



NOTICE OF MEETING

Employment Committee

Wednesday 17 December 2014, 7.30 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

To: Employment Committee

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

cc: Substitute Members of the Committee

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

ALISON SANDERS
Director of Corporate Services

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Published: 8 December 2014



Employment Committee
Wednesday 17 December 2014, 7.30 pm
Council Chamber, Fourth Floor, Easthampstead House,
Bracknell

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AGENDA

Page No

1. **Apologies**

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

2. **Declarations of Interest**

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

3. **Minutes from previous meeting**

To approve as a correct record the minutes of the meeting of the Committee held on 18 June 2014.

1 - 6

4. **Urgent Items of Business**

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

5. **Minutes of Sub Groups**

The Committee is asked to note the minutes of the Local Joint Committee held on 25 November 2014.

7 - 8

6. **Pay Policy Statement**

The Committee is asked to recommend that Council agree the Pay Policy Statement for 2015/16 and agree that the level of the Bracknell Forest Supplement for 2015/16 be increased to £7.85 per hour with effect from 1 April 2015.

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7. **Pay and Workforce Strategy**
The Committee is asked to endorse the attached 8th Pay and Workforce Strategy for submission to full Council. 47 - 78
8. **Organisational Change Timetable**
The Organisational Change Timetable is attached at Appendix A for information, dealing with the restructuring exercise necessary to balance the 2015/16 budget. 79 - 82
9. **Public Health**
The purpose of this report is to inform the Committee on the background to and the progress made with transfer of Public Health staff from Berkshire PCTs to Berkshire Council's and Bracknell Forest in particular. 83 - 84
10. **Workforce Monitoring**
To consider an information report on Monitoring the Council's Workforce 2013/14. 85 - 100
11. **Pay Award**
The purpose of this report is to inform the Committee of the latest situation regarding the National Joint Council pay award. 101 - 108
12. **Open Learning Centre - Access to Backdated Pension**
The purpose of this report is to inform the Committee of the backdated payments made to the Local Government Pension Scheme for three post holders previously employed by the Council. 109 - 110
13. **Berkshire Adoption Service**
The purpose of this report is to update the Committee on the staffing arrangements following the decision of the Executive to support the creation of a Pan Berkshire Adoption service. 111 - 112
14. **Date of Next Meeting**
11 February 2015

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EMPLOYMENT COMMITTEE
18 JUNE 2014
7.30 - 9.25 PM



Present:

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

Apologies for absence were received from:

Councillor Ward

In Attendance:

Steven Caplan, Chief Officer: Property
Barry Flavin, Head of Building Control and Land Charges
Neil Haddock, Head of Performance and Resources, Adult Social Care
Dr Janette Karklins, Director of Children, Young People & Learning
Tony Madden, Chief Officer: Human Resources
Alison Sanders, Director of Corporate Services
Bob Welch, Chief Adviser: Learning & Achievement
Timothy Wheadon, Chief Executive

1. Declarations of Interest

Councillor Mrs Birch declared an interest as the spouse of the Executive Member for Adult Services, Health & Housing.

2. Minutes from previous meeting

RESOLVED that the minutes of the meetings held on 12 February 2014 and 14 May 2014 be approved as a correct record and signed by the Chairman.

3. Urgent Items of Business

There were no urgent items of business.

4. Minutes of Sub Groups

The Committee noted the minutes of the Local Joint Committee held on 3 June 2014 subject to the following amendments:

Minute 6: At the end of this minute, '1' would be amended to read 'A report on the issue for Councillors Angell, Leake, McLean and David Allais', and '2' regarding the preparation of a report for the Overview and Scrutiny Commission would be deleted.

Points had been raised by the trade unions at the Local Joint Committee regarding the possibility of extending consultations, which was where ever possible, agreed by management. The Chief Officer: Human Resources had taken the trade unions' comments on board.

5. Retention of Market Premia - Senior Building Control Officer

The Committee considered a report which requested the re-instatement of the previous 15% Market Premia payment for the post of Senior Building Control Surveyor, following unsuccessful attempts to recruit to the post on a permanent and temporary basis.

The Head of Building Control and Land Charges advised that the post had been vacant for eighteen months and there were two members of the team who were due for retirement in next eighteen months to two years. There was a need to recruit a senior member of staff with the ability to train others. There was a trainee in the team and it was hoped that this post could be developed. The private sector were offering attractive salaries for similar posts and agencies were receiving high demand for this type of post. Other local authorities were having similar issues with recruitment in this area.

Building Control Surveyors looked at the structure of buildings, fire protection, means of escape, drainage and means of access for disabled people, amongst others. In order for them to have credibility to the public, there was a need for them to be qualified and able to demonstrate the ability to undertake the technical work required.

RESOLVED that the 15% Market Premia previously allocated to the Senior Building Control Surveyor post be allowed to continue for current recruitment.

6. Annual Performance Report on Retirements and Redundancies

The Committee considered the Annual Report on Retirements and Redundancies outlining the Council's current policy on severance issues, showing capitalised costs and savings, and reporting on ill-health retirements.

There were six new pension discretions available to the Council, which the Chief Officer: Human Resources outlined in detail.

RESOLVED that:

- i. the Committee noted the changes to the Local Government Pension Scheme;
- ii. the Committee did not opt to enter into Shared cost Additional Pension Contributions (paragraph 5.2.2);
- iii. the Committee did not overturn the current default position on the 85 year rule (paragraph 5.2.4);
- iv. changes to employee contribution rates were made throughout the year rather than as at 1st April each year (paragraph 5.2.11);
- v. the Committee did not extend the 12 month standard period employees have to decide whether to keep current and past pensions separate (paragraph 5.2.15);
- vi. regular lump sum payments were included in the calculation of Assumed Pensionable Pay (paragraph 5.2.17);
- vii. the published discretions now included the Council's stance on additional payments after injury or accident (paragraph 5.2.20);

- viii. the Committee endorsed the policy statements in Appendix A;
- ix. the Committee endorsed the policy statements in Appendix B;
- x. the Committee noted the Annual Review information on ill health retirements and redundancies.

7. **Review of Dementia Services**

The Committee noted the report on the Review of Dementia Services. Redundancies arising from the Council decision to re-provision the in-house Dementia Service had been delegated to the Director of Adult Social Care, Health and Housing. Fifteen posts were at risk and eleven of these had been successfully redeployed, with the remaining four post-holders volunteering for redundancy.

8. **Pay Negotiations NJC for Local Authority Employees 2014-15**

The Committee noted the report on Pay Negotiations with the National Joint Council for Local Authority Employees (NJC) 2014-15. The ballot took place earlier in June, and GMB and Unison had voted in favour of industrial action which would now take place on 10 July.

9. **Grounds Maintenance - TUPE Transfer Update**

The Committee noted the report on the progress of the TUPE transfer of Grounds Maintenance employees following the Public Realm procurement exercise.

10. **Exclusion of Public and Press**

RESOLVED that pursuant to Section 100A of the Local Government Act 1972, as amended, and having regard to the public interest, members of the public and press be excluded from the meeting 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 (Items 11, 12, 13 & 14).

11. **Recruitment and Retention - Children's Social Care**

The Committee considered a report on recruitment and retention in Children's Social Care. The report recommended that additional payments be made to staff in key roles in Children, Young People and Learning in order to secure specialist services for children and families in need. Several possible options were explored.

The Chief Executive reported that there had been a significant increase in demand in Children's Social Care across the country, not just locally, and there was now a national shortage of qualified and experienced social workers. There were statutory requirements on all authorities dealing with this, which had led to a much greater use of staff agencies. Authorities trying to recruit experienced social workers were having difficulties and any organisation or agency paying higher rates had a destabilising effect on the market.

The Council's current vacancy rate was increasing and there was a need to rely on more agency staff. The cost of agency staff had doubled recently and this had a detrimental financial effect on the whole Council. Any solution would impact on every department and the aim was to review processes and structures. The use of 'golden

handcuffs' to attract suitably qualified staff would move the Council back into the mid range of salaries amongst Berkshire authorities.

There had been research into why the demand for Children's Social Care had increased and it was thought that a range of factors were involved, including the impact of high profile cases and being more aware of cases earlier. It was part of a broader national issue and there had been a 50% increase nationally of extreme neglect.

A Member of the Committee expressed concern that money was being spent on preventative care but the numbers of those needing a service was increasing. The Chief Executive indicated that the level of investment in preventative care could be a factor.

A range of initiatives had been put in place to encourage the recruitment of these key social worker posts needed in the Council. This 'golden handcuff' option to encourage recruitment was due to be in place for two years with a review possibly in March 2015.

Members of the Committee expressed concern about the short length of time agency staff remained in post and the number of changes in social worker which young people experienced. There was also a query as why the review could not be undertaken internally but the Chief Executive confirmed that a measured approach was needed and there was no capacity to undertake the review internally. Golden handcuffs had been used as an incentive at the Council before. However, there were no other comparable situations in other departments and the destabilisation in the market was recent.

Committee Members expressed concern about the chance of destabilising the workforce with this option. The Committee requested to be kept closely informed of how the proposal evolved. There would be a verbal update on the monitoring of the situation at the next meeting of the Committee in October.

RESOLVED that:

- i. the Employment Committee endorsed the Executives suggested application of Key Staff Retention Payments ("Golden Handcuff") with effect from 1 July 2014 as set out in Option 2 Model C, the cost of which was added to the 2015-16 Commitment Budget;
- ii. a review of the structure and job design of Children's Social Care was commissioned to ensure the structure was appropriate to address the operational requirements and long term recruitment and retention issues;
- iii. the Department would continue to monitor the recruitment and retention situation and adjust the key staff payments accordingly.

12. **Proposed Redundancy - South East Grid for Learning**

The Committee considered a report on a proposed redundancy which arose from the review of the South East Grid for Learning (SEGfL).

SEGfL was a Regional Broadband Consortium (RBC) for South East Local Authorities, which arranged contracts for the provision of Broadband Services for schools under competitive tender.

A Steering Group had reviewed the way of working, which resulted in a change of staffing and a proposed redundancy. There was no cost to the Council as the severance cost would fall to SEGfL.

RESOLVED that:

- i. the Employment Committee declared the post-holder, identified in the Exempt Appendix A, redundant with effect from 31 August 2014 in accordance with the terms set out in the Appendix A.

13. **Facilities Review**

The Committee considered a report on the review of Facilities management in the Council.

The Director of Corporate Services reported that Easthampstead House only needed a reduced reception facility. The outcome of the Facilities Review was the proposal for two redundancies in the team. There would be a new structure in the team with five building officers initially and that would be subject to a further review in six months time.

The Chairman requested that this be reviewed in January 2015.

RESOLVED that:

- i. the Employment Committee approved the deletion of the posts identified in exempt appendices A and B with effect from 1st September 2014 and declared the post-holders redundant in accordance with the terms set out in those Exempt Appendices with the costs being met from the Structural Changes Fund.

14. **ASCH&H - Complaints Manager's Role**

The Committee considered a report which sought approval to the redundancy of the Complaints Manager Role in Adult Social Care.

The Head of Performance and Resources, Adult Social Care, reported that the number of complaints received to the section had halved and that it was not considered to be sustainable to continue to employ a 0.6 FTE complaints manager post with this small number of complaints. There would be a new complaints process in two years time and a different skills set might be needed.

The Chief Officer: Human Resources confirmed that where employees were on multiple contracts, the contracts needed to be dealt with separately and that even if an employee was on a fixed term contract, they would still be entitled to a redundancy payment if they had completed the minimum time working for the Council of two years.

RESOLVED that:

- i. the Employment Committee approved the deletion of the post of Complaints Manager in Adult Social Care and declared the post-holder, identified in the Exempt Appendix A, redundant with effect from 1st August 2014 in accordance with the terms set out in the Appendix.

15. **Date of Next Meeting**

8 October 2014

CHAIRMAN

**LOCAL JOINT COMMITTEE
25 NOVEMBER 2014
4.17 - 4.37 PM**



Present:

Councillors Angell (Chairman), Mrs Angell and Blatchford

Also Present:

Tony Madden, Chief Officer: Human Resources

Apologies for absence were received from:

Miriam Harvey, GMB

The Committee was inquorate but proceeded on an informal basis.

7. Declarations of Interests

There were no declarations of interest.

8. Minutes from Previous Meeting

The minutes of the meeting held on 3 June 2014 were approved as a correct record.

9. Employment Committee: Agenda and Related Matters

The Committee discussed the following items which were to be presented to the Employment Committee on 17 December 2014:

- 1) Pay Policy Statement
- 2) Pay and Workforce Strategy
- 3) Organisational Change Timetable (Information)
- 4) Public Health (Information)
- 5) Workforce Monitoring (Information)
- 6) Pay Award (Information)
- 7) Berkshire Adoption Service (Information)

Pay Policy Statement

Recommendation 2.1 of the report would be amended for the Employment Committee as the national pay award had now been settled so the Bracknell Supplement would be made explicit.

Pay and Workforce Strategy

The Strategy was discussed in detail and the Chief Officer: Human Resources indicated that the basis of it was to match the key challenges and local issues against national issues and resulting from that an action plan would be drafted.

The estimated population of the Borough of 115,058 as at May 2014 would be checked for accuracy and the source of this information.

(Action: Tony Madden)

Organisational Change

Whilst the budget for 2015-16 would not result in any significant number of staff reductions, there as a requirement to ensure that the proper process was followed through the Organisational Change Protocol.

Public Health

The report indicated that Public Health staff had settled into the Council well generally.

Workforce Monitoring

This item was a requirement for the Committee to consider.

Pay Award

The report on pay negotiations would be revised as it had now been settled. For senior staff, there was a two year pay offer of 2% from January 2015 but this did not apply to staff salaries over £100,000 per annum.

Berkshire Adoption Service

Four local authorities in Berkshire, including Bracknell Forest, would provide a joint adoption service which would be hosted by Windsor and Maidenhead.

In response to a Members' question, the following point was made:

- Golden Handcuffs had offered locally to retain children's social workers, although the numbers of children's social workers were low nationally and there was a shortage of them. There were bursaries for graduates but experienced social workers were needed also.

10. Matters to be Raised by Trade Unions

There were no matters raised.

CHAIRMAN

**TO: EMPLOYMENT COMMITTEE
17 DECEMBER 2014**

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

1 PURPOSE OF REPORT

- 1.1 Since 2012, and in accordance with the 2011 Localism Act, the Council has been required to publish a Pay Policy Statement. The Statement is also aligned with the requirements of the Transparency Regulations, which have been changed this year and retitled "The Local Government Transparency Code 2014". This report outlines those alterations and indicates the changes to the annual Pay Policy Statement arising from them.
- 1.2 In accordance with the decision taken by the Employment Committee in its report of 14 February 2014, this report also addresses the first annual reassessment of the Bracknell Forest Supplement which will take effect from 1 April 2015.

2 RECOMMENDATIONS

That the Employment Committee recommend that Council:

- 2.1 **Agree the Pay Policy Statement for 2015/16.**
- 2.2 **Agree that the level of the Bracknell Forest Supplement for 2015/16 be increased to £7.85 per hour with effect from 1 April 2015.**

3 REASONS FOR RECOMMENDATIONS

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

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 To retain the Bracknell Forest Supplement at £7.65. This would mean that most of the employees who currently receive the Supplement would have no effective rise in pay whilst other colleagues benefit from a pay award; this would have an adverse effect on morale. It would also erode the value of the Supplement which was only introduced in April 2014 with the intention of assisting those on lower pay levels to meet the costs of living in the South East.

5 SUPPORTING INFORMATION

Pay Policy Statement

- 5.1 There are two datasets which the Council has to publish:
- (a) That required by the Localism Act ie the senior officer structure of the Council
 - (b) That required by the Transparency Code ie all Council employees, including school based staff, who earn more than £50,000 pa.

Last year the Transparency Regulations required publication of information on employees with a salary over £58,200 pa. The new Transparency Code 2014 requires publication of information on employees earning £50,000 pa or over and details of the responsibilities of the posts. Only those earning over £150,000 pa must be identified by name on the website but others will be identified by post title.

- 5.2 The legal publication requirement for the Pay Policy Statement is to include employees from the Chief Executive to Chief Officer, plus the Monitoring Officer. In previous years this had also included those which are published on the website under the Transparency Regulations, but as this would greatly increase the length of the Pay Policy Statement, this year the Statement shows only those we are required to include. The posts over £50,000pa will still be posted on the website for reference.

Bracknell Forest Supplement

- 5.3 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 both the Living Wage and the national pay award would normally have been settled by the end of November.
- 5.7 The “Living Wage” outside London was updated nationally in November based on recommendations from the Joseph Rowntree Trust and currently stands at £7.85. This is an increase of 20p (2.6%). The pay award for NJC Local Government Services employees this year is now settled with a “bottom loaded” increase, a non-consolidated lump sum and a general increase of 2.2% from 1 January 2015. The next award is due in April 2016.
- 5.8 Based on the amount of Supplement paid last year, it is projected that an increase to £7.85 per hour will cost an estimated £19,400 pa increase for non-schools and £80,190 pa increase for schools.

6 CONCLUSION

- 6.1 The changes to the format of the Pay Policy Statement comply with the guidance in the least intrusive and most concise way and therefore include only those posts requiring to be published in accordance with the Localism Act.
- 6.2 The annual review of the Bracknell Forest Supplement at the “Living Wage” level (outside London) is consistent with last year’s decision to introduce the Supplement to assist the lower paid employees of the Council.

7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

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

Borough Treasurer

- 7.2 The cost to schools is being met from within the overall Schools Budget in 2014/15. The cost of the non-schools supplement is being met from the contingency in 2014/15.

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. Failure to update the Bracknell Forest Supplement will erode the value of the Supplement established last year and may be demotivating for affected staff who would get no direct benefit from the 1 January 2015 pay settlement.

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

Tony Madden, Chief Officer: Human Resources, 01344 352049
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Bracknell Forest Council

PAY POLICY STATEMENT FOR THE FINANCIAL YEAR 2015/16

(Reported data based on 2014/15)

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 2015/16. Data on existing salaries, job roles and statistics contained within the statement are based on the year 2014/15.

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

It also takes account of:

- The Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Department for Communities and Local Government in September 2011 and updated in 2014 as the 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:

- 3917 employees (equivalent to 2947.5 full-time equivalent (FTE) employees). These numbers are as at 1 April 2014.
- Services to 117,300 residents within the local community.
- Total Gross Expenditure of £253million, which was the Council's Total Gross Outturn Expenditure in 2013/14.
- The following services to the local community:
 - Adult social services
 - Children and families social services
 - Countryside and open space management and maintenance
 - Education and schools
 - Elections and local democracy
 - Environmental and public health, including pest control
 - Environmental Services, including refuse collection, recycling, street cleaning and waste disposal
 - Housing
 - Housing and Council tax benefits
 - Leisure and Arts provision
 - Libraries
 - Planning

- Economic development
- Roads, transport, street lighting and car parking
- Trading Standards and Licensing
- Youth and Community Services
- Public Health
- Regeneration
- Community Safety

- The following facilities:
 - 39 schools (including one Academy and one Pupil Referral Unit)
 - 2 residential care homes, one respite centre (residential/day) and one day centre
 - 4 Children's Centres
 - 14 Community Centres
 - 9 libraries
 - 5 leisure centres
 - 83 park sites and 50 miles of public rights of way
 - 18 play areas, plus skate parks, tennis courts, soccer pitches, a baseball diamond and a sports pavilion

- The Council:
 - Is responsible for the education of around 16,900 children
 - Deals with around 950 planning applications per year
 - Maintains around 285 miles of roads
 - Manages and maintains 323 hectares of open space
 - Is responsible for 108 looked-after children
 - Licences 260 local pubs and clubs and 276 taxis
 - Arrange care and support for 2,232 adults

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

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

1.3 RESPONSIBILITIES OF SENIOR ROLES

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

- **Chief Executive**

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

The role of Chief Executive is complex with ultimate responsibility for managing expenditure of £253m of public funds, serving around 48,000 households and 117,300 people in the Council's area.

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

The Chief Executive works closely with elected councillors to deliver:

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

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

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

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

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

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

Staff under indirect management responsibility: 3917

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

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

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

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

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

Public Health functions, formerly part of the NHS, aim to improve the health and wellbeing of the population, tackle health inequalities and reduce premature mortality. 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 areas for individuals and/or their families:

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

Budget responsibility: £32.2 million per annum

Staff under direct or indirect line management responsibility: 401

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

Children's Social Care

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

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

Learning & Achievement

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

Strategy, Resources and Early Intervention

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

Budget responsibility: £15.3 million per annum (not including schools, £79.7m)

Staff under direct or indirect line management responsibility:
2746(including schools).

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

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

directorates operate with 4 service divisions and one support division, and includes:

- Town and country planning
- Parks and countryside management,
- Leisure facilities
- Libraries
- Environmental health and licensing,
- Emergency planning,
- Highways engineering and maintenance,
- Trading standards,
- Refuse collection and street cleansing
- Waste disposal and recycling,
- Public parking.

Budget responsibility: £23.8 million per annum

Staff under direct or indirect line management responsibility: 554.

- **Director - Corporate Resources**

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

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

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

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

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

Budget responsibility: £14.1 million per annum

Staff under direct or indirect line management responsibility: 212.

1.4 OVERALL POLICY ON REMUNERATION FOR SENIOR ROLES

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

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

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

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

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

At Director level:

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

At Chief Officer level:

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

Below Chief Officer level, the Council recognises that the demands on and accountabilities of different management roles vary considerably, and seeks to align pay levels with the relative importance and responsibilities of jobs, using a process of job evaluation, and including Market Premia where applicable to match certain posts with the market rate for similar jobs. There are, additionally, some posts which are

on other national paycales such as the teaching paycales, NHS paycales 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 paycales.

1.5 SPECIFIC REMUNERATION OFFERED TO SENIOR EMPLOYEES

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

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

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

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

Annual salaries:

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

Remuneration of senior employees on recruitment

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

Pay progression

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

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

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

Pay awards

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

Bonuses

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

Local Government Pension Scheme (LGPS)

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

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

Payments on Termination of Employment

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

Other than payments pursuant to the LGPS (including the exercise of the Council's discretions) or payments in accordance with the Council's policies under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, the Council's policy is not to make any other termination payments to its senior employees. The only exception to this, which is very rarely used, is where it has received specific legal advice to the effect that a payment is appropriate to settle proceedings in an Employment Tribunal or court of law, or may be required to eliminate risk of claims against the Council. Any severance payment of £100,000 or more which falls outside the agreed policy parameters will be referred to full Council for approval.

Election fees

Election fees are paid separately. Returning Officer fees for national elections are set by central government. Local election fees are paid in accordance with a scale of fees which is based on national election rates and agreed locally. The Chief Executive voluntarily shares election fees equally with the Deputy Returning Officer. In 2013/14 the Chief Executive was paid £675 in election/referendum fees.

1.6 RE-ENGAGEMENT OF CHIEF OFFICERS

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

Re-engagement as employees

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

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

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

Re-engagement under a contract for services

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

Policy variation

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

Employment of those in receipt of an LGPS pension**General:**

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

Flexible retirement:

The LGPS regulations permit the Council to offer flexible retirement to employees (including Chief Executive, Directors and Chief Officers) aged 55 or over, so that they can reduce their hours of work, and receive a pension in respect of the proportion of full-time hours they are no longer required to work. This policy is set out in Section 4 **POLICIES COMMON TO ALL EMPLOYEES**.

1.7 PUBLICATION OF DETAILS OF EMPLOYEE REMUNERATION

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

The Council is also required to publish information about the remuneration of senior officers under The Accounts and Audit (Amendment No. 2) (England) Regulations 2009, and the Local Government Transparency Code 2014.

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

Chief Executive	£144,764 - £156,638
Director - Corporate Services (Deputy CE)	£106,956 - £115,712
Director – Children, Young People and Learning	£104,348 - £112,890
Director – Adult Social Care, Health and Housing	£104,348 - £112,890
Director – Environment, Culture and Communities	£104,348 - £112,890
Director of Public Health	£98,313 - £115,097
Borough Treasurer and Section 151 Officer	£89,149 - £94,565
Borough Solicitor and Monitoring Officer	£84,037 – £89,149
Chief Officer: Children's Social Care	£84,037 – £89,149
Chief Officer: Environment and Public Protection	£84,037 – £89,149
Assistant Chief Executive	£79,225 - £84,037
Chief Officer: Information Services	£79,225 - £84,037
Chief Officer: Human Resources	£79,225 - £84,037
Chief Officer: Property	£79,225 - £84,037
Chief Officer: Strategy, Resources and Early Intervention	£79,225 - £84,037
Chief Officer: Leisure and Culture	£79,225 - £84,037
Chief Officer: Planning and Transport	£79,225 - £84,037

Unrestricted

Chief Officer: Older People and Long Term Conditions	£79,225 - £84,037
Chief Officer: Adults and Joint Commissioning	£79,225 - £84,037
Chief Officer: Housing	£73,224 - £79,225
Chief Officer: Customer Services	£66,231 - £71,813
Chief Adviser: Learning and Achievement	£75,442 - £86,372

Figures as at 1 April 2014 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 £12,996. However, in April 2014 the Council introduced a new low pay supplement, the Bracknell Forest Supplement, which would guarantee employees a minimum pay level of £7.65 per hour (including local weighting). This gives an annual minimum for a 37 hour week of £14,758. For the purposes of this report therefore £14,758 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 2014-15 was £7.65. The amount is to be reviewed annually by Employment Committee.

Pension provision

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

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

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

Termination or Severance Payments

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

accordance with the discretions available to it under that Scheme or under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, as set out in the relevant policy statement (see Section 4 of this Pay Policy Statement, **Policies Common to all Employees**).

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

Other elements of remuneration

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

Recruitment/retention payments

Reimbursement of removal/relocation costs/mortgage subsidy on appointment

Geographical/location allowance (local weighting)

Car allowances/mileage rates

Payment of professional subscriptions or membership fees

Subsistence or other expenses allowance

Provision of mobile telephones/personal devices

Honorarium/acting up/additional responsibility payments

Payment for reduced leave entitlement

Discounted loans

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

Working arrangements

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

- Additional hours;
- Saturday and Sunday working;
- Night work;
- Public and Extra Statutory holidays;

- Sleeping-in duty.

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

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

Standby and/or call-out payments

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

2.5 OTHER TERMS AND CONDITIONS

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

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

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

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

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

Trainees/apprentices;
Temporary workers
Casual workers.

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

SECTION 3: PAY RELATIONSHIPS

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

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

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

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

Under the provisions of the Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Department for Communities and Local Government under Section 2 of the Local Government Planning and Land Act 1980, the Council is required to publish its "pay multiple", i.e. the ratio between the highest paid salary and median full time equivalent salary of the whole of the local authority's workforce. The current pay multiple, based on full time equivalent earnings in the financial year ending 31 March 2014 including base salary, overtime pay and any lump sum car allowances is 6.7. (Last year's multiple was 6.9. The introduction of the Bracknell Forest Supplement on 1.4.14 raised the lowest pay level and therefore reduced the pay multiple).

The figures are not a direct comparison because of the number of hours actually worked; for example senior officers do not have a specific number of required work hours/week in their contract of employment and will often work more than the standard 37 hours used in non-senior contracts.

The median salary is the salary value at which 50% of the full time equivalent salaries which apply to the whole of the Council's workforce are below that salary value and 50% are above it. The lowest pay point in the overall salary range which has been used by the Council in calculating the median salary is that which applies to its lowest paid employees, as defined in section 2 of this Pay Policy Statement.

If the mean salary is used in the above calculations instead of the median, the pay multiple is 5.9. (Last year's multiple based on mean was 6.1).

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

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

SECTION 4: POLICIES COMMON TO ALL EMPLOYEES

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

Contracts of Employment

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

Access to Local Government Pension Scheme

The Council offers all its employees access to the Local Government Pension Scheme in accordance with the statutory provisions of the scheme (except where the Teachers Pension Scheme applies). The employers' contribution rate for employees who join the scheme is currently 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. Major changes to the scheme were introduced nationally in April 2014.

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

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

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

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

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

Employment of those in receipt of an LGPS pension

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

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

Flexible retirement

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

Market Premia

The job evaluation scheme does not recognise market pay rates when determining the grade for a job. If Directors identify market scarcity through difficulty with recruitment and/or a lack of success with advertising, they may

discuss the need for a market premium with the CO: HR, who will, using pay surveys and research of the prevailing job market, suggest a level of supplement. The Employment Committee decide whether to authorise a market premia payment which is then periodically reviewed.

Recruitment/retention payments

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

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

Geographical/location allowance (local weighting)

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

Reimbursement of removal/relocation costs on appointment

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

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

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

Car provision – employees using their own cars on Council business

The Council compensates:

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

- Employees who are otherwise authorised to use their own car on Council business by paying a casual user mileage rate based on the HMRC rate.

Payment of professional subscriptions or membership fees

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

Subsistence or other expenses allowance

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

Car loans

All employees have access to loans at a favourable rate of interest for the purchase of cars/bicycles or the purchase of season tickets for travel. The current car loan rate is 3.25%. There is no subsidy for these loans.

Flexible benefits

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

Provision of mobile telephones and personal devices

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

SECTION 5: CONTRACTORS AND OTHER ORGANISATIONS WORKING FOR THE COUNCIL

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

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

Where any of the Council's services are contracted-out or re-tendered or where a previously outsourced service returns to the Council, any matters relating to the remuneration of the transferred employees will be managed, as appropriate, in accordance with the relevant provisions of the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014.

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

SECTION 6: DECISION MAKING ON PAY

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

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

Full Council: consideration and approval of the annual Pay Policy Statement, as required under the Localism Act 2011. Approval of both the senior salary pay structure, within which senior appointments are made, and the severance policy, within which severance payments are made. Approval of any salary or severance payment over £100,000 which is not consistent with these policies.

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

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

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

This Pay Policy Statement has been approved by full Council.

The full Council will approve the appointment or dismissal of the Chief Executive (Head of Paid Service) following the recommendation of such an appointment by a Committee or Sub-Committee of the Council, which will include at least one Member of the Executive. Council will resolve that the post is remunerated in accordance with the Senior Salary Pay Structure.

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

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

Unrestricted

The above arrangements ensure that the Council meets the requirement of the Localism Act that any proposal to offer a new appointment on terms and conditions which include a total remuneration package of £100,000 or more, including salary, bonuses, fees or allowances which would routinely be payable to the appointee and any benefits in kind to which the officer would be entitled as a result of their employment (but excluding employer's pension contributions), will be referred to the full Council for approval before any confirmed offer is made to a particular candidate, if they fall outside the scope of the agreed senior salary pay scales.

SECTION 7: AMENDMENTS TO THIS PAY POLICY STATEMENT

This Pay Policy Statement relates to the financial year 2015/16.

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

SECTION 8: PUBLICATION OF AND ACCESS TO INFORMATION

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

The information advised to be published by the Council in accordance with the requirements of the Local Government Transparency Code 2014 and in accordance with the requirements of the Accounts and Audit (Amendment No. 2) (England) Regulations 2009, as referred to in this Pay Policy Statement, is also available on its website.

The Council's policies in relation to the exercise of discretions under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and under the Local Government Pension Scheme Regulations 2013, are set out in this policy statement.

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

Chief Officer: HR, tony.madden@bracknell-forest.gov.uk 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: Tony Madden
Job Title: Chief Officer: HR
Full Address: Easthampstead House, Town Square, Bracknell
Post Code: RG12 1AQ
Tel No: 01344 352062

Adjudicator’s Signature: _____

Date: _____

Or alternatively:

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

Adjudicator’s Signature: _____

Date: _____

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

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
17 DECEMBER 2014**

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

1 PURPOSE OF REPORT

- 1.1 This is the Council's 8th Pay and Workforce Strategy which is agreed annually by full Council. Like all strategies it is important to regularly review it in the light of changing priorities, new legislation and other issues which impact on the Council.
- 1.2 The attached report provides both an update on progress to date against the previously agreed priorities, and an assessment of what changes need to be made to the Strategy over the coming three years alongside detailed Action Plans.
- 1.3 This Strategy is intended to demonstrate how HR priorities for the Council link into departmental priorities and take into account local issues; it is not intended to be a resource allocation document but should be viewed as an outline plan on priority HR areas for the Council to tackle in the next 1-3 years.
- 1.4 The Strategy is not intended to relate in detail to work with schools staff although there are some generic issues contained within it which do cover schools employees.
- 1.5 The purpose of this report is therefore to bring the Committee's attention to the key elements which make up the workforce requirements over the next 12 – 36 months and impact on the delivery of the Council's strategic objectives.

2 RECOMMENDATION

- 2.1 **That the Employment Committee endorse the attached 8th Pay and Workforce Strategy for submission to full Council.**

3 REASONS FOR RECOMMENDATION(S)

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

4 ALTERNATIVE OPTIONS CONSIDERED

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

5 SUPPORTING INFORMATION

- 5.1 The Council's current Pay and Workforce Strategy is a "living" document which is annually revised and regularly updated to take account of changes to national, regional and local priorities. The Strategy consists of a number of linked plans including the Local Safeguarding Children's Board Workforce Strategy, the Adult Social Care Workforce Strategy and the Recruitment and Retention Strategy.

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

- 5.2 Key local issues include:

- The significant budget pressures on the Council which will continue to impact on how services are delivered.
- Recruitment and retention which requires constant monitoring and actions where necessary.
- Children and Families Act 2014.
- Changes to the Disclosure and Barring Service.
- Family Justice Review.
- The Care Act 2014.
- The Better Care Fund.
- 2014 Public Realm Services.
- Raising the age of participation of young people to remain in education or training until their 18th birthday from 2015.

- 5.3 As can be seen from the above list changes in legislation will have a significant impact on the Council at a local level as work is required to enable changes in culture and operational practices.

5.4 Conclusion

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

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 Nothing to add to this report.

Borough Treasurer

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

Equalities Impact Assessment

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

Strategic Risk Management Issues

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

Other Officers

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

7 CONSULTATION

Principal Groups Consulted

- 7.1 Corporate Management Team and Departmental Human Resource Managers.

Method of Consultation

- 7.2 By face to face meetings

Representations Received

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

Background Papers

7th Pay and Workforce Strategy December 2013

Contact for further information

Tony Madden, Corporate Services - 01344 352198

Tony.madden@bracknell-forest.gov.uk

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Unrestricted



The Eighth Pay & Workforce Strategy

DELIVERING THROUGH PEOPLE

2015-2018

November 2014

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1 INTRODUCTION

1.1 The five national priority themes previously set by the DCLG Workforce Strategy still remain relevant to the construction of an effective local workforce strategy. These are

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

1.2 Since the Council’s last Pay & Workforce Strategy was produced in November 2013, there have been a number of important developments both nationally and locally which have already impacted or are likely to impact on the way in which local government provides services to the community. They include:

Nationally

- Continuing financial constraints.
- The continued integration of Public Health into local authorities.
- The Living Wage and the Minimum Wage.
- Children and Families Act 2014.
- Changes to the Disclosure and Barring Service.
- Family Justice Review
- The Care Act 2014
- The Better Care Fund.
- Raising the age of participation of young people to remain in education or training until their 18th birthday from 2015.

Locally

- Town Centre regeneration
- The significant budget pressures on the Council which will continue to impact on how services are delivered.

- Recruitment and Retention which requires constant monitoring and actions where necessary.
- PSN framework requiring changes to information security for personal information.
- 2014 Public Realm Services.

1.3 The Council, in responding to the national and local agenda, has developed this Strategy, Delivering Through People. The Strategy is reviewed on an annual basis.

2 PURPOSE

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

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

3 THE NATIONAL JOURNEY – SO FAR

3.1 The most recent Local Government Workforce Strategy by the Local Government Employers was published in April 2012 and there have been some changes since then.

Whilst the prevailing economic situation has been especially difficult for some years now, the underlying challenges facing the local government workforce have never really changed. There is continuing pressure to deliver more and better services with less resource through greater efficiency, service transformation and partnership development.

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

Job losses in local government, brought about by spending reductions will continue for some time. Government figures indicate that up to 15% of public sector jobs will be lost by 2018.

The impact of the economic downturn has brought extra demand for some services, but without any significant reduction in demand for others.

3.2 The public sector faces continuing uncertainties because of the financial constraints placed on it. On the one hand, staff may be prepared to stay longer with the organisation rather than risk moving job and home but on the other hand it could result in natural healthy turnover remaining stagnant. As the financial pressures on the public sector are widely publicised in the media, fewer people may see a local government career as a safe or desirable option. Whilst it is generally easy to recruit staff, significant difficulties exist in specific areas eg social workers.

- 3.3 The recession has reduced all authorities' income, and pushed up costs leading to the need to make significant savings and service cuts, including reducing posts. The pressure to do "more for less", more efficiently and to increase productivity is greater than ever, especially through using technology to do more.
- 3.4 Demographic pressures continue to have an impact. The 2011 Census indicated that the population of Bracknell Forest has grown by 3.3% from 109,617 to 113,200 between 2001-2011, with a 7% increase in the numbers of children under 5 and an 18% increase in the number of those over 65; this has a resultant impact on schools and adult social care support. Also increasing diversity in the numbers of residents from black and minority ethnic groups will affect both the workforce composition and service demands. There has been an increase in the number of ethnic minority pupils in schools over the last 12 years from 7.5% to 18.7% and the forecast is for this to continue. This will increase the pressure on schools and the schools workforce and increase the demand for teachers and non-teaching staff. In May 2014, the population had risen to 115,058 of which 25% are aged between 0 – 18 years.

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

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

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

- 3.5 It is part of the work of the Council HR teams to anticipate and react to change and to forecast the future skills and numbers required of local government through effective workforce planning. For example, the move to flexible ways of working will require different approaches to management and changed skills within the workforce in order to implement these changes successfully.

4 THE LOCAL JOURNEY- SO FAR

- 4.1 The Council's six overarching priorities remain as:

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

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

- The Government's planned budgetary constraints which have shown that the Council's financial situation remains challenging.
- The continuing challenges of the recruitment and retention of staff in some key areas eg childrens social care.
- Changes to working arrangements and practices which will be required through flexible working.
- The impact of the town centre regeneration work in terms of an increased workload for some teams, changes in service delivery for others and its impact on employee recruitment and retention.
- Changes in legislation and the expectations of various inspectorates and government departments.
- The need for managers to improve their existing skills and develop new ones eg commissioning services, partnership working.
- The outcomes of the Council's Good to Great initiative for staff engagement.
- Creating opportunities – a joint strategic plan for Children, Young People and Families in Bracknell Forest, 2014-2017.
- Aging Workforce.

4.3 The Council needs to continue to take action to increase the level of “grow our own” opportunities, for example:

- A continued commitment to supporting Continual Professional Development (CPD).
- the agreement between the six Berkshire Authorities for more effective delivery of learning and development opportunities for the Adult and Children's social care workforces with particular emphasis on safeguarding.
- Joint agreements across the Thames Valley for training to support Approved Mental Health Practitioners.
- Leading the Berkshire partnership to facilitate training for 12 DfE funded graduates as part of the Step Up to Social Work programme.
- The “Schools Direct” programme to accelerate the progression of graduates into the teaching profession particularly in secondary schools.
- In collaboration with Bracknell & Wokingham College Apprenticeships, developing and increasing the numbers of apprenticeships offered within the Council.
- Developing and Nurturing Talent and Improving Performance Management as part of the Good to Great initiative.

5 **SKILLS, QUALIFICATIONS AND DEVELOPMENT ACTIVITIES**

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

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

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

5.3 Each year additional e-learning packages are produced to provide employees and Elected Members access to learning material at their convenience, rather than through face to face sessions. In 2013-2014, 1,961 employees successfully completed e-learning packages.

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

6 **BENCHMARKING**

6.1 The 2013 Local Government Pay and Workforce Strategy survey contained detailed information on a range of issues including turnover, off the job training, sickness absence, etc. However gathering information for the survey for 2013/2014 has only just begun and comparative data will not be available until April 2015.

Unrestricted

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

Performance Indicators	England local government employment 2013	Unitary authorities in England 2013	Bracknell 2013/14 (2012 figures in brackets)
All turnover	11.4%	13.2%	12.64% (14.3%)
Days off the job training per employee	1.0	0.8	2.9 (3.3) *
Gross training expenditure per employee	£169	£138	£261 (£337) *
Members gross training expenditure	£147	£174	£204 (£286)
Sickness absence rates (days per employee)	7.7	9.6	5.5 (5.6)

The voluntary turnover rate for people with less than one year's service has decreased from 23% in 2011/2012 to 18% in 2012/2013, this figure includes staff on fixed term contracts who often leave before their contracts expire if a permanent opportunity arises elsewhere.

* The significant increase in employees taking up e-learning opportunities has led to the reduction in time spent away from the office and an overall reduction in expenditure although the spend per employee remains significantly above the local government average.

7 RECRUITMENT AND RETENTION ISSUES

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

However, problems still remain with filling professional vacancies for some areas particularly social workers, (especially those with experience in children's social care), approved mental health practitioners and social care management positions. There is an outflow of experienced professionals into locum work where market forces are setting significantly higher remuneration rates than those paid in permanent employment. The Bracknell Forest situation reflects similar local difficulties and also nationally recognised issues across the U.K. However the Council still retains its reputation as an "Employer of Choice" because of its performance, its approach to employees and its job offer in terms of flexible benefits and flexible working.

7.2 The key priority areas for the next year are:

- Monitoring the use of key staff retention payments (“Golden Hellos”) to respond to market forces especially with regard to social worker recruitment.
- To further focus on the Council’s employer brand, especially in the light of the well-publicised public sector austerity measures.
- The further adoption of flexible working practices as a recruitment and retention tool, with particular reference to improving the attractiveness of jobs to those who live beyond the usual travel-to-work catchment area and those returning to work after care responsibilities.
- The continued development of approaches to enhance management competence and develop talent.
- Monitoring the potential loss of staff to neighbouring authorities and devising strategies to combat that.
- Investigating the use of social media as part of recruitment practice.
- Further strengthening the links between learning and development and the recruitment strategy to embed “grow-our-own” as an attractive alternative to recruiting fully experienced staff.

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

8 THE FIVE WORKFORCE PRIORITIES – PROGRESS TO DATE

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

8.1 **Organisational Development**

Key issues:

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

What we have achieved

- Development of a single Equality Scheme 2012-2016 with workforce objectives
- Promotion of greater flexibility in terms of working arrangements and increased range of flexible benefits.
- In response to “Every Child Matters” 2013, revised and updated all safeguarding training.
- Improved the clarity of linkage between the Council’s business objectives/service plans and individual employee work objectives through revising the appraisal process for 2015/16.
- Reaccreditation of the Achieving Level of the Equality Standard.

What we still need to do:

- Implement the key actions arising from the Good to Great programme.
- Revise the appraisal process, in line with the move to online and self service HR and Learning & Development systems.
- Using the scheme developed in EC&C, create further Mentoring programmes across other Council departments.
- Improve the level of the Council’s Equality Standard from Achieving to Excellent.
- Continue to benchmark services where appropriate.
- Use the results of the 2014 staff survey to improve the organisation.

8.2 **Developing Leadership**

Key issues:

- Creating leaders for the future.
- Developing partnerships to improve leadership and skills.
- Developing the leadership capabilities of officers

What we have achieved:

- Managerial and supervisory competency frameworks integrated into all management programmes.
- Accreditation by the Institute of Leadership and Development of Level 3 and a Level 5 Coaching/Mentoring Certificate Programme.
- Produced development material, including e-learning employees including the use of social media.

What we still need to do:

- Develop suitable mechanisms to ensure all social workers are able to comply with all recommendations of the Social Work Taskforce.
- Enhance and expand management development opportunities.
- Produce e-learning packages on each of the 8 management competencies.

8.3 **Developing Workforce Skills and Capacity**

Key issues:

- Maximising access to learning and development opportunities for employees.
- Developing an ever more flexible and skilled workforce.
- Improving skills for managers, including developing new skills e.g. commissioning, working in partnerships, managing flexible working effectively, performance management.
- Improving skills for all staff in customer care.
- Enhancing partnership approaches to learning and development.
- Enabling the Council to meet the government's Data Protection and Information Security standards.

What we have achieved:

- Delivery of a wide range of management development opportunities for service managers.
- Redesigned the corporate induction programme linked to e-learning.
- Launched e-learning through the recognised provider for the public sector; to date 62 packages are currently available
- Expanded access to safeguarding awareness training to the wider children's and adult's workforces and volunteers.
- Equality proofed 100% corporate learning and development modules
- Delivered a range of workshops and e-learning opportunities in line with the government's Information Security requirements
- Developed a new Learning Management system which will enable greater employee self service.

What we still need to do:

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

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

Key issues:

- Remodelling the workforce in response to future trends.
- Maximising the use of technology to improve services (this includes a modern efficient HR system linked to effective business processes).
- Developing cost effective means of attracting suitable job applicants and retaining skilled workers.
- Developing suitable strategies to encourage a diverse range of suitable applicants to apply for jobs within the Council and to support their development.
- Supporting social workers to practice effectively.

What we have achieved:

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

What we still need to do:

- Monitor the actions of other local authorities in this area and assess their impact; take steps to mitigate that impact on the Councils workforce.
- Continue to come up with innovative approaches to combat the serious shortfall in Childrens Social Workers.
- More detailed workforce planning to better predict need particularly in relation to local partners and in line with economic regeneration initiatives.
- Encourage a diverse a range of job applicants to increase workforce diversity
- Complete a staff survey in autumn 2014.
- Implement the new HR/Payroll system to provide fast and accurate workforce information to managers and develop the use of self service through this new system.

8.5 **Pay and Reward**

Key issues:

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

What we have achieved

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

What we still need to do:

- Review the need to implement a new pay and grading structure
- Continue to explore additional flexible benefits for staff and make it easier to access benefits on-line.
- Reassess the value of the Bracknell Forest Supplement and adjust if necessary.

9 DEPARTMENTAL KEY WORKFORCE PLANNING PRIORITIES

9.1 The Council has previously incorporated workforce planning into service planning with the aim of producing annual departmental workforce plans. Each department's key priorities will be reflected in their action plans and they will continue to monitor progress at a local level. The key priorities for each of the Council's departments are as follows:

Environment, Culture and Communities

- Support the department in major project work.
- Monitor the effect of any upturn in the number of planning applications which may lead to a knock-on effect of increased demand for Planning staff at more competitive salaries.
- Further proposed changes to planning regulations, including the impact of the National Planning Policy Framework.
- Potential regionalisation of some regulatory functions.
- Organisational and cultural changes due to the implementation of the 2014 Public Realm Contract.
- Continue to develop management competence through mentoring, network events and other support.
- Continue to support the implementation of safeguarding requirements across the department, in particular the Leisure and Culture Safeguarding Policy
- Support managers and staff through organisational change resulting from reduced funding for local government
- Support the department to maximise the use of reducing resources through effective management and identifying opportunities to deliver services in different ways
- Continue to support managers and staff who work on the redevelopment of the town centre.

Children, Young People and Learning

- Ensure the Children's Social Care Workforce is properly staffed through imaginative and appropriate recruitment and retention strategies.
- Establish strategies to improve the recruitment and retention of people into areas with skills shortages such as headteachers and experienced children's social workers.
- Assess the impact of the safer workforce training programme.
- Review the arrangements for induction across the Children's and Young People's workforce.

Unrestricted

- Develop the Children and Young People's workforce strategy as a result of the priorities identified through the Children and Young People's Plan (CYPP) and early intervention strategies.
- Support secondary schools with School Direct – the training and recruitment of newly qualified teachers.
- Support Head teachers and school leaders through effective performance management and the introduction of performance related pay.
- Continue to operate the Newly Qualified Teacher pool.
- Support school improvement through the HR activities for School Management Boards.
- Support the Department to maximise the use of resources through effective people management.

Chief Executives Office/Corporate Services

Council wide activities

- Supporting and facilitating employee involvement in the "Good to Great" programme which seeks employee input on how to further improve Council performance – specifically on Managing Performance and Developing and Releasing Talent.
- Continue to support HR aspects relating to office moves and the roll out of flexible working across the organisation.
- Enabling managers to take greater responsibility for the learning and development requirements of their teams via direct access to the new Learning Management system.
- Revising the Council's appraisal and personal development planning system

Directorate activities

- Seek to develop self-service options for managers through the specification of the new HR/Payroll system.
- Prepare for the delivery of the Combined Parliamentary, Borough and Parish/Town Council elections including the induction of new Councillors.
- Provision of support and legal advice to the Council in connection with the Town Centre re-development, the delivery of SALP sites for housing, the implementation of the Care Act, etc.
- Manage the key financial pressures including maintaining the property infrastructure and the costs of changes to ICT infrastructure.
- Implement the Facilities Category Strategy.
- Working towards the Excellent level in the Equalities Framework.

Adult Social Care Health and Housing

- Modernise the Adult Social Care workforce to meet new skills sets.
- Continue to enhance the skills of the wider adult workforce to ensure that the levels of competence meet those set out in the East Berkshire Workforce and Development Strategy for Safeguarding (2014).
- Ensure that the learning and development needs of public health are met in line with annual requirements.

- Enhance the skills of the workforce to meet the needs arising as a result of the implementation of the Welfare Reform Act 2012.
- Ensure that the workforce is equipped to implement any new requirements arising from the Care Act 2014.
- Integrate with Health Services. The shape of the workforce will require careful consideration along with services and other associated issues.
- Embed the current approach to Housing & Benefits services through the “Vanguard” system and reconfigure the workforce to support a more customer-centric approach.
- Impact of the introduction of the Care Certificate from March 2015.

10 **ISSUES WHICH WILL IMPACT ON THE COUNCIL’S WORKFORCE**

(i) Staff Communications

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

(ii) Pay and Job Measurement

This subject to continuing discussions with the trades unions and Members. The Bracknell Forest Supplement has now been implemented and will be reviewed in April 2015.

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

Current policies reflect the new flexible working arrangements and accommodate employment rights which also means that training and development activities are offered in a variety of different ways to accommodate these arrangements.

(iv) Audits and Inspections

The amalgamated Adult Learning Inspectorate, OFSTED and the Care Quality Commission, will continue as will audits of financial arrangements. The focus of inspections is moving towards one of identifying the impact of changes on the outcomes from those people in receipt of services. This has meant a greater emphasis on post course evaluation to identify how learning has been incorporated into practice. Less regular, planned inspections will be undertaken but with less notice being given.

(v) Enhancing managerial skills and competencies

Supporting managers to develop new skills needs to be embedded into management thinking through training and HR advice. A new Performance Management toolkit is currently being developed as part of the Good to Great Performance management workstream.

(vi) The actions of other potentially competitive employers

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

(vii) **Developing and Nurturing Talent**

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

(viii) **Increasing and improving the e-learning offer**

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

(ix) **Using modern technology effectively**

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

11 A REVIEW OF THE 2013 PAY AND WORKFORCE STRATEGY

11.1 Achievements and actions still outstanding

Of the 27 actions shown in the Action Plans of the 2013 Seventh Pay & Workforce Strategy. 13 have been fully completed, 13 part completed, and 1 not completed principally because they have a longer time frame or are part of the Good to Great workstreams.

11.2 The 13 completed actions are:

Priority Area 1

- Safeguarding training has been revised, updated and provided to relevant groups of staff.
- Maintained the “Achieving” level of the Equality Framework.
- Revised and updated the 7th Pay and Workforce Strategy.
- Introduced an employee health check programme.
- Participated in benchmarking activities.

Priority Area 2

- Delivered a programme on Data Protection and Information Security.
- Provision of a pilot Level 3 ILM coaching programme only delivered.

Priority Area 3

- Provided support to social workers to ensure they met the professional standards required by HCPC and the College of Social Work.
- Developed material in support of the Time for a Change Programme.
- Updated and equality proofed equality and diversity training available to staff.
- Implemented the Bracknell Forest Supplement.
- Developing a performance management toolkit (part of Good to Great).
- Develop appropriate mechanisms to nurture and develop talent (part of Good to Great)

11.3 The 13 actions partially completed actions are:

Priority Area 1

- Remodelling the Childrens and Adults social care workforces through organisational development activities.
- Continue to support managers and staff to develop flexible working arrangements.
- Fully implement the actions from the 2012 staff survey – progress has been made on all of these but they have not yet been fully implemented.

Priority Area 2

- Enhancing partnership approaches with regard to learning and development activities.
- Enhanced managerial skills and knowledge.

Priority Area 3

- Revision and introduction of new induction standards for social care staff.
- Raising skills and competence within the private, independent and voluntary sector.
- Expanded the use of the social care common induction standards and assessment tool.
- Continue to develop the skills of adult social care staff.

Priority Area 4

- Ensure the Council's new HR/Payroll system provides improved management information.
- Identify and access opportunities for external funding.

Priority Area 5

- Further develop the Council's flexible benefits approach.
- Examine the total reward package to ensure it is modern and in line with Best Practice.

11.4 The 1 action not yet completed, is:

Priority Area 1

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

12 CONCLUSIONS

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

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

- Medium Term Financial Strategy – General Fund Revenue Budget Book 2013/14
- Equality Scheme 2012-2016
- Creating Opportunities – a joint strategic plan for children and young people 2014-2017
- Staff Survey Action Plans 2011
- Good to Great Action Plan and Peer Review 2013.

13 APPENDICES – ACTION PLANS

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

PRIORITY AREA 1: DEVELOPING THE ORGANISATION

<u>Developing the Organisation</u>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Develop and implement appropriate mechanisms to nurture and develop talent through mentoring, coaching and secondments within the Council as part of the Good to Great initiative	H	Clear mechanisms identified, implementation plans approved	March 2015 and on-going	Directors/ relevant Chief Officers/Good to Great Groups	Time spent developing, delivering actions.
Implement actions required to achieve the Excellent level of the Equality Framework	H	Maintenance of the "Achieving" level of the Equality Framework.	April 2017	Chief Officer: Human Resources/Head of Community Engagement	Time spent developing, delivering actions.
Revise and update the existing Pay and Workforce Strategy	H	Revised PWS produced, approved & implemented	Version 9 approved by Employment Committee by March 2016	Chief Officer: Human Resources	All appropriate training identified will need to be contained within existing budgets
Continue to remodel the Children's and Adults workforce through organisational development activities	H	Remodelling plans produced and approved, implementation under way.	March 2015 and on going	Directors/ relevant Chief Officers	Time involved in consultation, potential retraining costs.
Capture up to date information on the skills/qualifications of all employees through the new LMS/HR systems	H	Skills audits completed and plans amended.	April 2016	Learning and Development Manager/Departmental HR Managers	Cost of amending documentation, staff time on briefing sessions

<u>Developing the Organisation</u>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Support managers and staff to develop flexible working arrangements in response to the Time for a Change initiative	H	Council wide and Departmental Action plans being implemented	April 2015	Directors/ relevant Chief Officers	Cost of amending processes/procedures plus the cost of amending documentation, staff time on briefing sessions
Participate in appropriate benchmarking activities to ensure that the Council provides services which are effective and value for money	M	Annual benchmarking undertaken in relevant areas	Annually	Directors/ relevant Chief Officers	Cost of participation in benchmarking surveys and analysis of results
Implement the actions from the next Staff survey and continue to conduct a triennial staff survey.	M	Departmental Action plans being implemented	March 2015 and ongoing	Departmental HR Managers	Cost of amending processes/procedures

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

PRIORITY AREA 2: DEVELOPING LEADERSHIP CAPACITY

<u>Developing Leadership Capacity</u>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Provision of pilot in Level 5 Institute of Leadership and Management (ILM) mentoring/coaching certificate programme.	M	Minimum of one group per year successfully completing programme	April 2015 and annually thereafter	L&D Manager	Course costs/staff time attending workshops ILM accreditation
Enhancing partnership approaches with regard to learning and development activities which impact on all 6 unitaries in Berkshire.	M	Learning and development resources seen to be used effectively	Annually	L&D Manager	Development time/Course costs
Continue to deliver a programme for employees to ensure that the Government's Data Protection and Information Security standards are met	M	Programmes developed and delivered monthly	On-going and in response to government requirement changes	L&D Manager	Development time/Course costs/staff time attending course
Enhance managerial skills/knowledge especially in the areas of performance management skills, supervision, information security, financial management and managing flexible working	M	A minimum of 100 managers a year attending events or using packages	Annually	Chief Officer: Human Resources/Learning and Development Manager/HR Managers/senior managers	Time to develop and deliver workshops/information sessions/case studies, etc.

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

<u>Developing the Skills and Capacity of the Workforce</u>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Ensure Council complies with induction standards for new care staff, use of new continuous professional development requirements in line with Professional Capability Framework.	H	External Inspections recognise achievements of both Children & Adults Social Care	On-going	Learning & Development Manager / Departmental HR Managers	Time and resource costs. Grants from Departments of Health and Education support this training.
Development of a Performance Management toolkit to enable managers to better support their teams in delivering the Council's key objectives	H	Toolkit approved by CMT and then published on BORIS	March 2015	Learning & Development Manager / Departmental HR Manager	Time and resource costs.
Raising skills, and competence within the Private, Independent and Voluntary sector.	H	Expansion of numbers of on-line training modules available. Programme agreed and publicised	On-going April 2015	Learning & Development Manager	Development of e-learning opportunities including Log onto Care modules Cost of delivery of Common Induction Standards workshops (met from grant funding)
Develop appropriate mechanisms to nurture and develop talent through mentoring, coaching and secondments within the Council as part of the Good to Great initiative	H	Initiatives developed and implementation planned	Ongoing	Directors and Departmental Chief Officers leading on these initiatives	Staff time in developing mechanisms, implementing these and producing guidance and other material.

<u>Developing the Skills and Capacity of the Workforce</u>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Expand the use of the Social Care Common Induction and new manager standards assessment tool, in line with the requirements of the Care Certificate.	M	Implemented with positive results	From April 2015	Chief Officer: Human Resources	Staff time in developing material. See note previously on grant funding.
Continue to develop the skills of ASCH&H staff to include the provision of nationally recognised qualifications in these areas	M	Staff trained and better able to support service users	Programme s up and running by December 2014	Learning & Development Manager	Time, financial resources

PRIORITY AREA 4: RESOURCING THE ORGANISATION

<u>Resourcing Local Government</u>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Continue to enhance image of the Council as an attractive employer.	H	Recruitment strategy revised and implemented	On-going	HR Managers/ Chief Officer: Human Resources	Development costs. Staffing resources already in place.
Work towards a diverse workforce which reflects the community.	H	Improved levels of recruiting staff from communities	On-going	HR Managers/ Chief Officer: Human Resources	Staff time, advertising costs of new avenues of recruitment
Identify opportunities for external funding and access these	M	Increase in external funding	April 2015 and ongoing	Chief Officer: Human Resources	Time spent investigating and applying for funding – offset by increased income streams
Support development of school leavers, graduates and older persons, particularly in areas of skills shortage, especially in line with economic regeneration.	M	Recruitment strategy revised and implemented	On-going	HR Managers / Business Development Manager	Development costs. Staffing resources already in place.
Ensure that the Councils' new HR Payroll system provides the ability to provide improved management information	M	New system in place	2016	Chief Officer: Human Resources/Chief Officer Finance	Time spent investigating the requirements and developing a specification, plus the time spent on the tendering process.

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PRIORITY AREA 5: PAY AND REWARDS

<u>Pay and Rewards</u>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Monitoring the effectiveness of the Golden Handcuffs and other initiatives to recruit and retain key staff	H	A stable workforce	Ongoing	Chief Officer : Human Resources/Departmental HR Managers	Implications on pay bill
Consider the Council's position on a new pay and grading structure.	M	New scheme and pay structure being implemented	July 2015	Job Evaluation Steering Group	Implications on pay bill
Reassess the value of the Bracknell Forest Supplement	H		April 2015	Chief Officer : Human Resources	Cost of supplement pay bill
Assist departments in fitting staffing to available budgets	H	New structures in place	Up to April 2015 and on-going	Chief Officer : Human Resources/Departmental HR Managers	Staff time and costs to conduct a review
Further develop the Council's "Flexible Benefits" approach.	M	New/revised benefits identified and introduced	Annually from March 2015	Chief Officer : Human Resources	Cost of producing materials
Examine the total reward package to ensure it is modern, appropriate and in line with best practice.	M	Package regularly reviewed	Ongoing	Chief Officer : Human Resources/ Departmental HR Managers	Cost of remedial actions if needed

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TO: EMPLOYMENT COMMITTEE
17 DECEMBER 2014

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

1 PURPOSE OF REPORT

Attached at Appendix A for information is the Organisational Change timetable dealing with the restructuring exercise necessary to balance the 2015/16 budget.

In line with the approach taken in previous years, there is a Local Joint Committee and Employment Committee on 11 February 2015 to approve the final staffing implications; this will be dealt with in one report after the Executive have agreed the budget to go forward for Council endorsement on 25 February.

2 SUPPORTING INFORMATION

- 2.1 As a consequence of the need to balance the 2015/16 budget there will be a very limited number of reductions in some areas of Council activities. For those areas affected, the staff consultation process commenced after the Executive Briefing on 2 December and prior to the 16 December full Executive endorsement of the budget to be put forward for public consultation. A clear consultation programme is in place to ensure staff are engaged in the process and the Council's existing policies and procedures followed which will include the involvement of trades union representatives. Staffing changes will follow the Council's Organisational Change Management Protocol if recommendations are approved.

Contact for further information

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**MANAGEMENT OF ORGANISATIONAL CHANGE CHECKLIST & TIMETABLE
OCTOBER 2014 TO APRIL 2015**

BALANCING THE BUDGET PROGRAMME

Dates	Description	Responsible Officer(s)
October-November	Savings proposals discussed with Executive and ruling group	CE/Directors
November	If new jobs are to be created (e.g. 2 jobs merging to one) job descriptions/person specifications/JIQs prepared and submitted for job evaluation	Departmental HR and manager
2 December	Executive Briefing preliminary decision on savings proposals	
3 December	Notify Trade Union(s) of restructures consultation– subject to the Executive agreeing them for public consultation	CO:HR
3 December to 12 December	Consultation with all staff potentially affected, in groups and individually as necessary	Departmental HR and director/manager
16 December	Budget proposals officially published for consultation	CE/BT
From 5- 9 January	Send “At Risk” letters through standard letter and provide severance details for single occupied At Risk posts. Release severance details to “At Risk” staff in multiple occupied posts to allow for expressions of interest in voluntary redundancy.	Departmental HR
12-16 January	Appeals against “At Risk” heard	Director
From 19 January	Redeployment process begins.	Departmental HR
to 16 Jan	Selection processes for posts using standard matrix. Letter to advise staff of selection process. Final decisions on staff selected for redundancy. Redeployment process continues.	Departmental HR
21 Jan	CMT consider report for accessing Restructures Fund (subject to outcome of appeals).	BT/CO:HR
By 23 Jan	Appeals lodged against selection	Departmental HR
By 26 Jan	Appeals heard. Posts no longer At Risk, confirm by letter.	Departmental HR/ Director
27 January	Executive Briefing on budget	
By end Jan	Pre-committee letter	
2 February	Finalise report for Employment Committee and LJC	CE/BT/Directors/C O:HR
10 February	Executive approves budget	
11 February	Local Joint Committee	Directors/CO:HR

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	Employment Committee	
12 February	Notify individuals of redundancies through standard letter, issue notice (post committee letter)	Corporate HR
25 Feb	Council agrees budget and Council Tax	
1 April 2015	New structures/posts become live	Departmental HR

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TO: **EMPLOYMENT COMMITTEE**
17 DECEMBER 2014

PUBLIC HEALTH TRANSFER – 18 MONTHS ON
(Director of Adult, Social Care, Health & Housing/Director of Corporate Services)

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform the Committee on the background to and the progress made with transfer of Public Health staff from Berkshire PCTs to Berkshire Council's and Bracknell Forest in particular.

2 SUPPORTING INFORMATION

- 2.1 The Health and Social Care Bill 2012 relocated the Public Health functions, resources and commissioning responsibilities from the NHS to local government. Local authorities are now required to discharge their Public Health functions in accordance with the 2012 Public Health Outcomes Framework. The Framework has 4 elements:

- Improving the wider determinants of health
- Health improvement
- Health protection.
- Healthcare, Public Health and preventing premature mortality.

- 2.2 Prior to the changes, Public Health services were provided through two Public Health Directorates, Berkshire East and Berkshire West.

The new structure from 1 April 2013 saw the appointment of a Berkshire wide Strategic Director for Public Health (SDPH) overseeing a core (or "Shared") Team of professionals with pan-Berkshire responsibilities. The Shared Team work across the six Unitaries and the SDPH reports to the Bracknell Forest Director, Adult Social Care, Health and Housing. There is a Consultant (CPH) in charge of a Locality Team in each Unitary who reports as determined by their structure (in Bracknell this is also the Director of Adult Social Care, Health & Housing), linked strategically and professionally to the SDPH.

- 2.3 The transfer of responsibilities and staff from Public Health took place under a TUPE style arrangement on 1 April 2013.

At the point of transfer all eligible staff transferred from East and West Berkshire PCTs to Berkshire Unitaries. There was always a problem with allocating staff from the two PCT's into 7 new teams because it was difficult to ensure every new employer received their fair share of a limited pool of expertise. That therefore left a number of vacancies in the establishments of all the Councils. Bracknell's initial allocation left a significant number of vacancies and the Council has now recruited to the remaining vacant posts on the staffing structure. There are now 9 staff in the Locality Team and 10 in the Shared Team.

Unrestricted

- 2.4 Bracknell also recruited a number of Health Activists and Health Check Nurses on Relief (Casual) contracts to undertake project work across Berkshire when required. They are employed under the same terms and conditions as other Relief or Casual employees within the Council.

In addition to the permanent PH staff there are two PH Trainees who are attached to the Shared Team for six months as part of their training. They are paid through the Oxford Deanery and are not a charge to Bracknell Forest.

- 2.5 When staff transferred from the PCT although they brought with them their pay and pension entitlements under their NHS Agenda for Change contracts from day 1 they were subject to the Council HR policies on Disciplinary, Absence Management and Grievance. However with effect from 1 February 2014 they were harmonised onto all Bracknell's policies but retained their pay scales and NHS pensions as they are permitted to do under the terms of their transfer. There are currently only 8 employees who remain in this position.

All Public Health staff who did not come over through the transfer mechanism and who have therefore been recruited by Bracknell since 1 April 2013 are on the same standard contract terms and conditions of other Council employees.

- 2.6 Public Health staff are now very much part of the "team". They were inducted in to the organisation like normal new starters and this has given them a good grounding and has helped them find their feet. Staff across the Council are working with them on projects to improve the health of Bracknell residents.

Background Papers

None.

Contact for further information

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**TO: EMPLOYMENT COMMITTEE
17 DECEMBER 2014**

**MONITORING THE COUNCIL'S WORKFORCE – 2013/14
(Director of Corporate Services – Human Resources)**

1. 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. It has an action plan to deliver on its equality objectives and has already twice met the 'Achieving' level of the Equality Framework for Local Government. There are 3 levels of achievement within the framework 'Developing', 'Achieving' and 'Excellent'. Maintaining the 'Achieving' level helps the Council manage its reputation as a Council that ensures fair treatment and access to services. It also helps it to monitor its progress, recognise areas of strength and identify areas for improvement. 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. SUPPORTING INFORMATION

- 2.1 It is important to work towards a situation where the Council's workforce broadly reflects the make up of its local community to ensure that appropriate services are provided to all citizens. The demographic make up of Bracknell Forest is changing, the 2011 Census showed that 15.1% of the Borough's population belonging to minority ethnic groups, (including White Irish and White Other). The previous Census in 2001 showed 9.5% of residents belonged to minority ethnic groups.
- 2.2 Schools censuses show that the number of ethnic minority pupils continues to grow, and that the percentage of minority ethnic pupils is higher than that in the general population. There has been an increase in ethnic minority pupils recorded over the past 12 years from 7.5% to 18.7%. This has gone up by 0.8% since the previous year. The percentage of minority white pupils which are included in this figure has gone up in the past year from 4.3% to 6.1%. The largest increase over the last 13 years has been in pupils of Asian ethnicity from 1.4% to 5.7%. This has been borne out in the 2011 Census results which show an Asian population of 4.34% and a White Other population of 4.75%.
- 2.3 The population of the Borough is ageing. Based on 2011 Census data the estimate for the number of people aged 65+ is 15,557 for 2013 (this equates to 13.34% of the Borough's population). This is expected to steadily increase from its current level to an estimated 19,673 by 2021 (15.34%). This figure is based on the Census 2011 figures and is estimated by the Office for National Statistics. These figures are lower than the average for the South East and Nationally.

- 2.4 2011 Census data shows a dramatic change in the religion/beliefs of the Borough with an increase from 19.4% in 2001 to 30.4% in 2011 stating they have no religion. This corresponds to a similar sized reduction in the number of people who recorded their religion as Christian. The Bracknell Forest area would seem to be less diverse in terms of major declared faiths than the national picture. The main difference with 2011 national patterns was in the relatively small size of the Borough's Muslim population; 1.2% compared with 5.2% nationally.

3 THE COUNCIL'S STATISTICAL INFORMATION

- 3.1 This annual report contains statistical information on employees and applicants for jobs at the Council in terms of gender, disability, age, religion or belief, ethnicity and sexual orientation. This is to ensure that the Council has a full understanding of the composition of its workforce and the people who apply for jobs. This helps identify what further action needs to be taken to ensure it better represents the local community.
- 3.2 To ensure that the Council complies with the Equality Act 2010, there is a need to ensure that accurate workforce information is available to help plan actions and monitor progress. The Equality and Human Rights Commission (EHRC) provides guidance on what monitoring it expects to see and what it believes would be proportionate for large public sector bodies to collect and publish. The information given in this report is consistent with that guidance.
- 3.3 The Equality Act 2010's Public Sector equality duty requires information on the composition of the workforce in terms of its protected characteristics to be made available to the public. This information is therefore published on the Council's website and updated annually. The Council also has a duty to ensure that it does not discriminate on the basis of any protected characteristic and the Equality Act 2010 includes a duty that public bodies advance equality of opportunity in relation to these characteristics.
- 3.4 The Council has had a monitoring system in place for the past 13 years to collect figures in relation to its existing workforce.
- 3.5 Human Resources collect a range of statistics on applicants and current employees. Tables of these figures are throughout the report and indicate the following;
- (i) recruitment information from 1 April 2013 to 31 March 2014 split by ethnicity, age, gender, disability, religion or belief and sexual orientation.
 - (ii) workforce information as at 1 April 2014 split by ethnicity, age, gender, disability, religion or belief and sexual orientation.
- 3.6 The Committee should note that the following important caveats apply to the information;
- (i) For some indicators, because of the small numbers in the comparator group, a small increase or decrease in the head count can have a disproportionate effect. For example, the top 5% of earners totals 69.7 Full Time Equivalents, so an increase or decrease of one full time equivalent would represent a change of 1.4%. Where numbers are

very small, the actual numbers are sometimes quoted as the percentages can be deceptive when applied to small groups.

- (ii) In relation to the recruitment statistics only, the schools use the same recruitment software as the rest of the Council, however, not all of the schools have decided to use the software in its entirety. Therefore we are able to report on the number of applicants including schools but the total number of successful candidates have not been recorded for schools. Schools have responsibility for their own recruitment and therefore the collection of statistics, so are required to separately undertake the recording of this information. Monitoring of their compliance, including reporting annually to their Governing Body, is required to be undertaken as part of the routine audit programme of schools.
- (iii) Information on disability, ethnicity, religion/belief and sexual orientation is collected by self declared returns from employees and candidates and, as there is no compulsion to return this information, some choose not to (or return selected information only). The regular updating of these characteristics took place in the past year and a higher proportion of staff chose to provide this information. This may reflect greater confidence in being able to reveal sensitive information or it may simply reflect that people are regarding the collection of such information as more routine than in the past. At the time of these reports only 8% of schools staff (compared to 25% previously) and 3% of non schools staff chose not to respond on their ethnicity. Figures of non response for Sexual Orientation self declarations are higher than these but still lower than in previous years. Information on gender and age are automatically collected as basic employee data for successful applicants and therefore information on these characteristics covers 100% of the workforce.
- (iv) The information relating to the economically active Bracknell Forest population by ethnicity is from the 2011 Census. "Economically active" means the population aged between 16 and 65 who are working, self employed, registered unemployed or full time students, but excludes those who are permanently sick and disabled, those who are looking after the home or family members, or those who have retired. This should make a comparison with the Council's workforce reasonably appropriate.
- (v) Training course information relates to internal courses booked through the Corporate Learning and Development team. It does not therefore include, for example, external courses, courses booked directly by departments or longer courses such as a degree in Social Work. In addition many staff are carrying out e-learning (which is continuing to be promoted by the authority) or other courses undertaken through day release arrangements which are not recorded. The statistics relate solely to the training places taken up on Council run courses and it should be noted that the same person undertaking more than one training event will therefore appear in the statistics more than once. The level of attendance at directly booked "off the job" training courses tends to reduce with the popularity of other types of learning – for example e-learning and other learning interventions.

4 KEY PERFORMANCE INDICATORS

4.1 Central government no longer monitors all of the information previously provided as Best Value Performance Indicators (BVPIs). The Council has however decided to continue to monitor these statistics but to make it part of this report in order to set and monitor some of the standards. These key indicators are also included in the Quarterly Service Report for Quarter 4. The key Performance Indicators are as follows:

- (i) Of the top 5% of earners in the organisation, 39.8% (39.04% last year) were women. This is slightly higher than the previous year and shows a generally upward trend over the last three years but lower than the average of all councils in England, which is 44% (43% last year). The Council's aim last year was to achieve a level of 32%, which it has exceeded.
- (ii) Of the top 5% of earners in the Council, 4.3% (4.5% last year) were disabled, which is very similar to the figure from last year. The average for all councils in England is 3% (3% last year) so the Council exceeds the national average in this area. The Council's aim last year was 6%. As indicated in paragraph 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.
- (iii) Of the top 5% of earners, 4.3% (3% last year) were from a BME background, this shows an increase from last year which is against the trend for all councils in England, where the figure has actually reduced to 3% (4% last year). The Council's aim last year was 4.5%. As indicated in paragraph 2.4(i), due to the small numbers in the comparator group, a small increase or decrease in the head count can have a disproportionate effect.
- (iv) The voluntary turnover figure for 2013/14 was 12.6% compared to 12.5% in 2012/13. this figure is very similar to last year however it is better than the target of 13% for 2013/14.

The figure for this year percentage of voluntary staff leaving within 1 year is 18.1% compared to last year's 23%. This shows a significant improvement and is well below the target of 25%.

Voluntary leavers of this type include a number of temporary staff, and it is to be expected that if a member of staff is on a Fixed Term Contract rather than a permanent contract they will be more likely to be looking for a job before the end of their Council contract. Therefore last year it was agreed to also record the percentage of permanent staff who leave within their first 12 months of employment. The figure for 2013/14 is 16.8%.

4.2 Although the required national data set for the BVPI's has been reduced and therefore no national targets are set for the Council, it is important to continue to monitor the relevant ones at a local level. Looking forward, the expectations for the top 5% of earners for 2014/15 have been set at 39% female; 6% with a disability and 4.5% who are from a BME background. These are set and agreed by DMT.

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- 4.3 (i) In a report published in December 2013, the Office for National Statistics quotes the gender gap in pay for public sector employees as 17.3%; this is lower than the previous year. The overall trend across all areas is that the Gender Pay Gap is increasing so the public sector is going against this trend. 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 17.6% and has reduced since last year (18.4%), which is in line with the national picture for public sector employees as was the case last year.

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

No of PI	Description of PI	Outturn 12/13	Outturn 13/14	Target /Indicator 13/14	Comments	Improving?
LO66	The percentage of top 5% of earners that are women	39%	39.80%	32%	Better than target	↑
LO67	The percentage of top 5% of earners from an ethnic minority	3.00%	4.30%	4.50%	Slightly below target but good improvement from last year	↑
LO68	Top 5% of earners that are disabled	4.50%	4.30%	6.00%	Below Average. The small numbers used in this indicator means an extra member of staff in this category would lead to this indicator meeting target	↓
LO70	The percentage of local authority employees who claim they meet the DDA definition	1.42%	2.10%	2.00%	Better than target	↑
LO71	The percentage of local authority employees from ethnic minority communities	4.25%	5.10%	4.50%	Better than target	↑
LO72	Gender Pay Gap	18.38%	17.60%	18.00%	Better than target	↑
LO73	Average number of off the job training days per employee	3.30	2.9	2.5	On target	↔
LO74	Average amount spent on training per employee	£337	£370	£275	Better than target	↑
L130	Percentage staff turnover	12.48%	12.64%	13.00%	On target	↔
L131	Percentage staff leaving within one year of starting	22.99%	18.08%	25.00%	Much better than target	↑
L174	Days lost to sickness per employee	5.64	5.5	6.75 days	Better than target	↑

Future targets will be based on a requirement to achieve no less than the previous year outturn.

5. **GENDER**

5.1 The statistics for Gender are as follows:

	Whole Authority	Non School	School Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
Male	20%	30%	14%	35%	46%	19%	16%
Female	80%	70%	86%	65%	54%	81%	84%
Applicants							
Male	25%	36%	14%	36%	49%	32%	17%
Female	75%	64%	86%	64%	51%	68%	83%
Recruitment							
Male	N/A	34%	N/A	33%	46%	29%	23%
Female	N/A	66%	N/A	67%	54%	71%	77%
Leavers							
Male	23%	31%	18%	30%	43%	28%	17%
Female	77%	69%	82%	70%	57%	72%	83%
Training							
Male	18%	19%	8%	30%	41%	15%	13%
Female	82%	81%	93%	70%	59%	85%	87%

- (i) A significant majority of the whole authority's employees are female (80%) compared to male (20%), which is the very slightly higher than the last two years when figures were 79% and 21%. The Local Government Employment Survey shows that on average, in English Unitary Authorities 76% of employees are female, compared with 24% male, which is fairly comparable with the Council's figures. Occupational Segregation (i.e traditionally male or female job roles) is a large factor in departmental variations shown above.
- (ii) During the past year, there has been no indication of employment issues for any transgender staff.

Unrestricted

6. AGE

6.1 The statistics for age are as follows:

	Whole Authority	Non School	Schools Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
Up to 29	14.7%	11.5%	16.9%	7.5%	16.3%	9.2%	9.5
30 – 49	51.6%	47.5%	54.3%	51%	44.4%	46.2%	51%
50 & above	33.7%	41%	28.7%	41.5%	39.3%	44.6%	39.5
Applicants							
Up to 29	39.4%	41.7%	37.3%	30.3%	50.5%	32.1%	35.4%
30 – 49	49.2%	44.5%	53.6%	50.7%	37.4%	51.4%	51.2%
50 & above	11.3%	13.8%	9.1%	19%	12.1%	16.5%	13.4%
Recruitment							
Up to 29	N/A	32.4%	N/A	33.3%	55.4%	13.8%	19.7%
30 – 49		51.4%		53.4%	33.7%	63.8%	62.1%
50 & above		16.2%		13.3%	10.9%	22.4%	18.2%
Leavers							
Up to 29	25.5%	25.2%	25.7%	13.1%	43.2%	13%	17.2%
30 – 49	45.1%	36.5%	50.1%	39.1%	35.8%	38.9%	34.4%
50 & above	29.4%	38.3%	24.1%	47.8%	21%	48.1%	48.1%
Training							
Up to 29	12.7%	12.3%	18.8%	12.8%	20.6%	9.2%	13.4%
30 – 49	51.8%	51.4%	58.3%	58.4%	51.2%	48.4%	54.5%
50 & above	35.5%	36.3%	22.9%	28.8%	28.2%	42.4%	32.1%

6.2 The workforce figures are similar to last years figures. They do show a very slight increase in the number of staff that are aged 50 or over across the Authority (33.7% compared to 33.1% last year). There has been an increase in the number of non schools leavers aged 50 or over especially within Children Young People & Learning which when combined with a steady recruitment rate of this age group could in time lead to an overall reduction in the Council's Age Profile in future years. Overall the Council's Age Profile seems to be staying relatively steady with a slight slant to a younger workforce.

6.3 The workforce figures show that 51.6% of staff are aged between 30 to 49 (51.7% last year).

6.4 A lower number of non-school applicants in the Up to 29 age band are recruited than in other age bands. This may reflect their experience being insufficient to meet person specifications; and may also be influenced because younger job seekers are required to make a set number of job applications weekly. Further analysis will be undertaken during the year to establish that selection decisions are not affected by an inappropriate age bias.

Unrestricted

6.5 It is common for employees at an earlier stage of their careers to move jobs more frequently, so the larger percentage of young leavers is likely to be a reflection of this national trend. There is no evidence from exit interviews that have taken place this year of leavers being motivated by any age related factors.

7. DISABILITY

7.1 The statistics for disability are as follows:

	Whole Authority	Non School	Schools Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce	2.0%	3.2%	1.1%	3.7%	3.3%	3.3%	2.7%
Applicants	3.1%	4.0%	2.3%	3.8%	4.4%	3.4%	3.9%
Recruitment	N/A	2.3%	N/A	7.1%	3.6%	1.8%	0%
Leavers	0.5%	0.9%	0.3%	0%	0%	1.9%	2%
Training	2.4%	2.5%	0.8%	2.1%	2.9%	2.7%	2.1%

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

- (i) 2% (1.3% last year) of the Council's workforce declared themselves as having a disability. This may have been increased in part by more self declarations in the update exercise on personal data this year.
- (ii) 2.3% (1.3% last year) of applicants who were successful in gaining employment with the Council this year were disabled, not including schools. As this is lower than the percentage of applicants, further analysis will be undertaken this year to establish if there is any undue bias or if the applicants are simply not meeting person specifications and whether adaptations were being considered.
- (iii) Of leavers, 0.5% (1% last year) had declared a disability. This figure has decreased significantly over the past three years.
- (iv) 2.4% (1.7% last year) of training places were taken by those who declared a disability, which is broadly comparable with the workforce composition.

8. **ETHNICITY**

8.1 For the purpose of this part of the report, “Black and Ethnic Minority” (BME) includes all the categories excluding White British. For the purposes of comparison, the population of the Bracknell Forest area as described in the 2011 Census had 84.9% White British and 15.1% of BME origin. The workforce statistics for ethnicity are as follows – please note included in some of the totals are those staff that preferred not declare their ethnicity and therefore not all groups will add up to the full 100%:

Calculations based on self declarations	Whole Authority	Non School	School Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
BME	9.5%	10.2%	9%	11.3%	8.6%	14.7%	13.1%
White British	90.5%	89.8%	91%	88.7%	91.4%	85.3%	86.9%
Applicants							
BME	23.7%	25.6%	22%	25.7%	21.3%	32.2%	29.3%
White British	76.3%	74.4%	78%	74.3%	78.7%	67.8%	70.7%
Recruitment							
BME	N/A	19.7%	N/A	6.7%	14.3%	32.8%	18.2%
White British		80.3%		93.3%	85.7%	67.2%	81.8%
Leavers							
BME	12.7%	16.7%	9.3%	5%	11.8%	18.4%	25.9%
White British	87.3%	83.3%	90.7%	95%	88.2%	81.6%	74.1%
Training							
BME	13.7%	14.3%	4.6%	12.7%	9%	18.9%	9.6%
White British	82.1%	82%	85%	84%	85.1%	77.9%	86.5%

- (i) Across the workforce, of those who declared their ethnicity, 9.5% said they are of a BME origin, higher than last year at 8.9%; and 90.5% (91.1% last year) declare they have a White British ethnic origin. These figures show that the workforce overall is gradually becoming more diverse.
- (ii) The number of applicants (non school only) of a BME origin has decreased this year to 25.6%, compared to 27.1% last year, however the number of successful applicants of a BME origin has gone up slightly to 19.7% from 17.4% last year. Although the current workforce figure (non school only) of 10.2% 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.
- (iii) The statistics continue to show that there are a higher percentage of BME applicants than are recruited with the exception of Adult Social Care, Health & Housing. This is a pattern that has been noted for the previous few years but previous reviews have not shown any discriminatory bias. Further analysis will be undertaken this year to establish if this does reflect any bias or if the applicants are not meeting person specifications.

Unrestricted

- (iv) The percentage of leavers from a BME background seem to be a higher percentage than that of staff. However the percentage of permanently employed voluntary leavers that are of a BME background is actually 9.1% which is lower than the total staff percentage. For non schools in particular, the permanently employed voluntary leavers figure would be 14.3% which is still relatively high compared with the staff percentage. CYPL had a high ratio of leavers from a BME background this year and even if you only take permanent voluntary leavers the percentage is still 25.6% which is still quite a lot higher than the staff figure. It is to be noted, however that as our recruitment from BME backgrounds steadily increases, there is a higher concentration of BME staff with short service, and it is frequently the case that rates of leavers are typically higher in those with up to 2 years service; the higher rate of BME leavers may be affected by this. Exit interviews reveal no particular pattern of leaver reasons which appear to be directly related to ethnicity. Further analysis will be undertaken this year to establish the patterns involved.
- (v) The 2011 Census information is the basis for comparison with the ethnic origin of the local community. The figures in brackets show the figures for last year (workforce only)

	Bracknell Forest Workforce	Bracknell Forest UA Census 2011
Workforce		
BME	9.5% (8.9%)	15.1%
White British	90.5% (91.1%)	84.9%

These figures show the authority has a less diverse population than the surrounding area. However figures are improving year on year.

Unrestricted

9. RELIGION/BELIEF

9.1 The statistics for religion/belief are as follows:

Calculations based on self declarations	Whole Authority	Non School	Schools Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
Buddhist	0.4%	0.8%	0.2%	0.9%	1.3%	0.9%	0%
Christian	61.2%	56.9%	64.3%	57.2%	56.8%	57.2%	56.4%
Hindu	0.3%	0.7%	0.1%	1.7%	0.4%	0.3%	0.6%
Jewish	0.2%	0.2%	0.2%	0.4%	0%	0.3%	0.3%
Muslim	0.6%	0.7%	0.5%	1.3%	0.6%	0.6%	0.6%
None	23.3%	30.8%	18.0%	31%	32.5%	28.6%	30.6%
Not specified	9.6%	5.2%	12.6%	3.5%	4.9%	5.5%	6.2%
Other	3.7%	3.7%	3.7%	2.2%	3%	5.5%	4%
Sikh	0.7%	1%	0.4%	1.7%	0.4%	0.9%	1.4%
Applicants							
Buddhist	0.8%	1.2%	0.3%	0.8%	1.3%	2.1%	0.7%
Christian	51.7%	47.5%	55.6%	52.6%	44.2%	48.6%	51.3%
Hindu	3.4%	2.9%	3.9%	2.6%	1.9%	5.1%	3.4%
Jewish	0.1%	0.1%	0.1%	0.3%	0%	0.1%	0.3%
Muslim	1.7%	2.1%	1.3%	4.1%	1.5%	3%	1.9%
None	34.7%	37.4%	32.3%	32%	41.8%	33.8%	33.2%
Not Declared	3.8%	4.4%	3.1%	2.6%	5.3%	3.4%	4.1%
Other	3%	3.4%	2.6%	3.4%	3.3%	3.6%	3.7%
Sikh	0.9%	0.9%	0.8%	1.8%	0.7%	0.3%	1.4%
Recruitment							
Buddhist		0.9%		0%	1.2%	1.7%	0%
Christian		47.5%		60%	40.5%	56.9%	45.5%
Hindu		1.8%		0%	2.4%	3.4%	0%
Jewish		0%		0%	0%	0%	0%
Muslim	N/A	0.4%	N/A	0%	1.2%	0%	0%
None		41.7%		33.3%	47.6%	27.6%	48.5%
Not Declared		3.6%		0%	3.6%	6.9%	1.5%
Other		3.6%		6.7%	3.6%	3.4%	3%
Sikh		0.4%		0%	0%	0%	1.5%
Leavers							
Buddhist	0%	0%	0%	0%	0%	0%	0%
Christian	56.3%	58.2%	54.2%	55.6%	48.4%	59.5%	71.7%
Hindu	1.9%	3.6%	0%	0%	3.1%	5.4%	4.3%
Jewish	0%	0%	0%	0%	0%	0%	0%
Muslim	1.6%	1.8%	1.3%	0%	1.6%	0%	4.3%
None	22.6%	27.3%	17.6%	27.8%	39.1%	21.6%	15.2%
Not Declared	13.5%	3.6%	24.2%	11.1%	4.7%	0%	2.2%
Other	3.8%	5.5%	2%	5.6%	3.1%	13.5%	2.2%
Sikh	0.3%	0%	0.7%	0%	0%	0%	0%
Training							
Buddhist	0.7%	0.8%	0%	0.4%	2%	1%	0%
Christian	69.9%	68.8%	93.9%	59.4%	70.3%	70.3%	68.4%
Hindu	0.5%	0.5%	0%	2.1%	1%	0.3%	0.1%
Jewish	0.2%	0.2%	0%	0.4%	0%	0.5%	0%
Muslim	1.2%	1.1%	3%	3.8%	1.3%	0.6%	1.2%
None	22.2%	23.1%	1.5%	30.08%	23%	20.7%	24.8%
Not Declared	0%	0%	0%	0%	0%	0%	0%
Other	3.8%	4%	0%	1.3%	1.5%	5.4%	3.7%
Sikh	1.4%	1.4%	1.5%	1.7%	0.8%	1.2%	1.8%

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

	Bracknell Forest Workforce	Bracknell Forest UA Census 2011
Workforce		
Buddhist	0.4% (0.4%)	0.8%
Christian	61.2% (61.1%)	64.8%
Hindu	0.3% (0.4%)	1.7%
Jewish	0.2% (0.2%)	0.2%
Muslim	0.6% (0.8%)	1.2%
None	23.3% (20.8%)	30.4%
Other	3.7% (4%)	0.5%
Sikh	0.7% (0.5%)	0.4%

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

10 SEXUAL ORIENTATION

10.1 The statistics for sexual orientation are as follows:

Calculations based on self declarations	Whole Authority	Non School	Schools Only	Chief Execs & Corporate Services	Env Culture & Communities	Adult Social Care & Health	Children, Young People & Learning
Workforce							
Bisexual	0.3%	0.6%	0.1%	0.5%	0.6%	0.9%	0.4%
Gay Man	0.4%	0.5%	0.4%	0.5%	0.6%	0.4%	0.4%
Heterosexual/ Straight	76%	87.1%	69.2%	91.1%	87%	86.8%	84.6%
Lesbian/Gay Woman	0.4%	0.9%	0.2%	0.5%	0.3%	1.3%	1.5%
Prefer not to say	22.9%	10.9%	30.2%	7.4%	11.5%	10.6%	13.2%
Applicants							
Bisexual	0.9%	1%	0.7%	0.3%	1.3%	1.1%	0.7%
Gay Man	0.5%	0.7%	0.2%	0.8%	0.6%	1.0%	0.6%
Heterosexual/ Straight	94.9%	94.3%	95.5%	95.9%	94.4%	93.7%	94%
Lesbian/Gay Woman	0.3%	0.4%	0.3%	0.3%	0.2%	1%	0.4%
Prefer not to say	3.4%	3.6%	3.3%	2.8%	3.4%	3.3%	4.2%
Recruitment							
Bisexual		0.9%		0%	01.2%	1.7%	0%
Gay Man		0.9%		0%	0%	0%	3%
Heterosexual/ Straight	N/A	93.2%	N/A	93.3%	93.9%	94.8%	90.9%
Lesbian/Gay Woman		1.4%		0%	0%	1.7%	3%
Prefer not to say		3.6%		6.7%	4.9%	1.7%	3%
Leaver							
Bisexual	0.5%	1.5%	0%	0%	0%	7.1%	0%
Gay Man	0.5%	0%	0.9%	0%	0%	0%	0%
Heterosexual/ Straight	63.7%	82.4%	52.6%	72.7%	95.7%	57.1%	90%
Lesbian/Gay Woman	0.5%	1.5%	0%	0%	0%	7.1%	0%
Prefer not to say	34.6%	14.7%	46.5%	27.3%	4.3%	28.6%	10%
Training							
Bisexual	0.7%	0.8%	0%	0%	0.3%	1.4%	0.4%
Gay Man	0.4%	0.4%	0%	0%	0.8%	0.2%	0.7%
Heterosexual/ Straight	67.3%	69.8%	36%	83.7%	76.6%	64.2%	71.4%
Lesbian/Gay Woman	0.5%	0.5%	0%	0.4%	0.3%	0.8%	0.1%
Prefer not to say	31.1%	28.5%	64%	15.9%	22.1%	33.4%	27.4%

10.2 Data from the Integrated Household Survey 2012, showed that 1.6% of the national population defined themselves as being lesbian, gay or bisexual (LGB). More younger people defined themselves as LGB (2.7% of 16 to 24 year olds). This dropped to 0.5% for people aged over 65. Using the figures for the South East from the Integrated Housing Survey gives a figure of 1.6% for Bracknell Forest also. If this figure is accurate, the Council's workforce is broadly representative at 1.1%.

- 10.3 The Council's figures for 2013/14 are very similar to the figures reported last year for 2012/13.
- 10.4 Sexual orientation is a sensitive area which is difficult to monitor comprehensively, and a relatively high proportion of employees have chosen not to state their sexual orientation (30.2% of staff in schools preferred not to say). This is a lot lower than the figure for last year when over 50% preferred not to say. It is hoped that this is because of increased confidence to declare their sexuality. During the last year we carried out a review of Personal Details and this has led to an increase in the amount of data we hold on staff (70% now declare a sexuality compared to just under 50% previously).

11 GRIEVANCES AND DISCIPLINARIES

- 11.1 In the period 1 April 2013 to 31 March 2014, there were 9 disciplinary cases. None of these cited diversity issues eg racist or sexist behaviour as the basis of the case. 22.2% of those disciplined were female. 55.5% were 30-49 and 44.5% were age 50 or over. None those were of a BME origin, whilst all but one of them were White British. None declared that they were disabled. 45.5% of those disciplined were Christian, 11.1% stated that they had no religion/belief and 43.4% did not wish to declare their religion/belief. 66.7% of these employees preferred not to disclose their sexual orientation, 33.3% stated that they were heterosexual/straight.
- 11.2 In the period 1 April 2013 to 31 March 2014 there was 1 grievance lodged. It did not cite diversity issues e.g. racist or sexist behaviour as the basis of the case. Details are not given for this one individual as this may allow them to be identifiable.

12. REVIEW OF LAST YEARS STRATEGIES

- 12.1 The Council put in place a number of strategies to progress its equality work in relation to workforce matters and to move towards achieving its aim of its workforce being representative of the population it serves. Looking back progress made in respect of the strategies agreed for that year, the Council has:
- (i) Provided training for staff on a variety of appropriate workshops on equalities and diversity issues. There have also been awareness sessions for staff on working with people with learning disabilities, hearing impairments and autism etc. In addition, workshops were delivered to relevant staff on carrying out high quality Equality Impact Assessments.
 - (ii) Continued to place significant emphasis on equalities and diversity as part of induction training and within a wide range of courses.
 - (iii) Continued to include equalities issues as part of the training programme delivered to all staff engaged in face to face or other direct contact with the public.

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- (iv) Ensure the corporate training programme covers equality and diversity training for supervisors/team leaders, in order to ensure that recruitment processes are free from bias.
- (v) Produced a seventh Pay and Workforce Strategy which included a strong equalities thread.
- (vi) Emphasised equalities in training provided on recruitment and selection.

13. STRATEGIES FOR 2014/15

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

- (i) Continuing to ensure all Council employees and potential employees have fair and equal access to available opportunities and enjoy fair treatment.
- (ii) Continue to conduct annual workforce monitoring broken down by protected characteristics; schools and non schools; and by department.
- (iii) Analyse the staff survey to seek employee views particularly around staff satisfaction criteria, fairness and discrimination, and comparing the protected characteristics to previous surveys, expanding the range of protected characteristics for analysis.
- (iv) Continue to ensure that there is an appropriate equality and diversity training programme in place including local context especially relating to cultural awareness.
- (vi) Ensure that appropriate managers have attended fair recruitment training and attend refresher training sessions as required, updating course content regularly.
- (vii) Provide a range of e-learning packages on specific disabilities eg autism, learning disability, mental capacity, etc.
- (viii) Continue to support and promote the “Two Ticks” positive about disability recruitment initiative.
- (ix) Further develop the programme of support to encourage improved representation in the workforce from all parts of the community; this may include some positive action.
- (x) Carry out the actions identified in accordance with the IDEA Equality Framework Peer Review and in order to move the Council towards the Excellent level.
- (xi) Continue to revise and update all recruitment related workshops to reflect up to date techniques and good practice.

- (xii) To carry out further analysis on the reasons behind the lower number of non-schools applicants in the up to 29 year age band recruited than in other age bands.
- (xiii) To carry out further analysis on the reasons behind the higher percentage of leavers from a BME background than of other staff.

14 EQUALITIES IMPACT ASSESSMENT

Equalities issues are discussed in the report.

15 STRATEGIC RISK MANAGEMENT ISSUES

No strategic risk issues identified.

Background Papers

Departmental returns figures.

Contact for further information

Tony Madden, Corporate Services HR – 01344 352049

tony.madden@bracknell-forest.gov.uk

[h:drive/Workforce Monitoring/Workforce Monitoring Stats & Reports/2014/Workforce Monitoring Report 2014](#)

**TO: EMPLOYMENT COMMITTEE
17 DECEMBER 2014**

**PAY AWARD
(Director of Corporate Services – Human Resources)**

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform the Committee of the National Joint Council for Local Government Services pay award.

2 SUPPORTING INFORMATION

- 2.1 The award is complex but is essentially:
- A 2 year deal from 1/1/15 to 1/4/16.
 - A headline 2.2% increase for most staff.
 - Bottom loaded for those earning less than £15,000 pa.
 - That bottom loading to be between 2.3% and 8.6%.
 - A non consolidated lump sum of between £325 and £100 for those earning less than £22,000 pa.
- 2.2 The award is in excess of what the Council had allowed for a pay award but early indications are that it is containable within the overall inflation provision; if this is not the case, it will form part of the overall 2015/16 budget report to the February Executive and Council.
- 2.3 The same pay award and non-consolidated payments are also being applied to employees on local conditions.

Background Papers

None.

Contact for further information

Tony Madden, Corporate Services - 01344 352198

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National Joint Council for Local Government Services

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Trade Union Secretaries

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**To: Chief Executives in England, Wales and N Ireland
(copies for the Finance Director and HR Director)
Members of the National Joint Council**

14 November 2014

Dear Chief Executive,

2014-16 PAYSCALES & ALLOWANCES

Agreement has now been reached on rates of pay applicable from **1 January 2015**.

The new pay rates are attached at **Annex 1**.

Details of the non-consolidated payments to be paid in December 2014 (SCPs 5-49 only) and in April 2015 (SCPs 26-49 only) are attached at **Annex 2**.

The new rates for allowances up-rated in line with the pay increase of 2.20% are also set out at **Annex 3**.

It has been agreed that Spinal Column Point 5 (SCP5) will be deleted with effect from 1 October 2015. Therefore, employees on SCP5 shall progress to SCP6 on 1 October 2015.

NJC future work

Both Sides recognise that local government is undergoing a period of unprecedented change. The way that public services are designed and delivered is evolving at a rapid pace and against this background the NJC agrees that councils and their workforce need collective agreements that:

- reward employees fairly and recognise the diverse needs of the workforce
- attract, retain and train people with the skills needed for the future
- enable local service providers to react more quickly to changing circumstances
- facilitate effective partnership working and collaboration across organisations
- remove or modify existing barriers to ensure employees can move more easily between different public sector employers

The NJC remains committed to national collective bargaining and aims to ensure that the bargaining machinery can reflect and support new ways of working. The NJC will focus on

producing outputs that are relevant, fair and beneficial to both employers and those employed to provide public services.

Yours sincerely



Sarah
Messenger



Fiona
Farmer

Brian Strutton

Brian
Strutton



Heather
Wakefield

Joint Secretaries

NJC PAY SPINE 2014-16

SCP	1 Apr 13	1 Jan 15
5 (until 1 Oct 15)	£12,435	£13,500
6	£12,614	£13,614
7	£12,915	£13,715
8	£13,321	£13,871
9	£13,725	£14,075
10	£14,013	£14,338
11	£14,880	£15,207
12	£15,189	£15,523
13	£15,598	£15,941
14	£15,882	£16,231
15	£16,215	£16,572
16	£16,604	£16,969
17	£16,998	£17,372
18	£17,333	£17,714
19	£17,980	£18,376
20	£18,638	£19,048
21	£19,317	£19,742
22	£19,817	£20,253
23	£20,400	£20,849
24	£21,067	£21,530
25	£21,734	£22,212
26	£22,443	£22,937
27	£23,188	£23,698
28	£23,945	£24,472
29	£24,892	£25,440
30	£25,727	£26,293
31	£26,539	£27,123
32	£27,323	£27,924
33	£28,127	£28,746
34	£28,922	£29,558
35	£29,528	£30,178
36	£30,311	£30,978
37	£31,160	£31,846
38	£32,072	£32,778
39	£33,128	£33,857
40	£33,998	£34,746
41	£34,894	£35,662
42	£35,784	£36,571
43	£36,676	£37,483
44	£37,578	£38,405
45	£38,422	£39,267
46	£39,351	£40,217
47	£40,254	£41,140
48	£41,148	£42,053
49	£42,032	£42,957

NON-CONSOLIDATED PAYMENTS (see also Appendix)

SCP	December 14	April 15
5	£325	
6	£325	
7	£325	
8	£150	
9	£150	
10	£150	
11	£100	
12	£100	
13	£100	
14	£100	
15	£100	
16	£100	
17	£100	
18	£100	
19	£100	
20	£100	
21	£100	
22	£100	
23	£100	
24	£100	
25	£100	
26	£100	£3
27	£100	£7
28	£100	£10
29	£100	£14
30	£100	£18
31	£100	£22
32	£100	£26
33	£100	£29
34	£100	£33
35	£100	£36
36	£100	£39
37	£100	£43
38	£100	£47
39	£100	£52
40	£100	£56
41	£100	£60
42	£100	£65
43	£100	£69
44	£100	£73
45	£100	£77
46	£100	£81
47	£100	£85
48	£100	£89
49	£100	£93

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment

1 Jan 15
£34.00

**RATES OF PROTECTED ALLOWANCES AT 1 JAN 15
(FORMER APT&C AGREEMENT (PURPLE BOOK))**

Paragraph 28(3) Nursery Staffs in Educational Establishments - Special Educational Needs Allowance

1 Jan 15
£1,215

Paragraph 28(14) Laboratory / Workshop Technicians

City and Guilds Science Laboratory Technician's Certificate Allowance

1 Jan 15
£197

City and Guilds Laboratory Technician's Advanced Certificate Allowance

1 Jan 15
£144

Paragraph 32 London Weighting and Fringe Area Allowances £ Per Annum

Inner Fringe Area

1 Jan 15
£824

Outer Fringe Area

1 Jan 15
£573

Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session

1 Jan 15
£27.35

FORMER MANUAL WORKER AGREEMENT (WHITE BOOK)

Section 1 Paragraph 3 London and Fringe Area Allowances £ Per Annum

Inner Fringe Area

1 Jan 15
£824

Outer Fringe Area

1 Jan 15
£573

Technical issues related to the non-consolidated payments

1. The payments are subject to the normal tax and national insurance requirements and are pensionable
2. The payments should be paid only to those employees who are in post on 1 December 2014. The payments are not 'back pay', so should not be paid to any employees who leave employment before 1 December
3. The payments should be paid on a pro-rated basis according to each council's established procedure for remunerating part-time employees
4. The payments should be paid to employees on SCPs 5, 6, 7, 8, 9 and 10 as indicated regardless of whether councils are already applying some form of Living Wage supplement
5. The payments should be paid to those on maternity leave whether in the paid or unpaid period at full rate (subject to appropriate pro-rating)
6. The payments should be paid to those on long-term sickness absence (even if on nil pay)
7. The payments should be paid at the relevant rate based on the current SCP at 1 December 2014, eg. an employee on SCP7 acting up to SCP12 should get the payment that applies to SCP12
8. The payments should be paid to those on adoption leave and parental leave
9. The payments should not be paid to employees on a career break at 1 December 2014
10. The payments do not apply to employees who are being paid above SCP49
11. If an employee has more than one contract, the payments should be paid pro-rata on each contract
12. Subject to any other exclusions, the payments should be paid to all employees whose pay is set in accordance with NJC for Local Government Services pay arrangements, regardless of whether they are on permanent or temporary contracts

**TO: EMPLOYMENT COMMITTEE
17 DECEMBER 2014**

**OPEN LEARNING CENTRE – ACCESS TO BACKDATED PENSION
(Director, Children, Young People & Learning – Human Resources)**

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform the Committee of the backdated payments made to the Local Government Pension Scheme for three post holders previously employed by the Council. This followed a challenge to their pension access entitlements from the post holders and their Trades Union after the decision at the Employment Committee in December 2013 to make their posts redundant.

2 SUPPORTING INFORMATION

- 2.1 As a result of the Family Learning Strategy and the Skills Funding Agency (SFA) reducing their grant to the Council it was necessary to close the crèche and Early Years classrooms at the Open Learning Centre. This resulted in a small group of part-time staff no longer being required. The 4 December 2013 Employment Committee declared the following posts redundant with effect from 31 December:
- Two Early Years Tutors
 - One classroom assistant
 - One crèche worker
- 2.2 Three of the four employees were able to access to their pension. However following their dismissal, and with the support of their Regional Trades Union Officer, the three employees challenged their previous pension records stating that all of their original service back to their start dates in 2001 should have been pensionable.
- 2.3 When the employees started with the Council in 2001 they were paid on submission of monthly time sheets. This was a slightly unusual arrangement which was made specifically at the Open Learning Centre at that time and, as a result, they were treated as casual employees for contractual and payroll purposes. This appears to have been implemented to enable greater flexibility in their working hours but resulted in incorrect service records being retained on the system. The regularity of their work over this whole period of time was not what could and should have been deemed as casual employment. They were in fact regular employees and should have been classified as such. When their records were being reviewed for the purpose of calculating the redundancy and pension entitlement estimates in all cases the costs agreed at the Employment Committee were incorrect.
- 2.4 The Local Government Pension arrangements prior to April 2008 allowed casual employees entry into the Scheme but admission was not automatic and casual workers only became Scheme members upon making a formal request to 'opt in'. There was no record on any files to suggest that the affected staff were ever given the opportunity to opt in to the Scheme back at the time of their eligibility. After it was agreed that they would be made redundant, the employees elicited the support of Unison and officially challenged the fact they had not been given their due right to join the Scheme.

The department then conducted an in-depth review of all the employment records, including the payroll records. This was a time-intensive process which involved processing archived files but the dates of service were eventually confirmed and on that basis it was clear that there was no evidence to defend the Council's position.

- 2.5 The above arrangements requiring the 'opt in' was required for casual employees only. However these were not casual workers so they should have been automatically entered into the Local Government Scheme without the 'opt in' requirement. Subsequently they missed out on some of the regular employee benefits to which they were entitled such as sick leave for the whole period of their employment.
- 2.6 Unison therefore correctly challenged the opportunity to gain entry into the Scheme back to their original contractual start dates. This had the following effect:

Employee A - backdated entry from 01/10/2001 - 31/10/2012
Employee B* - backdated entry from 01/06/2001 - 30/06/2005
Employee C - backdated entry from 8/05/2001 - 30/09/2012

* Employee B made a positive election to join the scheme in 2005

- 2.7 The legal position was relatively straight forward. Under the pension regulations the employees should have been given entry into the pension scheme at the time of their original appointment. This was further supported by the the Preston case from February 2001 which allows part time employees backdated entry into their workplace pension schemes going back as far as 1976 should they choose to.
- 2.8 As a result of this additional capitalised costs were incurred in agreeing their backdated entry into the scheme. For the Council this amounted to a total of £18,025. The amount which was previously agreed at the December Employment Committee were £4,179 so the difference was £13,911. In addition there was a backdated payment to be made on the employers pension contribution for the time they were denied their right to join the pension scheme, this amounted to £16,630. The additional total which therefore had to be paid was £30,881. These cost were met from the Structural Changes Fund. The ex- employees also had to pay a sum themselves as their own employee contributions for the backdated period which amounted to several thousand pounds each.

Contact for further information

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**TO: EMPLOYMENT COMMITTEE
17 DECEMBER 2014**

**PAN BERKSHIRE ADOPTION SERVICE
(Director, Children, Young People & Learning)**

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Committee on the staffing arrangements following the decision of the Executive to support the creation of a Pan Berkshire Adoption service.

2 SUPPORTING INFORMATION

- 2.1 The Children and Families Act 2014, which came into force in March, required local authorities to implement additional requirements. This included a requirement to speed up the adoption process, reduce the number of organisations involved in adoption recruitment and encouraged local authorities to merge together to deliver improvements. These clearly presented considerable challenges for smaller Councils.
- 2.2 The Berkshire Unitaries had been discussing the opportunity for a joint adoption service for some time and four authorities involved with this new service have all received approval to proceed with the shared service arrangements with the Royal Borough of Windsor & Maidenhead hosting the service. Both Reading and Slough have declined the opportunity to be part of this joint arrangement and will continue to run adoption services in-house. A Management Board has been established by representatives from all four Unitaries which will provide direction and monitoring for the new shared service. The representative from Bracknell Forest will be the Chief Officer, Children Social Care.
- 2.3 On 22 July the Executive approved the transfer of the Council's Adoption Service into the Berkshire Shared Service with effect from 1 December.
- 2.4 Staff were TUPE transferred from the participating local authorities into the new service. The three staff subject to the transfer are all qualified social workers. The option of redeploying the staff in Bracknell Forest had been considered, particularly with the recruitment difficulties being experienced in Children's Social Care. However, given that their work activities and skills are based wholly on the work of the adoption service and the fact that the new service will need these key workers in order to be a success, this was not considered feasible. The three TUPE'd staff are a full time Assistant Team Manager and 1.8 Social Workers.
- 2.5 There has been considerable discussion with staff for some months regarding this proposal. As a result, all employment or service led questions have already been resolved and so no staffing issues have been identified.

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