

Notice of Meeting



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Personnel Committee

Tuesday 21 February, 2023 at 6.00 pm
in Council Chamber Council Offices
Market Street Newbury

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

Date of despatch of Agenda: Monday, 13 February 2023

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 01635 519052 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 Dennis Benneyworth (Chairman), Jeff Brooks (Vice-Chairman), Adrian Abbs, Lynne Doherty and Thomas Marino

Substitutes: Councillors James Cole, Lee Dillon, Nassar Hunt and Biyi Oloko

Agenda

Part I	Page No.
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	5 - 6
2. Minutes To approve as a correct record the Minutes of the meetings of the Committee held on 15 July 2022 and 9 February 2023.	7 - 14
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 .	15 - 16
4. Update on HR Activity Q1&Q2 2022/2023 Purpose: the report is an information only report for the purposes of updating on HR activity for Q1 & Q2 2022/2023.	17 - 34
5. Statutory Pay Policy 2023 Purpose: Council is required, in accordance with section 38 of the Localism Act 2011, to publish an annual pay policy statement. The report seeks to secure compliance with that duty, by seeking approval of the Statutory Pay Policy Statement for publication from 1 April 2023.	35 - 60
6. Date of Next Meeting Provisional meeting scheduled for 6:00pm, 4 July 2023.	

Sarah Clarke
Service Director (Strategy & Governance)

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

Agenda Item 1.

Personnel Committee – 21 February 2023

Item 1 – Apologies for absence

Verbal Item

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

PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON FRIDAY, 15 JULY 2022

Councillors Present: Dennis Benneyworth (Chairman), Jeff Brooks (Vice-Chairman), Adrian Abbs and Lynne Doherty

Also Present: Paula Goodwin (Service Lead HR), Harriet Saunders (HR Manager), Sadie Owen (Principal Democratic Services Officer) and Abi Witting (HR Manager)

Apologies for inability to attend the meeting: Councillor Thomas Marino

3. Minutes

The Minutes of the meetings held on 21 February 2022 and 10 May 2022 were approved as true and correct records and signed by the Chairman.

4. Declarations of Interest

There were no declarations of interest.

5. Update on HR Activity 2021/22

Paula Goodwin (HR Service Lead), introduced the report (Agenda Item 4), which provided updates on HR activity for 2021/2022 including Recruitment, Appraisals and Performance Management, Training, and Casework. Paula Goodwin noted that it was the second time that such a report had been to the Committee.

Councillor Jeff Brooks commented that he did not see any improvement in the data and that he felt that all of the amber items in Appendix A should be explained item by item.

Paula Goodwin explained that the chart was not RAG rated.

Councillor Lynne Doherty queried the accuracy of section 6.3 of the report which referred to '305.83 FTE at WBC as at the 31st March 2022 (including all temporary posts)'.

Paula Goodwin clarified that the word 'vacant' was missing from the sentence.

Appendix A queries

Councillor Doherty queried whether the 'Review of Training and Development Programme, had commenced given that it had a target date to complete by March 2022. Paula Goodwin responded that a training needs analysis was undertaken in February and that a new corporate training programme had been published on the intranet.

Councillor Doherty referred to the section which detailed 'Diversity in Recruitment' and queried whether recruitment had commenced for the position. Paula Goodwin reported that the job description had been finalised and would be advertised in the next couple of weeks.

Councillor Adrian Abbs referred to the Timelord 2 update with a deadline date of June 2021, and queried the comment 'This project has been slightly delayed as it is connected to the TL2 project'. Abi Witting (HR Manager), explained that the deadline had been an

PERSONNEL COMMITTEE - 15 JULY 2022 - MINUTES

aspirational target set by the previous Chief Executive. Covid, lockdowns and supply issues had affected the deadline.

Paula Goodwin explained that HR's involvement in the Timelord 2 project had been in relation to policy and workstyle reviews and had been positive.

Councillor Abbs commented that he believed that Timelord 2 had been approved in 2021 and suggested that the aspirational deadline must have been set in 2020. He further suggested that the deadline should potentially have been updated.

Councillor Brooks commented that the report was out of date and requested that Paula Goodwin provide an update on each target.

Paula Goodwin's comments were as follows:-

Review of Training & Development Programme: it was reported that the training programme had been completed and implemented, but that trainers were still being sought for some of the courses. There would be an annual review of the training programme.

Coaching and Mentoring Project: it was reported that the pilot project with ten coaches had been completed by December 2021. It was explained that there was an aspiration to have more coaches with formal qualifications and a complete coaching framework within the organisation with both internal and external coaches.

Councillor Brooks commented that as an aspiration, the action would need to be signed off and consequently the process appeared to be delayed by other processes and areas.

Management Support and Development Offer for Senior Leaders: Paula Goodwin reported that the April 2022 priority had been achieved, however it was also linked to the Leadership and Management Development Programme which was currently under review with a deadline of 2023.

Councillor Abbs suggested that the scheme could be critical given the number of senior staff that had left, and requested a future progress report on the success of the scheme.

Management Induction: it was acknowledged that this had slowed down due to resource issues within HR. The project had commenced but had not been completed.

Honorarium Project: Paula Goodwin noted that this project had also slowed due to resourcing issues within HR, however a resource had recently been allocated to enable a review of pay, grading and allowances which would commence on 1 August.

Work Experience: it was reported that the project had been completed, and was now a 'business as usual' activity.

One Council – our workforce culture: Paula Goodwin reported that the Employee Attitude Survey (EAS), had been completed and the ensuing action plan would be signed off in the next couple of weeks.

Councillor Brooks suggested that Members should be able to review the full results of the EAS.

Abi Witting reported that Councillor Doherty had been a part of the project group and had seen the action plan.

Councillor Brooks made a formal request to see the full results of the EAS, and to review the raw data. Paula Goodwin agreed to take the request away.

Councillor Abbs agreed with Councillor Brooks request and suggested that there was a need to review the data in order to understand the thoughts of employees, even if the information was restricted to Personnel Committee Members.

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HR and Payroll Systems: Paula Goodwin commented that work was continuing and on track. It was reported that an integrated HR, finance, payroll specification had just been completed and would be going out to full procurement following formal sign off later in the week.

In response to a query raised by Councillor Abbs, Paula Goodwin explained that the project had originally been put on hold due to Covid, and that the specification had not yet gone out to tender.

Councillor Abbs offered to review the specification, as he had direct knowledge of the type of product and the industry.

Paula Goodwin commented that an independent consultant had already reviewed the process. Councillor Abbs commented that as the specification had not gone out to tender he would appreciate sight of it as he had seen many projects from the Council in the past that had been over specified.

Paula Goodwin agreed to take the request away.

Raising Concerns Project: it was reported that the project had been delayed due to resource issues and would commence again toward the end of the year.

Internal Communications: Paula Goodwin noted that the objective was linked to the staff survey and would lead to formalising an internal communication plan. It was noted that the action plan had not been signed off to date, but would be imminently.

Employment Data

Councillor Doherty queried how the starters and leavers average length of service data compared to other local authorities and to the private sector. Abi Witting responded that benchmarking with public sector data had occurred when the turnover KPI was initially devised, and at that time WBC had been on par. It was noted that public sector turnover was traditionally higher than that for the private sector.

It was reported that average length of service had not been benchmarked.

Abi Witting agreed to provide further details as to average length of service with comparison data to other organisations.

Councillor Abbs suggested that the information would be easier to absorb if presented in the form of a graph or chart.

Councillor Brooks noted that the percentage of workforce under 25 years old had risen from 10% to 20.95% over five years and queried whether this was the result of a direct strategy or just the market generally.

Abi Witting explained that there had been a steady increase to the workforce of those under 25 as a result of apprenticeships and work experience initiatives. Further, in 2021-22 the Kickstart scheme had assisted. Work had been undertaken to achieve a diverse and inclusive workforce rather than specifically target certain age ranges.

Councillor Brooks queried the difference between the 193 FTE vacancies referred to in section 5.2 of the report as opposed to the 305 referred to in Appendix B.

Paula Goodwin explained that the difference related to the inclusion of all vacant staff positions. The 193 figure referred only to permanent positions. Councillor Brooks commented that it was a high percentage and should be targeted for reduction. Councillor Brooks suggested a reduced target of 15%.

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Councillor Abbs commented that equalities data appeared to have remained the same. Councillor Dennis Benneyworth did not feel that the data was out of the ordinary for a local authority.

Paula Goodwin explained that the majority of staff at the Council were women due to the provision of Adult Social Care which historically attracted women rather than men.

Councillor Abbs commented that he understood that in relation to equality the Council followed Census data and that the report still referred to 2011 Census information. Paula Goodwin noted that the newest data had only been published the previous week. Councillor Abbs suggested that HR needed to start developing strategies and policies to achieve a more representative workforce.

Recruitment and Retention

Councillor Brooks commented that the information was light on detail as to specifics for agency workers. Councillor Brooks expressed interest in knowing details of the agency workers, given that the spend would be £3M more than budgeted.

Councillor Brooks commented that £42,000 had been spent on temporary workers in May in the Finance and Property department. Councillor Brooks suggested that Members should know why there was such spend.

Paula Goodwin highlighted that the Commissioning department were responsible for the agency contract and so would retain the details.

Councillor Brooks commented that the HR department should have the information available to it, and that it was a failure of the organisation not to have.

Paula Goodwin explained that Adult Social Care Service was responsible for approximately 45% of agency staff, and the Children and Families Service for 25%, however there were agency staff throughout the organisation. It was estimated that there were currently approximately 200 agency staff employed by WBC.

It was explained that it was an aspiration of HR to collate data detailing the placement of all agency staff within the organisation. Paula Goodwin reported that it was a national problem and that recruitment was struggling generally. Paula Goodwin commented that there was a plan to tackle the issue and to look at salary and retention packages generally. It was reported that there was an aim to reduce the agency spend by £3M within 2.5 years.

Abi Witting further added that a number of agency staff had been employed in the past year at the community support hub, lateral flow testing sites and Ukrainian support centre to ensure an appropriate Council response.

Councillor Brooks commented that the responses provided were 'broad brush', and requested that a representative from Commissioning be present at the next Personnel Committee meeting, as the HR representatives did not have access to the relevant data.

Councillor Brooks drew attention to the Recruitment section of the minutes dated 21 February 2022, whereby he 'offered to provide some advice to the HR department' and requested review of the service level agreement. He noted that neither had occurred.

Councillor Doherty commented that it was unfair to level the accusation at officers and suggested that Councillor Brooks failed to understand the role of an elected Member and the scheme of delegation. Councillor Doherty suggested that it was not Councillor Brooks' role to offer professional guidance to Council officers.

Councillor Brooks responded that he thought any Member with subject matter expertise would be welcomed by the organisation.

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Paula Goodwin explained that the newly created talent acquisition post would be run as a project, with specific KPIs. Failure to deliver after 18 months would result in removal.

Councillor Abbs queried whether IR35 was having a direct impact on the costs being experienced. Paula Goodwin commented that it was difficult to answer the question, but that there had been a cost increase in agency staff, with IR 35 and agency staff able to command a higher rate particularly in areas where there were current shortages. Paula Goodwin reported that there were robust policies, procedures and guidance in place relating to IR 35.

Performance Management

Harriet Saunders (HR Manager), explained that the level of absences relating to stress and anxiety had increased not only across the Council and the public sector, but across all sectors. Harriet Saunders reported that the service was aiming to provide a robust, wrap around support network to tackle this.

Councillor Doherty commented that the introduction of the Employee Assistance Programme had been a good initiative. Councillor Doherty noted that the biggest indicator of stress appeared to be within the People Directorate and noted that whilst improvements had been made to the appraisal process, the People Directorate was behind other services. Councillor Doherty suggested that managers should be encouraged to conduct appraisals, as part of the supportive system to assist with stress.

Councillor Doherty further suggested that it would be interesting to monitor the positive impact of Timelord 2 on the mental health of staff, after the isolation over recent years.

Harriet Saunders emphasised the importance of the quality of conversation between managers and employees rather than specifically an annual appraisal, and that this was being encouraged across the Council.

Councillor Abbs drew attention to page 23 of the agenda noting that the average number of days lost as sickness absence across the Council was 9.95. He commented that the national average was 6.9 and queried why there was such a high level of absence within the sector, as opposed to the private sector. Harriet Saunders responded that it was partly due to the Adult Social Care sector, but that generally there wasn't the depth of data available to provide a detailed explanation. Harriet Saunders commented that it was an ongoing project to obtain further information in order to address the issue.

Abi Witting further added that 121 forms had recently been improved with specific targeted questions to encourage wellbeing conversations.

Training

Councillor Abbs queried the percentage of mandatory training that had a test associated with it.

Abi Witting responded that most of the e-learning modules required completion of a quiz at the end and agreed to circulate information following the meeting in relation to the percentage of mandatory training that had an assessment attached.

Whilst it was acknowledged that Member training was not within the remit of HR, Councillor Abbs suggested that Members should also be tested following completion of mandatory training sessions.

In response to a query from Councillor Brooks, Paula Goodwin agreed to take away a request for Commissioning officer representation at the next meeting.

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6. Date of Next Meeting

The Committee agreed to hold the next meeting on Friday 11 November 2022 at 10:30 am.

CHAIRMAN

Date of Signature

DRAFT

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

PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON THURSDAY, 9 FEBRUARY 2023

Councillors Present: Adrian Abbs, James Cole (as substitute), Lee Dillon (as substitute), Lynne Doherty and Thomas Marino

Also Present: Sarah Clarke, Nigel Lynn, Sadie Owen, Lizzie Reeves

Apologies for inability to attend the meeting: Councillor Dennis Benneyworth and Councillor Jeff Brooks

7. **Appointment of Chairman**

In the absence of the Chairman and Vice Chairman, the Clerk opened the meeting and requested nominations for a Chairman.

Councillor Adrian Abbs proposed, and Councillor Thomas Marino seconded the nomination of Councillor Lynne Doherty.

RESOLVED that:

- Councillor Lynne Doherty was elected Chairman of Personnel Committee for the duration of the meeting.

8. **Apologies for Absence**

Apologies were received from Councillors Dennis Benneyworth and Jeff Brooks.

9. **Declarations of Interest**

There were no declarations of interest received.

10. **Appointment of the Council's Director of Children's Services (DCS) & Director of Adult Social Services (DASS).**

Nigel Lynn introduced a report (Agenda Item 3), inviting the Committee to appoint to the roles of Director of Children's Services (DCS) and Director of Adult Social Services (DASS) on an interim basis from the 13th February 2023.

Councillor James Cole proposed, and Councillor Adrian Abbs seconded the recommendation within the report.

RESOLVED that:

- Personnel Committee appoint Paul Coe as the DCS and DASS for West Berkshire Council, with effect from the 13th February 2023.

(The meeting commenced at 4.00 pm and closed at 4.05 pm)

CHAIRMAN

Date of Signature

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Agenda Item 3.

Personnel Committee – 21 February 2023

Item 3 – Declarations of Interest

Verbal Item

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Update on HR Activity Q1&Q2 2022/2023

Committee considering report:	Personnel Committee
Date of Committee:	21 February 2023
Portfolio Holder:	Councillor Tom Marino
Date Head of Service agreed report: <i>(for Corporate Board)</i>	23 December 2022
Date Portfolio Member agreed report:	11 January 2023
Report Author:	Paula Goodwin, Vicky Holland, Abigail Witting, Nikki Davies, Harriet Saunders, Lorraine Collins

1 Purpose of the Report

This report is an information only report for the purposes of updating on HR activity for Q1 & Q2 2022/2023.

2 Recommendation

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 Service 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 This report provides and update on HR activity for Q1 and Q2 of 2022/2023.

5 Employment Data

- 5.1 The headcount at WBC has remained pretty static over the last 5 years. The current headcount as at the end of Quarter 2 is 1490. (This data excludes all temporary posts).
- 5.2 There were 127 leavers during the period 1st April to the 30th September 2022 as detailed below.

Department/Service	Headcount of number of leavers	Headcount of employees as at the 30 September 2022
Adult Social Care	50	394
Children and Family Services	7	144
Commissioning and Procurement	1	30
Communities and Wellbeing	2	79
Development and Regulation	15	201

Education Services	22	193
Environment	13	149
Finance and Property	6	115
ICT	4	44
Strategy and Governance	7	131

- 5.3 Voluntary turnover (i.e. not due to redundancy) has increased to 17.14% as at the 31st October 2022 from 13% (2021/2022). Averages for UK turnover are at around 14%. There is no evidence to support the increase except for the increase in opportunities in the job market post Covid which continues to impact many local authorities. Unfortunately there is no comparative data available at present as data is reported a year in arrears. There are currently 1318.54 occupied FTE and 402.59 permanent FTE vacant posts (316 posts are covered by agency staff as of the date of writing – Jan 2023).
- 5.4 A recent and ongoing exercise has been undertaken to establish where vacant FTE are being fulfilled by agency employees and one of the Talent Acquisition Business Partners is working with finance, commissioning and the respective Executive Director to drill down further into the data and to agree an approach on how agency usage and spend can be reduced by moving to direct recruitment solutions. This work has commenced with updates to be considered by senior leadership on a regular basis.

6 Recruitment & Retention

- 6.1 The information in this section is based on the last 5 years, focusing on full-time equivalent numbers. The data excludes staff employed in schools, casual and agency workers unless otherwise stated.
- 6.1 During 1st April 2022 to 31st October 2022 there were 270 adverts placed on the website. From 1st September 2022, the Council introduced a recruitment and agency panel system to review requests to recruit to support the financial position with a more managed approach to agency usage and recruitment activity. From November 2022 there has been a recruitment freeze with the option to seek ‘Executive Director Exemption’ for recruitment to essential roles. The recruitment freeze will be reviewed in January 2023 with consideration of the current financial position within the organisation.
- 6.2 Source of Job Applications

WBC uses Jobs Go Public (JGP) as the applicant tracking system where all candidates apply for jobs with WBC. Data shows that nearly all applicants come through this system and the WBC website. The external website has been updated recently and will continue to be reviewed as part of the project to review current recruitment approaches. During

2022 we have created two specific microsites for Children & Family Services (<https://westberkschildrengeneralwork.jp.co.uk/>) and Adult Social Care (<https://westberkshireadultsocialcare.jp.co.uk/>). It is too early yet to determine whether this is supporting the Council in attracting potential candidates but reviews will take place during 2023 and amendments made as feedback determines.

- 6.4 There is the intention to develop a broader approach to using social media and alternative marketing campaigns to attract suitable candidates to WBC. Adult Social Care have engaged a pilot project with 'Socially Recruited' to target more passive applicants. To date only one campaign out of the potential five has been completed for Social Work roles. Analysis of the activity related to this has not produced a significant increase in applications as yet however this will continue to be monitored as an alternative approach to direct recruitment. LinkedIn templates for adverts have been updated and are now more engaging from a WBC marketing perspective and the first newly updated advert template to LinkedIn for an Emergency Planning Officer post has already had a very high 'hit rate' and with 16 applications started at the time of writing which is more than might have been expected.



The image shows a job advertisement for an Emergency Planning Officer. The ad features a green header with the text 'JOIN US!' in white. Below this, the job title 'Emergency Planning Officer' is displayed in green. The salary is listed as '£32,909 to £39,493 per annum (Grade I)'. The position is described as 'Permanent: Full Time'. The closing date is '18th December'. A link to 'Find out more at www.westberks.gov.uk/jobs' is provided. The background of the ad is a photograph of a flooded street with a traffic light and a yellow sign. The West Berkshire Council logo is visible in the bottom right corner.

- 6.5 As well as starting to rebrand our advertising material and web pages there is now a more proactive approach using social media such as LinkedIn, as well as consideration of other forms of free ways of advertising which has not previously been progressed. The two new Talent Business Partners started in November 2022 and although have only been in post a very short while, progress is being made with a review of the current recruitment process including all templates as well as being more proactive in the jobs market and updating our benefits offer to be more easily visible. They are also starting to develop an Employee Value Proposition and a plan for Early Careers opportunities such as graduate schemes, internships, T Level work experience and better work experience programmes, as well as a continued development of the WBC offer for apprenticeships.

7 Performance Management – Casework

Context

- 7.1 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 60% of West Berkshire schools.
- 7.2 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.

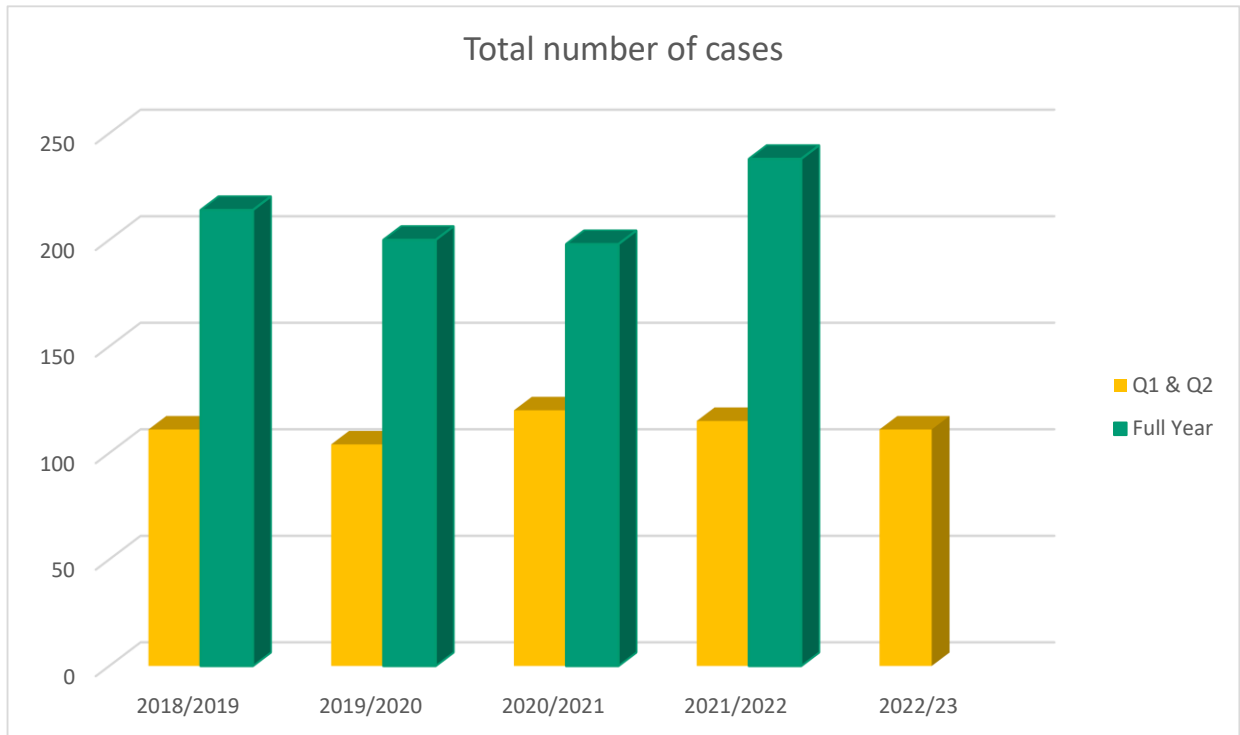
Routine Measures

- 7.3 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.

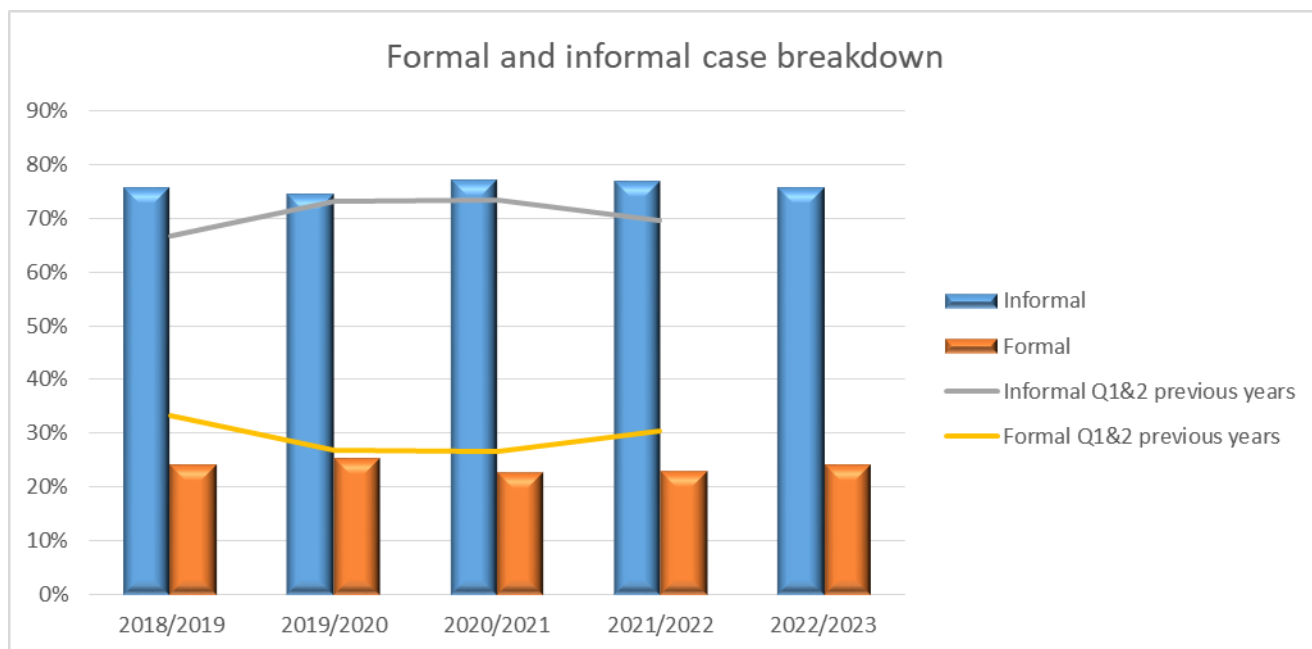
- 7.4 The data in this report covers Q1 and Q2 for 2022/23; where relevant, this has been compared with the same periods in previous years. Data is also split out for corporate and schools, and the data below refers to those cases within corporate teams.
- 7.5 Table 1 below, shows the number of formal and informal cases within corporate, for the previous full years, and with the equivalent figures for Quarters 1 and 2 shown for comparison. The figures track at a very similar rate, and therefore give no concern.

Table 1



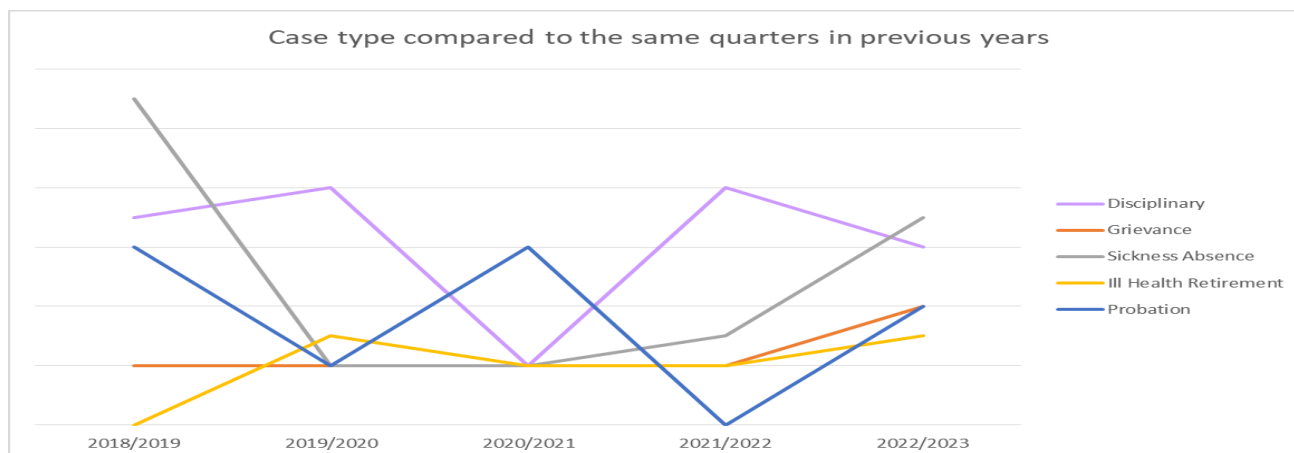
7.6 Table 2, below, shows the mix of informal and formal casework. For the four years shown, formal casework has made up between 23% and 27% of all cases recorded, and this is very stable. A significant proportion of informal casework relates to sickness absence, but it includes any advice and support given outside of a formal process. The first two quarters of 2022/23 follow the same pattern, suggesting the approach to handling cases has ongoing consistency.

Table 2



7.7 Table 3, below, shows the variation in the main types of cases over the same quarters in previous years (note – actual numbers are not given, to ensure confidentiality and data protection). As the numbers of cases are not high, it is difficult to draw accurate assessments of causality for any rise or fall in numbers. Anecdotally, it seems that disciplinary and grievance cases fell during 2020/21 due to changing work practices because of Covid-19 restrictions and lockdowns e.g. with more employees working from home. This may also explain the increase in formal sickness absence cases, and be the reason for the rise in ill health retirement cases, as more employees have considered the impact of long-term health conditions and their impact on work and personal life. However, we stress that because of the small number of cases, no firm conclusions can be drawn.

Table 3



Sickness Absence

7.8 At the end of quarter 4 of 2021/22, the annualised number of days lost through sickness absence for the whole Council is calculated as **9.95 days**.

7.9 The equivalent figure for 2022/2023 Quarter 1 is **8.91 days** and for Quarter 2 is **9.64 days**.

7.10 Long-term absence is defined as continuous absence for more than 28 days. The three highest reasons for long-term absence in Q2 are:

- **Stress: 36.7% - 2021/22 comparison @ 47.0%**
- **Other: 20.5% - 2021/22 comparison @ 7.6%**
- **Musculo-skeletal problems: 9.7% - 2021/22 comparison @ 16.8%**

7.11 Looking at overall reasons for any sickness absence, the three highest reasons are:

- **Stress: 24.3%** – 2021/22 comparison @ 36.4%
- **Infections: 19.3%** - 2021/22 comparison @ 7.6%. This data includes both colds and COVID-19 absence.

Note: from 1st April 2022 Covid 19 absence was recorded as an infection and no longer separated out in reporting. As this is a new illness in addition to other infectious illnesses it is expected that figures would be higher than previous years and until such time as this settles in terms of cases.

- **Other: 16.7%** - 2021/22 comparison @ 8.3%

7.12 These figures reflect the main reasons for referral to our Occupational Health provider.

7.13 As reflected in the most recent data in April 2022 from the Office for National Statistics (ONS), absence reasons related to stress/anxiety, and COVID-related absences are trending as the main reasons for employee absence from work. Grounded in the wider frame of the global pandemic, and the more recent challenges that have appeared relating to the Cost of Living crisis, these figures are not unexpected. WBC employees may be both affected personally by these issues, while also dealing with the effects of them within the communities to whom we deliver, and therefore will not be immune to feeling these pressures.

Management processes

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

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

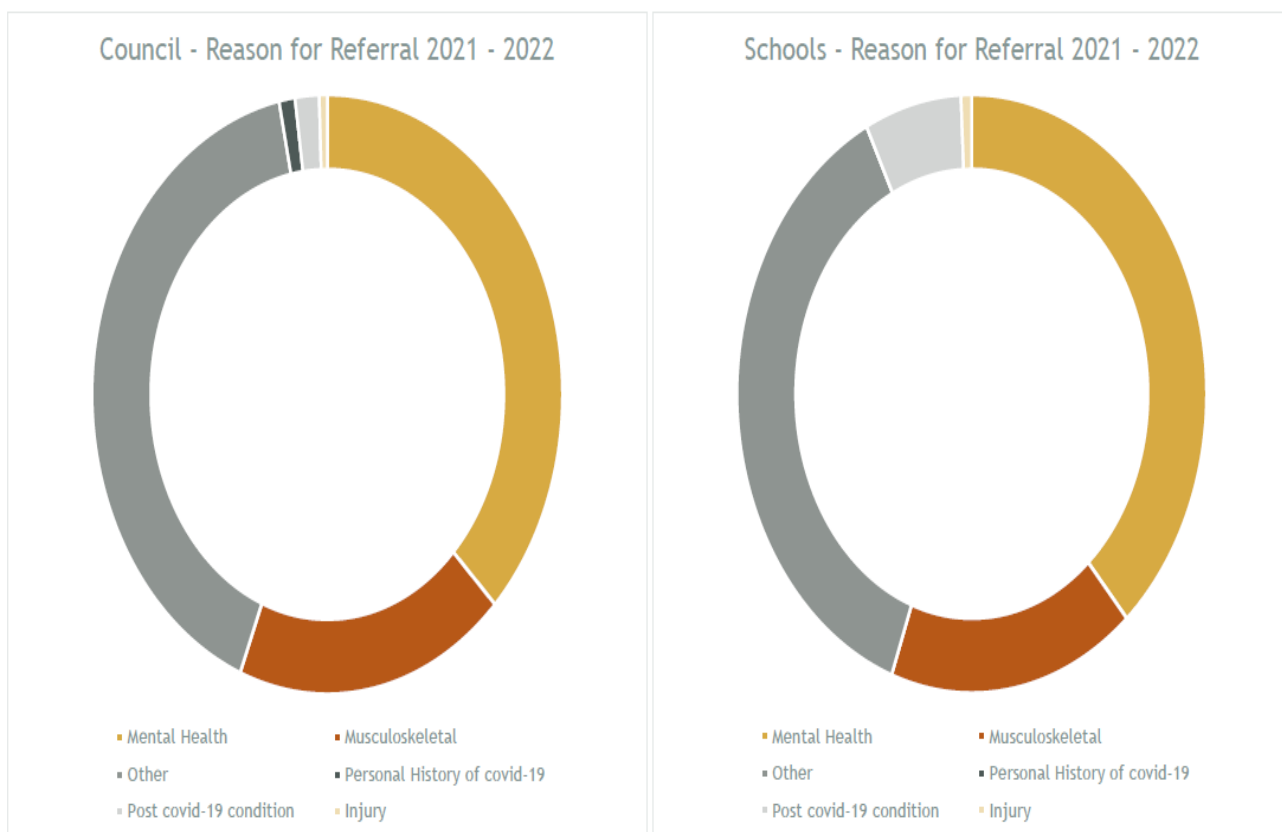
- Three or more sickness/injury absences in a rolling three month period

- 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

7.16 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.

Occupational Health

7.17 Our Occupational Health provider, Cordell Health, has been in place since 5th October 2021, meaning that we now have a full year’s worth of data. The reasons for referral over the past year are shown below:



As noted in Sections 7.10 and 7.11 above, the reasons that employees are presenting at Occupational Health mirror those that we’re seeing reported internally. This reflects that managers are pro-actively seeking specialist advice from our providers to help support employees both during sickness absence and on their return to work, but also that wider circumstances relating to health, wellbeing and cost of living are continuing to impact individuals.

Additional support

7.18 The Council offers two sources of emotional support to employees. The first is confidential counselling with a local counsellor who meets our selection criteria including qualification, insurance and professional memberships. We commit to funding up to six sessions from a central budget, based on management referral.

7.19 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.

7.20 Measures for the Employee Assistance Programme vary widely. Since it was implemented in July 2020, we have seen up to 19 contacts per month. A recent review has taken place with the provider, and further sources of information and support have been highlighted. It is intended that the current contract will be extended for another two years, at a minimal increased cost per employee, giving access to the following benefits:

- Employee benefits platform and discounts
- Employee assistance programme
- My Possible Self wellbeing app
- On site and online gym discounts
- Green car scheme

7.21 At the time of writing, the contract is in the process of extension, and we will be planning and delivering a soft-launch around the increased benefits over the coming months.

7.22 In conclusion, it is considered that the Council has effective processes and procedures in place to support all employee relations and the relatively low rate of all formal cases, given the size of the Council's employee base, suggests that these are well understood and implemented.

8 Training

8.1 The Corporate Training Programme consists of Mandatory and Non Mandatory Training. The Corporate budget covers the cost of a small amount of courses and the Learning Management System Learning Time. Individual Departments and Services have their own training budgets to cover role specific qualifications or personal development. Corporate Training is delivered using a blended approach of E-learning, Virtual (Zoom or Teams) as well as Face to Face training. Our LMS (Learning Management System Learning Time) holds all of our training resources, you can book a course there or complete an e-learning session on the same site.

- 8.2 The programme is commissioned annually and HR work with key stakeholders within the Council to commission the courses based on the needs of the departments and employees collectively, as well as using the Training Needs analysis results, and objectives from the Workforce Strategy.
- 8.3 In March 2022 HR undertook a Training Needs Analysis survey. This was open to all staff to get their views on the training and learning they would like or need in the future to undertake their job roles. There were various significant areas of development mentioned in the results. One was Leadership & Management skills. We are currently seeking quotes for a Leadership and Management Programme, Aspiring Leaders Programme, and a Management Development Programme. These should be rolled out over the next year and enable staff and Managers to develop their knowledge and skills and ultimately progress their career further.
- 8.4 We are running a very successful programme of Resilience training, at different levels, for staff, Managers and Senior Managers. This was one of the areas highlighted in the training needs analysis results by staff. So far we have trained 312 staff and there are 2 further sessions planned, adding another 50 bookable spaces. The feedback on this course is 95% good or excellent. We have an excellent relationship with the training provider and are currently reviewing their resilience e-learning module to consider if this may be a way to embed resilience further into our offering.
- 8.5 We have listened to the needs of our staff via various methods and used the budget wisely to support them where we can. We have commissioned the following workshops on a face to face basis and the take up and feedback has been very positive:
- Financial Wellbeing sessions
 - The Menopause
 - Working and Managing in a Hybrid Way
 - Emotional Intelligence
 - Giving and Receiving Feedback
- 8.6 During the summer Certification (alerts for staff and managers for mandatory course attendance and reminders when a renewal is due) was launched. This also means Managers can look in Learning Time (current Learning Management System) and see what outstanding training their teams need to complete.
- 8.7 HR are still ensuring learning opportunities are as accessible as possible, whether face to face, over Zoom or Teams or via e-learning.
- 8.8 The Annual Corporate 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. For example, managers have different mandatory training to non-managers.
- 8.9 The figures below show the number of courses completed over the last four and a half years. This includes 6 months' worth of data for 2022, April- September. 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	2021/22	1 st April to 30 th September 2022
Percentage % of employees completing any course (e-learning or classroom)	94.76	89.15	90.42	89.00	75.00
Total courses completed	8509	7376	7419	7722	4542

The table above only relates to corporate training. This is not fully reflective of all training and employee development that takes place at WBC. Each department has their own budget for post specific training such as CPD for lawyers. The 70-20-10 rule, a key principle used for employee learning and development, reveals that individuals tend to learn 70% of their knowledge from challenging experiences and assignments (generally on the job learning), 20% from developmental relationships (coaching, mentoring and buddying for example) and 10% from coursework and training. So it is important to ensure a holistic approach to all employee learning to ensure WBC offer an approach that suits all employees and their learning styles too to get the best from them. As you can see the number of courses completed has increased which is down to more available training and the end of social distancing for face to face courses.

9 Wellbeing

One of the themes of Workforce Strategy is around Employee Wellbeing. The 3 actions are as stated below:

To increase wellbeing and resilience for all staff.

9.1 Mindfulness applications

Consideration was given to a proposal for investment in a digital wellbeing application, which was not pursued due to the in-year financial position of the Council. The focus will therefore be on the embedding, knowledge of and usage of current wellbeing initiatives. Corporate employees can access mindfulness practices through the Microsoft Viva application.

9.2 Mental Health First Aid

One of our four pillars of wellbeing is Mental and Emotional Wellbeing which forms part of a tailored programme of initiatives aimed at increasing employees' sense of value, supporting

HR Update

employees to manage their health and wellbeing, support life/work integration and develop personal and organisational resilience.

Within mental and emotional wellbeing we aim to:

- Support a culture of open discussion around emotional and mental health to reduce stigma
- Promote practical strategies supporting individuals to better manage their psychological wellbeing and develop personal resilience
- Provide access to support, advice and signposting including Mental Health First Aiders, Counselling and Employee Assistance Programme

Mental Health First Aid programme

The WBC workplace MHFA programme was launched in January 2022 and for 2022/23 is funded by Public Health. The Wellbeing Officer is the programme lead and manages the MHFA Working Group and Network.

The programme aims to recruit, train and support up to 10% of the workforce as MHFAiders by 2025, the training is delivered in-house by MHFA England trained WBC Education Psychologists.

Currently there are 63 trained MHFAiders. The MHFAiders have all volunteered to take on this additional role and responsibility as they want to support colleagues, reduce stigma and discrimination and to normalise conversations about mental health. The following table shows the breakdown of which Directorates the MHFAiders sit at present, and the breakdown of male versus female. We continue to support a diverse mix of applicants to train as MHFAiders.

MHFA - Directorate Overview

Place 13	People 36	Resources 13	CEO and Support 1	% of Establishment 4%
Women 11	Women 33	Women 10	Women 1	87%
Men 2	Men 3	Men 3		13%

Training of MHFAiders will continue for the next three years to reach our target of 10% of the workforce.

9.3 Workplace Health Initiatives

At West Berkshire Council we have a vision to create a workplace focused on health and wellbeing which supports all of our people to thrive and work well.

To support this vision the wellbeing proposition is defined within 4 pillars of wellbeing.

- Mental and Emotional Wellbeing
- Social Wellbeing
- Physical Wellbeing
- Financial Wellbeing



9.4 Our Wellbeing Pillars

Our Wellbeing Principles 2022-2024 will focus on four key pillars of integrated wellbeing underpinned by the 5 Ways to Wellbeing: Connect, Keep Active, Connect, Take Notice, Keep Learning and Give to Others.

The 5 Ways to Wellbeing, developed by the New Economics Foundation (NEF), are a set of evidence-based actions. A combination of all of these behaviours will help to enhance and support individual wellbeing.

Mental and Emotional Wellbeing

- To support a culture of open discussion around emotional and mental health to reduce stigma
- To promote practical strategies supporting individuals to better manage their psychological wellbeing and develop personal resilience
- To provide access to support, advice and signposting including Mental Health First Aiders, Counselling and Employee Assistance Programme

Physical Wellbeing

- To encourage individuals to take care of themselves and make positive steps around health and wellbeing
- To support a culture where individuals feel empowered and are educated about their physical wellbeing
- To support a healthy and safe working environment for all

Social Wellbeing

- To value the relationships we have with each other, our customers, service users and partners.
- To build healthy, collaborative, respectful, nurturing and supportive relationships, which includes good leadership, to foster a genuine community within WBC.
- To encourage community engagement to improve a sense of belonging and create strong links within the wider communities of West Berkshire.

Financial Wellbeing

- To provide financial education and access to support, advice and signposting to support individuals to know where and how to get help
- To communicate about financial wellbeing regularly through a range of channels, both to promote available support and encourage open discussion about financial issues.
- To support the principle of fair and equitable pay.
- To ensure reward and benefits policies allow opportunities to support employees at all stages of their lives.

9.4 The definitions and outcomes as stated above were developed through employee engagement sessions including a workshop for CLT and CMT and are being introduced during late 2022 and onwards.

WBC has a clear wellbeing proposition that is communicated to all employees through:

- A dedicated Wellbeing Hub on the intranet providing resources, support and links;
- Resources for team meetings and team communications;
- Wellbeing assets for noticeboards;
- Wellbeing updates in the Reporter and at Let's Chat;
- Wellbeing Calendar; and
- Wellbeing Conversations through 121's and other informal employee/manager catchups.

9.5 During 2022 a template for a Wellness Action Plan has also been set up and is available for use by employees and managers. The WAP template has been developed in partnership with Cordell Health, our Occupational Health provider as a supportive tool for employees who have long-term or recurring mental health issues, it can be used effectively for those suffering from stress-related ill-health, long-term physical issues or short-term post-injury recovery, due to the similar principles. These principles are to identify the work-related triggers and agree mitigating factors on both sides.

A Wellness Action Plan (WAP) helps to direct and consolidate conversations, as well as acting as 'permission' to revisit those conversations if any of the potential trigger points are noticed.

A Wellness Action Plan can be used by all employees whether they have a long term, recurring, short term or no ill health. A WAP allows people to plan in advance and develop tailored support for a time when they're not coping so well. It also facilitates open dialogue with managers – leading to practical, agreed steps which can form the basis for regular monitoring and review. It also enables managers and colleagues to understand how to anticipate and address risk of relapses for both mental health and long-term health conditions.

9.6 Menopause Pledge

WBC have signed up to the Menopause Pledge which is a nationally recognised pledge.

In signing the Menopause Workplace Pledge, we have committed to:

- Recognising that the menopause can be an issue in the workplace and women need support
- Talking openly, positively and respectfully about the menopause
- Actively supporting and informing your employees affected by the menopause

WBC have been running training and open discussion sessions on the menopause which has been well received and feedback positive.

Find out more about the Menopause Workplace Pledge campaign here:

<https://www.wellbeingofwomen.org.uk/campaigns/menopausepledge>

9.7 Women's and Men's Networking Groups

WBC have very recently set up a Women's Network and is encouraging employees to support a Men's Network. This was requested by employees to encourage more openness around those issues that affect men and women whilst in the workplace. Cllr Lynne Doherty joined the recent Women's Network to talk about herself and her career and this was very well received.

10 Conclusion

The contents of the report are for information for Personnel Committee on the 21st February 2023.

11 Appendices

None

Background Papers:

Not applicable

Officer details:

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

Statutory Pay Policy 2023

Committee considering report:	Council
Date of Committee:	16/03/2023
Portfolio Member:	Councillor Tom Marino
Date Portfolio Member agreed report:	13/11/2022
Report Author:	Katie Penlington
Forward Plan Ref:	C4304

1 Purpose of the Report

The Council is required, in accordance with section 38 of the Localism Act 2011, to publish an annual pay policy statement. This report seeks to secure compliance with that duty, by seeking approval of the Statutory Pay Policy Statement for publication from 1st April 2023.

2 Recommendations

- 2.1 It is recommended that Council adopt and approve the Statutory Pay Policy Statement at appendix C of this report, for publication from 1st April 2023.
- 2.2 It is further recommended that Council delegate authority to the Service Director, Strategy and Governance, in consultation with the Portfolio Holder for Internal Governance and Strategic Partnerships to update the pay policy statement following any pay awards to be effective from 1st April 2023.

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:	This report satisfies the Localism Act 2011 in respect of a pay policy statement			
	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		
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 2023 Pay Policy Statement (attached at appendix C) with effect from 1st April 2023.
- 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 This matter was considered at personnel committee on 21st February 2023, which resolved to recommend this policy to Council for adoption.

5 Other options considered

The Council could determine not to publish a pay policy statement but this is not recommended as there is a legal duty to publish this information.

6 Conclusion

The Pay Policy Statement attached as Appendix C should be approved and published on the Council website with effect from 1st April 2023, to comply with our statutory duty under the Localism Act.

7 Appendices

- 7.1 Appendix A – Equalities Impact Assessment
- 7.2 Appendix B – Data Protection Impact Assessment
- 7.3 Appendix C – Draft Pay Policy Statement 2023

Background Papers:

None

Subject to Call-In:

Yes: No:

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

Wards affected: All

Officer details:

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

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 2023.
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 <input checked="" type="checkbox"/>
Name of Budget Holder:	N/A
Name of Service/Directorate:	Strategy and Governance
Name of assessor:	Katie Penlington
Date of assessment:	27/10/2022
Version and release date (if applicable):	

Is this a ?		Is this policy, strategy, function or service ... ?	
Policy	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	New or proposed	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
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:	Published policy ensures compliance with statutory obligations.

(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?		
Group Affected	What might be the effect?	Information to support this
Age	None	
Disability	None	
Gender Reassignment	None	
Marriage and Civil Partnership	None	
Pregnancy and Maternity	None	
Race	None	
Religion or Belief	None	
Sex	None	
Sexual Orientation	None	
Further Comments:		
The Council's workforce is predominantly female but there are no equality impacts arising from this proposal as the policy reports on the pay to be applied to specified posts		

(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 <input checked="" type="checkbox"/>
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 <input checked="" type="checkbox"/>
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 checked="" 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 and Governance
Team:	Human Resources
Lead Officer:	Katie Penlington
Title of Project/System:	Statutory Pay Policy 2023
Date of Assessment:	27/10/2022

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><i>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”</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be processing data on a large scale?</p> <p><i>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p><i>Note – will it have an interactive element which allows users to communicate directly with one another?</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will any decisions be automated?</p> <p><i>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?</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
Will your project/system involve CCTV or monitoring of an area accessible to the public?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using the data you collect to match or cross-reference against another existing set of data?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using any novel, or technologically advanced systems or processes?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<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 2023

Pay Policy Statement – April 2023

Document Control

Document Ref:	Pay Policy Statement 2023	Date Created:	March 2023
Version:	1	Date Modified:	
Revision due	New Policy adopted at least annually		
Author:	Paula Goodwin	Sign & Date:	
Owning Service	HR		

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DRAFT

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 HOPS 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 and Procurement
- Head of ICT

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 £10.23 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: £32,020 (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: £34,653 (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 £154,565.

3. Pay Policy from April 2023

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

Job evaluation – employees grade M and below:

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 up to SCP42.

Salary structure – employees on Service Lead Grade (N) and above

- 3.1.3 The establishment of any post attracting a total remuneration (basic salary, contribution to car lease or equivalent and employer's pension contribution) 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 normally 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. 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 £6,925 - £9,925 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 at 5 year intervals (next review due 1st April 2027).
- 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 post. 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 Employees with a 'home' or 'community' workstyle under the Council's Hybrid Working Policy (introduced in April 2022) are paid a monthly allowance of £12.50. This is a contribution towards the cost to employees of home working including set up of an appropriate work space, broad band charges and utility bills.
- 3.1.19 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 and the hybrid working workstyle allowance mentioned in 3.1.18 above no other charges, fees or allowances or

remuneration are payable to Chief Officers in connection with their responsibilities.

3.1.20 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.

3.1.21 There are no benefits in kind, such as private health insurance, payable to Chief Officers.

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

Severance arrangements

3.1.23 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](#).)

3.1.24 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/Service Director or above, with a maximum cost as defined in [Sickness Absence - Reporting and Management, Procedure and Guidance](#) .

3.1.25 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 HR Service Lead 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 2022, pay ratios within the Council stand as follows:

- *Highest:lowest* = 7.43:1
- *Highest:median* = 4.83:1

This is based on the following salary packages:

- Highest paid (maximum CX) = £154,565

- Lowest paid (minimum grade B) = £20,812
- Median (average excluding car allowances) = £32,020

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](#). Review

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

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Appendix 1 – Revised West Berkshire Pay Scales

These are correct at the time of publishing.

NB scales to be updated once the pay awards effective from 1st April 2023 have been agreed.

West Berkshire Pay Scales		with effect from 1st April 2022			
<u>Grade</u>		<u>SCP</u>	<u>Salary</u>		
A	B	1	£ 20,258		
		2	£ 20,441		
C		3	£ 20,812		
		4	£ 21,189		
E		D	5	£ 21,575	
			6	£ 21,968	
			7	£ 22,369	
			8	£ 22,777	
			9	£ 23,194	
			10	£ 23,620	
G	F	11	£ 24,054		
		12	£ 24,496		
		13	£ 24,948		
		14	£ 25,409		
		15	£ 25,878		
		16	£ 26,357		
		17	£ 26,845		
		18	£ 27,344		
		19	£ 27,852		
		I	H	20	£ 28,371
				21	£ 28,900
				22	£ 29,439
23	£ 30,151				
24	£ 31,099				
25	£ 32,020				
26	£ 32,909				
27	£ 33,820				
28	£ 34,723				
29	£ 35,411				
K	J	30	£ 36,298		
		31	£ 37,261		
		32	£ 38,296		
		33	£ 39,493		
		34	£ 40,478		
		35	£ 41,496		
		36	£ 42,503		
		37	£ 43,516		
		38	£ 44,539		
		39	£ 45,495		

	L	40	£	46,549
		41	£	47,573
		42	£	48,587
		43	£	50,995
		44	£	53,440
M		45	£	55,303
		46	£	57,160
		47	£	59,035
		48	£	59,853
		49	£	62,066
		50	£	64,273
		51	£	66,481
		52	obsolete	
N- Service Lead		53	£	68,835
		54	£	69,881
		55	£	70,927
		56	£	71,973
		57	£	73,018
		58	£	74,063
		59	£	75,109
HOS-phasing out		60	obsolete	
		61	obsolete	
		62	£	78,061
		63	£	80,554
		64	£	83,023
		65	£	85,512
		66	£	87,991
		67	£	90,481
O- Service Directors		68	£	93,927
		69	£	95,496
		70	£	97,064
		71	£	98,632
		72	£	100,200
CORPD		73	obsolete	
		74	obsolete	
		75	obsolete	
		76	obsolete	
		77	obsolete	
		78	obsolete	
P-ED Place		79	£	125,292
		80	£	126,337
		81	£	127,383
		82	£	128,428
		83	£	129,474
Q- ED People/Resources		84	£	130,519
		85	£	131,565
		86	£	132,610
		87	£	133,656
		88	£	134,701

		89	£	135,747
CEX		90	£	153,520
		91	£	154,565
		92	£	155,611
		93	£	156,656

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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 HR Service Lead 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

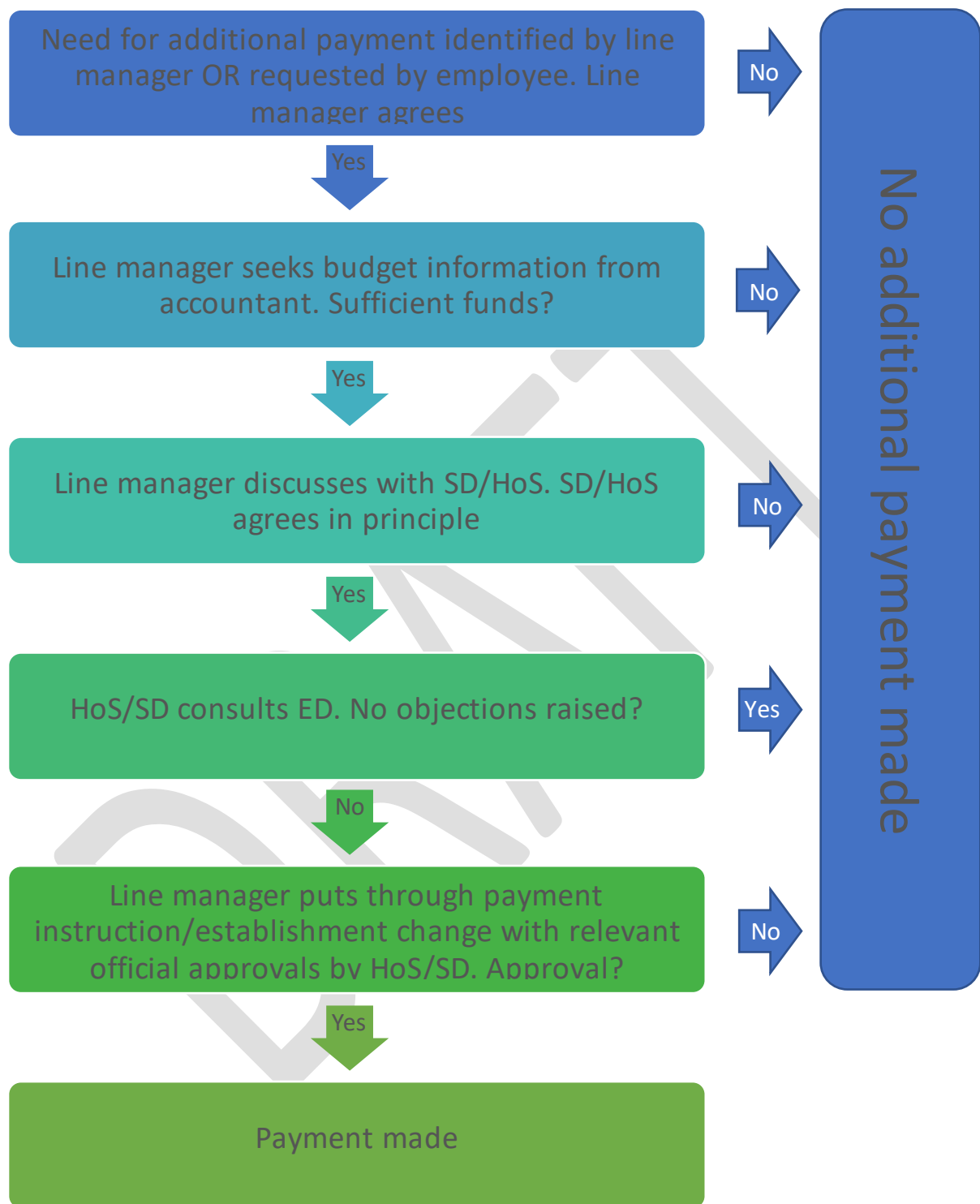
Where the Emergency Operations Centre (EOC) is set up to respond to an emergency, staff carrying out EOC work will be paid as follows:

- All hours worked on EOC duties outside 0800 to 1700 Monday to Friday will be paid at £18.35 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 £18.35 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 £18.35 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



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	RB
12	April 2023	Twelfth publication	KP