



NOTICE OF MEETING

Employment Committee

Wednesday 13 December 2017, 7.30 pm

Council Chamber, Fourth Floor, Easthampstead House, Town Square, Bracknell - Easthampstead House, Town Square, Bracknell, RG12 1AQ

To: Employment Committee

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

Non-Voting Co-optee

Councillor Heydon

cc: Substitute Members of the Committee

Councillors Brossard, Dudley, Mrs Hamilton, Dr Hill and Peacey

ALISON SANDERS
Director of Resources

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Published: 5 December 2017



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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

Members are asked to declare any disclosable pecuniary or affected interests in respect of any matter to be considered at this meeting.

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

Any Member with an affected Interest in a matter must disclose the interest to the meeting and must not participate in discussion of the matter or vote on the matter unless granted a dispensation by the Monitoring officer or by the Governance and Audit Committee. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.

3. Minutes from previous meeting

To approve as a correct record the minutes of the meeting of the Committee held on 4 October 2017.

5 - 8

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 verbal update from the Chairman of the Local Joint Committee.

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

To recommend to Council the Pay Policy Statement for 2018/19.

9 - 44

7. **Annual Report on Retirements and Redundancies**

To receive the annual report on retirements and redundancies.

45 - 46

8. **Volunteering Policy**

To approve the new Volunteering Policy.

47 - 62

9. **Redundancy Authorisation: Change to Procedure**

To note the change to custom and practice in relation to redundancy authorisation.

63 - 64

10. **Monitoring the Council's Workforce Report - 2016/17**

To note the Monitoring the Council's Workforce Reports and endorse the strategies proposed for 2017/18.

65 - 82

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 items 12 and 13 which involves the likely disclosure of exempt information under the following category of Schedule 12A of that Act:

(3) Information relating to the financial or business affairs of any particular person.

12. **Restructuring in the Central Post and Support Team**

To note the amendments to the structure of the Central Post and Support Team with effect from 31 March 2018.

83 - 90

13. **Proposed Redundancies - Forestcare**

To note the redundancies as a result of the service reorganisation in Forest Care.

91 - 96

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**EMPLOYMENT COMMITTEE
4 OCTOBER 2017
7.30 - 8.25 PM**



Present:

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

18. Declarations of Interest

There were no declarations of interest.

19. Minutes from previous meeting

RESOLVED that the minutes of the Committee held on the 5 July 2017 be approved as a correct record and signed by the Chairman.

Arising from the minutes it was noted that the Chairman had consulted with the Leader and Chief Executive regarding Item 9, the proposed changes to redundancy authorisation, the proposals would be brought to the next Employment Committee in December.

20. Urgent Items of Business

There were no urgent items of business.

21. Update from the Chairman of the Local Joint Committee

Councillor Leake reported that the Local Joint Committee had been cancelled after extensive enquiries had been made with the Union representatives, as none of them were able to attend the Committee on Wednesday 4 October 2017. The Union representatives were informed that they could submit written comments on the items going to Employment Committee, but none had been received.

The Chief Officer: Human Resources reported that the Unions had been fully engaged and consulted on item 10 of the Agenda, Future Provision of Services – Bridgewell. The Facility Time item would be taken to the next Local Joint Committee. This report was inline with new regulations which had been introduced this year which required unions to provide a record of the time off that allowed for Trade Unions representatives to take up their Trade Union Duties. It was also noted that Unions were also engaged early on in any proposed redundancies.

22. December Pay Date

The Committee received a report to consider whether to change the December pay date to the last day of the working month. Traditionally the December pay date had been two weeks earlier, around the 20th of the month rather than the last business day of the month.

The Chief Officer: Human Resources reported that the issue had arisen from an enquiry from UNISON who had reported that some members who were in receipt of Universal Credit were experiencing financial issues due to the early pay date in December.

The issue had been raised with the Schools Trade Union, who were not supportive of the proposal and wished for the December pay date to remain as it was. The Chief Officer: Human Resources reported that if the two Unions did not come to an agreement in the next two weeks, then the pay date would remain as it was for this December. It was very likely that an agreement would not be reached.

The Committee raised concerns that even if the Unions came to an agreement in the next two weeks that the lead in time to inform employees was too short. The Committee were also concerned that employees had not been directly consulted on the proposal, as the change affected all employees it was thought that their views should be sought.

As the Committee did not agree the recommendation set out in the report, the Committee proposed that the proposal be taken back to the Unions and be brought back to the Committee for the December pay date in 2018. The Committee requested that full staff engagement and communication be sought before the decision be taken.

23. **Foster Carer Leave Policy**

The Committee received a report which proposed that employees who became Foster Carers are allowed up to ten days of paid foster carer leave, to demonstrate the Council's commitment to fostering and to become a "Fostering Friendly Employer".

The Chief Officer: Human Resources reported that there was no legal requirement by employers to offer this incentive, but the Council were offering this provision on a voluntary basis. This would be offered to all employees apart from those working in schools.

The 10 days leave were per foster child. Five days leave would be allocated to the application process and the other five days leave would be used for meetings and training that Foster Carers had to undertake once their application was successful.

The Committee commented that this would be a positive step for the Council to take and would provide good PR for the Council as well as show that the Council values Foster Carers. Long term it could assist in maintaining costs of children in care.

The Chief Officer confirmed that flexible working was available to all parents and that the second recommendation in the report would be amended to reflect this.

RESOLVED that:

- i) employees who are foster carers or are in the process of becoming a foster carer are allowed up to 10 days total paid foster carer leave (excluding schools).
- ii) requests for time off, leave and flexible working arrangements in relation to care of a looked after child are considered in accordance with other Council

policies in relation to parents and carers responsible for looking after children, where this is consistent with the operational demands of the organisation.

- iii) the Council supports the annual Foster Care Fortnight awareness campaign.

24. Minutes of Sub Groups

The Committee noted the minutes of the Local Joint Committee held on 5 July 2017.

25. Exclusion of Public and Press

RESOLVED that pursuant to Section 100A of the Local Government Act 1972, as amended, and having regard to the public interest, members of the public and press be excluded from the meeting 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 26, 27 and 28 in the minutes).

26. Future Provision of Services - Bridgewell Intermediate Care Unit

The Chief Officer: Commissioning & Resources reported the outcome of the consultation which had been held concerning the provision of services at The Bridgewell Centre. A number of staff could not be redeployed to a community based role as they were unable to drive.

RESOLVED that

- i) the Committee noted the changes to provision of services outlined in the Director of Adult Social Care, Health & Housing's report.
- ii) the Committee noted the proposed redundancies that had arisen from the decision that the Executive made at their meeting on 9th May agreeing a model for future commissioning of Intermediate Care Services, which included the de-commissioning of The Bridgewell Centre.

27. Transformation Programme - Library Supervisor Restructure

The Chief Officer: Human Resources reported this restructure has led to one redundancy. The restructure was in light of the management of existing vacant posts and the streamlining of processes. The savings made will go towards the 2018/19 target of £150k.

RESOLVED that

- i) the Committee noted the post holder listed in Annex B to be made redundant, with effect from 31 December 2017, with the costs being met from the Structural Changes Fund (subject to any redeployment opportunities offered to those affected).
- ii) the original and proposed structures detailed in Annex A are noted.

28. Restructure of Welfare and Housing Services

The Chief Officer: Human Resources reported that the redundancy had arisen from the restructure of the welfare and housing service.

RESOLVED that the Committee noted that the post of Enabling Officer is redundant on the terms as set out in exempt Appendix A.

CHAIRMAN

**TO: EMPLOYMENT COMMITTEE
13 DECEMBER 2017**

**ANNUAL UPDATE OF THE COUNCIL’S PAY POLICY STATEMENT AND ANNUAL REVIEW
OF BRACKNELL FOREST SUPPLEMENT
(Director of Resources – 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 fourth annual reassessment of the Bracknell Forest Supplement which will take effect from 1 April 2018.

2 RECOMMENDATIONS

That the Employment Committee:

- 2.1 **Recommend that Council agree the Pay Policy Statement for 2018/19.**
- 2.2 **Agree that the level of the Bracknell Forest Supplement from 1 April 2018 remain unchanged, as there is no change to the recommended non-statutory “Living Wage”, currently £8.45ph and that this is reviewed of and when the recommended living wage is reviewed by the Joseph Rowntree Trust.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 To comply with the Department of Communities and Local Government (DCLG) guidance and 2014 Transparency Code requirements.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None

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 £8.45 per hour. It does not apply to casual workers.
- 5.3 The “Living Wage” (voluntary) outside London is updated nationally in November based on recommendations from the Joseph Rowntree Trust and the recommendation now stands at £8.45, which is unchanged from last year.
- 5.4 The Government two years ago announced its intention to gradually increase National Living Wage (mandatory) for those aged 25 or over to reach £9 per hour by 2020. The Low Pay Commission will advise the Government on future increases. The National Living Wage covers all employees of 25 or over including casual workers. The current level of the National Living wage is £7.50ph. The level of National Living Wage applicable from April 2018 has not yet been officially announced, but is expected to be around the level of £8.05 per hour – still below the level of the current Bracknell Supplement, so there would be no increase for permanent and temporary staff, but it will of course require an increase to the pay of some casual workers. Since this change would be statutory in nature it would not require this paper to come back to Committee.

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. As there is no proposed increase at this time, there is no immediate need to increase the Bracknell Forest Supplement, and news of the mandatory April 2018 National Living Wage is awaited.

7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 7.1 The legal framework relating to the subject matter of the report is set out in the Pay Policy Statement itself.

Borough Treasurer

7.2 *

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 2018/19
(Reported data based on 2017-18)

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 2017/18. Data on existing salaries, job roles and statistics contained within the statement are based on the year 2017/18.

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:

- 3893 employees (equivalent to 2954 full-time equivalent (FTE) employees). These numbers are as at 1 April 2017 and include schools.
- Services to an estimated 119,447 residents within the local community.
- Total Gross Expenditure of £243.7million, which was the Council's Total Gross Outturn Expenditure in 2016/17.
- 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

Unrestricted

- Roads, transport, street lighting and car parking
- Trading Standards and Licensing
- Youth and Community Services
- Public Health
- Regeneration and economic development
- Community Safety
- The following facilities:
 - 37 schools (including one Pupil Referral Unit)
 - one respite service (overnight and daytime)
 - 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
 - Two town centre offices and the commercial centre
- 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
 - Currently has over 2,400 open cases on adults and provided long term services to over 1,300 people.

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 £243.7m of public funds, serving around 119,447 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.

Staff under indirect management responsibility: 3893

- **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/or housing 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

Unrestricted

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 commission 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 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

The Welfare and Housing Service aims to maximise customers' income and independence. The Welfare Service provides national and local welfare payments to households in the Borough and provides advice to households so that they can maximise their income including budgeting advice and employment opportunities. The Housing service provides advice to households so that they can resolve their housing need, provides advice and if necessary accommodation for homeless households and overall helps customers secure a home that meets their needs. The Forest care service provides an emergency and re-assurance service to its customers so that they can maintain their independence in their home and feel safe and secure in the knowledge that if an emergency occurs there is help to call upon. There are currently over 2020 households on the housing register, 140 homeless households, 10,300 Forestcare lifeline customers and 5,500 households in receipt of housing benefit.

The Directorate includes the Bracknell Forest Public Health Team. Public Health work aims to improve the health and wellbeing of the population, tackle health inequalities and reduce premature mortality. The team commissions a range of services including health visiting and school nurses,

stop smoking support, weight management, health checks, sexual health, falls prevention, mental health and substance misuse treatment. The team also provides support and advice on health matters direct to the community via campaigns, events and social media, as well as providing support to other professional agencies on issues such as infectious disease control or patterns of health and healthcare outcomes within the local population. Collaboration is central to work of the Public Health team, particularly with colleagues in social care, the NHS and the voluntary sector. In addition to the Bracknell Forest Public Health team, the Directorate also hosts the Berkshire-wide 'Shared' Public Health team which provides strategic, contracting and data support to the six unitary authority Public Health teams across the county. This team is led by the Strategic Director for Public Health.

Budget responsibility: £31.7million per annum

Staff under direct or indirect line management responsibility: 376

- ***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: £17.7 million per annum (not including schools, £85.5m)

Staff under direct or indirect line management responsibility: 2862 (not including schools, 363)

- **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 3 service divisions and one support division, and includes:

- Town and country planning
- Building Control
- Transport Development
- Parks and countryside management,
- Leisure facilities
- Libraries
- ,
- Emergency planning,
- Highways engineering and maintenance,
- Refuse collection and street cleansing
- Waste disposal and recycling,
- Public parking.

Budget responsibility: £21 million per annum (net of income)

Staff under direct or indirect line management responsibility: 433.

- **Director - Resources**

As of September 2017 this post is responsible and accountable for seven separate sections - Finance, Information and Communication Technology, Legal Services, Human Resources, Democratic and Registration Services, Corporate Property, and Customer Experience.

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 experience, revenue collection, electoral registration)
- Core management responsibilities (setting standards and ensuring that the organisation functions legally within a robust financial framework, and acts as a good employer)
- 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 and Business Rates
- Customer experience including digital services
- Legal services
- Democratic management
- ICT
- HR

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

Budget responsibility: £13.6 million per annum

Staff under direct or indirect line management responsibility: 195.

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

Unrestricted

Executives, the Local Government Association/Employers, and other relevant pay surveys

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 Resources 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 softphones; if a mobile phone is also required a business case must be made

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. In the case of one Director, an additional recruitment and retention payment was agreed by the Chief Executive and the Chair of Employment Committee as a result of market conditions and the need to recruit to this key position.

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. (In addition, new legislation is expected which will introduce an obligation for someone earning over £80,000pa to repay some or all of their severance payment if they return to work anywhere in the public sector within 12 months. Once the regulations are finalised a separate report will be made to Employment Committee giving full details. It is not yet clear when the new regulations will take effect but it is anticipated they will be in force during 2017-18.)

(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.

Unrestricted

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	£147,674 - £159,786
Director - Resources (Deputy CE)	£109,106 - £118,038
Director – Children, Young People and Learning	£106,445 - £115,159
Director – Adult Social Care, Health and Housing	£106,445 - £115,159
Director – Environment, Culture and Communities	£106,445 - £115,159
Director of Public Health	£108,000 - £113,000
Borough Treasurer and Section 151 Officer	£92,759 - £98,395
Borough Solicitor and Monitoring Officer	£87,441 - £92,759
Chief Officer: Children's Social Care	£87,441 - £92,759
Chief Officer: Environment and Public Protection	£87,441 - £92,759
Assistant Chief Executive	£82,434 - £87,441
Chief Officer: Information Services	£82,434 - £87,441
Chief Officer: Human Resources	£82,434 - £87,441
Chief Officer: Property	£82,434 - £87,441
Chief Officer: Strategy, Resources and Early Intervention	£82,434 - £87,441
Chief Officer: Planning and Transport	£82,434 - £87,441
Chief Officer: Older People and Long Term Conditions	£82,434 - £87,441
Chief Officer: Commissioning and Resources	£82,434 - £87,441
Chief Officer: Housing	£76,189 - £82,434
Chief Officer: Customer Services	£68,914 - £74,721
Chief Adviser: Learning and Achievement	£86,575 - £91,841

Figures as at 1 April 2017 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 £15,599. 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 2017 is £8.45 per hour (including local weighting). This gives an annual minimum for a 37 hour week of £16,302. For the purposes of this report therefore £16,302 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.

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 2017-18 was £8.45. The amount is reviewed annually by Employment Committee; however no increase to the Rowntree Foundation Living Wage has yet been proposed for 2018 and therefore the accompanying report proposes the Bracknell Forest Supplement from April 2017 remain the same.

In April 2016 a new "National Living Wage" rate for those 25 years of age and over was introduced. The Bracknell Forest Supplement therefore results in pay levels above the statutory minima.

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:

Apprentices;

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 2017 including base salary, overtime pay and any lump sum car allowances is 6.8. (Last year's multiple was 6.8).

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 6.0. (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 or outsourcing of functions 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 HMRC 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.

New regulations are awaited on a proposed cap on severance payments which would limit any severance payment (including the capitalised cost of early pension release) to £95,000. The details, when known, will be the subject of a separate report to Employment Committee but so far, no implementation date has been announced.

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 normally 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 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

Chief Executive and Chief officers are issued with mobile phones to be more effective and are required to be on an emergency duty list, other staff are issued phones in accordance with their workstyle in order to be more effective. Usually this means that Free workers will be issued with a mobile phone. The council funds the phone and business calls.

All employees working flexibly are issued with a softphone and a business case needs to be made if a mobile phone/device is required in addition to this.

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.

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 2017/18.

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, nikki.gibbons@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**

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 1st 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

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.

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 1st 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.

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.

PART B – Formulation of RECOMMENDED policy in accordance with the

Local Government Pension Scheme Regulations 2013

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 1st 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

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

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

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

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: Nikki Gibbons
Job Title: Chief Officer: HR
Full Address: Time Square, Market Street, Bracknell
Post Code: RG12 2JD

Tel No: 01344 352062

Adjudicator's Signature: _____

Date: _____

Or alternatively:

Name: Stuart McKellar

Job Title: Borough Treasurer

Full Address: Time Square, Market Street, Bracknell

Post Code: RG12 2JD

Tel No: 01344 355605

Adjudicator's Signature: _____

Date: _____

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

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.

Regulation 4 – Loss of employment through permanent incapacity

Unrestricted

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.

**TO: EMPLOYMENT COMMITTEE
13 DECEMBER 2017**

**ANNUAL REPORT ON RETIREMENTS AND REDUNDANCIES
(Director of Resources – Human Resources)**

1 PURPOSE OF REPORT

- 1.1 The Council produces an annual report to show the capital costs and savings on early retirements/redundancies and to report on ill health retirements. The Council has been doing this since 1999 so, in line with established practice, this report summarises the Council's performance during the last financial year i.e. 1/4/16 to 31/3/17.

2 SUPPORTING INFORMATION

PENSION CHANGES

- 2.1 Previous reports to the Employment Committee described the changes to the Local Government Pension Scheme (LGPS) from April 2014 which are now firmly in place and no further major amendments have been announced.

There remains no firm date for implementation of the cap on exit payments, as described in previous reports; when this is implemented it may require some adjustments to the Pension regulations at a national level to enable the change.

3 ANNUAL REVIEW OF ILL HEALTH RETIREMENTS AND REDUNDANCIES

- 3.1 The following information captures statistics from the last year (2016/2017) and compares them to previous periods.

The numbers of Ill Health Retirements, Flexible Retirements and Redundancies over the age of 55 over the last 3 years are as follows:

	2014/2015	2015/2016	2016/2017
Ill Health	5	5	3
Redundancy (Over 55 with access to pension)	3	8	28*
Flexible Retirements (no capitalised cost)	1	3	3
Total	9	16	33

* See paragraph 3.3 for an explanation of the increase

The Employment Committee has received detailed reports on the business case in relation to the redundancies & early retirements (including the savings accrued) and this has been implemented accordingly.

3.2 Ill Health Retirements

The total number of employees leaving as the result of ill health retirements (IHR), including schools, has reduced slightly in 2016/2017, and still remains at a low level because of two key factors:

- early intervention and robust management by Occupational Health.
- the process to obtain retirement on medical grounds is stringent.

3.3 Redundancies (over the age of 55)

The number of those employees over 55 made redundant, who had access to their pension, increased significantly in 2016/17 compared to the previous year. This reflects a year where the number of restructures increased as a result of budget reductions, and included the closure of Heathlands and the Education Library Service.

3.4 Flexible Retirements (no cost to the Council)

The number of those employees taking Flexible Retirement, decreased in 2016/17 compared to the previous year. This is a useful tool for the Council to retain knowledge and experience of staff, whilst enabling those staff to prepare for retirement normally by reducing their hours or less common, transferring to a lower graded position. It is initiated by employee request.

4 **EQUALITIES IMPACT ASSESSMENT**

- 4.1 No adverse equalities impact as the current policy on discretions is constructed on a fair and equitable basis and applies to all employees. The policy has been the subject of an Equalities Impact Assessment. Each restructure involving more than 5 redundancies is also subject to an Equalities Screening process which has no identified any adverse impact. The Workforce Monitoring Report contains a summary of all redundancies in the financial year broken down by protected characteristics.

5 **STRATEGIC RISK MANAGEMENT ISSUES**

- 5.1 Identified in the individual reports to the Employment Committee where recommendations on redundancies / early retirements are made.

Background Papers

None

Contact for further information

Nikki Gibbons 01344 352062

nikki.gibbons@bracknell-forest.gov.uk

**TO: EMPLOYMENT COMMITTEE
13 DECEMBER 2017**

VOLUNTEERING POLICY Director of Resources

1 PURPOSE OF REPORT

- 1.1 To approve the new Volunteering Policy.

2 RECOMMENDATIONS

- 2.1 **That the Volunteering Policy at Annex A be approved by Employment Committee.**
- 2.2 **That the payment of expenses be at the discretion of the relevant manager, having regard to the needs of the service**
- 2.3 **That the policy be reviewed in 12 months as the levels of volunteering increase across the Council.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 The Volunteering Policy sets out the process for recruiting and managing volunteers so that there is a more consistent approach across all council services. As a number of Transformation programmes involve promotion of volunteering it is important and timely to establish a consistent approach across the Council.
- 3.2 The policy will be reviewed after 12 months to see if anything else needs to be added or anything changed, As levels of volunteering will be increasing significantly, the Council's experience in managing volunteers will develop and the policy will need to reflect this.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The council could choose not to adopt a Volunteering Policy, however this would not be consistent with the new narrative set out in the Council Plan which promotes a culture of self-service and residents being able to help themselves to maximise their independence and encourages community involvement and the use of volunteers in the delivery of council services. By implementing its own policy, the council is clearly demonstrating to staff and residents its commitment to volunteering as part of creating resilient and supportive communities.
- 4.2 The work involved in producing this document has highlighted the inconsistencies across the council in the way we manage our volunteers. This can be confusing and doesn't help promote best practice, for example, if someone volunteers for more than one department and can claim expenses with one of them, but not with the other. This reinforces the need for a council wide framework.

5 SUPPORTING INFORMATION

Volunteer Policy

- 5.1 The Council Plan 2015 – 2019 sets out the new narrative and the strategic approach the council has to meet the challenges of the current financial situation. The new narrative is about delivering services that allow us to adapt, innovate, find new ways of working and, in some cases, reduce what we do. Key to this is working with our partners and communities to explore different options for delivering services, promoting self-reliance and empowering residents to take responsibility for their communities.
- 5.2 Volunteering is a key measure of success in two of the Strategic Themes in the Council Plan, namely,
- Value for money - Community involvement and the use of volunteers in the delivery of council services has increased
 - Strong, safe, supportive and self-reliant communities - Levels of volunteering and community action in the borough are increased
- 5.3 Volunteering and active citizenship already make a valuable contribution to services of the council. In a survey carried out in 2014, Volunteer Managers reported using volunteers to deliver their service, totalling around 1,700 volunteers over 12 months. Together, the volunteers gave a total of over 129,500 hours of time, which, costed at £12.20 per hour (the average hourly pay rate excluding overtime for part-time employee in Bracknell Forest in 2011 according to the [ONS website](#)) equates to a contribution of £1,579,900.
- 5.4 In the coming years this will need to grow, with volunteers playing an increasingly important role in helping to enhance and manage the rising demand on services. The Transformation Programme's service reviews are considering the most appropriate sourcing options for services including considering divesting services to communities and increased use of volunteers and community management. The library service is significantly increasing the numbers of volunteers supporting the service and the strategies for delivering other services may rely on greater use of volunteers in the future.
- 5.5 Over the years, each department has developed their own processes for recruiting and managing volunteers and paying expenses and these vary across each department. With the focus on developing a "One Council" culture and with more departments working with volunteers, it seemed timely to produce a policy to provide a consistent approach to ensure that the council is able to work effectively to involve residents in volunteering.
- 5.6 Alongside this policy, we have produced a draft document called 'Guidance for Managers working with Volunteers', which provides practical advice and guidance on how staff can effectively recruit and manage volunteers if it is appropriate to their service.

- 5.7 We have also produced a draft Volunteer Agreement and Volunteer Handbook. The former tells the volunteer what they can expect from the council and the council what they can expect from the volunteer. It is not a legally binding document and does not create an employment relationship in any way. The latter provides useful information to volunteers about volunteering at the council.

Expenses

- 5.8 The policy on paying volunteers expenses is that it is left to the discretion of each manager as to whether volunteers' expenses are paid or not according to the needs of the service. Each service area may have their own policy for determining the circumstances in which expenses will be reimbursed and the procedure for paying them.
- 5.9 The Department for Work & Pensions guidance on expenses clarifies that, volunteers aren't paid for their time as a volunteer, but they may be paid for any out of pocket expenses. These are usually limited to food, drink, travel or any equipment they need to buy. Advice from Involve also emphasises that paying volunteer expenses, including travel, is established best practice.
- 5.10 Some service areas already offer to pay reasonable out of pocket expenses, e.g. Youth Offending and Libraries. However, other service areas, like Parks and Countryside, have adopted a policy of not paying any volunteer expenses, because they use a lot of volunteers and they don't have the budget to pay volunteer expenses and the time involved in administering expenses would negate the benefits of volunteers to the service.
- 5.11 Some service areas offer to pay for a volunteer's expenses to travel to and from their place of volunteering and others don't. Some concerns have been raised by HR about paying travel costs and ensuring that the council is not seen as treating volunteers as employees as a mileage payment could be interpreted, in combination with other factors, as detracting from volunteer status. However, it is not in itself a determining factor. It is not common, for example, for parents who volunteer in schools to be offered home to school mileage; but as already noted, practice currently varies across the organisation. Volunteers are not, of course, employees but it should also be noted that employees (and indeed Members) are not able to claim home to work mileage. However it is accepted that in some cases, making this mileage claimable might tip the balance to encourage some people to volunteer.

Staff volunteering

- 5.12 Until now, the Council has not had a policy on staff volunteering. In order to lead by example as we are encouraging businesses and partners to contribute to the community, it seemed an appropriate time to develop the Council's policy on this. This is also complementary to the council's new Organisational Development strategy and behaviours framework.
- 5.13 The Council's policy is that we will actively encourage and promote volunteering amongst our colleagues using behaviour change techniques. If colleagues are looking for a volunteering opportunity, we will encourage them to volunteer locally, if appropriate, and colleagues will be able to utilise flexi-time to balance volunteering and work commitments.

- 5.14 This approach will enable colleagues to volunteer, but at no cost to the Council, as they will be encouraged to volunteer in their own time. However, it encourages managers to allow some flexibility to colleagues on a day that they are volunteering, for example, being understanding when someone returns slightly late from their lunch break because they have been volunteering in a local school.
- 5.15 In addition to this, managers will be encouraged to think about any team building days they are organising and the opportunities that these provide to contribute to the local community; e.g. some teams have volunteered for a day at the Jealotts Hill Community Landshare project.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 There is no legal duty to pay expenses it is purely discretionary. It is good practice that the position on expenses is made clear to all, before people commence volunteering. A reasonable person would expect the council to be consistent in its approach to all volunteers, so there is parity between volunteers, particularly given the new narrative of asking volunteers to assist with services previously delivered solely by the Council.

Borough Treasurer

- 6.2 Nothing to add to the report.

Equalities Impact Assessment

- 6.3 An equalities screening has been completed on the policy. (Annex B)

Strategic Risk Management Issues

- 6.4 There is a reputational risk if the Council has a formal policy of not paying expenses when our voluntary partner, Involve and the DWP recommend we should pay expenses.
- 6.5 There is a risk of putting off volunteers if the Council has a policy of not paying expenses, especially in those service areas where we already do so. However, if CMT sets a blanket policy of paying expenses, the Council runs the risk of some services being put off or discontinuing using volunteers if it creates costs they can't absorb. The review of the policy in one year will seek to understand how the approach adopted to paying expenses has impacted on volunteering.

Other Officers

- 6.6 Not applicable

7 CONSULTATION

Principal Groups Consulted

- 7.1 Project Team – Volunteering and Closer Partnership Working workstream of the CCC Review, this includes the General Manager of Involve.

A number of council colleagues involved in managing and working with volunteers including the library service, parks and countryside and youth offending teams.

HR colleagues

Citizen and Customer Contact Implementation Team, including departmental representatives.

Directors and DMTs.

Method of Consultation

- 7.2 Email, project meetings and workshop sessions.

Representations Received

- 7.3 Incorporated within paper

Background Papers

Volunteering Policy

Volunteering Policy initial equalities screening record form

Volunteering Toolkit:

Guidance for Managers working with Volunteers

Volunteer Agreement

Volunteer Handbook

Contact for further information

Lesley Doyle, Chief Executives Office - 01344 352218

Lesley.doyle@bracknell-forest.gov.uk

Abby Thomas, Chief Executive's Office - 01344 353307

abby.thomas@bracknell-forest.gov.uk

Bracknell Forest Council Volunteering Policy

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Bracknell Forest Council Volunteering Policy

1. Introduction

Volunteers already make a valuable contribution to delivering services at the Council and through the transformation programme this is growing, with volunteers playing an increasingly central role in helping to sustain and manage the rising demand for services. The Council Plan and transformation programme aim to encourage community self-reliance and active citizenship.

Volunteering activity adds value to service provision, helping to provide services that might not otherwise be provided or sustained and it enhances core public services. Services also benefit from the skills and expertise that volunteers bring with them.

This policy applies to anybody who wishes to volunteer for the council. A volunteer is defined as a person who freely gives their time, skills and experience without expectation of financial reward. A volunteer will not replace a paid employee, but the work they perform will complement and supplement the work of Council employees. The relationship between the Council and the volunteer is an entirely voluntary one and does not imply a contract of employment nor is it legally binding.

Support for Voluntary and Community Groups in Bracknell is provided by Involve, who are the volunteer centre for Bracknell Forest and who can provide help with the recruitment of volunteers and training for volunteers and their managers. Involve receive grant funding from the Council to carry out this work and are available for all council services to make use of.

2. Aim

The Volunteering Policy sets out the Council's approach to how it will work with and support those who wish to volunteer for Bracknell Forest Council.

3. Scope

Volunteers are currently fulfilling many different types of volunteering across the council, from volunteering for a couple of hours at a weekend to helping maintain a park, right through to people that volunteer on a regular weekly basis in one of our libraries. This policy sets out the process for engaging and managing volunteers who wish to volunteer for the Council, so that there is a consistent approach across all council services.

This process will ensure that everyone is able to make a recognised contribution that adds value to public services and that active citizenship is encouraged and developed.

4. We will work to ensure that:

- We provide equality of opportunity for all volunteers.
- We work in partnership with Involve to recruit volunteers and promote volunteering.
- We promote volunteering opportunities using a variety of methods, including social media, and have clear role descriptions.
- We will be flexible and offer a variety of roles, including short term and/or time limited ones.

- In promoting volunteering opportunities we will recognise there are many different reasons why people volunteer.
- We will support volunteers to ensure the best possible matching of skills and personal interests and goals.
- If a volunteer is not suitable for a particular role, they will be referred to Involve for other roles.
- The service area is responsible for providing support to their volunteers including appropriate induction, training and development.
- Volunteers are able to carry out their duties in safe, secure, healthy environments.
- Volunteers will be subject to the relevant Disclosure and Barring Service (DBS) checks, where it is relevant to the role and required by law.
- We will ensure robust safeguarding and protection policies are in place.
- Volunteers will be reimbursed reasonable expenses when they are incurred.
- We recognise and celebrate our volunteers.

5. Managing volunteers

There is no council wide team in place for recruiting and supporting volunteers. It is the responsibility of the service area working with volunteers to manage them and carry out all other work associated with them.

There is a range of practical guidance available to help managers, including the Guidance for Managers working with volunteers.

6. Recruitment and selection

Bracknell Forest Council operates a fair and open recruitment policy for volunteers. This means that we will promote and offer volunteering opportunities widely, using a variety of methods, including social media and Involve, the volunteer centre for the borough.

Regular volunteers with the Council will be asked to sign a Volunteer Agreement. This is not a legally binding document and does not create an employment relationship in any way, but helps to clarify what the volunteer and the Council can expect from each other.

At the discretion of the staff member recruiting the volunteer, some volunteers will also be asked to:

- Give details of two referees
- If under-18 years of age, gain written consent of their parent or guardian
- Complete an Expression of Interest form or application form
- Attend an informal meeting where we will look to match them with an appropriate role
- Complete a DBS check by providing identification and other documents.

The Council will support volunteers to ensure the best possible matching of skills and personal interests and goals. If a volunteer is not suitable for a particular role, they will be referred for other roles via Involve.

7. Under 18's

Whilst there are no specific age limits to volunteering, no one under the age of 13 should be taken on. Specific rules apply to young people between the ages of 13-16 (see Appendix 4 in the Guidance for Managers working with Volunteers.). Extra care needs to be taken to protect young people from health and safety risks.

Good practice also recommends that parental/guardian consent is obtained for volunteers under 18 years of age.

8. Role of the volunteer

A clear role description will be provided along with clear instructions on what is required of the volunteer.

9. Expenses

Volunteers may be reimbursed for reasonable expenses incurred while carrying out their volunteering role for the Council. This could include travel costs, food, drink, or any equipment they need to buy. The Department for Work & Pensions guidance on expenses states that, volunteers may be paid for any out of pocket expenses.

Managers may use their discretion as to whether volunteers' expenses are paid having regard to the needs of the service. If paid, petrol costs will be reimbursed using the Approved Mileage Allowance Payment. At the time of writing this is £0.45 per mile.

10. Induction and training

All volunteers should have an induction appropriate to their role. The induction could include:

- The role of the volunteer
- An introduction to the place of work
- Discussion on all the relevant policies, including this Volunteer policy, and; Confidentiality, Health and Safety and Equality and Diversity policies.
- Essential procedures i.e. timekeeping, dress code etc.
- Induction training and details of ongoing training
- Expected behaviour
- Other information as appropriate.

Training will be provided as appropriate and all volunteers working with children, young people and vulnerable adults will be given appropriate safeguarding training.

11. Support

All volunteers will have a named person as their supervisor and they will be the first point of contact for the volunteer.

The supervisor will arrange regular update sessions with people that volunteer on a regular basis to discuss how they are doing in their role and any issues relevant to the role. In some cases this update session may be a five minute catch up before an environmental clean up session and with other roles it may be appropriate to book a room and have a half hour meeting.

12. Dealing with problems

If a volunteer encounters any problems when volunteering for us, or has any queries about volunteering or associated matters, they should discuss these with their supervisor.

13. Equal Opportunities

Bracknell Forest Council is committed to providing equality of opportunity. The same applies to any volunteers. Our aim is to treat all volunteers with integrity, respect and consideration.

We will ensure that we positively encourage a diverse range of people to volunteer and that no volunteer receives less favourable treatment on the grounds of race, colour, nationality, ethnic or national origin, sex, sexual orientation, religion or belief, age, marriage or civil partnership, gender reassignment, pregnancy and maternity or disability.

Some volunteers may have additional needs and we will make reasonable adjustments to enable them to volunteer with us.

14. Health & safety

Volunteers will not be placed in situations that may endanger their own or another's physical or mental well-being. In order to ensure that volunteers are aware of the risks in carrying out tasks, they will:

- Receive adequate training and supervision.
- Be given clear guidance on carrying out tasks.
- Be given clear guidance on what to do in an emergency or accident.
- Be provided with suitable equipment and/or protective clothing in order to keep them safe.

15. Insurance

Volunteers are covered by the council's Employers Liability and Public Liability insurances for accidents which occur while carrying out their volunteering.

If a volunteer is using their own personal motor vehicle in the course of their volunteering duties, they will need to ensure that they are covered for business use on their private motor insurance.

16. Confidentiality and information security

Volunteers will be bound by a need for confidentiality. This will be covered in detail in the initial induction session and the volunteer agreement.

17. Safeguarding

Volunteers will need to undertake safeguarding training if required for the role. This will be provided by the council at no cost to the volunteer. If volunteers have any safeguarding concerns they must be brought to the attention of their manager as soon as possible.

18. Volunteer Passport Scheme

All volunteers will be invited to join the Volunteer Passport Scheme, which has been set up to link volunteers and organisations in Bracknell Forest, skill up existing and new volunteers and establish a volunteering standard across the borough.

As a passport holder, volunteers will enjoy many benefits, including being able to carry any training they do as a volunteer from placement to placement and access training

opportunities provided by partner organisations in Bracknell Forest. They will have their own 'passport' id/skills portfolio to show they are part of the Scheme and are an active volunteer in the borough.

19. The Council will recognise and celebrate its volunteers

Volunteers will be asked for feedback and valued for their efforts. They will receive a thank you for their work, whether this is an informal "thanks" or more formal.

20. Changing or ceasing a volunteering opportunity

At any time, the Council may withdraw the offer of a volunteer placement and the volunteer may also withdraw from the volunteer agreement. Both parties are encouraged to let the other know well in advance where the agreement is to be brought to an end.

If a volunteer is not suitable for a particular role, they will be referred to Involve for consideration of other roles within the Council and/or Bracknell Forest.

The Council will provide the volunteer with a written reference, if requested.

Where possible, the volunteer will be given an opportunity to provide feedback about their volunteering experience.

21. Bracknell Forest Council staff volunteering

The Council's policy on staff volunteering is that we will encourage and promote volunteering amongst our colleagues.

If staff are looking for a volunteering opportunity, we will encourage them to volunteer locally if appropriate and colleagues will be able to utilise flexi-time to balance volunteering and work commitments.

Managers will be encouraged to think about any team building days they are organising and the opportunities that these provide to contribute to the local community; e.g. some teams have volunteered for a day at the Jealotts Hill Community Landshare.

Annex B

Initial Equalities Screening Record Form

Date of Screening: 17.10.17		Directorate: CXO		Section: Transformation & Engagement	
1. Activity to be assessed		Volunteering Policy			
2. What is the activity?		X Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input type="checkbox"/> Organisational change			
3. Is it a new or existing activity?		x New <input type="checkbox"/> Existing			
4. Officer responsible for the screening		Lesley Doyle, Community Development Manager			
5. Who are the members of the screening team?		Lesley Doyle, Community Development Manager Genny Webb, Head of Performance & Partnerships Samantha Wood, Engagement & Equalities Officer			
6. What is the purpose of the activity?		The Volunteering Policy sets out the Council's approach to how it will work with and support those who wish to volunteer for Bracknell Forest Council so that there is a consistent approach across all council services. It includes the Council' policy for staff volunteering.			
7. Who is the activity designed to benefit/target?		Anyone who is interested in volunteering for the council and managers and staff working with or planning to work with volunteers as it provides a clear and consistent framework for volunteering. This policy is set in the wider context of the council plan narrative to support our residents to be ' Strong, safe, supportive and self-reliant communities ' and more opportunities for volunteering is one aspect to that overarching philosophy.			
Protected Characteristics		Please tick yes or no	Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason.		What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data
8. Disability Equality – this can include physical, mental health, learning or sensory disabilities and includes conditions such as dementia as well as hearing or sight impairment.		Y	Positive		The Policy aims to ensure that <ul style="list-style-type: none"> We provide equality of opportunity for all volunteers We will be flexible and offer a variety of roles, including short term and/or time limited ones We will make reasonable adjustments to enable

				<p>people with disabilities to volunteer.</p> <p>During a volunteer's induction, they are given training on their responsibilities under the Equalities Act 2010 regarding equality and diversity.</p> <p>The intent of the policy is to have a positive impact on equalities, however, it is a new policy, so we will need to monitor the policy and practice as we go along and collect equality information in order to review whether it has a positive impact.</p>
9. Racial equality	Y		Positive	As above
10. Gender equality	Y		Positive	As above
11. Sexual orientation equality	Y		Positive	As above
12. Gender re-assignment	Y		Positive	As above
13. Age equality	Y		Positive	As above
14. Religion and belief equality	Y		Positive	As above
15. Pregnancy and maternity equality	Y		Positive	As above
16. Marriage and civil partnership equality	Y		Positive	As above
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders, armed forces communities) and on promoting good community relations.	<p>There will be a positive impact on promoting good relations if more people in the community are volunteering with the council and we are encouraging more staff to volunteer.</p> <p>Staff may have concerns that volunteers could be used to replace staff in their paid roles. The communications plan and messages will need to address this and provide reassurance.</p>			

18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?	N/A		
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?	N/A		
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N	Please explain for each equality group
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?	The volunteer survey carried out with council volunteers in 2014 describes some of the benefits of volunteering.		
22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N	The policy states that the council will provide equality of opportunity for all volunteers
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
Produce communication plan for the Volunteering Policy	Feb 2018	Head of Transformation and Engagement	Communications Plan
Start to collect equality monitoring information to provide information on the profile of volunteers,	Jan 2019	Head of Transformation and Engagement	Information for all volunteers recorded on the iTrent system
To monitor any equality issues raised in the implementation of the policy and review the policy in a year's time.	Jan 2019	Head of Transformation and Engagement	Review of policy
24. Which service, business or work plan will these actions be included in?	CXO Transformation and Engagement team business plan,		

<p>25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?</p>	<p>Development of a volunteer handbook, guidance for managers and a volunteer agreement which have equality and diversity issues incorporated in them,</p>
<p>26. Chief Officers signature.</p>	<p>Signature: A Thomas Date: 08/11/17</p>

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**TO: EMPLOYMENT COMMITTEE
13 DECEMBER 2017**

**REDUNDANCY AUTHORISATIONS: CHANGE TO PROCEDURE
Director of Resources - HR**

1 PURPOSE OF REPORT

- 1.1 Earlier this year Employment Committee received a report which proposed that final authorisation of non-schools redundancies should be made at CMT, with the exception of Senior Officer' redundancies which would continue to be authorised at Employment Committee.
- 1.2 Following further discussions with the Chair, and with leading Members, it is now proposed that Employment Committee become consultees at a much earlier stage of any proposed redundancy exercise resulting five or more proposed redundancies. Leaving the final authorisation of the redundancies and their costs to CMT but allowing Employment Committee to comment at an early stage as a consultee on the report where there are five or more proposed redundancies.

2 RECOMMENDATION(S)

- 2.1 **That Employment Committee note the change to custom and practice in relation to redundancy authorisation and is consulted when a need for a change involving redundancies of five or more is identified, via a copy of the report to CMT sent to the Employment Committee chair, and for the Chairman to call a meeting within two weeks if required.**
- 2.2 **That following staff and Member consultation and the completion of the organisational change process, the appropriate Director having consulted with CMT authorises any redundancies arising.**

3 REASONS FOR RECOMMENDATION(S)

- 3.1 The change will expedite the organisational change process as it will not need to be geared to the timing of the next Employment Committee. This will not only reduce the period of uncertainty for staff affected but also make further savings due to the decision being made earlier to authorise the proposed redundancies. CMT meets more frequently and so will be able to consider the item at a time that fits in with any service-related decisions that impact on the situation (eg a final decision to close a site.) In previous closure scenarios Employment Committee has been obliged to make decisions in principle to be ratified separately by the Chair after a service decision is finalised – this is awkward and bureaucratic.
- 3.2 It will give Employment Committee the opportunity to comment at an early stage rather than at the point when all the selection processes, appeals and so on have already been completed and all that remains is to authorise the cost of a severance package under agreed terms.

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Consultative comments to be given by EC when the Director authorises the final redundancies.

6 SUPPORTING INFORMATION

- 6.1 No change is needed to the scheme of delegation to achieve this, as the current arrangement is by custom and practice. The proposal is in line with the Council's constitution, which also requires no change.
- 6.2 Employment Committee would still be responsible for agreeing redundancy dismissals of Senior Officers (ie Chief Officer and above).
- 6.3 Schools are not affected by the proposed change as the final approval is given by the board of governors.
- 6.4 The Chair of Employment Committee would call a special meeting of the Employment Committee to discuss any proposal likely to result in more than five redundancies, at the early consultation stage described above.

7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 7.1 The proposal does not require any constitutional amendments but seeks to align the decision making process to reflect current authorised delegations.

Borough Treasurer

7.2

Equalities Impact Assessment

7.3

Strategic Risk Management Issues

7.4

Other Officers

7.5

8 CONSULTATION

Principal Groups Consulted

8.1

Method of Consultation

8.2

Representations Received

8.3

Background Papers

Employment Committee report 5 July 2017 Redundancy Authorisation – Proposed Changes

Contact for further information

Nikki Gibbons, HR - 01344 352049

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TO: EMPLOYMENT COMMITTEE
13 December 2017

MONITORING THE COUNCIL'S WORKFORCE – 2016/17
(Director of Resources – Human Resources)

1. INTRODUCTION/PURPOSE OF REPORT

- 1.1 The Council has a legal duty to advance equality of opportunity, eliminate unlawful discrimination and promote good relations between people. Part of this legal duty is to report annually on its workforce composition. The Council 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. 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 RECOMMENDATIONS

- 2.1 Committee notes the Reports and endorses the strategies proposed for 2017/18.

3. THE COMMUNITY BACKGROUND

- 3.1 As a major local employer it is important to work towards a situation where the Council's workforce broadly reflects the make up of its local community. The demographic make up of Bracknell Forest is changing; the 2011 Census showed 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.
- 3.2 The latest schools censuses shows 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 12 years from 10.7% to 21.3%. The figure has increased by 0.7% in 2016/17.
- 3.3 The population of the Borough is ageing. Based on 2011 Census data the ONS estimate for the number of people aged 65+ in 2016 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.
- 3.4 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.

4 THE COUNCIL'S STATISTICAL INFORMATION

- 4.1 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.
- 4.2 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.
- 4.3 Human Resources collect a range of statistics on applicants and current employees. Tables of these figures are throughout the report and indicate the following;
- (i) recruitment information from 1 April 2016 to 31 March 2017 split by ethnicity, age, gender, disability, religion or belief and sexual orientation.
 - (ii) workforce information as at 1 April 2017 split by ethnicity, age, gender, disability, religion or belief and sexual orientation.
- 4.4 The Committee should note that the following important caveats apply to the information;
- (i) For some indicators, because of the small numbers in the comparator group, a small increase or decrease in the head count can have a disproportionate effect. For example, the top 5% of earners totals 59.55 Full Time Equivalents, so an increase or decrease of one full time equivalent would represent a change of 1.68%. 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 from the recruitment system. 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. Last year we were asked to investigate if we could get information for schools. After consideration it was

decided to use schools figures based on the new starters information for the year. As this is from a different source to the remaining information for successful candidates it is still not possible to obtain figures for the Authority as a whole.

- (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). During 2016/17 the Authority introduced iWork@BFC Employee Self Service module which enables staff to record their own personal data. Staff are still getting used to this new system and it is hoped that over the next year more staff will feel comfortable enough to record their sensitive data on the system leading to a more accurate picture overall. As part of the new recruitment process all new starters will be asked to review their information when they start.
- (iv) The Training course information relates to internal courses booked through the Organisational Development team. However there are a number of other types of learning which are open to all staff which are not included within these figures. It is assumed that managers and staff access these where required. 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. The information for this year is provided from a stand alone learning management system which was not linked to the main HR system, this will inevitably lead to less equal opportunity data being held on the system as it was a manual process to update it. However we have now started using the learning & development module of the current HR system so there will be a consistent level of declarations.

5 KEY PERFORMANCE INDICATORS

5.1 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 recorded on PARIS. The key Performance Indicators are as follows:

- (i) Of the top 5% of earners in the organisation, 49.6% (50% last year) were women. This is virtually the same as last year and overall we continue to show a generally upward trend over the last five years and higher than the average of all councils in England, which is 45%. The Council’s aim last year was to achieve a level of 45%, which it has exceeded.
- (ii) Of the top 5% of earners in the Council, 6.72% (3.22% last year) were disabled, which is higher than the figure from last year. The average for all councils in England is 3.6% so the Council is higher than the national average. The Council’s aim last year was 4.5%. 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 now stands at 4 compared to 2 last year.

- (iii) Of the top 5% of earners, 8.4% (4.84% last year) were from a BME background, this shows quite a large increase from last year. This is higher than the average for all councils in England, which stands at 6.1%. The Council's aim last year was 4% which it has exceeded.
- (iv) The voluntary turnover figure for 2016/17 was 13.8% compared to 14.3% in 2015/16. This figure has decreased compared to last year and it is very slightly higher than the target of 13% for 2016/17. The average for all councils in England is 13.5%. Analysis between leavers in schools and non schools shows both figures decreasing this year. Traditionally within schools there are always a high number of leavers as it is fairly easy to move between schools. It will be interesting to see the effect the current Transformation programme has on the non school figures going forward as typically the trend is for turnover to increase during a period of change and uncertainty.

The figure for this year's percentage of staff voluntarily leaving within 1 year is 19.4% compared to last year's 18.4%. This shows a slight increase on last year figure's and is also slightly above the target of 18%. The majority of these leavers are within schools with 79% of the staff that left within their first year being from a schools environment.

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 we now also record the percentage of permanent staff who leave within their first 12 months of employment. The figure for 2016/17 is 19% as compared to 18% last year and therefore shows a similar number of permanent staff are leaving within their first year.

- 5.2 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 2017/18 have been set at 55% female; 4.5% with a disability and 4% who are from a BME background. These are set and agreed by the Council in the Annual Plan.

5.3 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 15/16	Outturn 16/17	Target 16/17	Comments	Status
LO66	The percentage of top 5% of earners that are women	50%	49.6%	47%	Exceeded target	No change
LO67	The percentage of top 5% of earners from an ethnic minority	4.84%	8.4%	4%	Exceeded target	Positive
LO68	Top 5% of earners that are disabled	3.22%	6.72%	4.5%	Exceeded target.	Positive
LO70	The percentage of local authority employees who claim they meet the DDA definition	1.87%	2.2%	3.50%	The no of staff who declared a disability has gone down from 71 to 70. Total No of Employees who declared their status went up by approx. 380.	No change
LO71	The percentage of local authority employees from ethnic minority communities	5.76%	6.12%	6%	Exceeded target.	Positive
LO72	Gender Pay Gap inc Bracknell Forest Supplement	18.1%	16.3%	18.00%	A narrowing of this pay gap is a positive step forward.	Positive
LO74	Average amount spent on training per employee	£325	£355	£330	Exceeds target. Figures do not include the amount spent on e-learning	Positive
L130	Percentage staff turnover inc schools	14.3%	13.8%	13%	Reduced figure is positive	Positive trend
L131	Percentage staff leaving within one year of starting inc schools	18.39%	19.4%	18%	This figure includes those on fixed term contracts. 79% were within Schools	Negative
L174	Days lost to sickness per employee	5.9	6	5	This is still well below the average for local government	No Change

WORKFORCE COMPOSITION

5. GENDER

5.1 The statistics for Gender are as follows. Please note the figures for Training places have come from the separate Learning Management System and Recruitment system where not all staff have a gender recorded, therefore the figures for training and recruitment will not always add up to 100%

	Whole Authority	Non School	School Only	Chief Execs & Resources	Env Culture & Communities	Adult Social Care, Health & Housing	Children, Young People & Learning
Workforce							
Male	19%	29%	13%	31%	44%	22%	17%
Female	81%	71%	87%	69%	56%	78%	83%
Applicants*							
Male	20%	27%	12%	38%	42%	26%	13%
Female	80%	72%	87%	62%	57%	73%	86%
Recruitment*							
Male	N/A	31%	16%	44%	48%	23%	16%
Female	N/A	67%	84%	56%	52%	75%	78%
Leavers							
Male	20%	29%	14%	55%	39%	14%	18%
Female	80%	71%	86%	45%	61%	86%	82%
Training*							
Male	17%	17%	19%	34%	33%	12%	11%
Female	67%	67%	72%	57%	44%	68%	77%

*denotes where figures may not add up to 100% due to level of declarations on the system

- (i) A significant majority of the whole authority's employees are female (81%) compared to male (19%), which is the same as last year. The Quarterly Public Sector Employee Survey shows that as at 30 September 2017, in English Authorities 76% of employees were female, compared with 24% male, which is 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 Resources and Chief Executive departments. This is a comparatively small department so 1 or 2 people will have a much greater effect on the figures than in other sections. Of the male leavers 14 out of 16 left for voluntary reasons 4 of which retired. As there is now no statutory retirement age these count towards the voluntary turnover figure but it should be remembered that these staff have not left to go to another employer.
- (iii) During the past year, there has been no indication of employment issues for any transgender staff.

7. AGE

7.1 The statistics for age are as follows. Please note that the statistics for Training come from the separate Learning Management System and Recruitment System where not all ages are recorded, therefore the totals for training will not add up to 100%

	Whole Authority	Non School	Schools Only	Chief Execs & Resources	Env Culture & Communities	Adult Social Care, Health & Housing	Children, Young People & Learning
Workforce							
Up to 29	13.6%	12%	14.5%	11.2%	16.9%	8.8%	9.3%
30 – 49	52.2%	46.7%	55.5%	45.8%	42.5%	47.9%	51.4%
50 & above	34.2%	41.3%	30%	43%	40.6%	43.3%	39.3%
Applicants							
Up to 29	30.2%	35.1%	26.6%	37.3%	41.1%	28.4%	33.8%
30 – 49	52.4%	45.5%	57.6%	43.3%	37%	49.6%	50.5%
50 & above	15.4%	17.6%	13.7%	17.8%	20.4%	19.8%	13.9%
Recruitment							
Up to 29	N/A	29%	29.2%	31.2%	53.6%	16.5%	15.6%
30 – 49		46.4%	56.6%	50%	28.6%	58.2%	46.9%
50 & above		22.4%	14.2%	18.8%	17.9%	22.8%	31.2%
Leavers							
Up to 29	19.8%	16%	22.1%	13.8%	26.3%	4.6%	12.9%
30 – 49	49.3%	41%	54.3%	41.4%	44.4%	34.8%	41.9%
50 & above	30.9%	43%	23.6%	44.8%	29.3%	60.6%	45.2%
Training							
Up to 29	11.9%	12.3%	7.9%	19.6%	9%	8.8%	16%
30 – 49	40.8%	39.6%	51.1%	46.5%	38.3%	34.9%	44.2%
50 & above	31.6%	31.6%	31.7%	25.1%	30.1%	36.7%	27.7%

7.2 The workforce figures are very similar to last years figures. There has been a decrease in the number of non schools leavers aged up to 29 across the board compared to last year, this takes the figures much closer to the workforce figures. Overall the Council's Age Profile seems to be staying relatively steady.

7.3 The workforce figures show that 52.2% of staff are aged between 30 to 49 (52.4% last year).

7.4 A lower number of applicants in Adult Social Care, Health & Housing and Children Young People & Learning 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 in particular in some of the more qualified social care roles. A regular review of recruitment activities is carried out throughout the year and no evidence of inappropriate discrimination due to age bias has been found.

7.5 There is a higher proportion of leavers under the age of 29 compared to the workforce in Environment, Culture and Communities. Leisure are included within this figure which inherently attracts a higher number of younger

members of staff. It is common for employees at an earlier stage of their careers such as these to move jobs more frequently, so the larger percentage of young leavers is likely to be a reflection of this national trend. There is a higher level of leavers from the Over 50s within Adult Social Care Health & Housing. In the Over 50 range there will be an increased number of staff that will be looking to take retirement. There were 40 leavers within ASCHH aged 50 or over, 6 of whom retired and 24 were made redundant when Heathlands closed in April 2016.

8. DISABILITY

8.1 The statistics for disability are as follows:

	Whole Authority	Non School	Schools Only	Chief Execs & Resources	Env Culture & Communities	Adult Social Care, Health & Housing	Children, Young People & Learning
Workforce	1.8%	3.4%	0.9%	5.6%	3.4%	2.8%	3.4%
Applicants	3.5%	4.1%	3.1%	4.4%	4.4%	3.9%	3.8%
Recruitment	N/A	1.6%	0.6%	6.2%	1.8%	0%	3.1%
Leavers	2.2%	4.3%	1%	3.4%	4%	6%	3.2%
Training	2.3%	2.5%	0.4%	1.8%	4.3%	1.5%	3.3%

8.2 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% (1.7% last year) of the Council's workforce declared themselves as having a disability. The percentage is higher in Non Schools than schools. The Non Schools figures have all increased over the past year and reflects the population generally. The new employee self service on iWorks enables all staff including those working in schools to amend their own personal details. The increase in staff declaring a disability is likely to be more accurate due to this functionality.
- (ii) 1.6% (2.1% 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. Reviews of recruitment activities are carried out through the year and this year no evidence of unfair discrimination was found. We still have a policy that disabled applicants who meet essential criteria for a role should be given an interview.

- (iii) Of leavers, 2.2% (0.6% last year) had declared a disability. This figure has increased in the past year but still reflects the workforce figure which suggests the Authority is not treating disabled employees differently.
- (iv) 2.3% (2.2% last year) of training places were taken by those who declared a disability, which is a higher proportion than the workforce composition.

9. ETHNICITY

9.1 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%:

	Whole Authority	Non School	School Only	Chief Execs & Resources	Env Culture & Communities	Adult Social Care, Health & Housing	Children, Young People & Learning
Workforce							
BME	9%	13.3%	6.5%	10.4%	9.6%	18.5%	14.7%
White British	72.6%	81.4%	67.5%	86.1%	81.5%	78.5%	81.1%
Applicants							
BME	25.2%	27.5%	22.6%	36%	23.6%	28.2%	29.4%
White British	73.4%	70.8%	75.4%	63.4%	75.2%	71.3%	68.9%
Recruitment							
BME	N/A	18%	12.6%	31.2%	10.7%	17.7%	25%
White British		80.3%	87.4%	68.7%	89.3%	79.8%	71.9%
Leavers							
BME	11.1%	12.8%	9.7%	15.4%	12.1%	9.7%	16.1%
White British	88.6%	87.2%	89.7%	84.6%	87.9%	90.3%	83.9%
Training							
BME	15.2%	16.6%	26.1%	16.3%	3.7%	16.3%	14.6%
White British	83.7%	82.7%	73%	78.5%	69.5%	62.6%	69.1%

- (i) Across the workforce, of those who declared their ethnicity, 24.1% said they are of a BME origin, and 75.9% declare they have a White ethnic origin. The figure within Non Schools is remarkably different to that of the whole authority with just 14.4% declaring to be of BME origin. This suggests that non schools staff are more ethnically diverse.
- (ii) The number of applicants (non school only) of a BME origin continues has plateaued over the last couple of years at around the 25 – 29% mark.. The number of successful applicants of a BME origin is lower than the number that applied across all areas but the results of recruitment spot checks have found no evidence of bias. Although the

current workforce figure (non school only) of 13.3% 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) Leavers within BME are now at a similar to level to those of the workforce. Last year these statistics seem to show an issue and we introduced a policy to conduct exit interviews for anyone that left from a BME background. These interviews and the latest statistics show that this was just an outlier last year and is not a trend we should be concerned about.

10. RELIGION/BELIEF

10.1 The statistics for religion/belief are as follows:

Calculations based on self declarations	Whole Authority	Non School	Schools Only	Chief Execs & Resources	Env Culture & Communities	Adult Social Care, Health & Housing	Children, Young People & Learning
Workforce							
Buddhist	0.4%	0.7%	0.1%	0%	1.8%	0.6%	0%
Christian	60.9%	55.7%	65.6%	53.2%	53.3%	56.2%	59.4%
Hindu	0.7%	1.2%	0.2%	1.7%	1%	0.9%	1.2%
Jewish	0.2%	0.5%	0%	1.3%	0%	0.6%	0.3%
Muslim	0.9%	1.3%	0.6%	1.7%	1%	1.5%	1.2%
None	24.3%	30.5%	18.9%	33%	33.2%	27.7%	28.4%
Not specified	8.4%	5.8%	10.7%	5.6%	5.7%	6.2%	5.6%
Other	3.6%	3.5%	3.6%	2.1%	3.1%	5.4%	3.2%
Sikh	0.6%	0.9%	0.3%	1.3%	0.8%	0.9%	0.9%
Applicants							
Buddhist	0.9%	1.2%	0.7%	1.6%	1.2%	1.2%	1%
Christian	46.7%	44.6%	48.3%	43.9%	39.6%	47.2%	47.3%
Hindu	2.4%	2.4%	2.3%	5.7%	2.1%	1.6%	2.3%
Jewish	0.1%	0.1%	0.1%	0%	0.2%	0%	0.2%
Muslim	2.5%	2.5%	2.5%	3.8%	1.7%	2%	3%
None	38.4%	39.1%	37.8%	36.6%	42.1%	38.1%	37.8%
Not Declared	3.2%	1.5%	2.4%	2.5%	4.4%	3.2%	2.7%
Other	3.2%	3.3%	3.1%	4.1%	6.4%	3%	3.3%
Sikh	0.8%	1%	0.7%	0.6%	0.8%	1.2%	1%
Recruitment							
Buddhist		0%	0%	0%	0%	0%	0%
Christian		40.4%	58.7%	31.2%	33.9%	43%	50%
Hindu		1.6%	2.2%	0%	1.8%	1.3%	3.1%
Jewish		0.5%	0%	0%	1.8%	0%	0%
Muslim	N/A	2.2%	2.2%	12.5%	0%	2.5%	0%
None		44.3%	28.3%	56.2%	51.8%	40.5%	34.4%
Not Declared		3.8%	6.5%	0%	5.4%	3.8%	3.1%
Other		4.9%	2.2%	0%	5.4%	6.3%	3.1%
Sikh		0.5%	0%	0%	0%	0%	3.1%
Leavers							
Buddhist	1.3%	2.4%	0%	7.7%	3.7%	0%	0%
Christian	55.4%	51.7%	59.4%	61.5%	46.2%	53.6%	53.5%
Hindu	0.2%	0.5%	0%	0%	0%	1.8%	0%
Jewish	0%	0%	0%	0%	0%	0%	0%
Muslim	0%	0%	0%	0%	0%	0%	0%
None	29.7%	34.6%	24.5%	26.9%	37.5%	35.7%	32.6%
Not Declared	9.6%	6.9%	12.5%	0%	8.7%	7.1%	7%
Other	3.5%	3.4%	3.6%	3.8%	3.7%	1.8%	4.6%
Sikh	0.2%	0.5%	0%	0%	0%	0%	2.3%
Training							
Buddhist	0.4%	0.5%	0%	0.3%	1%	0.8%	0%
Christian	51.9%	51.2%	59.2%	47.1%	46.7%	49.6%	55.8%
Hindu	0.8%	0.8%	0%	0%	0.7%	0.1%	2%
Jewish	0.6%	0.7%	0%	1%	0%	1.1%	0.2%
Muslim	0.9%	0.9%	0.3%	3.2%	0.7%	1%	0.3%
None	10.3%	11.2%	1%	8.3%	10.3%	10.9%	12.6%
Not Declared	34.5%	34%	39.5%	39.2%	40.3%	35.7%	28.4%
Other	0%	0%	0%	0%	0%	0%	0%
Sikh	0.6%	0.7%	0%	1%	0.2%	0.8%	0.8%

10.2 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
Workforce		
Buddhist	0.4% (0.6%)	0.8%
Christian	60.9% (61.1%)	64.8%
Hindu	0.7% (0.5%)	1.7%
Jewish	0.2% (0.1%)	0.2%
Muslim	0.9% (0.7%)	1.2%
None	24.3% (23.4%)	30.4%
Other	3.6% (3.9%)	0.5%
Sikh	0.6% (0.6%)	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 broadly comparable to the 2011 Census figures for Bracknell Forest.

11 SEXUAL ORIENTATION

11.1 The statistics for sexual orientation are as follows:

Calculations based on self declarations	Whole Authority	Non School	Schools Only	Chief Execs & Resources	Env Culture & Communities	Adult Social Care, Health & Housing	Children, Young People & Learning
Workforce							
Bisexual	0.3%	0.4%	0.2%	0%	0.7%	0.4%	0.4%
Gay Man	0.4%	0.9%	0.1%	1.5%	1.1%	1.1%	0%
Heterosexual/ Straight	79.9%	86.7%	74.2%	89.3%	86.2%	85.9%	86.2%
Lesbian/Gay Woman	0.7%	1.2%	0.3%	1.5%	0%	2.3%	1.1%
Prefer not to say	18.8%	10.8%	25.2%	7.8%	12%	10.3%	12.4%
Applicants							
Bisexual	1.3%	1.3%	1.2%	2.5%	1.8%	1.2%	0.7%
Gay Man	0.7%	1.2%	0.3%	1%	1.2%	1.6%	1%
Heterosexual/ Straight	91.7%	90.5%	92.5%	91.7%	89%	89.5%	92.2%
Lesbian/Gay Woman	0.5%	0.7%	0.4%	0.6%	0.3%	1.1%	0.7%
Prefer not to say	3.4%	4.3%	2.7%	2.5%	6%	4.3%	3.5%
Recruitment							
Bisexual		1.1%	0%	0%	1.8%	1.3%	0%
Gay Man		0.5%	0%	0%	0%	1.3%	0%
Heterosexual/ Straight	N/A	90.7%	95%	93.7%	91.1%	91.1%	87.5%
Lesbian/Gay Woman		0.5%	0%	6.2%	0%	0%	0%
Prefer not to say		4.9%	5%	0%	7.1%	3.8%	6.2%
Leaver							
Bisexual	0.6%	1.3%	0%	0%	1.8%	2.3%	0%
Gay Man	0.3%	0%	0.6%	0%	0%	0%	0%
Heterosexual/ Straight	78.7%	89.3%	69.1%	90%	85.2%	88.4%	97%
Lesbian/Gay Woman	0.3%	0.7%	0%	0%	1.8%	0%	0%
Prefer not to say	20%	8.7%	30.3%	10%	11.1%	9.3%	3%
Training							
Bisexual	0.6%	0.6%	0%	0%	0.3%	0.7%	0.8%
Gay Man	0.2%	0.2%	0.6%	0.3%	1.2%	0.1%	0%
Heterosexual/ Straight	61.4%	62.7%	48.2%	69.9%	61.7%	60.5%	63.8%
Lesbian/Gay Woman	1.3%	1.4%	0%	3.6%	0.6%	0.7%	1.9%
Prefer not to say	36.5%	35%	51.1%	26.1%	36.3%	38%	33.5%

11.2 Data from the Office for National Statistics in 2014 estimated that 1.6% of the national population (Aged 16 +) defined themselves as being lesbian, gay or bisexual (LGB). More younger people defined themselves as LGB (2.6% of 16 to 24 year olds). This dropped steadily to 0.6% for people aged over 65.

- 11.3 The Council's figures for 2016/17 are very similar to the figures reported last year for 2015/16. The figure for non-schools as LGB is higher than that for schools standing at 2.5% compared with 0.6% which is higher than the estimated figure above.
- 11.4 Sexual orientation is a sensitive area which is difficult to monitor comprehensively, and a relatively high proportion of employees in schools have chosen not to state their sexual orientation (25%) . This figure is lower than last year. The introduction of iWork@BFC Employee Self Service is hoped to encourage more people to declare their sensitive information. A schools wide e-mail has not yet been sent out regarding updating personal details. Once this occurs it should lead to more accurate information.

12 DISCIPLINARIES

- 12.1 In the period 1 April 2016 to 31 March 2017, there were 10 disciplinary cases. None of these cited diversity issues eg racist or sexist behaviour as the basis of the case. 60%(6) of those disciplined were female and 40%(4) were male. 10%(1) were under 30, 50%(5) were 30-49 and 40%(4) were age 50 or over. 70%(7) had an ethnic origin that was not White British. None of them declared that they had a disability. 20%(2) of those disciplined were Christian, 40%(4) stated that they had no religion/belief, and 20%(2) did not wish to declare their religion/belief. 60%(6) of these employees preferred not to disclose their sexual orientation, 40%(4) stated that they were heterosexual.

13 REDUNDANCIES

- 13.1 There were 79 redundancies in the period in question.

The sample size is small, so some percentages can be misleading - a single person represents 1.3% of the total numbers redundant, for example, and in groups where not every employee makes a declaration (eg ethnicity, sexuality) the percentage produced by one single individual can be an even larger percentage.

The statistics can also be affected by characteristics of work areas particularly affected. There are more people in the older age ranges redundant this year than might be expected because of the closure of Heathlands, where a lot of older people were employed. Apart from this, there are large percentages of staff in the ranges in the over 60 and 65+ bands (29%), as one might expect, because those who are closer to retirement and may also have longer service would tend to find volunteering from within a selection pool more attractive.

- 20% were male; this compares with 19% in the workforce.
 - Of those who declared ethnicity, 86.5% were White British; this compares with 89% in the workforce. Additionally there were 4% Asian , 4% were Black and 2.7% Mixed .
 - Of those who declared their sexuality, 95% declared themselves heterosexual. This compares with 80% in the non schools workforce.
 - Of those who declared their religion/belief, 70% were Christian, 24% had no religion and 3% "other".
- This compares well with workforce figures of 61% Christian, 24% no religion and 4% other.

- 3.8% of the group declared a disability. This compares with 1.8% in the workforce.
- The group's ages were as follows (workforce in brackets):
 - Under 29 – 5% (13.5%)
 - 30 – 49 – 27% (52.2%)
 - 50 and Over – 68.3% (34.3%)

14 GENDER PAY GAP REPORTING

- 14.1 In statistics published in November 2015, the Office for National Statistics the gender pay gap in the UK stands at 19.2% based on an average hourly rate this is unchanged from the previous year. 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 16.3% which has decreased since last year (18.1%), and is below the national figure.
- 14.2 Gender Pay Gap is now a national requirement. The calculation for the new Gender Pay Gap is slightly different to previously so care should be taken when comparing to last year.
The National Regulations state that you must publish details on the difference between the mean and median hourly pay rate of men and women as well as proportion of men and women in pay quartiles. The quartiles are determined by the full spread of salaries divided into 4 equal quartile with quartile 1 being the lower salaries.
- 14.3 The full results on Gender Pay Gap are as follows:
- Difference in mean hourly rate of pay – 16.73%
 - Difference in median hourly rate of pay – 23.3%
 - Quartile 1 – Women – 90.8%, Men – 9.2%
 - Quartile 2 – Women – 79.1%, Men 20.9%
 - Quartile 3 – Women – 75.8%, Men – 24.2%
 - Quartile 4 – Women – 75.1%, Men – 24.9%

15. REVIEW OF LAST YEARS STRATEGIES

- 15.1 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) Continued to place significant emphasis on equalities and diversity as part of induction training and within a wide range of courses. All new starters are required to complete the "Equality in the Workplace" e-learning module within 4 weeks of joining. 168 members of staff completed this in 2016/17.

- (ii) Introduced Self Service within iTrent the HR/Payroll system which allows staff to update their own personal details. Once staff become more used to this it is hoped that more will feel confident to declare their sensitive information.
- (iii) As a response to a statistic on BME Leavers last year, we carried out exit interviews for all leavers from a BME background to ascertain if there are any patterns in their reasons for leaving including any potential equality issues. None were found and BME leavers are no longer specifically targeted for exit interviews
- (iv) Produced the new Organisational Development and Workforce strategy including the development of new values and behaviours which can be linked to advancing equality, respect in the workforce etc.

16. STRATEGIES FOR 2017/18

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

- (i) Continue 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) Encourage staff to update their personal details on iWork@BFC Employee Self Service to get a wider coverage across the Authority.
- (iv) Continue to publish Gender Pay Gap information in line with the new regulations.
- (v) Continue to ensure that there is an appropriate equality and diversity training programme in place for colleagues and elected members including local context especially relating to cultural awareness.
- (vi) Launch the 2017 Staff Survey; this will be analysed fully by protected characteristics.
- (vii) Introduce a new set of Value and Behaviours for the Authority which include a R for Respect. This covers respect for colleagues and customers no matter what characteristics they may have. Work is being undertaken to embed these within the Council processes and the workforce as a whole.
- (viii) Continue to provide a range of e-learning packages on equality issues
- (ix) Revise the recruitment process as part of the transformation programme to include equality & diversity best practice.

- (x) Revise the recruitment pages and information on the Council Intranet for when the new intranet goes live.
- (xi) Further develop the Organisational Development Strategy in line with the needs of the Council.

17 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 17.1 The report contributes towards the Council's compliance with its general duty under Section 149 of the Equality Act 2010 to advance equality of opportunity, eliminate unlawful discrimination and promote good relations between people.

Equalities Impact Assessment

- 17.2 Equalities issues are discussed in the report.

Strategic Risk Management

- 17.3 No strategic risk issues identified.

Background Papers

None.

Contact for further information

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