 and before 1 April 2014 and all, part or none of the pension benefits they built up after 1 April 2014.

Due consideration must be given to the financial implications of allowing an employee to draw all or part of their pension benefits earlier than their normal retirement age.

**Scheme Employer's policy concerning flexible retirement**

**The Employing Authority will consider requests for flexible retirement on a case by case basis. Approval will be sought through the Employment Committee where all costs and benefits will be explicit; requests which carry no costs to the Employing Authority will be dealt with by officers and reported back to the Committee.**

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### **Regulation 30(8) – Waiving of Actuarial Reduction**

Where a Scheme employer's policy under regulation 30(6) (flexible retirement) is to consent to the immediate release of benefits in respect of an active member who is aged 55 or over, those benefits must be adjusted by an amount shown as appropriate in actuarial guidance issued by the Secretary of State (commonly referred to as actuarial reduction or early payment reduction).

A Scheme employer (or former employer as the case may be) may agree to waive in whole or in part and at their own cost, any actuarial reduction that may be required by the Scheme Regulations.

Due consideration must be given to the financial implications of agreeing to waive in whole or in part any actuarial reduction.

#### **Scheme Employer's policy concerning the waiving of actuarial reduction**

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

---

### **Regulation 31 – Award of Additional Pension**

A Scheme employer may resolve to award

- (a) an active member, or
- (b) a member who was an active member but dismissed by reason of redundancy, or business efficiency, or whose employment was terminated by mutual consent on grounds of business efficiency,

additional annual pension of, in total (including any additional pension purchased by the Scheme employer under Regulation 16), not more than the additional pension limit (£6,500 from 1<sup>st</sup> April 2014 subject to annual increase in line with the Pensions (Increase) Act 1971).

Any additional pension awarded is payable from the same date as any pension payable under other provisions of the Scheme Regulations from the account to which the additional pension is attached.

In the case of a member falling within sub-paragraph (b) above, the resolution to award additional pension must be made within 6 months of the date that the member's employment ended.

#### **Scheme Employer's policy concerning the award of additional pension**

**The Employing Authority resolves to use the scheme for awarding additional pension in cases of redundancy, efficiency of the service and severance, only in exceptional circumstances.**

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**Local Government Pension Scheme (Transitional Provisions and Savings) Regulations 2014**

**Schedule 2 – paragraphs 2 and 3**

Where a scheme member retires or leaves employment and elects to draw their benefits at or after the age of 55 and before the age of 60 those benefits will be actuarially reduced unless their Scheme employer agrees to meet the full or part cost of those reductions as a result of the member otherwise being protected under the 85 year rule as set out in previous Regulations.

So as to avoid the member suffering the full reduction to their benefits the Scheme employer can ‘switch on’ the 85 year rule protections thereby allowing the member to receive fully or partly unreduced benefits but subject to the Scheme employer paying a strain (capital) cost to the Pension Fund

**Scheme Employer’s policy concerning the ‘switching on of the 85 year rule**

**The Employing Authority resolves not to adopt this discretion.**

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**PART B – Formulation of RECOMMENDED policy in accordance with the  
Local Government Pension Scheme Regulations 2013**

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**Regulation 9(1) & (3) – Contributions**

Where an active member changes employment or there is a material change which affects the member’s pensionable pay during the course of a financial year, the Scheme employer may determine that a contribution rate from a different band (as set out in Regulation 9(2)) should be applied.

Where the Scheme employer makes such a determination it shall inform the member of the revised contribution rate and the date from which it is to be applied.

**Scheme Employer’s policy concerning the re-determination of active members’ contribution bandings at any date other than 1<sup>st</sup> April**

**The Employing Authority has resolved to make changes to employee contribution rates throughout the year from the effective date of any change in employment or material change to the rate of pensionable pay received.**

---

### **Regulation 17(1) – Additional Voluntary Contributions**

An active member may enter into arrangements to pay additional voluntary contributions (AVCs) or to contribute to a shared cost additional voluntary contribution arrangement (SCAVCs) in respect of an employment. The arrangement must be a scheme established between the appropriate administering authority and a body approved for the purposes of the Finance Act 2004, registered in accordance with that Act and administered in accordance with the Pensions Act 2004.

The Scheme employer needs to determine whether or not it will make contributions to such an arrangement on behalf of its active members.

#### **Scheme Employer’s policy concerning payment of Shared Cost Additional Voluntary Contributions**

**The Employing Authority has resolved not to adopt this discretion**

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### **Regulation 22 – Merging of Deferred Member Pension Accounts with Active Member Pension Accounts**

A deferred member’s pension account is automatically aggregated with their active member’s pension account unless the member elects within the first 12 months of the new active member’s pension account being opened to retain their deferred member’s pension account.

A Scheme employer can, at their discretion, extend the 12 month election period.

#### **Scheme Employer’s policy concerning merging of Deferred Member Pension Accounts with Active Member Pension Accounts**

**The Employing Authority has resolved not to extend the 12 month election period**

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### **Regulation 100(6) – Inward Transfers of Pension Rights**

A request from an active member to transfer former pension rights from a previous arrangement into the Local Government Pension Scheme as a result of their employment with a Scheme employer must be made in writing to the administering authority and the Scheme employer before the expiry of the period of 12 months beginning with the date on which the employee first became an active member in an employment (or such longer period as the Scheme employer and administering authority may allow).

#### **Scheme Employer’s policy concerning the extension of the 12 month transfer application period**

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

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**Regulation 21(5) – Assumed Pensionable Pay**

A Scheme employer needs to determine whether or not to include in the calculation of assumed pensionable pay, any ‘regular lump sum payment’ received by a Scheme member in the 12 months preceding the date that gave rise to the need for an assumed pensionable pay figure to be calculated.

**Scheme Employer’s policy concerning inclusion of ‘regular lump sum payments’ in assumed pensionable pay calculations**

**The Employing Authority has resolved that “Regular lump sum payments” will always be included in the calculation of assumed pensionable pay**

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**Regulation 74 – Applications for Adjudication of Disagreements** *(see guidance note 9 in employer’s guide)*

Each Scheme employer must appoint a person (“the adjudicator”) to consider applications from any person whose rights or liabilities under the Scheme are affected by:

- (a) a decision under regulation 72 (first instance decisions); or
- (b) any other act or omission by a Scheme employer or administering authority,

and to make a decision on such applications.

Responsibility for determinations under this first stage of the Internal Disputes Resolution Procedure (IDRP) rests with “the adjudicator” as named below by the Scheme employer:

Name: Tony Madden  
Job Title: Chief Officer: HR  
Full Address: Easthampstead House, Town Square, Bracknell  
Post Code: RG12 1AQ  
Tel No: 01344 352062

Adjudicator’s Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Or alternatively:

Name: Alan Nash  
Job Title: Borough Treasurer  
Full Address: Easthampstead House, Town Square, Bracknell  
Post Code: RG12 1AQ  
Tel No: 01344 355605

Adjudicator’s Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## **APPENDIX B – EMPLOYER DISCRETIONS: INJURY ALLOWANCE**

### **Formulation of COMPULSORY policy in accordance with Regulation 14 of the Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011**

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#### **Regulation 3 - Reduction in remuneration**

Whilst an employee is receiving reduced pay as a direct result of an injury or disease contracted in the course of carrying out their employment, a relevant employer may consider paying the employee an allowance while the reduction in pay continues.

The relevant employer shall from time to time determine whether the employee should be entitled to continue to receive the allowance.

Any allowance payable must be paid directly by the relevant employer and, when added to the value of the reduced pay being received by the employee, must not be of a value that means the employee receives total pay in excess of the pay that they would normally expect to have received but for their injury or disease.

#### **Employer's policy concerning the award of an allowance due to reduction in remuneration**

**The Employing Authority has resolved to examine such issues on a case by case basis in line with its existing Standing Orders.**

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#### **Regulation 4 – Loss of employment through permanent incapacity**

Where an employee ceases employment due to permanent incapacity as a direct result of injury or disease contracted in the course of carrying out their employment, a relevant employer may consider paying the employee an allowance not exceeding 85 per cent of the employee's annual rate of remuneration at the point the employment ceased.

The relevant employer shall from time to time determine whether the employee should be entitled to continue to receive the allowance.

Any allowance payable must be paid directly by the relevant employer and, where the employee was receiving no pay or reduced pay at the time the employment ended because of absence, the employer must assess the remuneration on the basis of the pay the employee would have received but for being absent.

The relevant employer may suspend or discontinue the allowance if the (former) employee secures gainful employment (paid employment for not less than 30 hours in each week for a period of not less than 12 months).

#### **Employer's policy concerning the award of an allowance due to loss of employment**

**The Employing Authority resolves not to adopt this discretion.**

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**TO: EMPLOYMENT COMMITTEE  
16 DECEMBER 2015**

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**PAY & WORKFORCE STRATEGY 2015/18  
(Director of Corporate Services & Resources – Human Resources)**

**1 PURPOSE OF REPORT**

- 1.1 This is the Council's 9th 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 9<sup>th</sup> Pay and Workforce Strategy for submission to full Council.**

**3 REASONS FOR RECOMMENDATION**

- 3.1 The Department of Communities and Local Government expects that all local authorities will have a strategy in place which shows how they plan to address the 5 key national 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 (particularly in relation to senior staff experience), 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 There is a particular emphasis in this 9th Strategy on the Council's new narrative and Council Plan as implementing the Council Plan over the next four years will mean that a number of services will change significantly. Some of the more notable points from the Plan are:

- All services will be reviewed over the next four years, including considering alternative service delivery models
- Charging appropriately for services, including reducing the subsidy on some services will be paramount
- Seeking opportunities to generate additional income will be key

- 5.3 Within this change of approach it's important to recognise that there will be significant staffing implications which will impact on the Pay and Workforce Strategy as those implications develop and become clearer. The Council will likely see a reduction of between 10% and 15% in its workforce. Natural turnover will help but that process will not be an easy one for everyone affected by it. The Council's Organisational Change Protocol will be key to ensuring the staffing issues are address equitably and in line with legal requirements.

### **5.4 Conclusion**

- 5.4.1 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 specific legal implications arising from the contents of 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 Corporate Management Team and Departmental Human Resource Managers.

Method of Consultation

- 7.2 By face to face meetings

Representations Received

- 7.3 Representation was received from CMT on behalf of the organisation and from departmental Human Resource Managers on behalf of their individual departments.

Background Papers

8<sup>th</sup> Pay and Workforce Strategy December 2013

Contact for further information

Tony Madden, Corporate Services - 01344 352198

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

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# **The Ninth Pay & Workforce Strategy**

**DELIVERING THROUGH PEOPLE**

**2016-2019**

**December 2015**

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## 1 INTRODUCTION

1.1 The five national priority themes previously set by the 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** – 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 Pay & Workforce Strategy was produced in November 2014, there have been a number of important developments both nationally and locally which have already impacted or are likely to impact on the way in which local government provides services to the community. They include:

### Nationally

- Continuing financial constraints.
- The Living Wage and the Minimum Wage.
- Children and Families Act 2014.
- Family Justice Review
- The Care Act 2014
- The Better Care Fund.
- Raising the age of participation of young people to remain in education or training until their 18<sup>th</sup> birthday from 2015.
- New childcare disqualification regulations.
- Performance related pay arrangements for teachers.

## Locally

- The election of the new Council
- The significant budget pressures on the Council.
- Town Centre regeneration
- Recruitment and Retention challenges which require constant monitoring and actions where necessary.
- The demographics of the senior officer structure as this (and the likely £95K severance payment cap) will fundamentally affect the type, pace and ease of leadership change.
- PSN framework requiring changes to information security for personal information.
- Temporary closure of Coral Reef for refurbishment.
- The continuing focus on how to best provide adult social care services.

1.3 The Council, in responding to the national and local agenda, has developed this strategy which is reviewed on an annual basis.

## 2 **PURPOSE**

2.1 The overall aim of this Strategy continues to be the need 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 also incorporated the key themes arising from the directorate workforce plans.

## 3 **THE NATIONAL JOURNEY**

3.1 The most recent Local Government Workforce Strategy by the Local Government Employers was published in April 2014 and there have been some changes since then.

Whilst the prevailing economic situation has been especially difficult for some years now, 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 further losses of public sector jobs can be expected between now and 2020.

Whilst the impact of the economic downturn may have lessened as economic growth has begun to return, there has still been an extra demand for some services, but without any significant reduction in demand for others.

- 3.2 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 could result in natural healthy turnover remaining 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. Whilst it is generally easy to recruit staff, significant difficulties exist in specific areas e.g. social workers.
- 3.3 The nationally imposed financial constraints have 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, especially through using technology to do more.

## 4 THE LOCAL JOURNEY

### 4.1 Demographic background

Demographic pressures 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. The latest statistics available indicate that the population in July 2014 had grown to 118,025. And of course there is a significant house building programme planned to address the growing needs of the population.

Also increasing diversity in the numbers of residents from black and minority ethnic groups will affect both the workforce composition and service demands. There has been an increase in the number of ethnic minority pupils in schools over the last 12 years from 7.5% to 18.7% and the forecast is for this to continue.

The Census showed that 84.9% of the population was "White British" with the BME population being 15.1%. Currently 9.6% of pupils have English as an additional language and 79 different languages are spoken in our schools.

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 years.

## 4.2 Financial Background

Since becoming a Unitary Authority in 1998 the Council has made savings in its annual revenue spending in excess of £70m. Of this over £18m has been removed from budgets in the last few years against a net revenue budget of around £90m. By all comparative measures, the Council provides value for money. However, pressure on public sector spending remains intense and it is predicted that a further £25m of savings will be needed over the next five years.

This scale of savings coming on top of previous economies means it will not be possible to continue to deliver services in the way the Council has come to accept and expect. In order to meet this challenge the Council needs to find a framework for delivering services that allows it to innovate, find new ways of working and, in some cases, reduce what is done.

## 4.3 The Council Plan

The new Council Plan is rooted firmly in the Conservative election manifesto of 2015. It puts those election commitments into the post general election financial context to provide the organisation with a strategic approach and framework to meet the challenges ahead. In the past the council has made genuine and realistic attempts to please most residents for most of the time. With increasing pressures on spending and significant reductions in the amount of money available the expansive narrative of the last decade or so is no longer tenable and a new approach and narrative is needed.

The Plan contains a new 'harder' narrative to help the Council manage the real and large financial gap. The key messages include:

- Bracknell Forest is a good place to live with a mainly affluent, well educated and independent population.
- The Council will provide leadership and work with others to keep the borough a place where all residents can thrive and benefit from core services. What it does itself it aims to do well, but it must prioritise to live within its means.
- In targeting services, it will prioritise people and areas with the greatest need, early help and prevention so struggling or vulnerable people can maximise their opportunities to become independent.

## 4.4 The Plan sets out six strategic themes:

- Value for money
- A strong and resilient economy
- People have the life skills and education opportunities they need to thrive
- People live active and healthy lifestyles
- A clean, green, growing and sustainable place
- Strong, safe, supportive and self reliant communities.



Collectively, these themes are the Council's vision of what it wants the borough to be. Each theme is linked to key measures of success and performance indicators. The vision, themes and key measures provide the framework for it to deliver its new approach and be a Council that can adapt and innovate to keep Bracknell Forest a good place to live. This framework will be underpinned by Service Plans for each department.

- 4.5 Implementing the Council Plan over the next four years will mean that some services will change there will therefore be a significant transformation programme to reshape the structures needed for a changed service delivery model. Some of the notable points from the Council Plan are:
- All services to be reviewed over the next four years, including considering alternative service delivery models
  - Charging appropriately for services, including reducing the subsidy on some services
  - Seeking opportunities to generate additional income
- 4.6 Within this change of approach it's important to recognise that there will be significant staffing implications which will impact on the Pay and Workforce Strategy as those implications develop and become clearer. The Council will likely see a reduction of between 10% and 15% in its workforce. Natural turnover will help but that process will not be an easy one for everyone affected by it. The Council's Organisational Change Protocol will be key to ensuring the staffing issues are address equitably and in line with legal requirements.
- 4.7 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 through effective workforce planning. 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.

## **5 SKILLS, QUALIFICATIONS AND DEVELOPMENT ACTIVITIES**

- 5.1 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 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.
- 5.2 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.

- 5.3 Each year additional e-learning packages are produced to provide employees and Elected Members access to learning material at their convenience, rather than through face to face sessions. In 2014-2015, 1,988 employees successfully completed e-learning packages.

Bracknell Forest, as part of the Log Onto Care Thames Valley network, has enabled local authority social care employees and those working in the private, independent and voluntary sector in social care to access specialist e-learning packages including child sexual exploitation, working as a personal assistant, etc. During 2014-2015 over 4,000 packages have been completed.

## 6 BENCHMARKING

- 6.1 The 2014 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 2014/2015 has only just begun and comparative data will not be available until April 2016.

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

<b>Performance Indicators</b>	<b>England local government employment 2014</b>	<b>Unitary authorities in England 2014</b>	<b>Bracknell 2014/15</b>
All turnover	11.9%	12.7%	13.4%
Days off the job training per employee	1.2	N/A	2.9
Gross training expenditure per employee	£165	£102	£261*
Members gross training expenditure	£169	£166	£160
Sickness absence rates (days per employee)	8.4	8.7	5.2

The voluntary turnover rate for people with less than one year's service has decreased from 18.1% in 2013/2014 to 17.8% in 2014/2015, 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 although the spend per employee remains significantly above the local government average which demonstrates the Council's clear commitment to the development of its staff.

## **7 RECRUITMENT AND RETENTION ISSUES**

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

However, problems still remain with filling professional vacancies for some areas particularly childrens social workers, 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. However the Council still retains its reputation as an “Employer of Choice” because of its performance, its approach to employees and its job offer in terms of flexible benefits and flexible working.

7.2 The key priority areas for the next year are:

- Keeping a clear approach to recruitment activities in the face of new requirements in the Council Plan.
- Monitoring the use of key staff retention payments, “Golden Hellos” and Market Premia payments to respond to market forces. This is particularly the case for Childrens Social Care, an area where the Council has put in place a major retention package (and the recruitment of the CSC workforce will also remain a key issue).
- Addressing the difficulties of achieving change with the age profile of the senior leadership group (and the effect of new pension scheme regulations/severance legislation on managing that change).
- To further focus on the Council’s employer brand, especially in the light of the well-publicised public sector austerity measures.
- The continued development of approaches to enhance management competence and develop talent.
- Monitoring the potential loss of staff as the Council Plan takes effect (see paragraph 4).
- Monitor the effectiveness of the “Talent Talk” approach on development and retention of staff.
- Investigating the use of social media as part of recruitment practice.

- Further strengthening the links between learning and development and the recruitment strategy to embed “grow-our-own” as an attractive alternative to recruiting fully experienced staff. Apprenticeships will be used to support this “grow your own” approach.
- The recruitment exercise for the re-opening of Coral Reef.

7.3 Whilst Bracknell has a relatively low level of young people who are NEET (not in employment, education or training) but the Business and Enterprise section of the Chief Executive’s office is leading on Borough wide initiatives which will improve the position of these young people. The Council already uses apprentices within its own workforce, organises a local careers fair event, and supports work experience programmes within local schools.

## 8 THE FIVE WORKFORCE PRIORITIES – PROGRESS TO DATE

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

### 8.1 Organisational Development

Key issues:

- Anticipating and tackling critical current and future workforce challenges.
- Engaging with staff in service transformation and other major changes.
- Developing new ways of working, including maximising the use of new technology and flexible and mobile working arrangements.
- Increasing workforce productivity (particularly through continuing to reduce staff absence which is already significantly below the local government average) and use of technology.
- Moving from the Achieving level of the Equality Standard to the Excellent Level.

#### What we have achieved

- Development of a single Equality Scheme 2012-2016 with workforce objectives
- Reaccreditation of the Achieving Level of the Equality Standard.
- Promotion of greater flexibility in terms of working arrangements and increased range of flexible benefits.
- In response to “Every Child Matters” 2014, revised and updated all safeguarding training.
- In response to the Care Act, 2015, provided training to all Adult Social Care staff on the implications of this with regard to working practices.
- Improved the clarity of linkage between the Council’s business objectives/service plans and individual employee work objectives through revising and digitising the appraisal process for 2015

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

- Continue to encourage managers and employees to make use of key outcomes from the Good to Great programme e.g. Secondment policy, coaching/mentoring initiatives.
- Update the on-line appraisal process, following a review after its first year of use.
- Develop the use of online and self service HR and Learning & Development systems making full use of the new iTrent system.
- Continue to benchmark services where appropriate.
- Use the results of the 2014 staff survey to improve the organisation eg through the work being done with the new “Recognition and Reward” Working Group.
- Further exploration of the use of mobile technology for staff.

## 8.2 **Developing Leadership**

Key issues:

- Creating leaders for the future.
- Developing partnerships to improve leadership and skills.
- 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 of Level 3 and a Level 5 Coaching/Mentoring Certificate Programme.
- Produced e-learning package relating to the managerial competencies
- Produced development material, including e-learning for employees including the use of social media.

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

- Put in place a programme focussed on Developing Future Chief Officers as a means of ensuring leadership succession planning.
- Focussing Leadership skills on service integration, shared service provision and commissioning.
- 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.
- Develop our processes in line with the Department for Education proposed new knowledge and skills standards for qualified social workers at all levels, including preparing staff for mandatory testing

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

Key issues:

- Maximising access to learning and development opportunities for employees.
- Developing an ever more flexible and skilled workforce.
- Improving skills for managers, including developing new skills e.g. commissioning, working in partnerships, managing flexible working effectively, performance management.
- Improving skills for all staff in customer care.
- 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 62 packages are currently available
- Expanded access to safeguarding awareness training to the wider children's and adult's workforces and volunteers.
- Delivered a range of workshops and e-learning opportunities in line with the government's Information Security requirements
- Developed a Performance Management toolkit to enable managers to support staff effectively as part of the Performance Management Good to Great initiative.

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

- Develop further equality and diversity related programmes eg faith and belief, cultural awareness, etc.
- Further develop and then embed a Performance Management toolkit to enable managers to support staff effectively as part of the Performance Management Good to Great initiative.
- Implement the new Learning Management system across the Council which will enable managers and staff to self manage their own learning.

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

Key issues:

- Keep abreast of the challenges the new town centre will present by creating many job opportunities for Council staff.
- Remodelling the workforce in response to future trends.
- Maximising the use of technology to improve services (this includes a modern efficient HR system linked to effective business processes).
- 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 including apprenticeships.

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

- Carried out Equality Impact Assessments (EIA) to ensure equality implications are taken into account in all policy initiatives.
- Continued to develop recruitment initiatives to expand the ways in which the public can find out about job vacancies, etc.
- Monitoring all aspects of recruitment for equality issues.
- Supported the contract requirements with Comensura for temporary agency workers to ensure that the Council obtains value for money.
- Tendered for a new HR/Payroll system which has been in place since August 2015.
- Developed a specialist microsite for Childrens Social Worker recruitment.

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

- Monitor the actions of other local authorities in this area and assess their impact; take steps to mitigate that impact on the Councils workforce.
- Continue to come up with innovative approaches to combat the serious shortfall in Childrens Social Workers.
- More detailed workforce planning to better predict need particularly in relation to local partners and in line with economic regeneration initiatives.
- Encourage a diverse a range of job applicants to increase workforce diversity
- Implement the new HR/Payroll system to provide fast and accurate workforce information to managers and develop the use of self service through this new system.
- Refresh and reinvigorate the approach to apprenticeships.
- Recruit a new workforce for Coral Reef.

## 8.5 **Pay and Reward**

Key issues:

- Competitive, fair and flexible pay structures.
- Equal pay.
- Clear linkage between service objectives and improvements.
- Modernising pay systems.
- Transparent pay structures for senior staff.
- The lack of pay increases for senior staff since 2008.
- Expansion of flexible working options.

### **What we have achieved**

- Achieved total workforce integration onto the Bracknell Grading structure.
- Expanded the flexible benefits scheme.
- Produced an annual Pay Policy Statement in accordance with required statute.
- Reviewed the Council's severance policy to facilitate workforce restructuring.
- Addressed the issue of lower paid workers by implementing the "Bracknell Forest Supplement".

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

- Continue to explore additional flexible benefits for staff and make it easier to access benefits on-line.
- Reassess the value of the Bracknell Forest Supplement and adjust if necessary.
- Keep abreast of trends in pay at all levels to ensure the Council remains competitive in the market.
- Take into account the governments requirement's on the National Minimum Wage and Living Wage (as part of the Pay Policy Statement).
- Consider how case law affects pay requirements eg holiday pay for casual overtime etc.
- Press forward on the staff engagement group on Recognition and Reward.

## **9 DEPARTMENTAL KEY WORKFORCE PLANNING PRIORITIES**

9.1 The Council has previously incorporated workforce planning into service planning with the aim of producing annual departmental workforce plans. 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 are as follows:

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

- Support managers and staff through the Coral Reef shutdown and reopening.
- Monitor the ability to recruit and retain suitable candidates in key professional roles including planning, building control, regulatory services and engineers.
- Further proposed changes to planning regulations, including the impact of the National Planning Policy Framework.
- Potential regionalisation of some regulatory functions.
- Continue to support managers and staff who work on the redevelopment of the town centre.

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

- Ensure the Children's Social Care Workforce is properly staffed through imaginative and appropriate recruitment and retention strategies.
- Review the arrangements for induction across 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.
- Support secondary schools with School Direct – the training and recruitment of newly qualified teachers.
- Support Head teachers and school leaders through effective performance management and performance related pay.
- Continue to operate a Newly Qualified Teacher pool and provide support to schools through recruitment and retention activities.



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

### Council wide activities

- Develop an action plan to move to the Excellent level in the Equalities Framework.
- Commence the production of the new Equality Scheme for 2016-2021
- Implementing changes arising from employee involvement in the “Good to Great” programme which developed ideas from employees on how to further improve Council performance – including the launch of the Development and Performance Toolkit.
- Planning actions arising from the 2014 Staff survey including the establishment of two working groups on Cross Council Working and Recognition and Reward.
- Enabling managers to take greater responsibility for the learning and development requirements of their teams via direct access to the new Learning Management system.

### Directorate activities

- Developing and launching the self-service options for managers through the introduction of the new HR/Payroll and the My Learning Space systems.
- Provision of support and legal advice to the Council in connection with the Town Centre re-development, the delivery of SALP sites for housing, the implementation of the Care Act, etc.
- Manage the key financial pressures including maintaining the property infrastructure and the costs of changes to ICT infrastructure.
- Implementing the actions arising for the Investors in People reaccreditation

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

- Ensure the skills of the wider adult workforce meet those set out in the East Berkshire Workforce and Development Strategy for Safeguarding.
- Integration with Health Services and also ensure that their learning and development needs of Public Health are met.
- Enhance the skills of the workforce to meet the needs arising as a result of the implementation of the Welfare Reform Act 2012.
- Impact of the introduction of the Care Certificate from March 2015.
- Reorganisation of Adult Social Care to provide a more efficient and stream lined service to the community including maximising the opportunities presented by service commissioning.

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

### (i) Staff Communications

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

### (ii) Mobile and Flexible Working

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.

### (iii) 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. This has meant a greater emphasis on post course evaluation to identify how learning has been incorporated into practice. Less regular, planned inspections will be undertaken but with less notice being given.

### (iv) 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 has been developed as part of the Good to Great Performance management initiative..

### (v) The actions of other potentially competitive employers

The Council will need to continue to monitor neighbouring Boroughs and the actions they are taking in relation to recruiting and retaining key staff in eg Social Care, Planning etc.

### (vi) Developing and Nuturing 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, through a range of initiatives including secondments and mentoring. The potential loss of senior managers will mean a new Leadership Programme launched will be put in place to identify and support emerging talent.

### (vii) Increasing and improving the e-learning offer

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

(viii) **Using modern technology effectively**

In order to enable customers/service users to contact the Council at times and in ways which best suit them, the Council is actively working on promoting and improving access to Council services through a redeveloped website and customer portal and an improved Customer Relationship Management System.

**11 A REVIEW OF THE 2014 PAY AND WORKFORCE STRATEGY**

**11.1 Achievements and actions still outstanding**

There are 28 actions shown in the Action Plans of the 2014 Eighth Pay & Workforce Strategy. As the Strategy is constructed as a 3 year rolling programme not all actions will be completed in year 1. Therefore of the 28 actions 10 have been fully completed, 5 part completed, and 13 not completed because they have a longer timeframe .

**11.2 The 10 completed actions are:**

Priority Area 1

- Developed and implemented mechanisms to nurture and develop talent through mentoring, coaching and secondments.
- Revised and updated the 8<sup>th</sup> Pay and Workforce Strategy.
- Participated in benchmarking activities.
- Supported managers and employees to develop flexible working arrangements

Priority Area 2

- Delivered a programme on Data Protection and Information Security.

Priority Area 3

- Expanded the use of the Common Induction and new managers standards and assessment tool in line with the requirements of the Care Certificate.
- Developed a performance management toolkit

Priority Area 4

- Ensured that the new HR/Payroll system provided the ability to provide improved management information

Priority Area 5

- Considered the Council's position on a new pay and grading structure
- Reassessed the value of the Bracknell Forest supplement

11.3 The 5 actions partially completed actions are:

Priority Area 1

- Capturing up to date information on the skills/qualifications of all employees through the new LMS and HR systems.

Priority Area 2

- Enhancing partnership approaches with regard to learning and development activities.

Priority Area 3

- Complying with the introduction of new induction standards for social care staff.
- Raising skills and competence within the private, independent and voluntary sector.

Priority Area 4

- Identify and access opportunities for external funding.

11.4 The 13 actions which will continue to be developed and hence have not yet been completed are:

Priority Area 1

- Implement actions required to achieve the Excellent level of the Equality Framework
- Continue to remodel the Children's and Adults workforce through organisational development activities
- Implementing the actions from the most recent Staff Survey

Priority Area 2

- Piloting the ILM level 5 programmes in mentoring and coaching
- Enhancing managerial skills and knowledge especially in areas of performance management skills

Priority Area 3

- Raising skills and competence in the private, independent and voluntary sector in care.
- Continuing to develop the skills of the Adult social care workforce including the provision of nationally recognised qualifications.

Priority Area 4

- Continuing to enhance the image of the Council as an attractive employer
- Working towards a diverse workforce which reflects the community
- Supporting the development of school leavers, graduates and older people particularly in areas of skills shortage.

### Priority Area 5

- Monitoring the effectiveness of the Golden Handcuffs and other initiatives to recruit and retain key employees.
- Assisting departments in fitting staffing to available budgets
- Further developing the Council's flexible benefits approach

## **12 CONCLUSIONS**

12.1 All the issues discussed in this Strategy will have a fundamental impact on the way in which the Council approaches achieving greater economies and improving efficiency, workforce planning, recruitment and retention, reward mechanisms and skills development of its staff. All these factors will need to be taken into account in the coming years and the Strategy adjusted accordingly.

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

- Medium Term Financial Strategy – General Fund Revenue Budget Book 2014/15
- Equality Scheme 2012-2016
- Creating Opportunities – a joint strategic plan for children and young people 2014-2017
- Staff Survey Action Plans 2015

## **13 APPENDICES – ACTION PLANS**

13.1 The attached appendices are based on the 5 key national priorities outlined in paragraph 1 of the Strategy.

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## PRIORITY AREA 1: ORGANISATIONAL DEVELOPMENT

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Implementing appropriate mechanisms to nurture and develop talent through mentoring, coaching and secondments within the Council	H	Clear mechanisms identified, implementation plans progressed	March 2016 and on-going	Directors/ relevant Chief Officers	Time spent supporting/ delivering actions.
Implement actions required to achieve the Excellent level of the Equality Framework	H	Progression towards the "Excellent" level of the Equality Framework.	April 2017	Chief Officer: Human Resources/Head of Community Engagement	Time spent developing, delivering actions.
Revise and update the 9 <sup>th</sup> Pay and Workforce Strategy	H	Revised PWS produced, approved & implemented	Version 10 approved by Employment Committee by March 2017	Chief Officer: Human Resources	All appropriate training identified will need to be contained within existing budgets
Continue to remodel the Children's and Adults workforce through organisational development activities	H	Remodelling plans produced and approved, implementation under way.	March 2016 and on-going	Directors/ relevant Chief Officers	Time involved in consultation, potential retraining costs.
Capture up to date information on the skills/qualifications of all employees through the new LMS/HR systems	H	Skills audits completed and plans amended.	April 2016 and on-going	Learning and Development Manager/Departmental HR Managers	Cost of amending documentation, staff time on briefing sessions

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Continue to support managers and staff to develop mobile and flexible working arrangements in response to changes in technology	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
Review the Council's digitised appraisal system	H	Scheme reviewed and adjusted where necessary	April 2016 and again in October 2016	Chief Officer: HR/relevant Chief Officer	Cost of amending processes/procedures
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 2016 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

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Put in place a programme focussed on Developing Future Chief Officers as a means of ensuring leadership succession planning	H	Programme in place	Commencing June 2016	Chief Officer: Human Resources	Cost of external support to develop the programme
Extend provision of Level 3 and 5 Institute of Leadership and Management (ILM) management award and certificate programmes.	M	Minimum of one group per year successfully completing programmes	April 2016 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 Berkshire unitaries.	M	Learning and development resources seen to be used effectively	Annually	L&D Manager	Development time/Course costs
Enhance managerial skills/knowledge	M	A minimum of 100 managers a year attending events or using elearning 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.
Develop and launch the e-learning packages relating to the managerial and supervisory competency frameworks	M	Packages launched	Updated annually	L and D Manager	Time to develop packages and to update these every 6 months in line with e-learning policy

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

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Ensure Council complies with the Care Certificate and Care Act requirements for all care staff.	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.
Ensure that the new Knowledge and Skills standards for Children's and Adult Services Social Workers are incorporated into all training programmes	H	External Inspections recognise the capabilities of both Children & Adults Social Care employees	On-going	L and D Manager	Time and resource costs.
Review and update the Performance Management Toolkit	H	Toolkit updated and/or extended and published on BORIS	March 2016	Learning & Development Manager / Departmental HR Manager	Time and resource costs.
Ensures the Council, as the lead body for the Berkshire partnership Step Up to Social Work programme, complies with the DfE requirements.	H	Participants recruited across the partnership and successfully completed the post graduate diploma in social work on the programme	Starting in January 2016 for a 14 month period.	L and D Manager	Time spent by Children's social work staff in providing placement opportunities to these students.

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
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 2016	Learning & Development Manager	Development of e-learning opportunities including Log onto Care modules
Develop appropriate mechanisms to nurture and develop talent through the "Talent Talk" approach in the appraisal scheme using mentoring, coaching and secondments	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.

## PRIORITY AREA 4: RESOURCING, RECRUITMENT, RETENTION & DIVERSITY

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
Recruit a new workforce for Coral Reef after the refurbishment programme is complete.	H	Workforce recruited	January 2017	Chief Officer: Human Resources	Cost 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
Refresh the Council's approach to apprenticeship schemes particularly in areas of skills shortage, especially in line with economic regeneration.	M	Recruitment strategy revised and implemented	On-going	HR Managers / Business Development 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	2016/17	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 REWARD

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Monitoring the effectiveness of the Golden Handcuffs, Market Premia and other initiatives to recruit and retain key staff; particular regard will be paid to the Children's Social Care workforce	H	A stable workforce	Ongoing	Chief Officer : Human Resources/Departmental HR Managers	Implications on pay bill
Reassess the value of the Bracknell Forest Supplement	H	Supplement reviewed	April 2015	Chief Officer : Human Resources	Cost of supplement pay bill
Assist departments in fitting staffing to available budgets	H	New structures in place	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 2015	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	Ongoing	Chief Officer : Human Resources/ Departmental HR Managers	Cost of remedial actions if needed
Continue to support the staff engagement working groups ie Recognition and Reward/Cross Departmental Working	H	Outcomes agreed by the groups are taken to CMT and actioned where necessary	March 2017	Chief Officer: Human Resources	Costs of improving rewards for staff

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TO: EMPLOYMENT COMMITTEE  
16 DECEMBER 2015

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## ORGANISATIONAL CHANGE TIMETABLE (Director of Corporate Services – Human Resources)

### 1. PURPOSE OF REPORT

- 1.1 Attached at Appendix A for information is the Organisational Change timetable dealing with both the changes in Older People's Services and the restructuring exercise necessary to balance the 2015/16 budget.
- 1.2 As in 2011/12 because of the requirements around public consultation on the changes in Adult Services there is a need to run two separate timetables initially which will then be merged into one process in mid January 2016.

There is a Special Local Joint and Employment Committee on 10 February 2016 to approve the final staffing implications; this will be dealt with in one overarching report for all directorates after the Executive have agreed the budget to go forward for Council endorsement on 29 February.

### 2. SUPPORTING INFORMATION

- 2.1 As a consequence of both the modernisation of Adult Social Care services and the general need to reduce staffing numbers as the result of the budget pressures, it is proposed that there will be reductions in a number of areas across the Council.
- 2.2 For Adult Services, due to the tight timescales, whilst the staff consultation process will run concurrently with public consultation periods (and has already started), no decisions can be taken on any staffing issues either before the end of the public consultation or before full Council has decided on the future of Heathland at the end of February. Therefore the recommendation to the February Employment Committee will suggest that final decisions on staffing be delegated to the Chairman and the Director of Adult, Social Care, Health and Housing.
- 2.3 For other areas affected by budget reductions, consultation commences after the Executive's endorsement of the budget to be put forward for public consultation at the beginning of December. A clear consultation programme will be in place to ensure all staff are engaged in the process and the Council's existing policies and procedures followed which will include the involvement of trades union representatives. Staffing changes will follow the Council's Organisational Change Management Protocol if recommendations are approved. The trades unions have already been informed of the areas likely to be affected.
- 2.4 Staff are considered to be a valuable resource, and every effort will be made to follow the Council's normal approach to avoid redundancies. As redundancies may well be necessary, the Council's policy on Redundancy Handling and Redeployment of staff will be followed subject to approval by Employment Committee.

Contact for further information

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**MANAGEMENT OF ORGANISATIONAL CHANGE CHECKLIST & TIMETABLE  
OCTOBER 2015 TO APRIL 2016**

**Phase one:  
A: FOR CHANGES SUBJECT TO PUBLIC CONSULTATION PERIODS**

<b>Dates</b>	<b>Description</b>	<b>Responsible Officer(s)</b>
Sept-October	Savings proposals discussed with CMT, Exec and ruling group	CE/Directors
5 October	Informal discussions with Trade Union(s)	Departmental HR and Director/Managers
7 October	Informal discussions with affected staff	Departmental HR
21 October	Public consultation on service changes launched	
21 October	Formally notify Trade Union(s) of anticipated redundancies within Older People's Services	CYPL/ASCHH HR Mgr
14 October to 4 January	Publication of Executive Briefing Papers. Formal consultation with all staff potentially affected by redundancies, in groups and then individually as necessary	Departmental HR and director/manager
18 January	Send "At Risk" letters "subject to outcome of public consultation exercise and Executive decision" and provide severance details. Redeployment process begins.	Departmental HR

**Phase one:  
B: FOR BUDGET REDUCTION PROGRAMME**

<b>Dates</b>	<b>Description</b>	<b>Responsible Officer(s)</b>
October-November	Savings proposals discussed with Exec and ruling group	CE/Directors
3 November	Executive Briefing preliminary decision on savings proposals (November briefing date)	
4 November	Notify Trade Union(s) of anticipated redundancies – subject to the Executive agreeing them for public consultation	CO:HR
9 November to 16 December	Consultation with all staff potentially affected, in groups and then individually as necessary  (Issue letter summarising discussion including information given, process and deadline for feeding back comments and describing next stage.)	Departmental HR and director/manager
9 November	Consider vacancies in light of proposals before advertising; potential to hold or advertise internally in some cases. If new jobs are to be created job descriptions/person specifications/JIQs prepared and submitted for job evaluation	Departmental HR and manager
7 December	Budget proposals officially published for consultation	CE/BT
w/c 21 December	Feedback to affected employees on consultation comments and any resulting changes	Director/CO/manager

Unrestricted

4 January	Send "At Risk" letters through standard letter and provide severance details (copy letter to managers). HR to explain severance figures.  Redeployment discussions may already have begun informally, but here the formal redeployment meetings begin.	Departmental HR
8 January	Appeals against being placed At Risk to be lodged by 8 January (except public consultation).	Departmental HR
11 to 18 January	Appeals against At Risk status heard by 18 January	Departmental HR
11 Jan to 18 Jan	Selection processes for posts where applicable. (Where there is an appeal against At Risk status this must be resolved before concluding the selection process for the posts for which they are in a selection pool.)	Departmental HR

**Phase two:  
COMMON TIMETABLE**

By 19 Jan	Prepare CMT report for accessing Restructures Fund (subject to appeals)	BT/CO:HR
By 22 Jan	Appeals lodged (against selection decision or, for public consultation, against At Risk status)	Departmental HR
By w/c 25 Jan	CMT consider report on Restructure Fund subject to appeals and public consultation	CMT
By 28 Jan	Appeals heard (as above).  Posts no longer At Risk, confirm by letter.	Departmental HR
26 January	Executive Briefing on budget	
w/c 1 Feb	Finalise report for Special Employment Committee and LJC	CE/BT/Directors/CO:HR
w/c 8 Feb	Local Joint Committee (10 Feb)  Special Employment Committee (10 Feb)	Directors/CO:HR
By w/e 12 Feb	Notify individuals of redundancies through standard letter, issue notice (conditional where public consultation)	Corporate HR
9 February	Executive approves budget	
24 February	Council agrees budget and Council Tax	
1 April 2016	New structures/posts become live	Departmental HR

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## INFORMATION ITEM

**TO: EMPLOYMENT COMMITTEE  
16 DECEMBER 2015**

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**MONITORING THE COUNCIL'S WORKFORCE – 2014/15  
(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 twice met the 'Achieving' level of the Equality Framework for Local Government. There are 3 levels of achievement within the framework 'Developing', 'Achieving' and 'Excellent'. Maintaining the 'Achieving' 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, recognise areas of strength and identify areas for improvement. The Council intends to apply for assessment on the Excellent Level in 2017. Understanding the workforce and how it relates to the community it serves is an important part of ensuring that the Council identifies and removes any potential barriers to employment for all sections of the community.

**2. THE COMMUNITY BACKGROUND**

- 2.1 It is important to work towards a situation where the Council's workforce broadly 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 15.1% of the Borough's population belonging to minority ethnic groups, (including White Irish and White Other). The previous Census in 2001 showed 9.5% of residents belonged to minority ethnic groups.
- 2.2 Schools censuses show that the number of ethnic minority pupils continues to grow, and that the percentage of minority ethnic pupils is higher than that in the general population. There has been an increase in ethnic minority pupils recorded over the past 10 years from 10.7% to 19.5%. The figure has increased by 0.8% since the previous year.
- 2.3 The population of the Borough is ageing. Based on 2011 Census data the estimate for the number of people aged 65+ in 2015 is 13.9% of the Borough's population. This is expected to steadily increase from its current level to an estimated 20.1% by 2032 (15.34%). This figure is based on the Census 2011 figures and is estimated by the Office for National Statistics. These figures are lower than the average for the South East and Nationally.
- 2.4 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. The Bracknell Forest area would seem to be less diverse in terms of major declared faiths than the national picture. The main difference with 2011 national patterns was in the relatively small size of the Borough's Muslim population; 1.2% compared with 5.2% nationally.

### **3 THE COUNCIL'S STATISTICAL INFORMATION**

- 3.1 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. This helps identify what further action needs to be taken to ensure it better represents the local community.
- 3.2 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 consistent with that guidance.
- 3.3 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. The Council also has a duty to ensure that it does not discriminate on the basis of any protected characteristic and the Equality Act 2010 includes a duty that public bodies advance equality of opportunity in relation to these characteristics.
- 3.4 The Council has had a monitoring system in place for the past 14 years to collect figures in relation to its existing workforce.
- 3.5 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 2014 to 31 March 2015 split by ethnicity, age, gender, disability, religion or belief and sexual orientation.
  - (ii) workforce information as at 1 April 2015 split by ethnicity, age, gender, disability, religion or belief and sexual orientation.
- 3.6 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 have a disproportionate effect. For example, the top 5% of earners totals 64.3 Full Time Equivalents, so an increase or decrease of one full time equivalent would represent a change of 1.6%. Where numbers are very small, the actual numbers are sometimes quoted as the percentages can be deceptive when applied to small groups.
  - (ii) In relation to the recruitment statistics only, the schools use the same recruitment software as the rest of the Council, however, not all of the schools have decided to use the software in its entirety. Therefore we are able to report on the number of applicants including schools but the total number of successful candidates have not been recorded for

schools. Schools have 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 last regular update of these characteristics took place in 2013/14. From previous years it has been seen that levels of staff who have given this information decreases slightly the year following a collection. Although all applicants are asked for this information on applying many do not provide the information and as they are not asked again when they start this can lead to gaps forming in the data. During 2015/16 the Self Service module of the new HR/Payroll System will be brought in on a rolling basis. As part of this all staff will have access to the personal information held for them. They will be able to update this at any point should their circumstances change. All new starters will be asked to review their information when they start and communications with the workforce will encourage current staff to review their own details on a regular basis. It is hoped that this will lead to a higher proportion of staff choosing to provide this information.
- (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) 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 or longer courses such as a degree in Social Work. In addition many staff are carrying out e-learning (which is continuing to be promoted by the authority) or other courses undertaken through day release arrangements which are not recorded. The statistics relate solely to the training places taken up on Council run courses and it should be noted that the same person undertaking more than one training event will therefore appear in the statistics more than once. The level of attendance at directly booked "off the job" training courses tends to reduce with the popularity of other types of learning – for example e-learning and other learning interventions.

#### 4 KEY PERFORMANCE INDICATORS

4.1 The Council continues to monitor a number of equality statistics in its Performance Indicators and to make it part of this report in order to set and monitor some of the standards. These key indicators are also included in the Quarterly Service Report for Quarter 4. The key Performance Indicators are as follows:

- (i) Of the top 5% of earners in the organisation, 45.57% (39.8% last year) were women. This is higher than the previous year and shows a generally upward trend over the last three years and higher than the average of all councils in England, which is 42%. The Council's aim last year was to achieve a level of 39%, which it has exceeded.
- (ii) Of the top 5% of earners in the Council, 3.11% (4.3% last year) were disabled, which is lower than the figure from last year. The average for all councils in England is 4% so the Council is slightly lower than the national average. The Council's aim last year was 6%. As indicated in paragraph 3.6(i), due to the small numbers in the comparator group, a small increase or decrease in the head count can have a disproportionate effect. The number of employees with a disability in this group has gone down from 3 to 2.
- (iii) Of the top 5% of earners, 1.56% (4.3% last year) were from a BME background, this shows quite a large decrease from last year. This is significantly lower than the average for all councils in England, which stands at 5%. 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. The number of BME employees in this group has gone down from 3 to 1.
- (iv) The voluntary turnover figure for 2013/14 was 13.4% compared to 12.6% in 2012/13. This figure has slightly increased compared to last year and it is also slightly higher than the target of 13% for 2014/15. Analysis shows the number of leavers within both non Schools and Schools has increased this year. This could be as a result of increased confidence in the economic state of the UK leading to employees looking for opportunities to move on.

The figure for this year's percentage of voluntary staff leaving within 1 year is 17.8% compared to last year's 18.1%. This shows an improvement on last year and is well below the target of 20%.

Voluntary leavers of this type 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. Therefore last year it was agreed to also record the percentage of permanent staff who leave within their first 12 months of employment. The figure for 2014/15 is 14.4% is compared to 16.8% last year and therefore shows a similar improvement.



- (v) Recent Gender Pay Gap research across management professions carried out by CMI shows a current gap of 22%. This is based on responses from both Private and Public Organisations. Calculations based on staff within Bracknell Forest that earn in excess of £40,000 show a gender pay gap of 8.5%. Gender Pay Gaps are usually lower in public sector organisations but this figure shows BFC in a very good light.

The introduction of the Bracknell Forest Supplement has improved the salary level of the lower paid staff which is often largely female.

- 4.2 Although the required national data set for the BVPI's has been reduced and therefore no national targets are set for the Council, it is important to continue to monitor the relevant ones at a local level. Looking forward, the expectations for the top 5% of earners for 2015/16 have been set at 45% female; 5% with a disability and 4.5% who are from a BME background. These are set and agreed by Corporate Services Departmental Management Team.

- 4.3 In statistics published in November 2014, the Office for National Statistics the gender gap in the UK stands at 19.1% based on average hourly rate this is slightly higher than the previous year when the figure was 18%. 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 19.7% and has increased slightly since last year (17.6%), which is roughly in line with the national picture. Within Bracknell Forest the average salary for men has increased since last year whilst the average pay for a woman has remained roughly the same. One reason for this is that during the year the Landscape function was transferred out of the Authority. This function was male dominated with the majority being paid below the average pay figure for men.

- 4.4 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 13/14	Outturn 14/15	Target 14/15	Comments	Status
LO66	The percentage of top 5% of earners that are women	39.80%	45.57%	39%		Positive
LO67	The percentage of top 5% of earners from an ethnic minority	4.30%	1.56%	4.50%	Numbers of staff have gone down from 3 to 1	Negative
LO68	Top 5% of earners that are disabled	4.30%	3.11%	6.00%	Last year we had 3 people with a Disability on the top 5% this year this has reduced down to 2.	Negative

Unrestricted

LO70	The percentage of local authority employees who claim they meet the DDA definition	2.10%	1.96%	3.30%	The figures have gone from 77 to 69. This would be because of a mixture of leavers and lack of information on or no disabled starters.	Negative
LO71	The percentage of local authority employees from ethnic minority communities	5.10%	5.19%	4.50%		No change
LO72	Gender Pay Gap inc Bracknell Forest Supplement	17.60%	19.70%	18.00%	Female average static but male average up by approx £500. It seems likely that the reason for this could be the transfer of landscape employees.	Negative
LO73	Average number of off the job training days per employee	2.9	2.9	3.0		No change
LO74	Average amount spent on training per employee	£370	£352	£325		No change
L130	Percentage staff turnover inc schools	12.64%	13.41%	13.00%	No of leavers has gone up from 500 to 531. Numbers up in both schools and non schools	Negative
L131	Percentage staff leaving within one year of starting inc schools	18.08%	17.81%	20.00%		Positive
L174	Days lost to sickness per employee	5.5	5.2	6.50%		Positive

## WORKFORCE COMPOSITION

### 5. GENDER

5.1 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
<b>Workforce</b>							
Male	20%	29%	14%	35%	44%	18%	16%
Female	80%	71%	86%	65%	56%	82%	84%
<b>Applicants</b>							
Male	23%	31%	14%	37%	38%	22%	15%
Female	77%	69%	86%	63%	62%	78%	85%
<b>Recruitment</b>							
Male	N/A	30%	N/A	19%	40%	20%	21%
Female	N/A	70%	N/A	81%	60%	80%	79%
<b>Leavers</b>							
Male	25%	38%	17%	35%	62%	22%	16%
Female	75%	62%	83%	65%	38%	78%	84%
<b>Training</b>							
Male	21%	21%	20%	23%	44%	17%	14%
Female	79%	79%	80%	77%	56%	83%	86%

- (i) A significant majority of the whole authority's employees are female (80%) compared to male (20%), which is the same figure as last year. The Quarterly Public Sector Employee Survey shows that as at 31<sup>st</sup> March 2015, in English Authorities 76% of employees were female, compared with 24% male, which is fairly comparable with the Council's figures. Occupational Segregation (i.e traditionally male or female job roles) is a large factor in departmental variations shown above.
- (ii) Figures show a larger percentage of male employees leaving in Environment, Culture & Communities. This would include Landscape staff who transferred out of the Authority. However if you just look at Voluntary Leavers the percentage of male leavers in that Department goes down to 46% which is more in line with the staffing figures.
- (iii) During the past year, there has been no indication of employment issues for any transgender staff.

## 6. AGE

6.1 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
<b>Workforce</b>							
Up to 29	17%	14%	19.1%	10.7%	19.2%	12.1%	17.9%
30 – 49	52.5%	48.3%	55.2%	51.4%	44.1%	48%	54.7%
50 & above	30.5%	37.7%	25.7%	37.9%	36.7%	39.9%	27.4%
<b>Applicants</b>							
Up to 29	35.2%	39.6%	30.3%	39.7%	45.8%	29.5%	31.7%
30 – 49	52.6%	45%	61.2%	43.4%	39.5%	55%	52.8%
50 & above	12.2%	15.4%	8.5%	16.9%	14.7%	15.5%	15.5%
<b>Recruitment</b>							
Up to 29	N/A	32.6%	N/A	30.8%	46.4%	16.1%	18.8%
30 – 49		49.4%		53.8%	40.8%	59.7%	56.2%
50 & above		18%		15.4%	12.8%	24.2%	25%
<b>Leavers</b>							
Up to 29	25.5%	18.2%	30%	22.6%	23.1%	9.8%	15.5%
30 – 49	45.9%	42.9%	47.7%	38.7%	42.9%	39.2%	48.3%
50 & above	28.6%	38.9%	22.3%	38.7%	34.0%	51%	36.2%
<b>Training</b>							
Up to 29	13.4%	13.8%	10%	14%	17.9%	12%	14.3%
30 – 49	51%	49.9%	60.3%	54.6%	48%	46.5%	55%
50 & above	35.6%	36.3%	29.7%	31.4%	34.1%	41.5%	30.7%

6.2 The workforce figures are fairly similar to last years figures. They do show a decrease in the number of staff aged 50 and above across the board. For the Authority as a whole the figure has reduced from 33.7% to 30.5%. There has been an increase in the number of non schools leavers aged up to 29 especially in Corporate Services & Chief Execs (22.6% from 13.1%). Looking in more detail at the leavers within this Department the majority are from Customer Services which is traditionally a career for the younger person with shorter periods in the job. Overall the Council's Age Profile seems to be staying relatively steady with a movement towards to a younger workforce.

6.3 The workforce figures show that 52.5% of staff are aged between 30 to 49 (51.6% last year).

6.4 A lower number of non-school applicants in the Up to 29 age band are recruited than in other age bands. This may reflect their experience being insufficient to meet person specifications; and may also be influenced because younger job seekers are required to make a set number of job applications weekly. The figures however are very similar to last year. Following last year's report, further analysis was undertaken on recruitment activities and no evidence of inappropriate discrimination due to age bias could be found.

6.5 It is common for employees at an earlier stage of their careers to move jobs more frequently, so the larger percentage of young leavers is likely to be a reflection of this national trend. In the Over 50 range there will be an increased number of staff that will be looking to take retirement in fact according to the figures 39% of leavers who were over 50 were retiring.

There is no evidence from exit interviews that have taken place this year of leavers being motivated by any age related factors.

## 7. DISABILITY

7.1 The statistics for disability 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	1.8%	3%	1%	2.9%	3.2%	2.9%	2.8%
Applicants	3.4	4.4%	2.4%	3.3%	4.5%	4.1%	5.3%
Recruitment	N/A	1.4%	N/A	0%	1.3%	3.2%	0%
Leavers	1.5%	2.6%	0.8%	6.5%	1.1%	5.9%	0%
Training	2.9%	3.2%	0.4%	2.3%	3%	3.2%	3.6%

7.2 The 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) 1.8% (2% last year) of the Council's workforce declared themselves as having a disability. It has been over a year since we last had a personal details update. The normal pattern is for the self declared figure to go down at this point, because declarations of disability were specifically prompted in the previous year. The new HR/Payroll System which has just gone live will by the end of the year enable staff to amend their personal details at any point during the year so it is hoped that more accurate and timely information will be available from next year.
- (ii) 1.4% (2.3% last year) of applicants who were successful in gaining employment with the Council this year were disabled, not including schools. This is once again lower than the percentage of applicants. Following last year's report, further analysis was undertaken in relation to this to see if there was any undue bias in our recruitment procedures. No evidence of unfair discrimination was found. The Council's commitment to disabled candidates under the Two Tick system was evidenced in our sample.

- (iii) Of leavers, 1.5% (0.5% last year) had declared a disability. This figure has increased in the past year but is still in line with the overall percentage of staff who have a disability. Two directorates have a higher ratio of leavers with a disability, Corporate Services and Adult Social Care Health & Housing. Looking at leavers within these two sections all the disabled leavers left for voluntary reasons. It should be noted that there is a smaller number of people within Corporate Services and therefore each leaver corresponds to a high percentage.
- (iv) 2.9% (2.4% last year) of training places were taken by those who declared a disability, which is a higher proportion than the workforce composition.

## 8. ETHNICITY

8.1 For the purpose of this part of the report, “Black and Ethnic Minority” (BME) means all the categories excluding White British. For the purposes of comparison, the population of the Bracknell Forest area as described in the 2011 Census had 84.9% White British and 15.1% of BME origin. The workforce statistics for ethnicity are as follows – please note included in some of the totals are those staff that preferred not declare their ethnicity 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
<b>Workforce</b>							
BME	9.3%	11.5%	7.6%	10.8%	8.6%	15.7%	11.6%
White British	90.3%	88.2%	91.8%	89.2%	90.6%	84.3%	88.4%
<b>Applicants</b>							
BME	25.5%	27.2%	23.6%	26.7%	25.1%	32.1%	27.5%
White British	74.5%	72.8%	76.4%	73.3%	74.1%	67.9%	72.5%
<b>Recruitment</b>							
BME	N/A	27.4%	N/A	11.5%	32.9%	32.8%	10.4%
White British		72.6%		88.5%	67.1%	67.1%	89.6%
<b>Leavers</b>							
BME	10.8%	13%	9.2%	16.7%	7.9%	20%	13%
White British	88.1%	86.5%	89.2%	83.3%	92.1%	78%	87%
<b>Training</b>							
BME	14.4%	15.3%	7.4%	10.4%	7.7%	20.5%	12.8%
White British	82.9%	82.8%	83.4%	88.2%	90.3%	77.8%	84.8%

- (i) Across the workforce, of those who declared their ethnicity, 9.3% said they are of a BME origin, slightly lower than last year at 9.5%; and 90.3% (90.5% last year) declare they have a White British ethnic origin. This is broadly comparable to last year.

- (ii) The number of applicants (non school only) of a BME origin has increased this year to 27.2%, compared to 25.6% last year, however the number of successful applicants of a BME origin has gone up by a much larger figure to 27.4% from 19.7% last year. Although the current workforce figure (non school only) of 11.5% continues to be lower than the percentage of applicants or indeed the local average, it does indicate that the Council continues to provide opportunities for the population as a whole and the figures are growing year on year.
- (iii) Last year the statistics showed a higher number of applicants from BME backgrounds than were recruited and further analysis was carried out to establish if there was any bias. The results showed no evidence of direct discrimination. This year overall the figures are much the same although there are big differences with the figures for Corporate Services and Children, Young People & Learning, However there has also been a corresponding drop in the number of applicants from a BME background in those Departments.
- (iv) The percentage of leavers from a BME background seem to be a higher percentage than that of all staff. The percentage of permanently employed voluntary leavers that are of a BME background (non schools) is 14.8% which is also higher than the total staff percentage. Adult Social Care, Health & Housing and Corporate Services had a high ratio of leavers from a BME background this year, the adjusted figures for permanent voluntary are 18.9% and 18.2% respectively which is still higher than the staff figure however they are lower than the all leavers figure. It is to be noted, however that as our recruitment from BME backgrounds steadily increases, there is a higher concentration of BME staff with short service, and it is frequently the case that rates of leavers are typically higher in those with up to 2 years service; the higher rate of BME leavers may be affected by this. Exit interviews reveal no particular pattern of leaver reasons which appear to be directly related to ethnicity. Following last year's report further analysis was undertaken which supported these conclusions and noted that the workforce continues to become more diverse, many of the BME leavers went onto work elsewhere in Local Government.
- (v) The 2011 Census information is the basis for comparison with the ethnic origin of the local community. The figures in brackets show the figures for last year (workforce only)

	Bracknell Forest Workforce	Bracknell Forest UA Census 2011
<b>Workforce</b>		
BME	9.3% (9.5%)	15.1%
White British	90.3% (90.5%)	84.9%

These figures show the authority has a less diverse population than the surrounding area.

## 9. RELIGION/BELIEF

9.1 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
<b>Workforce</b>							
Buddhist	0.4%	0.7%	0.2%	0.4%	1.6%	0.3%	0%
Christian	61.4%	57.4%	64.4%	55.9%	58.1%	56.8%	58%
Hindu	0.4%	1%	0%	2.3%	0.9%	0.6%	0.6%
Jewish	0.2%	0.3%	0.1%	0.4%	0%	0.6%	0.3%
Muslim	0.6%	0.8%	0.4%	0.9%	0.9%	0.9%	0.6%
None	23.1%	29.7%	18.0%	32%	30.6%	27.9%	28.9%
Not specified	9.4%	5.1%	12.8%	3.6%	4.4%	5.7%	6.2%
Other	3.8%	3.8%	3.7%	2.7%	2.8%	6%	3.9%
Sikh	0.7%	1.1%	0.4%	1.8%	0.7%	0.9%	1.5%
<b>Applicants</b>							
Buddhist	0.6%	0.8%	0.3%	0.6%	1%	0.6%	0.4%
Christian	49.2%	46.9%	51.8%	47%	44.1%	49.7%	52%
Hindu	2.5%	2.7%	2.3%	3.2%	2.8%	3.3%	1.9%
Jewish	0.2%	0.2%	0.2%	0.3%	0.1%	0.2%	0.1%
Muslim	2.8%	3%	2.5%	3.3%	2.8%	3.3%	2.9%
None	36.2%	37.7%	34.5%	37.7%	39.7%	34.1%	35.4%
Not Declared	4%	4.4%	3.5%	3.2%	5.5%	2.7%	4.3%
Other	3.5%	3.2%	3.7%	3.2%	3.2%	4.9%	2.2%
Sikh	1.1%	0.9%	1.2%	1.6%	0.7%	1.1%	0.9%
<b>Recruitment</b>							
Buddhist		1.5%		0%	2.2%	1.6%	0%
Christian		46.3%		34.6%	43.4%	45.2%	62.5%
Hindu		1.5%		3.9%	0.7%	3.2%	0%
Jewish		0.7%		0%	0.7%	1.6%	0%
Muslim	N/A	2.9%	N/A	0%	4.4%	3.2%	0%
None		37.9%		50%	40.4%	33.9%	29.2%
Not Declared		6.2%		7.7%	6.6%	3.2%	8.3%
Other		2.9%		3.9%	1.5%	8.1%	0%
Sikh		1.1%		0%	0%	0%	0%
<b>Leavers</b>							
Buddhist	0.9%	1.5%	0.4%	3.6%	0%	4.6%	0%
Christian	60.3%	57.6%	62.3%	64.3%	58.3%	51.2%	58.3%
Hindu	0.6%	1%	0.4%	3.6%	0%	2.3%	0%
Jewish	0.7%	0.5%	0.8%	0%	1.2%	0%	0%
Muslim	1.1%	1%	1.1%	3.6%	1.2%	0%	0%
None	25.1%	32%	19.6%	21.4%	33.3%	32.6%	35.4%
Not Declared	7.5%	3%	11.1%	0%	3.6%	2.3%	4.2%
Other	3.7%	3.4%	3.8%	3.6%	2.4%	7%	2.1%
Sikh	0.2%	0%	0.4%	0%	0%	0%	0%
<b>Training</b>							
Buddhist	0.8%	0.8%	0.4%	0%	3.2%	0.7%	0%
Christian	86.1%	84.9%	98.2%	86.4%	84.9%	86.4%	82.1%
Hindu	0.8%	0.9%	0%	1.9%	0.9%	0.1%	1.7%
Jewish	1.2%	1.3%	0%	1%	0.2%	2.3%	0.6%
Muslim	0.9%	1%	0.7%	0.7%	0.4%	1.2%	1%
None	8.3%	9%	0.4%	7.4%	7.2%	8%	12%
Not Declared	0%	0%	0%	0%	0%	0%	0%
Other	0.2%	0.2%	0%	0%	1.3%	0%	0%
Sikh	1.8%	1.9%	0.4%	2.6%	1.8%	1.3%	2.6%



9.2 The 2011 Census information is the basis for comparison with the religion/beliefs of the local community. The figures in brackets show the figures for last year (workforce only).

	Bracknell Forest Workforce	Bracknell Forest UA Census 2011
<b>Workforce</b>		
Buddhist	0.4% (0.4%)	0.8%
Christian	61.4% (61.2%)	64.8%
Hindu	0.4% (0.3%)	1.7%
Jewish	0.2% (0.2%)	0.2%
Muslim	0.6% (0.6%)	1.2%
None	23.1% (23.3%)	30.4%
Other	3.8% (3.7%)	0.5%
Sikh	0.7% (0.7%)	0.4%

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

## 10 SEXUAL ORIENTATION

10.1 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
<b>Workforce</b>							
Bisexual	0.3%	0.7%	0.1%	0.5%	0.7%	1%	0.4%
Gay Man	0.3%	0.4%	0.2%	0.5%	0.7%	0.5%	0%
Heterosexual/ Straight	75.8%	86.5%	69.3%	89.7%	86.3%	87.2%	83.5%
Lesbian/Gay Woman	0.5%	1%	0.2%	1.1%	0.4%	1.5%	1.3%
Prefer not to say	23.1%	11.4%	30.2%	8.1%	11.9%	9.8%	14.8%
<b>Applicants</b>							
Bisexual	1.1%	1.2%	1.1%	0%	1.8%	0.6%	1%
Gay Man	0.5%	0.7%	0.4%	1.4%	0.6%	0.5%	0.5%
Heterosexual/ Straight	94.1%	93.7%	94.5%	95%	92.5%	95.5%	94.2%
Lesbian/Gay Woman	0.3%	0.3%	0.2%	0.4%	0.2%	0.3%	0.4%
Prefer not to say	4%	4.2%	3.9%	3.2%	5%	3.1%	3.8%
<b>Recruitment</b>							
Bisexual		0%		0%	0%	0%	0%
Gay Man		0.4%		3.8%	0%	0%	0%
Heterosexual/ Straight	N/A	92%	N/A	88.5%	92.9%	90.2%	93.8%
Lesbian/Gay Woman		1.1%		3.8%	0%	1.6%	2.1%
Prefer not to say		6.5%		3.8%	7.1%	8.2%	4.2%
<b>Leaver</b>							
Bisexual	0.3%	0%	0.4%	0%	0%	0%	0%
Gay Man	0.8%	0.7%	0.9%	0%	0%	0%	3.6%
Heterosexual/ Straight	77.5%	88.3%	70.9%	100%	90.5%	80.8%	82.1%
Lesbian/Gay Woman	0.3%	0.7%	0%	0%	0%	0%	3.6%
Prefer not to say	21.1%	10.2%	27.7%	0%	9.5%	19.2%	10.7%
<b>Training</b>							
Bisexual	0.4%	0.5%	0%	0.9%	0.7%	0.5%	0.2%
Gay Man	0.4%	0.3%	0.9%	0.5%	0.3%	0.3%	0.5%
Heterosexual/ Straight	48.8%	49.5%	43.9%	67%	54.9%	48%	42.5%
Lesbian/Gay Woman	1.2%	1.4%	0%	2%	0.1%	0.9%	2.6%
Prefer not to say	49.1%	48.3%	55.2%	29.7%	43.9%	50.4%	54.3%

10.2 Data from the Office for National Statistics in 2013 showed that 1.5% of the national population (Aged 17 – 64) defined themselves as being lesbian, gay or bisexual (LGB). More younger people defined themselves as LGB (2.7% of 16 to 24 year olds). This dropped to 0.5% for people aged over 65. Using the figures for the South East from the Integrated Housing Survey gives a figure of 1.5%. If this figure is accurate, the Council's workforce has a slightly higher representation at 2%.

- 10.3 The Council's figures for 2014/15 are very similar to the figures reported last year for 2013/14.
- 10.4 Sexual orientation is a sensitive area which is difficult to monitor comprehensively, and a relatively high proportion of employees have chosen not to state their sexual orientation 30.2% of staff in schools preferred not to say in the last two years. It is hoped that once the self service part of the new HR/Payroll system comes on line and staff are able to update their personal details at any point that that more staff will have the confidence to declare their sexuality.

## **11 GRIEVANCES AND DISCIPLINARIES**

- 11.1 In the period 1 April 2014 to 31 March 2015, there were 18 disciplinary cases. None of these cited diversity issues eg racist or sexist behaviour as the basis of the case. 22.2%(4) of those disciplined were female. 11.1%(2) were under 30, 55.5%(10) were 30-49 and 33.3%(6) were age 50 or over. None those were of a BME origin, whilst all but one of them were White British. 33.3%(6) declared that they were disabled. 50%(9) of those disciplined were Christian, 27.8%(5) stated that they had no religion/belief, 5.6%(1) were Buddhist and 11.1%(2) did not wish to declare their religion/belief. 44.4%(8) of these employees preferred not to disclose their sexual orientation, 55.6%(10) stated that they were heterosexual/straight.
- 11.2 In the period 1 April 2014 to 31 March 2015 there were 2 grievances lodged. 1 of these cited diversity issues e.g. racist or sexist behaviour as the basis of the case which is still ongoing. Details are not given for this one individual as this may allow them to be identified.

## **12. REVIEW OF LAST YEARS STRATEGIES**

- 12.1 The Council put in place a number of strategies to progress its 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) Provided training for staff on a variety of appropriate workshops on equalities and diversity issues. There has also been the introduction of a range of e-learning packages including ones specifically on Faith & Belief and Autism.
  - (ii) Widespread training on the importance of Equality Impact Assessments, their use and how to complete one properly.
  - (iii) Continued to place significant emphasis on equalities and diversity as part of induction training and within a wide range of courses.
  - (iv) Continued to include equalities issues as part of the training programme delivered to all staff engaged in face to face or other direct contact with the public.

- (v) The 2014 Staff Survey ensured that the range of characteristics available for analysis of staff views was expanded to include marital status and parental status. The staff survey already captured data on gender, age, ethnicity, religion/belief, disability etc to enable analysis of opinions by these characteristics. This enabled the report to highlight any significant variations in opinion within protected groups. The Staff survey is undertaken to seek the opinions of all staff, but the opportunity to see where those views vary amongst protected groups is a significant part of the three yearly exercise.
- (vi) The Council commissioned a follow up survey by QA based on the results of the staff survey to investigate areas of harassment and discrimination.
- (vii) Produced a eighth Pay and Workforce Strategy which included a strong equalities thread.
- (viii) In late 2014 the Council were successfully reassessed and continue to be accredited to use the Two Tick Disability Symbol in all job application materials.
- (ix) Analysis on some areas of concern from the 2014 Report has been carried out and action points agreed going forward.

### 13. **STRATEGIES FOR 2015/16**

- 13.1 The following strategies for workforce matters will be put in place to ensure equalities are subject to continuous improvement:
- (i) Continuing to ensure all Council employees and potential employees have fair and equal access to available opportunities and enjoy fair treatment.
  - (ii) Continue to conduct annual workforce monitoring broken down by protected characteristics; schools and non schools; and by department.
  - (iii) Distribute access to the Self Service part of the new HR/Payroll system across the Council to enable staff to update their personal details at any point during the year. This will include a communication encouraging them to check their information already held on the system.
  - (iv) Continue to ensure that there is an appropriate equality and diversity training programme in place including local context especially relating to cultural awareness.
  - (v) Provide a range of e-learning packages on specific disabilities eg learning disability, mental capacity, etc.
  - (vi) Further develop the programme of support to encourage improved representation in the workforce from all parts of the community. Plans are being made to provide additional advice to community based groups in the area on how to optimise their job applications.

- (vii) Exit interviews will be undertaken on all leavers from ethnic minorities for a set period of time.
- (viii) Continue to revise and update all recruitment related workshops to reflect up to date techniques and good practice.

#### **14 EQUALITIES IMPACT ASSESSMENT**

Equalities issues are discussed in the report.

#### **15 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/2015/Workforce Monitoring Report 2015](#)

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**HEALTH AND SAFETY PANEL  
11 NOVEMBER 2015  
3.30 - 4.00 PM**

**Present:**

Councillor Tullett (Chairman)

**Employer's Representatives:**

Andy Anderson, Health & Safety Manager  
Andrew Deacon, Adult Social Care, Health & Housing  
Kim Stevens, Environment, Culture & Communities  
Tony Madden, Chief Officer Human Resources  
Paul Young, Children, Young People & Learning

**Employees' Representatives:**

Cliff Mandville, ASCL  
Tom Wheaton, NUT  
Fred Jones, NUT

**Apologies for absence were received from:**

Carly Mabbott, UNISON  
Graham Jackson, NASUWT

**17. Minutes and Matters Arising**

The minutes of the meeting on 3 June 2015 were approved as a correct record.

Matters Arising

Minute 12:

Children, Young People & Learning: It was reported that all schools had been contacted in June 2015 to remind them of their responsibilities around preventing finger trapping.

**18. A Discussion on the Future Format and Timing of the Health & Safety Panel Meetings**

The Chairman reported that following discussions with the Chief Officer: Human Resources and other officers, it was clear that the role and future of the Health & Safety Panel needed to be reviewed. The intended role of the Panel was to establish a line of communication with trade unions, allowing any health and safety issues to be resolved. In practice, the trade unions were not raising any issues or feeding anything into the meetings as issues were being dealt with in other ways. Trade unions would typically contact officers directly if they had any issues and this was working well. In addition, departmental safety groups were already feeding information into their departmental management teams and this was considered sufficient. The Panel was poorly attended and had become ineffective.

Officers and trade unions agreed that there was enough infrastructure in place within the Council to allow sufficient health and safety reporting and to allow any issues to be dealt with in a timely and effective manner.

**The Panel agreed that the Health and Safety Panel be suspended for 12 months, pending any urgent request from trade unions for an issue to be discussed. After 12 months, a decision would be taken as to whether the Panel could be disbanded.**

19. **Date of Next Meeting**

To be confirmed – November 2016

**CHAIRMAN**



**LOCAL JOINT COMMITTEE  
28 OCTOBER 2015  
4.00 - 4.55 PM**



**Present:**

Councillors Leake (Chairman), Allen and Worrall  
Lorna Cameron, UNISON

**Apologies for absence were received from:**

Councillors Mrs Angell

**Also Present:**

Tony Madden: Chief Officer; Human Resources  
Janet Berry: Head of Community Learning and Skills

**27. Declarations of Interests**

There were no declarations of interest.

**28. Minutes from Previous Meeting**

The minutes of the meeting held on 3 September 2015 were approved as a correct record.

**29. Urgent Items of Business**

There were no urgent items of business.

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

**1) Staff Survey Action Plans**

The Chief Officer; Human Resources reported that the Council wide survey action plan included a number of short, medium and longer term actions to address the six key themes that which had arisen from the results of the staff survey. A number of the short term actions had already been completed and the medium and long term actions were all in train. The Committee noted the action plan and the progress to date.

**2) Severance Policy Options**

Unison commented that they would be disappointed if there was a reduction in the current 1.75 multiplier as a great deal of work had been undertaken to reach agreement of the 1.75 multiplier. Members agreed to take their views forward to the Employment Committee.

**3) Public Sector Exit Payment Cap**

The Committee noted the potential legislative change in the governments approach to public sector severance payments and that further information would be made available once the governments consultation had been completed.

**4) Community Learning Restructure**

The Committee noted the report.

**5) Coral Reef Enhancement Project – Employment Implications**

The Committee noted the report.

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

**Unison Ethical Care Charter**

Unison reported that this Charter had been adopted by a number of local authorities in the country. Unison's position was that whilst they supported the ethos and principles of the Charter, they understood that implementing the Charter may have undesirable outcomes. At worst, the adoption of the Charter could lead to agencies not taking up contracts with the Council.

The Committee noted that many of the principles contained in the Charter were already broadly followed by the Council which had a reputation as a good employer.

**CHAIRMAN**

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