

Notice of Meeting



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Personnel Committee

Monday, 21st February, 2022 at 10.00 am
in Second Floor Meeting Area Council
Offices Market Street Newbury

Note: This meeting can be streamed live here: <https://www.westberks.gov.uk/executivelive>.

Date of despatch of Agenda: Friday, 11 February 2022

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Sadie Owen (Principal Democratic Services Officer) on 07824 823 893

e-mail: sadie.owen1@westberks.gov.uk

Further information and Minutes are also available on the Council's website at www.westberks.gov.uk



To: Councillors James Cole (Chairman), Jeff Brooks (Vice-Chairman),
Adrian Abbs, Garth Simpson and Howard Woollaston

Substitutes: Councillors Dennis Benneyworth, Lee Dillon, Nassar Hunt and
Richard Somner

Agenda

	Page No.
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	
2. Minutes To approve as a correct record the Minutes of the meeting of the Committee held on 14 th December 2021.	5 - 8
3. Declarations of Interest To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' Code of Conduct .	
4. Update on HR Activity 2021 Q1/2/3 The report is an information only report for the purposes of updating on four aspects of HR activity for 2021/2022 Q1 and Q2 which includes Recruitment, Appraisals and Performance Management, Training, and Casework. This report is provided at request of members of the Personnel Committee by way of an update.	9 - 40
5. Statutory Pay Policy 2022 The report will need to be approved and referred to Council on 17 March 2022 to seek approval of the Statutory Pay Policy Statement for publication from 1 st April 2022.	41 - 64
6. Date of Next Meeting Next meeting 29 April 2022.	

Sarah Clarke
Head of Legal and Strategic Support

If you require this information in a different format or translation, please contact Sadie Owen on telephone (01635) 519052.

DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY, 14 DECEMBER 2021

Councillors Present: Adrian Abbs, Dennis Benneyworth, James Cole (Chairman) and Howard Woollaston

Also Present: Councillor Jeff Brooks

Apologies for inability to attend the meeting: Councillor Garth Simpson

PART I

1. **Appointment of Chair**

RESOLVED that Councillor James Cole be elected Chairman of the Personnel Committee for the remainder of the 2021/22 Municipal Year.

2. **Minutes**

The Minutes of the meeting held on 12 February were approved as a true and correct record and signed by the Chairman.

3. **Declarations of Interest**

There were no declarations of interest received.

4. **Workforce Strategy 2019 - 2023 : Refreshed 2021 (PC4020)**

The HR Service Lead introduced the report (Agenda Item 5), and highlighted that it provided a refreshed version rather than complete revision of the strategy. It was noted that the strategy covered the period 2019-2023, and that the report included details of two new initiatives in the review of performance management processes and competency framework, and development of a total reward and recognition strategy.

Members commented on the lack of recently updated information within the report.

In response to a query the HR Service Lead commented that the council was currently looking offers from a variety of organisations in relation to providing training for managers to work remotely.

Concern was raised at the gender workforce split of 76% to 24% in favour of women, and the fact that there had been a 'Career progression for women' project. It was suggested that whilst members were fully supportive of the scheme, there should potentially be more of an emphasis on recruiting men given the large disparity.

Members suggested that there was too much focus on in-house training and that the organisation should explore more opportunities with external consultants, particularly in relation to issues of diversity.

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The committee reviewed the report and made the following comments and observations:-

- It was commented that the second sentence in 5.4 should refer to 'ambitions' rather than 'ambitious'.
- Members commented that there was little mention of objectives or appraisals.
- The statement within paragraph 2.1 that employees had a 'can-do attitude' was criticised as being unsubstantiated and too general
- There was a request that the next meeting include a paper on appraisals.
- There was a request that the next meeting include a paper on current grievances/disciplinary actions.
- There was a request that the next meeting include a paper relating to training detailing the extent of external as opposed to in-house training available and undertaken by staff.

RESOLVED: the Committee

- Approved the refreshed Workforce Strategy and new delivery plan.
- Request for a paper to cover an update on recruitment, grievances and disciplinaries (casework), training and appraisals at the next meeting.

5. **Annual Employment Report 2020/2021 (PC4162)**

The HR Service Lead introduced the report (Agenda Item 6) which was for information only.

It was clarified that the table at section 6.2 of the report related to figures between April 2020 and March 2021.

It was clarified that the format of Appendix B was dictated by publication requirements, however the HR Service Lead suggested that it could be presented in an alternative, more user friendly format should members require.

It was reported that sickness absence had reduced during the pandemic and it was thought that this was due to people working from home and consequently continuing to work when otherwise they may have stayed away from the office.

Members commented on the reduction of training completed by staff in 2019-20, and suggested that the organisation required a robust training programme with adherence where possible. In response the HR Service Lead reported that during the pandemic, with increased demands, staff had re-prioritised with optional training, but that the mandatory course completion had rate had not significantly fallen. It was suggested that training had picked up again recently as the effects of the pandemic lessened. It was reported that a training needs analysis was being undertaken during January to compile a full training programme implementation in April.

It was noted that stress was the reason for a significant number of staff absences. In response to a query as to what measures had been taken in the light of this, the HR Service Lead explained that a new Employee Assistance Programme had been implemented in July 2020. This allowed staff to phone confidentially to receive immediate advice. The service had links to counselling which was paid for by the council and also signposted links to other local and national organisations that may provide assistance.

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Ten mental health first aiders had been trained and recruitment of a Wellbeing Officer was currently underway. It was further noted that training for managers was also offered to highlight the need for wellbeing conversations with staff and to ensure regular catch ups.

Agreed actions:-

- Members requested further information in relation to Appendix A, with detailed numbers of resignations as opposed to retirements.
- Members requested clarification and reasoning for the drop in the 2019-20 retirement/early retirement figures.
- Members requested a full breakdown of recruitment data, in relation to posts advertised, staff recruited and vacancies unfilled.

RESOLVED:the Committee note the report.

6. Date of Next Meeting

The Committee agreed to hold the next meeting on 11 February at 10:30 am.

(The meeting commenced at 5.00 pm and closed at 6.30 pm)

CHAIRMAN

Date of Signature

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Update on HR Activity 2021 Q1/Q2/Q3

Committee considering report:	Personnel Committee
Date of Committee:	21 st February 2022
Portfolio Member:	Councillor Howard Woollaston
Date Head of Service agreed report: <i>(for Corporate Board)</i>	17 th January 2022
Date Portfolio Member agreed report:	10 th February 2022
Report Author:	Paula Goodwin, Abigail Witting, Amie Heath, Rebecca Bird
Forward Plan Ref:	N/A

1 Purpose of the Report

This report is an information only report for the purposes of updating on four aspects of HR activity for 2021/2022 Q1 and Q2 which includes Recruitment, Appraisals and Performance Management, Training, and Casework. This report is provided at request of members of the Personnel Committee by way of an update.

2 Recommendation(s)

This is an information only report. Personnel Committee is asked to consider and feedback on the information provided within the report.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	None as this is an information only report.
Human Resource:	The activity stated within this report is completed as either part of BAU activity or as part of the delivery of the Workforce Strategy. This is an information only report so there are no direct implications from the outcome of the report.
Legal:	None

Risk Management:	None			
Property:	None			
Policy:	All information provided in the report take account of the relevant WBC policies and procedures.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		This is an information only report.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		This is an information only report.
Environmental Impact:		X		None
Health Impact:		X		None
ICT Impact:		X		None
Digital Services Impact:		X		None
Council Strategy Priorities:		X		This update report provides information that supports the Workforce Strategy and HR BAU activity to meet Council priorities.

Core Business:		X		This update report provides information that supports the Workforce Strategy and HR BAU activity to meet Council priorities.
Data Impact:		X		None as all data is anonymised.
Consultation and Engagement:	Corporate Board Operations Board Strategic Director; Strategy & Governance Portfolio Holder with responsibility for Internal Governance			

4 Executive Summary

4.1 This report is for information and has been written at the request of members of Personnel Committee to provide an update on the matters contained within the report.

4.2 Performance Management and Appraisals

A behaviour framework is being developed and will underpin the performance management framework for WBC going forward and will require a review of all related policies and procedures. This will happen during 2022 and is an action from the Workforce Strategy. There will be a proposal to review the current way appraisals are undertaken and therefore a process and policy review will take place during 2022. There will also be a review of other performance management policies and procedures over the coming year.

4.3 Casework

WBC is no different to any other organisation in having employee cases such as sickness absence, capability, grievances, disciplinaries and ET claims. From the data held within the report there is nothing to suggest there are any issues in any areas of WBC and that the casework seen is of a volume similar to those in other local authorities with a similar makeup and service provision. Sickness absence is usually higher in the care sector due to the nature of the role. Management of these cases is proactive by the HR team in advising and supporting managers to an appropriate outcome.

4.4 Training

Over the course of the year training has been delivered utilising more on line and e-learning due to Covid restrictions impacting. Many staff are still engaging with learning and as WBC continues to implement the actions from the Workforce Strategy a current Training Needs Analysis survey will help to determine the training offer corporately for 2022/2023. It is also hoped that once the Behaviour

Framework is agreed that work can also commence on Leadership Development, Management Development and Aspiring Managers programmes. This also supports the current offer of coaching and mentoring that is being further developed with a greater coaching pool.

4.5 Recruitment

Recruitment is one of the themes in the Workforce Strategy and the whole process and way of doing things at WBC is being reviewed. Within the paper there is an outline view of the projects that are currently underway or will be taking place in the shorter term subject to resources. There will be a heavy focus on the customer and end user when the review takes place and available systems to ensure meeting the Council's Digital Strategy requirements. Making best use of the data available will also be important and some of that data can be seen within this report. A review of recruitment is only once aspect of the employee cycle and therefore it is important to highlight that this aspect should not be considered in isolation of the rest of the employee cycle. Other projects related to the rest of the employee cycle have either started or are being considered over the 2022/2023 which is the remaining lifespan of the current Workforce Strategy. A new strategy will then need to be developed.

5 Performance Management/Appraisals

5.1 WBC requires employees to have an annual appraisal. The annual appraisal, and 6 monthly reviews, are utilised to ensure that there is a balance between the strategic objectives of the Council, the respective service and to help staff development. Some of the key elements included in the appraisal are so that employees and line managers:

- Review achievements in the past 12 months against the objectives set at the last appraisal meeting, the six-month review and/or other objective-setting meeting;
- Review individual competencies against the WBC standards framework for employees and, where appropriate, the WBC standards for leaders and managers;
- Determine SMART objectives for achievement over the next year. For managers these will include targets related to Corporate Health Indicators and Key Performance Indicators;
- Review learning and development over the past 12 months, and identify current and future learning needs and how these will met over the next period (the Personal Development Plan);
- Discuss other factors relevant to work performance and planning (career aspirations, retirement plans, etc).

5.2 New employees have objectives set as part of their probation review period (six months or one year depending on the post). Once probation is completed employees' should then have an appraisal meeting and the Appraisal Policy utilised from that point on. Appraisal data is monitored regularly to ensure as high as percentage as possible of staff have an appraisal annually. Current data for percentages of appraisals completed are shown in the table below, and show an

overall total of 79% for the Council as a whole. The WBC target is set at 90% of staff to have had an appraisal within the previous 18 months (this is a temporary extension from the usual 15 months due to COVID) and there is a continual push from senior managers to support this happening. Directorates have been provided with lists of missing data to chase up within services and HR are working with services where reporting lines have changed and data can no longer be input in the usual way. In addition CLT are receiving monthly reports on appraisals so the situation can be monitored.

Appraisal Data as at 7th February 2022

Note: This relates to staff who have had an appraisal in the past 18 months and excludes staff in their probation period as objectives are set during probation.

Structure Unit	%
CEO and Support	100.00
People	84.09
Adult Social Care	79.12
Children and Family Services	90.65
Communities and Wellbeing	92.00
Education Services	86.63
Place	85.31
Development and Regulation	78.64
Development and Planning	57.14
Housing	88.57
Public Protection	87.96

Environment	94.52
Resources	85.14
Commissioning and Procurement	86.36
Finance and Property	83.93
ICT	59.52
Strategy and Governance	94.96
Grand Total – Average WBC %	84.55

5.3 At present employees and line managers do not have specific windows for completion of appraisals each year as determined by the policy however there are continual messages cascaded to encourage appraisals to take place and an appraisal should be completed every year with a review after six months. This does usually take place in March/April and a mid-year around October each year. The reporting data is based on a 15 month window (i.e. an appraisal having taken place in the last 15 month period). This allows for new starters to enter the cycle following probation (6 months and in some cases 12 months).

This will be reviewed as part of the review of the appraisal process. Appraisal meeting dates are recorded in MyView (Resourcelink – HR and Payroll System) however appraisal documentation is recorded between the employee and employer in paper form using the form available on the intranet.

Regular reminders are sent to managers regarding their responsibilities to complete and record appraisals appropriately. This is being championed by CLT and is mentioned to staff in Let's Chat and all user emails. Appraisal data is monitored quarterly as a Corporate Health Indicator and reports can be provided to services to monitor progress. HR have provided support to services where recording of data has been missed and reporting lines have changed meaning staff are no longer direct reports to previous managers.

5.4 The appraisal process currently includes measurement and feedback against the WBC competency framework as detailed in appendix A, as well as objectives.

5.5 As part of the Workforce Strategy it has been agreed to replace the above with a new behaviour framework which is currently being worked up and it is hoped will be ready for implementation in April 2022. This will require a review of all policies and procedures that will be impacted by this change of which

Induction/Probation and Appraisals will be two. It is intended as part of the reviews to consider whether additional changes should be made to the policies and procedures such as process changes and ideally this would be completed by gaining feedback from those that use the policies and procedures to ensure that they meet customer needs as well as considering the future direction of travel and culture changes.

6 Casework

Context

- 6.1 The Council has a range of established employment policies and procedures to manage different issues that may arise during the employee lifecycle these include disciplinary, grievances, performance capability, probation and sickness absence/ ill-health capability issues (this comes under the umbrella defined for the purpose of the report as casework). The HR team supports managers and services in managing these issues to resolution. The team also supports organisational change including TUPE transfers, restructures and redundancies. The team supports both corporate teams and provides a traded service to 55% of West Berkshire schools.
- 6.2 There are key principles in all of our procedures, which are developed with input from our recognised trade unions, and in line with ACAS codes of practice. These include:
- An emphasis on resolving issues informally if possible
 - Sharing information about the concerns with the employee and gaining their response
 - Acting consistently
 - Acting promptly
 - A right to representation at formal meetings
 - Reasonable notice of formal meetings
 - The right to appeal any formal outcomes.

Routine Measures

- 6.3 Quarterly measures are currently reported as below for the Council.

These are:

- Numbers of formal cases (schools and corporate)
- Numbers of informal cases (schools and corporate)
- Average feedback from managers (supported by the team)
- Number of Occupational Health referrals
- Number of contacts with Employee Assistance Programme
- Number of redundancies (schools and corporate).

The aim of these measures is to monitor the volume and quality of work undertaken by the team.

6.4 For the purpose of this report, corporate data on cases has been isolated to provide a clear picture on the volume of casework in corporate teams for the three full years from 1st April 2018 up to the current part-year to quarter 3 of 2021/22. Table 1 shows the overall number of cases over that period of time. The peak was in 2018/19 with 214 corporate cases. The 2021/22 figures only cover to the end of quarter 3, so it is likely that the year-end outturn will be similar or slightly higher than the last two years.

Table 1

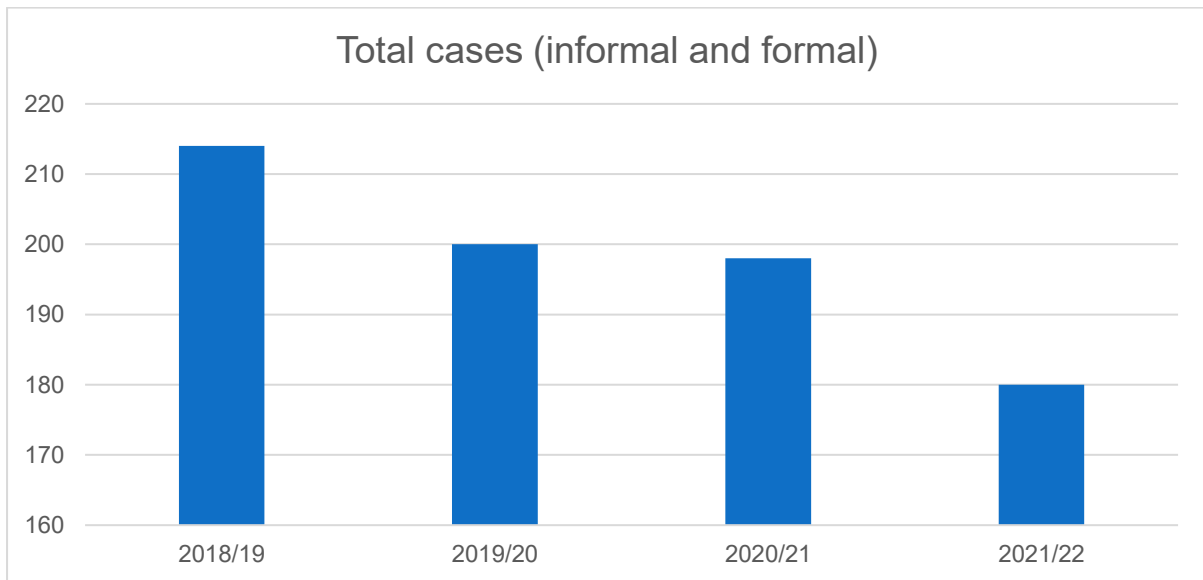


Table 2

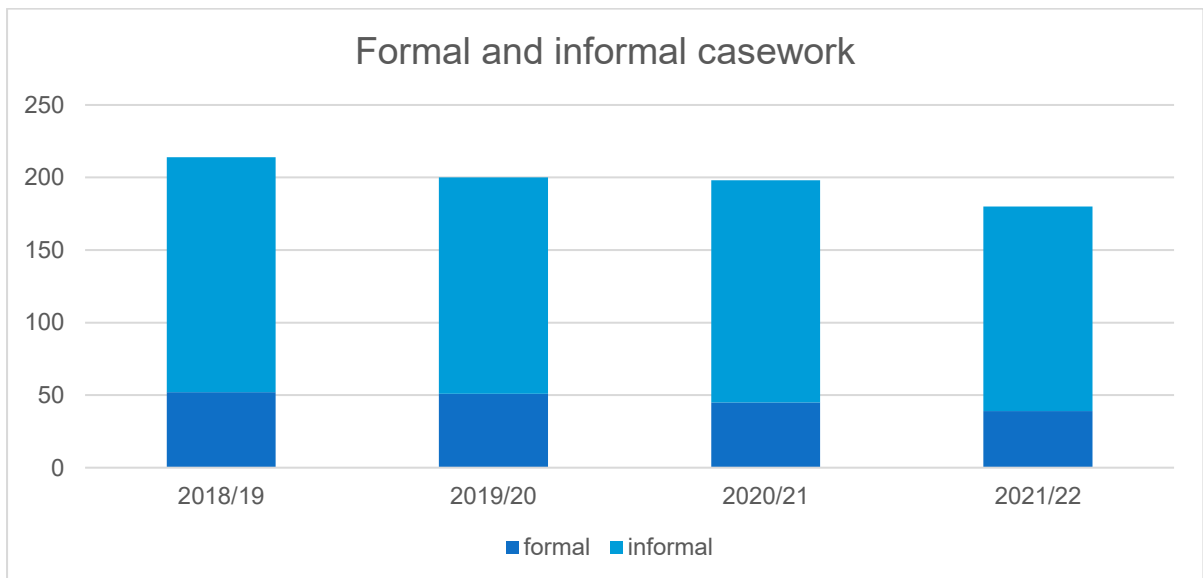


Table 2 shows the mix of informal and formal casework. For the four years shown, formal casework has made up between 24% and 27% of all cases recorded. A significant proportion of informal casework relates to sickness absence, but it includes any advice and support given outside of a formal

process. For 2021/2022 year to date there have been 12 disciplinary cases and 5 grievances.

6.5 Trends

There are a few trends worth noting.

- The number of formal sickness absence cases is 12 in 2018/19 but much lower in subsequent years. The vast majority of absence management is done informally, as shown by these figures.
- The number of Ill-health retirement cases has increased from 1 in 2018/19, to 5 in 2019/20 and 11 in 2020/21. Anecdotally, it is believed that the pandemic has made some people re-consider the management of their health conditions in relation to work, although this may also be a result of our ageing workforce.
- The number of formal disciplinary cases fluctuates between 7 in 2020/21 and 21 in 2019/20. 7 is a particularly low number and reflects to the general low level of casework during the early part of the pandemic.
- There has been an increase in “other” casework over this period. This includes informal support which does not fit any particular category, including queries related to Covid 19 which do not relate to absence e.g. pregnancy or clinical vulnerabilities.

6.6 Employment Tribunals

The Council has historically had very low rates of employment tribunal claims. This table shows the number of claims since 1st April 2018 for both corporate and schools who buy the HR service.

Employment Tribunal claims			
	Claims received	Corporate	Schools
2018/19	0	0	0
2019/20	3	2	1
2020/21	4	2	2
2021/22	1	1	0

Between 2013 and 2017, fees were a paid on application to the employment tribunal service. In July 2017, the Supreme Court ruled in favour of UNISON that the obligation to pay fees was a restriction on access to justice. At this time, many employers expected an increase in tribunal claims as there was no longer any deterrent to raising a claim.

Once an employment tribunal claim has been raised, the HR team work with our legal colleagues to assess the risk, consider options and manage the requirements of the tribunal.

6.7 Sickness Absence

Current figures and patterns

At the end of quarter 2 of 2021/22, the annualised number of days lost through sickness absence for the whole Council is calculated as **9.4 days**.

The table below shows the year end outturn absence figures for the previous 4 years.

	Actual number of days lost per person in 2016/17	Actual number of days lost per person in 2017/18	Actual number of days lost per person in 2018/19	Actual number of days lost per person in 2019/20	Actual number of days lost per person in 2020/21
Council Result	8.80 days	8.59 days	9.84 days	9.65 days	7.15 days

These figures show:

- 2020/21 was the primary year impacted by the COVID pandemic. This impacted on absence rates in that normal absence was reduced significantly due to a large proportion of staff working at home for the majority of the year. 2020/21 was an anomaly.
- In the previous years, there was a significant increase from 8.59 days in 2017/18 to a high of 9.84 days in 2018/19, followed by a slight reduction in 2019/20.
- It is worth noting that as a direct provider of social care, sickness absence figures are higher than comparators such as the private sector and neighbouring authorities who do not provide direct care due to the nature of the work.

6.8 Benchmarking

The Office for National Statistics (ONS) publishes an annual survey on workplace absence for all sectors. Their 2020 report (published in March 2021) showed an all-time low (3.6 days lost per worker) in sickness absence, which mirrors our own experience of the impact on sickness absence of COVID working arrangements. Prior to 2020, the survey showed the number of days lost per worker had reduced pretty consistently from 7.2 in 1995 to 4.2 in 2019.

The ONS figures for the public sector again show an all-time low for 2020 (5.4 days lost per FTE) and a reducing picture over time from 8.8 days in 1995 to 5.8 days in 2019. The ONS' figure for local government absence is 5.7 days lost in 2019. The Health sector is shown with a higher rate of 7.7 days lost.

No information is available in these ONS figures about the type of services and therefore staff for local government. Within Berkshire we are aware that the six unitary authorities have very different approaches to the contracting in and out of services. As

our highest absence rates are in Adult Social Care and Children & Families services, the contracting out of these services, or parts of them, would have a significant impact on our overall absence figures.

6.9 Absence by Services & Directorates

This table shows the annualised average days lost per employee for each service area at the end of Q2, against the Council’s average of 9.4 days.

This table shows the averages for each directorate.

Directorate	Annualised average days lost per employee – at Q2 2021/22
Resources	6.8
People	11.2
Place	7.7

6.10 Split between Long Term and Short Term Absence

Data available shows there has been a significant increase in the proportion of long term absence in 2020/21 which is as a result of a higher proportion of long term absence due to a reduction in days lost to short term absence during the pandemic.

At the end of 2021/22 quarter 2 figures show long term absence at 65% of all absence, so this may be a continuing trend linked to higher rates of home working.

6.11 Absence Reasons

The most common reason for both short term and long term absence for 2020/21 is “stress, depression and mental health. The most common reason for both short term and long term absence for 2020/21 is “stress, depression and mental health related”. In total, 40.3% of all absence (long term and short term) was due to “stress, depression or mental health-related”.

As 2020/21 was the pandemic year, this is likely to reflect both the impact of the pandemic on mental health in the workforce and general population, but also the decline in absence for other reasons. However, it should be noted that the number of actual days lost for this reason increased compared with other years.

To date in 2021/22, the year to date figure for “stress, depression or mental health-related” is 37.8% of all absence, down from 49.3% for quarter 1. This may be because absence for other reasons has increased over the second quarter of the year.

“Stress, depression or mental-health related” has been the most common reason for absence for a number of years and national statistics for the public sector show that this is the most common reason for absence.

6.12 Management processes

Sickness absence is reported by managers or services on the MyView portal, which is linked into the main HR and Payroll system.

The Council’s Sickness Absence procedures include trigger points for action under the procedure. These are:

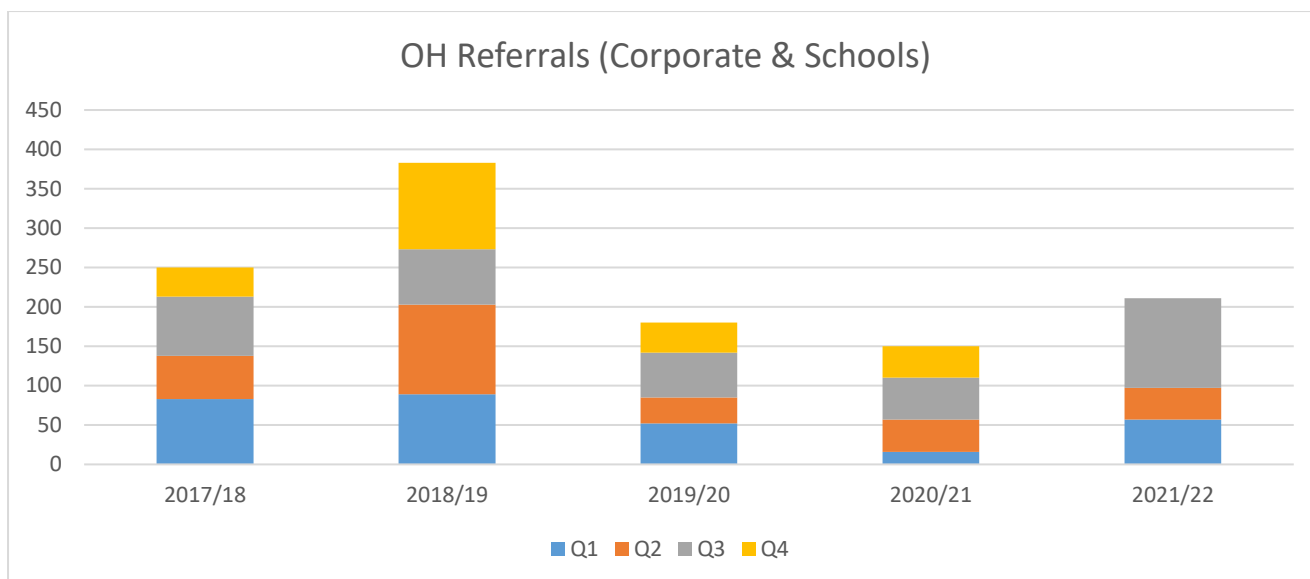
- Three or more sickness/injury absences in a rolling three month period
- Unacceptable patterns of absence; for example a pattern of calling in sick the day before or after a weekend or bank holiday, or before or after annual leave.
- A period of long term absence of more than 28 calendar days (long term sickness absence) where the return to work date has not been specified or is of concern to the line manager

If any one of these triggers is met, the line manager is expected to undertake an informal sickness absence meeting with the individual. HR support is available for the planning and preparation of these meetings.

Monthly reporting within HR is in place for employees who breach the triggers for long term and short term. All cases are followed up with the line manager to offer advice. This would usually result in a referral to Occupational Health as well as advice on the informal sickness absence meeting.

Our new OH provider, Cordell Health, has been in place since 5th October 2021. There were some concerns about the effectiveness of the previous provider. So far we are pleased with the quality and effectiveness of the new provider based on feedback.

Numbers of referrals to Occupational Health are reported quarterly. These figures include both corporate and schools staff and are as detailed below.

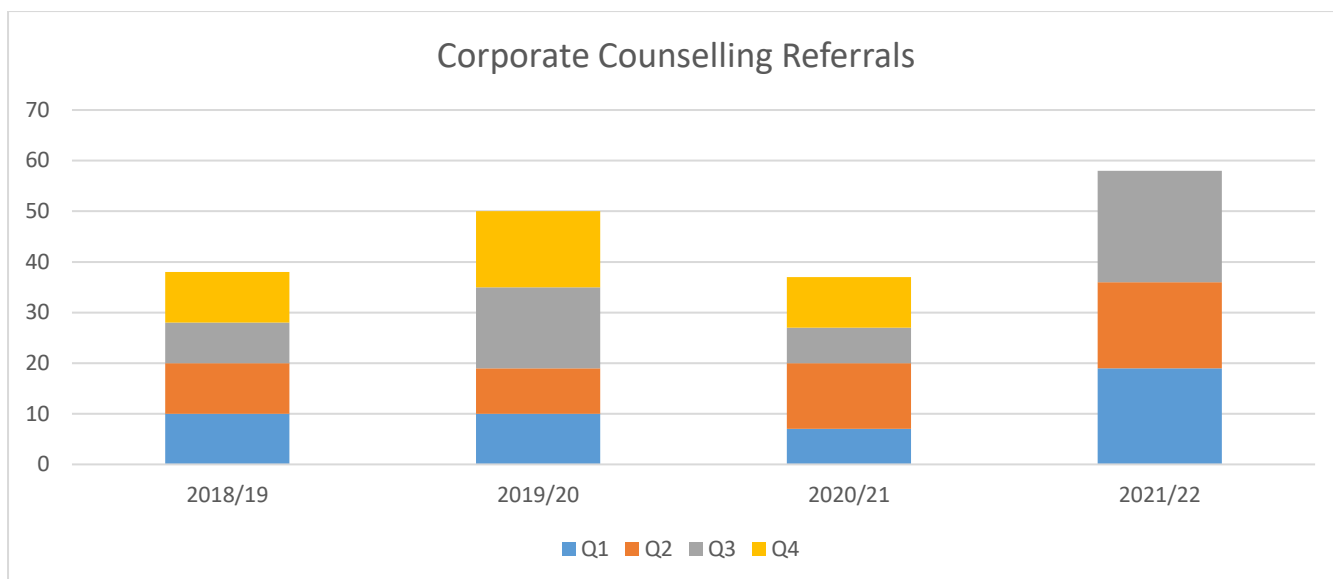


In quarter 3 of 2021/22, the total number of referrals was 114. This is the highest figure for some time and is a result of the new OH provider catching up on a backlog, as well as an unusually busy period. Of these, 50 referrals were for schools staff and 64 for corporate staff.

The Council offers two sources of emotional support to employees. The first is confidential counselling with a local counsellor who meets our selective criteria (this covers qualification, insurance, professional memberships). The Council commits to fund up to 6 sessions from a central budget, based on management referral. The second source is the Employee Assistance Programme (EAP) with Care First, which was implemented on 1st July 2020 as part of the Workforce strategy. The EAP provides a free access service to all corporate employees 24 hours a day, 365 days a year, and can provide advice on a variety of topics as well as emotional support including counselling.

Measures for the Employee Assistance Programme vary widely. Since it was implemented in July 2020, we have seen up to 19 contacts per month, but in some months no, or very few contacts. The monthly average figure for the twelve months from August 2020 was 8.75 contacts.

The chart below shows the numbers of counselling referrals from 1st April 2018 to 31st December 2021. Funding for counselling comes from a central budget, managed by HR. This resulted in an increase in referrals in the last two quarters of 2019/20. Although counselling was offered in many different forums at the start of the pandemic, referrals were lower in 2020/21, however we have seen a large peak in demand so far throughout 2021/22.



In conclusion WBC has sickness rates that have not changed dramatically over the last few years and data suggests that these rates are equivalent to those in other local authorities with similar services. WBC has effective processes and procedures in place to support the management of sickness absence. Further considerations for employee support will be made in relation to employee wellbeing when a new post is filled from March 2022 for a year.

7 Training

7.1 The Corporate Training Programme is made up of Mandatory and Non Mandatory Training. Training is delivered using a blended approach of E-learning, Virtual (Zoom or Teams) as well as Face to Face training.

Training is commissioned annually. HR work with key stakeholders within the Council to design the programme based on the needs of the departments. HR work particularly closely with Social Care teams as their annual mandatory and non-mandatory training need is large due to the nature of their service delivery.

HR commission external trainers for specific expert areas if we do not have an internal expert on the subject matter.

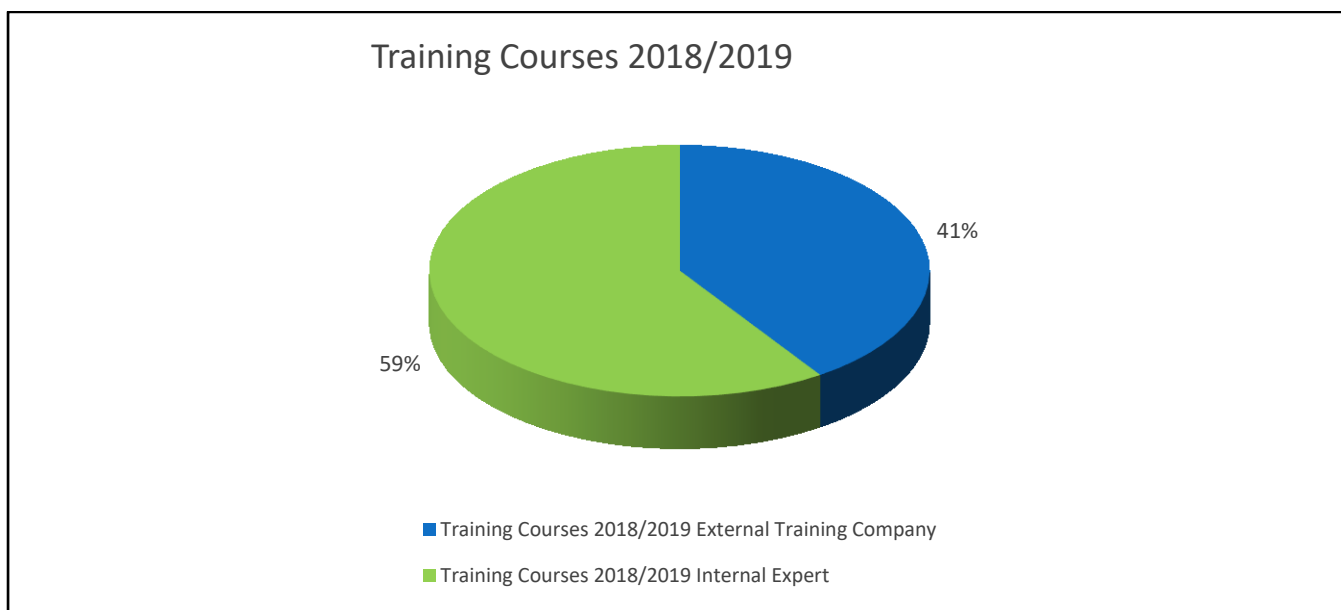
The Training Programme is published on the intranet and shows what training is available to book within our Learning Management System - Learning Time. There is mandatory and non-mandatory training which is dependent on the role. For example, managers have different mandatory training to non-managers. Social Care workers have quite different responsibilities therefore their mandatory training is more extensive and specific.

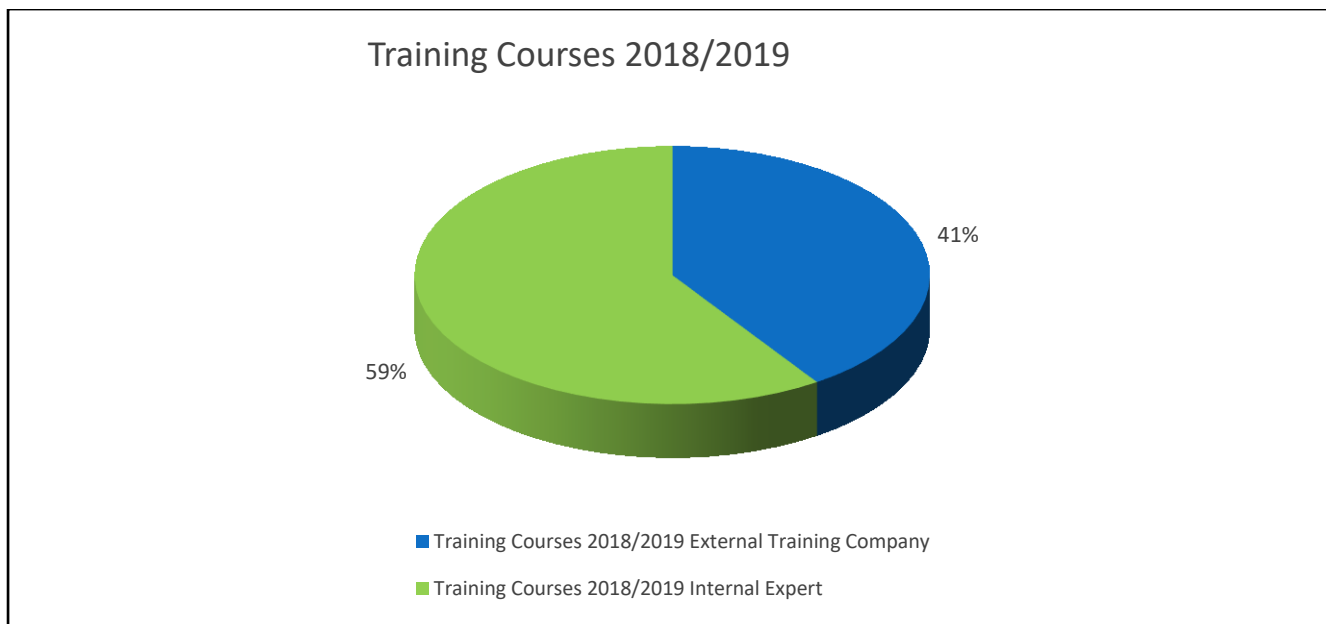
The learning can be classroom (face to face or virtual) or e-learning. Courses are run by subject matter experts, some internal and some external. WBC have internal experts that run training, for example the majority of our Health & Safety training is run by the Health and Safety Manager and his team. Some Social Care training is run by Social Care experts who are qualified and experienced in specific areas. Many courses are run by external training organisations with specifically commissioned skills, experience and expertise. HR have received excellent training feedback and have worked with

some companies for many years, and therefore they understand our culture, as well as our policies and procedures.

HR have worked hard to make learning more accessible over the last few years moving certain courses from face to face to e-learning where possible. Our Learning Time site (WBC Learning Management System) is external so you do not have to be logged into the West Berkshire Intranet to get access, and it is available on any device, even smartphones. Our e-learning content is mainly written by Learning Pool (the company who provide our site) and authorised or edited by internal subject matter experts to meet the specific needs of the council before they are accessible to staff.

The next two pie charts show the percentage split between internal expert trainers, and external training companies. These are for years 2019/2019 and 2019/2020, so almost entirely pre-pandemic. There was a drop in face to face training during quarter 4 of 2019/2020 due to the pandemic. Before lockdown started training courses were getting postponed and cancelled due to the uncertainty. External training organisations offer a wealth of expertise, and experience for our delegates and some Services opted to wait for face to face courses to continue, obviously no one could envisage how long the lockdown or pandemic would last.





During 2020/2021 HR had to cancel and postpone training due to the pandemic. We had to adjust to different room capacities and change venues due to social distancing being put in place. Many external trainers decided not to run their courses and wait until they could see people face to face. This put a lot of pressure on us to find an alternative provider. Some training was introduced as e-learning, we bought into a Social Care Catalogue of courses and quickly assessed content and published them in April 2020. This meant Social Care workers could still practice and fulfil their roles.

The figures below show an increase in e-learning courses completed. Data for 2018/2019 is skewed due to the introduction of mandatory e-learning for GDPR for all staff due to the introduction of new legislation which required all staff to complete a data protection refresher.

	2018/19	2019/20	2020/21
Number of employees who completed at least one e-learning course	1287	1169	1305
Percentage of employees undertaking e-learning	86.61	77.31	84.47
Number of e-learning courses completed	5218	4663	5808
Percentage of employees completing any course (e-learning or classroom)	94.76	89.15	90.42
Total courses completed	8509	7376	7419

8 Recruitment & Retention

Background

8.1 The purpose of this report is to provide an overview of recent recruitment activity within the Council. In addition the report will provide an update of current recruitment projects highlight potential areas for development or improvement and outline future project plans.

Recruitment Activity Overview

8.2 The information in this section is based on years 18/19, 19/20 and 20/21, focusing on full-time equivalent numbers. The data excludes staff employed in schools, casual and agency workers unless otherwise stated.

8.3 The Council has seen a change in recruitment activity in the last three years and this report will consider this by organisation and then drill down by directorate.

8.4 At the time of this report, the organisation has a total of 1653 FTE, with 1371.88 occupied and 281.12 vacant.

8.5 Within the last three months (Q3), 111 adverts have been placed on the website, some of which were multiple roles. 70 new starters have joined the Council in that period. The table below provides more detail around starters and leavers over the last 5 year period for comparison purposes.

	2016/17	2017/18	2018/19	2019/20	2020/21
Number of starters in year	167	246	209	243	175
Number of leavers in year	241	223	211	211	142
Turnover (%)	16.24%	15.13%	14.19%	14.08%	9.29%
Voluntary turnover (%)	12.26%	12.01%	12.30%	12.14%	8.44%
Average length of service of leavers	8y 3m	7y 3m	5y 8m	6y 2m	6y 8m

HR Update

	2016/17	2017/18	2018/19	2019/20	2020/21
Average length of service of employees employed at year end	8y 8m	8y 5m	8y 8m	8y 7m	8y 8m
Stability index (% employees at year end with 12 or more months' service)	89.11%	86.29%	89.23%	87.10%	90.29%

% of all starters during the year who were in this age range	2016/17	2017/18	2018/19	2019/20	2020/21
Under 25	10.18	10.57	12.44	10.29	18.29
25-34	31.14	24.80	24.40	19.34	26.86
35-44	23.95	17.89	23.92	25.51	17.71
45-54	24.55	29.27	24.88	25.93	24.00
55-64	8.98	16.67	14.35	17.70	12.00
65+	1.20	0.81	0.00	1.23	1.14

% of all leavers during the year who were in this age range	2016/17	2017/18	2018/19	2019/20	2020/21
Under 25	5.81	2.91	6.16	3.32	5.63
25-34	19.09	19.35	14.22	19.43	16.20
35-44	16.18	17.97	25.12	20.38	21.13
45-54	21.58	20.28	22.75	24.17	21.83
55-64	28.22	26.73	24.64	25.12	22.54
65+	9.13	8.76	7.11	7.58	12.68

These tables show there is a diverse spread of ages in both the starters and leavers' data suggesting there is not significant issues around particular age groups joining or leaving the organisation.

Turnover for the 2020/2021 year has also reduced. This may be as a result of the pandemic where instability in the job market, with furlough and redundancies has encouraged staff to stay in roles that were deemed more secure.

8.7 Key Performance Indicators

The following performance measures are monitored quarterly in relation to recruitment activity:

KPI	Target	2018/19	2019/20	2020/21	2021/22 (Q1- 3)
Number of corporate and school staff enrolled onto training which is funded through the apprenticeship levy	114	114	76	54	41
Number of corporate staff and those who have been facilitated via levy transfer, who are disadvantaged and aged 16-25, enrolled onto training which is funded through the apprenticeship levy	3	N/A	0	0	4
Number of young people attending/involved in work experience and project work opportunities	9	N/A	1	0	5
% of posts advertised externally that are filled first time (new for 2021/22)	Baseline	N/A	N/A	N/A	58%
Average feedback from managers on recruitment and selection activity	4.8 out of 5	5	4.9	5	5

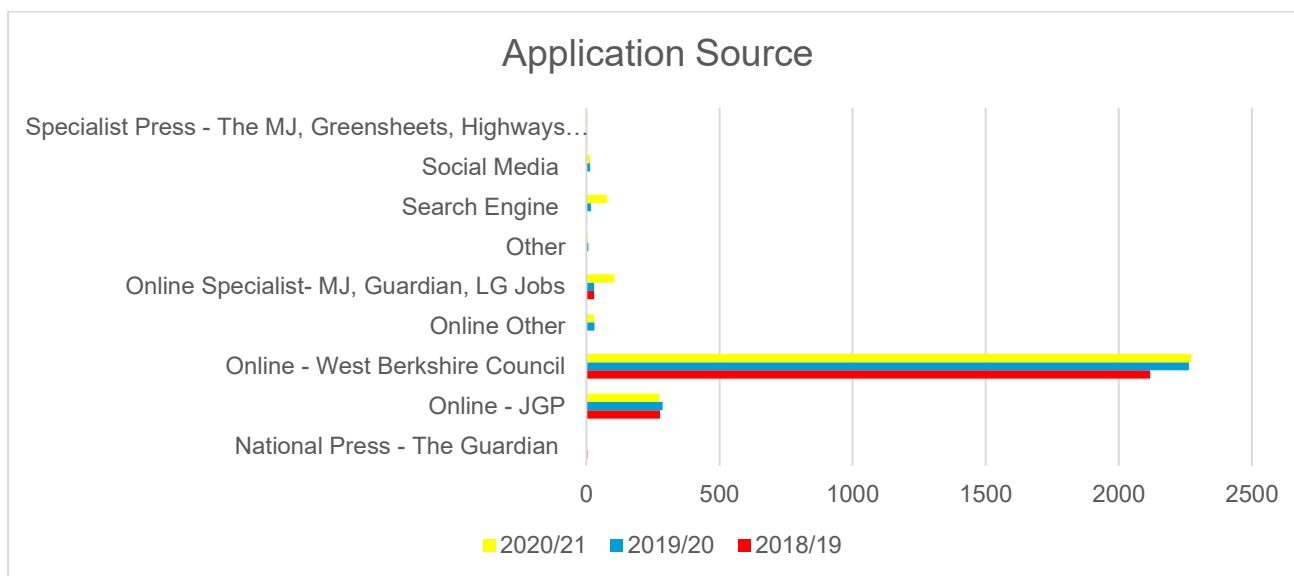
8.8 Equalities Data – Applicants

The table below shows data for the last year in relation to disability, age, ethnicity of applicants applying for roles.

	2018/19	2019/20	2020/21
Disability	3.5%	4.0%	3.4%
No disability	91.3%	90.5%	93.1%
Disability - Not specified	5.2%	5.5%	3.5%
Male	23.0%	26.1%	28.2%
Female	72.3%	69%	68.8%
Gender not specified	4.7%	4.9%	3.0%
White	75.1%	79.0%	78.6%
All other ethnicities	20.7%	16.5%	19.2%
Ethnicity not specified	4.2%	4.5%	2.2%

8.9 Source of Job Applications

WBC uses Jobs Go Public (JGP) as the applicant tracking system where all candidates apply for jobs with WBC. As can be seen from the chart below our applications come from a range of sources however by far the most common sources of applications is our own website or Jobs Go Public (JGP) followed by specialist online advertising. We are looking at a revamp of the WBC website to support employer branding and with a review of attraction methods to ensure an appropriate pool of applicants can be sourced.



8.10 Agency Spend

The ability to utilise agency staff is crucial for the Council. There are a range of reasons the Council will need agency staff and, especially in social care areas, immediate staff absences will require filling with agency staff. Much of the cost of agency staff will be funded through the existing budget, where an agency members of staff is covering a vacancy.

From 4th March 2019 all requests for agency support have been dealt with via the Managed Service Provider Comensura who was appointed the contract following procurement. Management of the contract sits within Commissioning rather than with HR. Comensura review the market and put forward agency employees with the Council receiving a rebate.

The Comensura contract was set up to reduce agency costs by using a managed service provider. All agencies charge a fee on top of the workers hourly rate to cover their expenses and contributions to National Insurance and Tax. At the start of the contract, looking at historical agency spend data, agreed margins were set with Comensura to limit the amount agencies could charge on top of the hourly rate.

The way this works is WBC pay the agency fee without the cap but Comensura only pass on the agreed margin to the agency itself and then each quarter WBC receives a rebate equivalent to the amount paid to Comensura and the rate paid to the agency. The margins and agreed rates vary from role to role.

The table below outlines the agency expenditure for the last 3 years. As Commensura was new in 2019 we do not have any baseline data prior to that as agency spend was recorded in a different way.

	Financial Year 19-20	Financial Year 20-21	Financial Year 21-22 to date
Off-Contract Spend	£1,528,494.51	£2,102,647.35	£2,174,017.47
On Contract Spend	£4,244,275.49	£4,676,353.73	£4,688,379.10
Annual Rebate	-£395,039.02	-£526,401.83	-£328,610.09
Annual Total	£5,377,730.98	£6,252,599.25	£6,533,786.48

FY 19-20 includes the values for March 2019 as it was the first month of the contract.

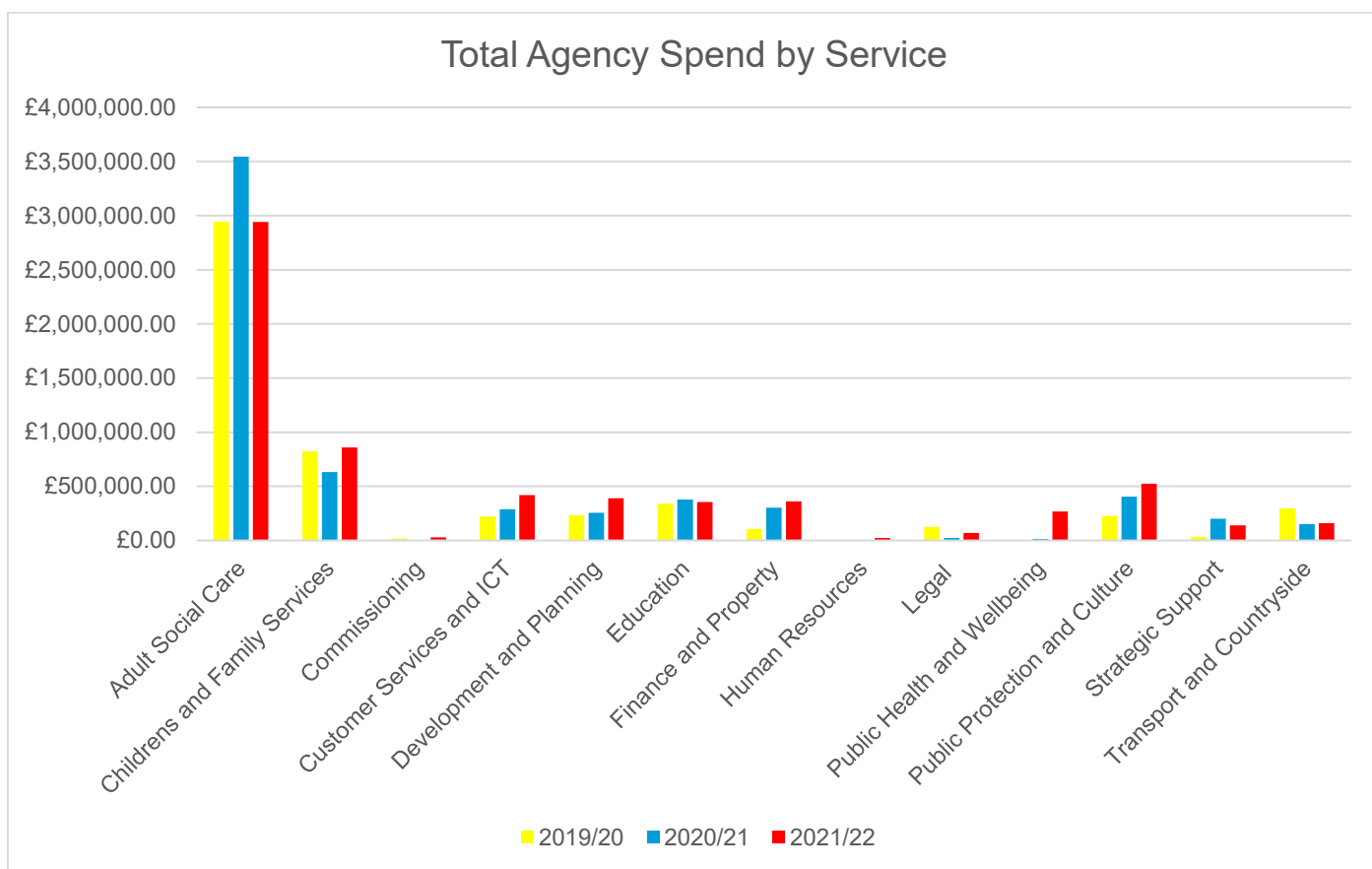
FY 21-22 to date has Q3s spend, but does not include the rebate figure for Q3 as this is yet to be provided.

Overall spend has gone up each year and will definitely go up this year with a quarter to go. This is due to increased demand for agency staff from services, rather than the Comensura contract costing more.

The reasons behind this will relate to an increased need for staff during the pandemic where staffing has been impacted due to self-isolation or Covid cases where staff have also been unable to work from home due to the nature of their roles. In addition off contract spend has increased as demand for professional services staff and ASC staff was exceptionally high and due to there being a national shortage there was an extremely competitive market place meaning Commensura could not always fulfil the assignments. In addition there was a requirement to fill roles promptly.

The rebate figure is the perceived difference that the Comensura contract has made each year compared to when the contract was not in place.

The total spend trends can be seen in the chart below:



8.11 Future Recruitment Strategies and Activities to Date

The following are strategies, projects and activities that HR is either leading on or involved in at present, and will help to prevent and assist with any existing or future recruitment hotspots throughout the Council.

Social Media & Recruitment Advertising

- HR and the Communications Team are in the early stages of working in partnership to review and improve the Council’s jobs and careers webpages content and design. This will also involve a review of its use of social media recruitment advertising.
- HR have worked with CFS to develop their microsite to advertise vacancies and promote the service and opportunities. This is in the final stages and ASC will follow suit with assistance from HR.

Workforce Strategy

- The current workforce strategy has been reviewed and refreshed and contains a number of activities that will support the Council with recruitment challenges.
- Career Pathways - HR have had a training session with the LGA to look at ways of implementing more proactive workforce planning activities. This led to a workforce planning exercise with the finance team who have recently experienced recruitment challenges. Part of this involves identifying critical roles in the team and developing

HR Update

career pathways. It is hoped to expand this exercise to other areas of the council in the future.

- Career Progression for Women project - in response to the workforce board discussions around the gender pay gap and annual employment report a project is being carried out to explore the career progression experiences for women at the Council. Insight gained from the project will be used to inform the implementation of workforce strategy projects to promote diversity and inclusion in the widest sense.
- Diversity in recruitment - working with the workforce board and Equality & Diversity board HR are working to improve the diversity of its workforce looking at applicant experience and reviewing the recruitment areas of the website.

Apprenticeships

- Apprenticeships continue to be a key part of our recruitment strategy. Regular cohorts for ASC, Project Management of Management apprenticeships were paused due to responding to COVID-19 however these cohorts have started again since September.
- Since the last report we have recruited apprentices in Youth Work, Museum Hospitality, Payroll and Economic Development. ICT are currently shortlisting for an Apprentice Data Technician.
- There are plans to carry out some virtual activities for National Apprenticeship week in February.
- Since April 2017 there have been 319 apprenticeships started. There are currently 160 apprentices on programme. 72 apprentices withdrew in most cases this is because they left the Council. 87 apprentices have completed their programme.
- We currently work with 29 different training providers.

The table below shows the current apprenticeships in progress- this includes corporate and school apprenticeships.

Apprenticeship	Level of Qualification	Number Enrolled
Adult Care	2	7
Customer Service	2	1
Early Years	2	1
Healthcare Cleaning Operative	2	2
Adult Care Worker	3	12
Business Admin	3	6
Digital Support Technician	3	1
Early Years	3	3
insurance Practitioner	3	1
Payroll Administrator	3	1
Teaching Assistant	3	23
Team Leader Supervisor/ILM 3	3	19
Accounting Technician	4	1

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Business Analyst	4	1
insurance Practitioner	4	1
Passenger Transport Manager	4	3
Project Manager	4	4
Regulatory Compliance	4	1
School Business Manager	4	2
Operations Manager/ILM	5	14
Chartered Manager	6	2
Occupational Therapy	6	3
Social Worker	6	10
Teacher	6	1
Accountancy Taxation Professional,	7	3
Chartered Town Planner	7	1
Senior Leader	7	16

Kickstart

The Council has engaged with the Government Kickstart scheme facilitating placement applications for local businesses but also placements for the Council itself recruiting to 19 posts. Additional posts are currently being recruited to as well as current placements being extended or leading to permanent roles.

WBC Promotional Videos

The previous Chief Executive commissioned Communications to create two promotional videos; one to outline the Council's ambition and to reflect living in the district, and another to focus on recruitment and WBC being an employer of choice.

The 'Working for West Berkshire Council' video is now complete and has been published.

Communications have been working with individual services to develop suits of photographs to use for advertising and promotion.

Work Experience

- Work Experience - working with local schools to increase work experience opportunities and train staff to be job mentors for support new apprentices.
- In addition staff from the council have attended careers fairs, carried out mock interviews for students and participated in a CV review feedback process.
- In October the council facilitated 5 work experience placements with further placements planned for February and May.
- Working with the Employment is Everyone's Business group which includes parent forums, schools, and colleagues from the SEND team discussions are underway to support a pilot scheme for mainstream pupils with SEND to attend work experience.

8.12 Future HR Projects related to Recruitment and Retention

The employee lifecycle can be divided into a number of stages. At each stage there are a number of HR recruitment projects which will help identify and resolve issues. Recruitment is not a single activity. There are a range of opportunities throughout the lifecycle to impact directly on the Council’s ability to recruit. Central to this is the workforce strategy. The graphic below shows the stages of the employee lifecycle.



The table below seeks to summarise the proposed HR projects which are relevant to each stage within the lifecycle above that will help drive change to enable WBC to be able to continue to successfully recruit and retain. These are all set to be completed or started within the current timeframes of the Workforce Strategy which ends in 2023 and will be reviewed towards the end of 2022 in preparation for developing a strategy for 2023 onwards.

<p>Attract</p> <ul style="list-style-type: none"> • Marketing e.g. Linked In, careers fairs • Referral Scheme • Develop bespoke recruitment campaigns for hard to fill roles • Refresh external recruitment pages • Work experience • Apprenticeships • Investigate graduate scheme • Introduce internships • Sign up to covenants e.g. care leaver, armed forces, domestic abuse in addition to Disability Confident 	<p>Recruit</p> <ul style="list-style-type: none"> • Review JGP • Review recruitment processes • Review Application form- simplify form • Reduce bias in recruitment process e.g. blind applications, awareness of gendered wording • Review interview testing tools e.g. ability & psychometric • Digitise EC process
<p>Onboarding</p> <ul style="list-style-type: none"> • Refresh internal pages • New Manager Induction • Mandatory Training review • Corporate Induction review • Centralise information on agency, contractors and volunteers alongside employees • Review DBS process 	<p>Learning & Development</p> <ul style="list-style-type: none"> • Refresh internal pages • Coaching & Mentoring • Devise Leadership and Management offer. • Training for managers on recruitment best practice
<p>Reward Recognition & Benefits</p> <ul style="list-style-type: none"> • Pay & Grading Review- remove overlapping grades and benchmark salaries • Review honoraria data & policy • Consider introducing market supplements 	<p>Progression & Performance</p> <ul style="list-style-type: none"> • Develop Career pathways • Develop future leaders • Manager Networks • Improve collection and use of data to inform decisions • Implement recommendations from career progression for Women project
<p>Retain/Exit</p> <ul style="list-style-type: none"> • Review exit interview • Develop career pathways • Develop future leaders • Increase wellbeing & resilience for all staff • Develop reward and recognition strategy • Raising concerns process • Implement Timelord 2 	<p>Strategy</p> <ul style="list-style-type: none"> • Develop behaviour framework • Develop positive and productive organisational culture • Improve collection and use of data to inform decisions e.g. review AER, Recruitment report, manager dashboards • Carry out workforce planning • Centralise agency & Contractor data so non staff and staff database are combined • Develop HR & Payroll system • Improve engagement with services around recruitment activity

In summary there are a number of activities that will be taking place over the coming months that is intended to support the attraction and retention of employees as a

starting point. It is also intended to view reward and recognition as part of the Workforce Strategy.

17 Conclusion

The contents of the report are for information for Personnel Committee on the 21st February 2022.

18 Appendices

Appendix A Competency Framework

Subject to Call-In:

Yes: No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

Officer details:

Name: Paula Goodwin
Job Title: HR Service Lead
Tel No: 07385413479
E-mail: paula.goodwin1@westberks.gov.uk

Document Control

Document Ref:		Date Created:	
Version:		Date Modified:	
Author:			
Owning Service			

Change History

Version	Date	Description	Change ID
1			
2			

Appendix A

Existing Competency Framework

	All employees	Leaders of people
When working with people	<p>Display respect for customers/clients/colleagues</p> <p>Work as part of a team to achieve goals</p> <p>Listen to other points of view</p> <p>Deliver a high standard of customer service</p> <p>Communicate effectively</p>	<p>Understand stakeholders' motivation and objectives</p> <p>Be a skilled influencer (communicate the vision and objectives, inspire and motivate, develop buy-in and trust)</p> <p>Expect, encourage and support high standards of performance from team members</p> <p>Use a range of leadership styles appropriate to individual team members and the situation</p> <p>Develop team working and a sense of common purpose; manage conflict</p>
In relation to learning and development	<p>Learn continually through experience</p> <p>Seek opportunities to improve skills and understanding</p> <p>Coach and guide colleagues</p>	<p>Actively develop the team to meet current and future challenges</p> <p>Encourage team members to reflect on experience and learning; actively encourage transfer of learning</p> <p>Seek feedback on own performance to improve self awareness and own development needs</p>
In their approach to work	<p>Focus on priorities</p> <p>Work to the best of his/her ability</p>	<p>Be a role model (demonstrating drive, purpose, integrity, fairness,</p>

	All employees	Leaders of people
	<p>Strive to deliver high standards</p> <p>Use initiative and seek creative solutions</p> <p>Display integrity and openness</p> <p>Ensure own personal safety and that of others in the workplace</p>	<p>enthusiasm, openness, resilience)</p> <p>Adapt to change, taking prompt and appropriate remedial action where required</p>
When managing performance		<p>Set/agree clear objectives, and quality and performance measures (for tasks and staff)</p> <p>Monitor and evaluate budgets, staff performance, and objectives</p> <p>Recognise good performance, and challenge underperformance and conduct</p> <p>Develop and empower team members to make decisions (coaching)</p>

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Statutory Pay Policy 2022

Committee considering report:	Council
Date of Committee:	17/3/22
Portfolio Member:	Councillor Howard Woollaston
Date Service Director/ Head of Service agreed report: <i>(for Corporate Board)</i>	17/1/22
Date Portfolio Member agreed report:	10/2/22
Report Author:	Rebecca Bird
Forward Plan Ref:	

1 Purpose of the Report

To seek Council’s approval of the Statutory Pay Policy Statement for publication from 1st April 2022.

2 Recommendation(s)

To seek Council’s approval of the Statutory Pay Policy Statement for publication from 1st April 2022.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	None
Human Resource:	The report details the HR implications within it
Legal:	This report satisfies the Localism Act 2011 in respect of a pay policy statement
Risk Management:	None
Property:	None

Policy:	Localism Act 2011			
	Positive	Neutral	Negative	Commentary
Equalities Impact:		X		
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Environmental Impact:		X		
Health Impact:		X		
ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:		X		
Core Business:		X		
Data Impact:		X		The Council is obligated to publish this anonymised salary data by the Localism Act 2011.
Consultation and Engagement:	Corporate Board, Operations Board, Personnel Committee			

4 Executive Summary

- 4.1 Section 38 of the Localism Act 2011 requires local authorities to publish an annual pay policy statement. The method of publication is at the discretion of the authority, but it is expected to comply with the principles set out in the Local Government Transparency Code. The statement must be approved by the full Council.
- 4.2 Council approved the annual publication of the statement, in principle, on 1st March 2012. This report seeks Council's for approval, for publication of the 2022 Pay Policy Statement (attached at appendix C) with effect from 1st April 2022.
- 4.3 The statement should set out the policies in relation to;
- (a) Remuneration of its chief officers
 - (b) The remuneration of its lowest paid employees (and our definition and reasons for defining it)
 - (c) The relationship between the remuneration of its chief officers and those who are not chief officers
- 4.4 The definition of chief officers includes the Chief Executive, the Monitoring Officer, the Section 151 Officer, Executive Directors, as well as those who report directly to any of these post holders. Thus, in West Berkshire Council, this definition would include all Service Directors and Heads of Service.
- 4.5 Chief Officer remuneration includes salary, bonuses, performance-related pay, fees or allowances (including as returning officer), benefits in kind, etc. The policy should also state how chief officer salary will be determined on appointment and any arrangements for payments upon leaving office.
- 4.6 *The figures in the policy statement in italics will be revised once the pay award has been implemented, as their calculation relies on the HR information system.*

5 Conclusion

The Pay Policy Statement attached as Appendix C should be published on the Council website with effect from 1st April 2022, to comply with our statutory duty under the Localism Act.

6 Appendices

Appendix A – Equalities Impact Assessment

Appendix B – Data Impact Assessment

Appendix C - Draft Statutory Pay Policy 2022

Subject to Call-In:Yes: No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

Wards affected: All**Officer details:**

Name: Paula Goodwin
Job Title: Service Lead (HR)
Tel No: *(add text)
E-mail: paula.goodwin1@westberks.gov.uk

Document Control

Document Ref:		Date Created:	
Version:		Date Modified:	
Author:			
Owning Service			

Change History

Version	Date	Description	Change ID
1			
2			

Appendix A

Equality Impact Assessment (EqIA) - Stage One

What is the proposed decision that you are asking the Executive to make:	To seek Council's approval of the Statutory Pay Policy Statement for publication from 1 st April 2022.
Summary of relevant legislation:	Section 38 of the Localism Act 2011 requires local authorities to publish an annual pay policy statement. The method of publication is at the discretion of the authority, but it is expected to comply with the principles set out in the Local Government Transparency Code. The statement must be approved by the full Council.
Does the proposed decision conflict with any of the Council's priorities for improvement? <ul style="list-style-type: none"> • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Support businesses to start develop and thrive in West Berkshire • Develop local infrastructure including housing to support and grow the local economy Maintain a green district • Ensure sustainable services through innovation and partnerships 	Yes <input type="checkbox"/> No X If yes, please indicate which priority and provide an explanation
Name of Budget Holder:	
Name of Service/Directorate:	Strategy & Governance
Name of assessor:	Rebecca Bird
Date of assessment:	25/01/21
Version and release date (if applicable):	

Is this a ?	Is this policy, strategy, function or service ... ?				
Policy	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">Yes <input type="checkbox"/> No X</td> <td style="width: 50%; border: none;">New or proposed</td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;">Yes <input type="checkbox"/> No X</td> </tr> </table>	Yes <input type="checkbox"/> No X	New or proposed		Yes <input type="checkbox"/> No X
Yes <input type="checkbox"/> No X	New or proposed				
	Yes <input type="checkbox"/> No X				

Strategy	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Already exists and is being reviewed	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Function	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Is changing	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Service	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		

(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?

Aims:	To meet statutory obligations in relation to pay transparency.
Objectives:	To publish a statutory pay policy following Council approval.
Outcomes:	Published policy meeting statutory obligations
Benefits:	

(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation)

Group Affected	What might be the effect?	Information to support this
Age		
Disability		
Gender Reassignment		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Further Comments:		
No direct impacts		

(3) Result

Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	Yes <input type="checkbox"/> No X
Please provide an explanation for your answer: Pay transparency is just reporting on actual pay for certain posts.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	Yes <input type="checkbox"/> No X
Please provide an explanation for your answer: Pay transparency is just reporting on actual pay for certain posts.	

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a EqlA 2.

If an EqlA 2 is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the EqlA guidance and template – <http://intranet/index.aspx?articleid=32255>.

(4) Identify next steps as appropriate:	
EqlA Stage 2 required	Yes <input type="checkbox"/> No <input type="checkbox"/>
Owner of EqlA Stage Two:	
Timescale for EqlA Stage Two:	

Name:

Date:

Please now forward this completed form to Pamela Voss, Equality and Diversity Officer (pamela.voss@westberks.gov.uk), for publication on the WBC website.

Appendix B

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Strategy & Governance
Team:	HR
Lead Officer:	Rebecca Bird
Title of Project/System:	Statutory Pay Policy 2022
Date of Assessment:	14/1/22

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><small>Note – sensitive personal data is described as “ data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</small></p>	<input type="checkbox"/>	X
<p>Will you be processing data on a large scale?</p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p>	<input type="checkbox"/>	X
<p>Will your project or system have a “social media” dimension?</p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p>	<input type="checkbox"/>	X
<p>Will any decisions be automated?</p> <p><small>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</small></p>	<input type="checkbox"/>	X

	Yes	No
Will your project/system involve CCTV or monitoring of an area accessible to the public?	<input type="checkbox"/>	X
Will you be using the data you collect to match or cross-reference against another existing set of data?	<input type="checkbox"/>	X
Will you be using any novel, or technologically advanced systems or processes?	<input type="checkbox"/>	X
<p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>		

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Statutory Pay Policy 2022

See attached.

DRAFT Pay Policy Statement – April 2022

Change History

Version	Date	Description	Change ID
1	April 2012	First publication	
2	April 2013	Second publication	
3	April 2014	Third publication	
4	April 2015	Fourth publication	
5	April 2016	Fifth publication	
6	April 2017	Sixth publication	
7	April 2018	Seventh publication	
8	April 2019	Eighth publication	RB
9	April 2020	Ninth publication	RB
10	April 2021	Tenth Publication	RB
11	April 2022	Eleventh Publication	?

Figures in blue italics are to be updated once the pay awardseffective from 1st April 2021 and 2022 have been agreed.

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1. Purpose

This document covers the requirements to publish a pay policy statement under s38 of the Localism Act 2011. This Pay Policy Statement does not apply to employees working within schools.

Full Council has approved the Pay Policy Statement.

2. Definitions used in this document

Chief Officers are defined in s43 of the Localism Act as

- the head of the authority's paid service;
- the monitoring officer
- a statutory chief officer, which under the Local Government & Housing Act 1989 means Director of Children's Services, Director of Adult Social Services, Director of Public Health, Chief Education Officer, Chief Social Worker and the Section 151 officer;
- a non-statutory chief officer which under section s2(7) of the 1989 Act means direct reports of the head of paid service (HOPS), a person for whom the HPS is directly responsible, a person who as respects all or most of their duties is required to report directly or is directly accountable to the HOPS, or a person who as respects all or most of their duties is required to report directly or is directly accountable to the local authority themselves, or any committee or sub-committee of the authority;
- a deputy chief officer which under s2(8) of the 1989 Act means a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.

In West Berkshire Council these posts are:

- 2.1.1 Chief Executive (Head of Paid Service)
- 2.1.2 Executive Director (People)
- 2.1.3 Executive Director (Resources) (Section 151 Officer)
- 2.1.4 Executive Director (Place)
- 2.1.5 Service Directors:
 - Service Director: Adult Social Care
 - Service Director: Communities & Wellbeing
 - Service Director: Development & Regulation
 - Service Director: Environment
 - Service Director: Strategy & Governance (Monitoring Officer)
- 2.1.6 Heads of Service
 - Head of Finance and Property
 - Head of Education

-
- Head of Children and Family Services
- Head of Commissioning

2.1.7 All Service Managers reporting to a Head of Service or Service Director.

2.1.8 All Service Leads.

Employees who are not chief officers: all other employees (including those employed on a casual basis) employed directly by the Council.

This policy does not cover the remuneration of other ‘workers’ employed by the Council, as employees of agencies or as self-employed consultants.

Lowest paid employee: minimum of *£9.13 per hour*. Notes on this definition are set out below:

2.1.9 Apprentices aged 16-18, may be paid on the age-related National Minimum Wage. The Apprentice NMW rate is not used. Apprentices have been excluded from this definition on the basis that they are in specific posts created for training purposes.

Median salary: *£29,577 (full time equivalent)*. This is a measure of the ‘average’ salary for employees in the Council. It is defined as the ‘midpoint’ salary, such that there is an equal probability of falling above or below it.

Mean salary: *£32,223 (full time equivalent)*. This is an alternative measure of the ‘average’ salary for employees in the Council. The arithmetic mean is defined as the sum of all the salaries divided by the number of salaries.

Highest paid employee: the Chief Executive is paid *£150,015*.

3. Pay Policy from April 2022

All jobs within the Council are paid on salary grades with five or more incremental points.

Job evaluation – employees below grade N

3.1.1 The Hay (Local Government) job evaluation scheme is used to establish the grade for each post relative to all other jobs within the Council. The job evaluation procedure is used to evaluate all new jobs and to re-evaluate existing jobs where there have been significant changes.

3.1.2 All jobs are assigned to a grade within the West Berkshire Council salary structure on the basis of the job evaluation score. The individual salary scale points are based on the National Joint Council for Local Government Employees (Green Book) salary scale.

Salary structure – employees on Service Lead Grade and above

3.1.3 The establishment of any post attracting a total remuneration package of £100,000 or more requires approval from Full Council.

- 3.1.4 A post level called Service Lead was established within the staffing structure in 2020 and may be used by Service Directors as they are appointed, as appropriate. Service Lead posts form part of the fourth tier of management but not all fourth tier posts will be Service Leads. Service Leads will report to a Service Director (third tier). A separate pay grade has been established for these posts.
- 3.1.5 Service Directors are paid on Grade O. Along with the remaining Heads of Service in an emerging structure, they constitute the third tier of management within the Council. Service Directors report to an Executive Director (second tier).
- 3.1.6 Where Heads of Service remain, they are paid on the HOS grade (unless subject to TUPE protections). Along with Service Directors, they constitute the third tier of management and may be allocated new responsibilities as required to meet the needs of the Council at this level, within their grade. Heads of Service report to an Executive Director (second tier).
- 3.1.7 An additional Special Recruitment Payment (SRP) of £5,000 - £8,000 may be paid to any Service Director subject to approval by Head of Paid Service in consultation with the Leader of the Council. If applied, this payment will be reviewed every five years to ensure it remains objectively justifiable. A SRP may be reduced or removed with one year's notice. The value of SRPs will increase with any national pay awards from 1st April 2022 onwards.
- 3.1.8 The Executive Director (Place) and the Chief Executive are both paid on specific grades for those posts. The Executive Directors for People and Resources are paid on a grade for both those posts. The different grades for the three Executive Director posts reflect the difference in responsibilities, including whether a statutory role is part of their portfolio. All four posts (Chief Executive and Executive Directors) may be allocated new responsibilities as required to meet the needs of the Council within their grade.

Salary on appointment – all employees

- 3.1.9 Appointments will normally be made to the minimum point of the grade. Heads of Service/ Service Directors and Managers may take into account the previous experience and skills of the employee to offer appointment above the salary minimum for the post.

Incremental progression – all employees

- 3.1.10 Each employee progresses through the grade band for the post by the award of one increment (or spinal column point (SCP)) on 1st April each year until the maximum of the grade band is reached, subject to six months service in the grade band (whether that band has been attained by appointment, promotion or regrading) and satisfactory performance in the job.

- 3.1.11 Any existing employee who is appointed to a new post within the Council whose salary, on 1st April, would otherwise be less than one column point in excess of the salary they would have received on that day in their old grade band, will be entitled to an increment on that day even if he/she has not been 6 months in the new post, subject to satisfactory performance.
- 3.1.12 An increment may be withheld if an employee is subject to formal capability procedures during the year leading up to the 1st April.
- 3.1.13 An additional increment may be awarded in any one year to an employee, at the discretion of the Head of Service/ Service Director, on the grounds of special merit or ability, provided the maximum of the grade is not exceeded.

Additional payments – all employees

- 3.1.14 Additional payment may be made for additional hours, overtime, undertaking higher responsibilities, and for non-standard working arrangements such as stand-by or evening work, or for exceptional working conditions. Senior Managers are only entitled to overtime payments in exceptional circumstances where regular overtime cannot be practically compensated by time off in lieu, there is no other solution to ensuring the work is covered, the Executive Director believes the payment to be necessary and appropriate and it can be contained within the service budget. . See Appendix 2 for details.
- 3.1.15 Car allowance payments for new senior managers ceased to be paid from November 2007. Some senior employees who were already in receipt of such allowances continue to receive them on a protected basis whilst in post.
- 3.1.16 Essential car users (defined as those who travel at least 1,500 business miles per annum) receive an allowance.
- 3.1.17 All employees can claim expenses for essential business travel at the rate of the cost of public transport, or a mileage rate. Subsistence expenses may be claimed at the rates recommended by HMRC.
- 3.1.18 The Council does not operate a separate bonus scheme for its Chief Officers. With the exception of the Special Recruitment Payment mentioned in 3.1.7 above no other charges, fees or allowances or remuneration are payable to Chief Officers in connection with their responsibilities.
- 3.1.19 Fees for Returning Officer duties during elections are payable to the Chief Executive or their nominated representative acting as the Returning Officer. Fees for national elections are set by central Government and vary according to the type of election. Fees for local elections (parish and district elections) are set by the Council.
- 3.1.20 There are no benefits in kind, such as private health insurance, payable to Chief Officers.

- 3.1.21 Chief Officers are eligible to join the Local Government Pension Scheme in the same way as other employees.

Severance arrangements

- 3.1.22 Chief Officers are subject to the same redundancy payment and pension arrangements as other employees. These are set out in the Council's [Employer Statement of Policy on Discretionary Compensation](#) and the [Employer Statement – Local Government Pension Scheme Discretions Policy](#).)
- 3.1.23 All redundancy or severance costs (including the cost of mandatory early payment of pension) of between £10,000 and £99,999 must be approved by the Executive. Severance costs linked to sickness absence can be approved by Head of Service or above, with a maximum cost as defined in [Sickness Absence - Reporting and Management, Procedure and Guidance](#) .
- 3.1.24 An employee who has left the Council, with a redundancy or other severance payment under the discretionary compensation scheme, will not normally be re-engaged by the Council within two years of the termination date. In exceptional circumstances the Head of Human Resources may make a decision, after consultation with the Chief Executive, the Monitoring Officer, the Section 151 Officer, and the Leader and Shadow Leader of the Council, to authorise re-engagement where it is in the interests of the Council to do so. (See the [Re-Employment Policy](#).)

4. Pay ratios in the Council

It is the Policy of the Council to ensure that the ratio of the salary of the highest paid officer and the lowest paid officer is well below the 20:1 ratio recommended as a maximum in the terms of reference for the 2011 Hutton Review of Fair Pay in the Public Sector.

As at 1st April 2021, pay ratios within the Council stand as follows:

- *Highest:lowest = 8.7:1*
- *Highest:median = 5.1:1*

This is based on the following salary packages:

- Highest paid (maximum CX including car allowance) = *£150,015*
- Lowest paid (minimum grade B) = *£17,610*
- Median (average excluding car allowances) = *£29,577*

5. Pensions

5.1 Council employees are entitled to join an occupational pension scheme. Scheme members contribute a percentage of their monthly salary and the council contributes an additional amount into the relevant scheme. Contribution rates vary according to the level of pay.

5.2 New employees are automatically enrolled onto the relevant pension scheme, but may choose to opt out. Employees who have opted out of the scheme may also choose to opt back in.

5.3 Most council employees are eligible to join the [Local Government Pension Scheme](#) (administered by [Berkshire Pensions](#)). Teachers are eligible to join the [Teachers' Pension Scheme](#). Further details of the LGPS scheme and provided at **Appendix 3**.

6. **Review**

This policy will be reviewed at least annually and more frequently if necessary to respond to any changes.

Appendix 1 – Revised West Berkshire Pay Scales

See Excel attachment.

NB Scales to be updated once the pay awards effective from 1st April 2021 and 2022 have been agreed.

Appendix 2 – Additional Payments Scheme

Criteria for making service related additional payments

The scheme provides for additional payments to be made where:

- There is a clear service need to resolve organisational and/or staffing difficulties;
- Other organisational responses (e.g. restructuring or re-allocation of work) will not overcome the difficulties;
- No other provision exists for payments to be made under WBC Conditions of Service;
- Costs can be contained within service budgets;
- The relevant Executive Director is satisfied that payments are necessary and appropriate in all the circumstances.

If the above criteria apply, and other conditions and criteria are met (see sections below) additional payments may be made at the discretion of the Head of Service/ Service Director, in consultation with their Executive Director. Where the Chief Executive is agreeing these payments they should be made in consultation with the Leader of the Council.

Payment for Exceptional Working Patterns

The normal working week will be the working week or regular work pattern defined in the contract of employment, normally based on any five named days out of seven.

Some jobs require regular working patterns which, because of service demands, are particularly disruptive to social or domestic life and these jobs may therefore present difficulties of recruitment and retention e.g. week end working, split duty or sleeping in.

Others may require acceptance of occasional severe disruption to regular work patterns which are not commonly acceptable under normal basic pay arrangements. Where there is clear evidence that such circumstances present service delivery problems, additional payments, based on a maximum of time and a third of basic pay may be made at the discretion of the Head of Service/ Service Director in consultation with their Executive Director. Where the Chief Executive is agreeing these payments they should be made in consultation with the Leader of the Council.

Payment for night work

Time and a third may be paid for night work undertaken between the hours of 10pm and 6am.

Payment for stand-by duty

For some jobs, where stand-by duty is a regular requirement, specific stand-by payments may be written into the employment contract. The Head of Human Resources or the relevant Head of Service/ Service Director will advise where these apply.

Where there is no contractual requirement or payment for stand-by duty, and stand-by duty is not reflected in the grading of the post, payment of one third of basic pay may be paid. Payment will be at the discretion of the Head of Service/ Service Director in consultation with their Executive Director. Where the Chief Executive is agreeing these payments they should be made in consultation with the Leader of the Council.

Payment for higher responsibility

WBC Conditions of Service provide for an employee, who for reasons other than annual leave of another employee, is called upon to undertake the duties and responsibilities of a higher graded post for a period of at least four weeks may, at the discretion of the Head of Service/ Service Director, receive an honorarium to reflect the additional duties and responsibilities.

In determining the appropriate level of additional payment, the Head of Service/ Service Director should take into account factors like:

- The difference between grading between the absent employee and the employee providing cover
- The duration of the period of absence
- The level of support provided to the covering employee
- Arrangements relating to the employee's normal duties;

Although not normally provided for in WBC Conditions, Heads of Service may, exceptionally, make additional payments to employees covering for absence resulting from annual leave. The above criteria are relevant in deciding to make payments in these circumstances, in particular, the duration of cover and the difference in grading.

Any such payments should only be made in consultation with their Executive Director. Where the Chief Executive is agreeing these payments they should be made in consultation with the Leader of the Council.

Payment for Regular Overtime

Some jobs require regular overtime working that cannot, practicably, be compensated by time off in lieu. These jobs may be held by employees above the normal ceiling for overtime payment (scp26).

Where regular overtime is a feature of the job (e.g. regular requirement for attendance at evening Council and/or Committee meetings), the Head of Service/ Service Director may agree the payment of a flat rate allowance that reflects the regular nature of the demand and the normal basis for calculating additional payments (time and one third). Any such payments should only be made in consultation with their Executive Director. Where the Chief Executive is agreeing these payments they should be made in consultation with the Leader of the Council.

Payment for Exceptional Working Conditions

WBC job evaluation takes account of physical aspects of jobs where they are a regular feature e.g. heavy and awkward working conditions. Normal pay reflects the conditions of such jobs. However, in some jobs such conditions may occur only occasionally and will not, therefore, be reflected in grading.

In other jobs, employees may be required, from time to time, to work in particularly dirty or otherwise unpleasant circumstances.

Where job grading has not taken exceptional working conditions into account, additional payments may be made. Where the exceptional conditions extend over a period of time, payment of time and a third for hours worked in those conditions will be appropriate. In the case of a short, one-off situation, a payment for Other Exceptional Circumstances, as described below, may be paid.

Payment for election duties

Election fees are payable to some staff as and when elections are held for National Elections. The fees are set by HM Government and vary according to type of election.

Payment for Other Exceptional Circumstances

From time to time, other exceptional circumstances may arise that merit an additional payment e.g. short and unusual exposure to particularly unpleasant work conditions, reward for a sustained period of particularly heavy increased responsibility, or exceptional achievement. In such circumstances, an additional payment may be made. Although not a limit in truly exceptional circumstances, the normal ceiling of time and a third for additional payments should be taken into account when determining an appropriate additional payment.

Payment for Emergency Operations Centre (EOC) work

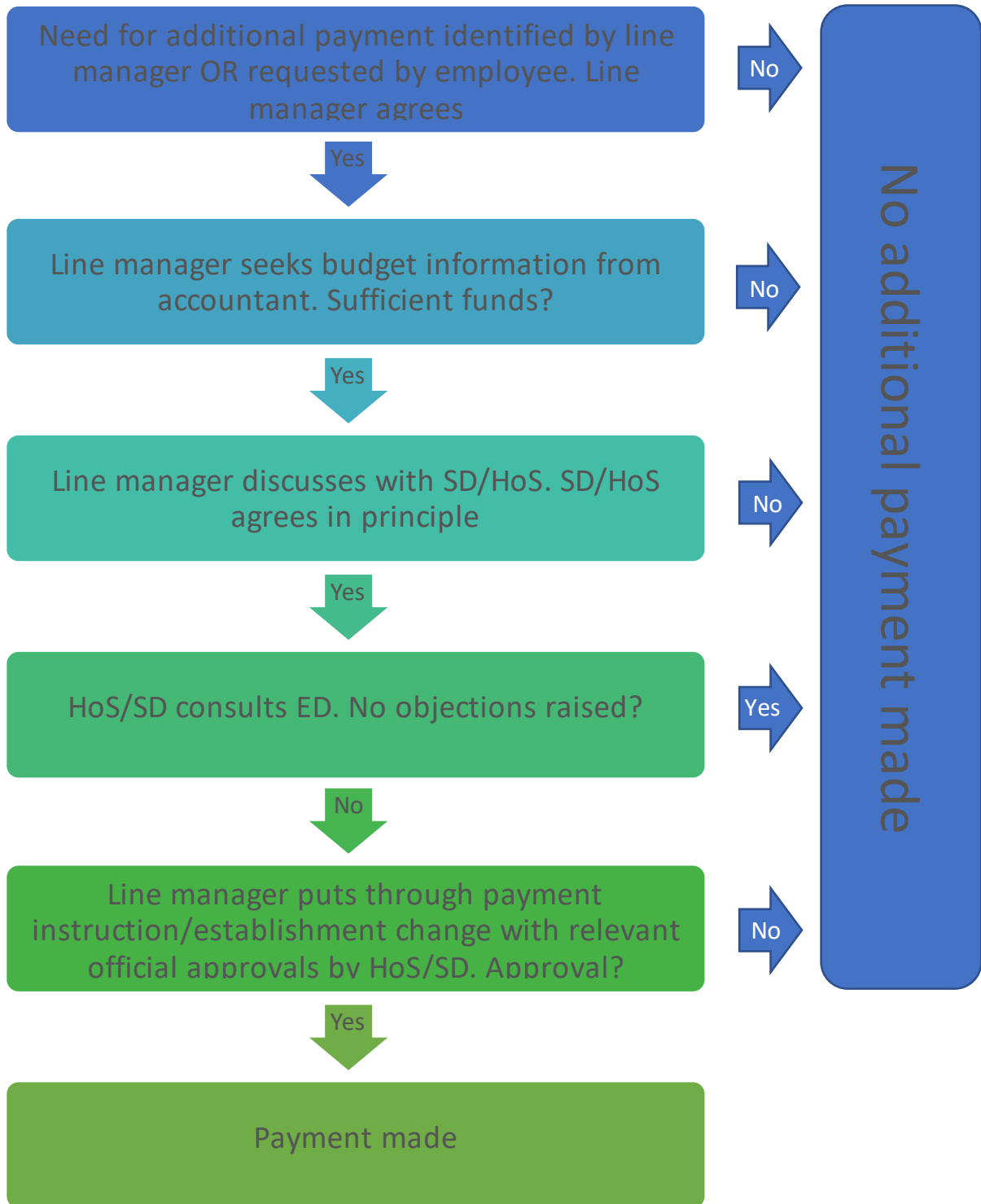
Where the Emergency Operations Centre (EOC) is set up to respond to an emergency, staff carrying out EOC work will be paid as follows:

- All hours worked on EOC duties outside 0800 to 1700 Monday to Friday will be paid at £15 per hour.
- Full time employees working the day shift (8am to 4pm) will receive an honorarium payment of £30 for each day shift worked.
- Part time employees working extra hours on the day shift will be paid £15 per hour for each additional hour worked in addition to the £30 honorarium payment for each day shift worked.
- The hours paid will include the time it takes to come in and go home if the employee would not have had to make this journey in normal circumstances (for example travelling back in for a midnight start or travelling at weekends). However employees cannot claim 'petrol costs'.
- These payments are payable to all employees regardless of grade.

Where employees who have worked weekends, late or night shifts would prefer to take the extra hours they worked as time off in lieu (TOIL) rather than receive £15 per hour they should inform HR by email.

Staff who had booked annual leave but come in for a day shift should swap their leave to another day. If the EOC work occurs towards the end of an annual leave period, and as a result, there is a need to carry forward leave after the end of the leave year, the employee should agree this with his/her line manager. The employee will receive the £30 honorarium for each day shift worked.

Additional Payments – General Approvals Flowchart



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