

Notice of Meeting



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Personnel Committee

Monday 26th February 2024 at 6.30 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: Wednesday 14 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 Biyi Oloko (Vice-Chairman), Antony Amirtharaj, Jeff Brooks, Vicky Poole and Matt Shakespeare

Substitutes: Councillors Martin Colston, Denise Gaines, Ross Mackinnon and Howard Woollaston

Agenda

Part I

Page No.

- 1. Election of the Chairman**
To elect a Chairman of the Personnel Committee for the remainder of the 2023/2024 Municipal Year.
- 2. Apologies for Absence** 5 - 6
To receive apologies for inability to attend the meeting (if any).
- 3. Minutes** 7 - 8
To approve as a correct record the Minutes of the meeting of the Committee held on 11 September 2023.
- 4. Declarations of Interest** 9 - 10
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](#).
- 5. Update on HR Activity Q1 and Q2 - 2023/2024** 11 - 24
Purpose: the report is an information only report for the purposes of updating on HR activity for Q1 and Q2 of 2023/2024 for Personnel Committee, Corporate Board and Operations Board.
- 6. Statutory Pay Policy (C4491)** 25 - 44
Purpose: 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.

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.

Personnel Committee – 26 February 2024

Item 2 – Apologies for absence

Verbal Item

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DRAFT

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

PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON MONDAY, 11 SEPTEMBER 2023

Councillors Present: Stuart Gourley (Chairman), Biyi Oloko (Vice-Chairman), Antony Amirtharaj and Matt Shakespeare

Also Present: Sarah Clarke, Samantha Hodson, Sadie Owen

Apologies for inability to attend the meeting: Councillor Jeff Brooks

1. **Apologies for Absence**

Apologies were received from Councillor Jeff Brooks.

2. **Declarations of Interest**

There were no declarations of interest received.

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

Samantha Hodson introduced the report (Agenda Item 3) concerning the appointment of the Council's Director of Children's Services (DCS) and Director of Adult Social Services (DASS) and noted an amendment in relation to section 4.4 of the report which referred to section 3.1.3 of Part 3 of the Council Constitution rather than section 1.3, Part 11.

It was explained that there had been a rigorous interview to appoint the two officers and that the Committee was being asked to designate the two statutory appointments.

Councillor Biyi Oloko suggested that it would have been beneficial for the Committee to have received a more detailed summary of the process and candidates interviewed.

Sarah Clarke explained the distinction between the recruitment process, which had taken place, and the appointment to statutory posts which was the role of the Personnel Committee.

Councillor Stuart Gourley queried the number of applications received. Samantha Hodson reported that there had been thirteen applications which had been shortlisted to four interviewees for the role of DCS and seven applications which had been shortlisted to three interviewees for the role of DASS.

Councillor Antony Amirtharaj noted that one of the appointments was an internal candidate and queried whether there had been different process for external and internal candidates. Samantha Hodson explained that a recruitment partner had been appointed to support the process and that they had undertaken the initial candidate selection, which had been the same for both internal and external candidates.

Councillor Gourley reported that he had received feedback from the four Portfolio Holders who had taken part in the interview panels and that all were fully supportive of the appointments made.

Councillor Matt Shakespeare proposed, and Councillor Oloko seconded the recommendations within the report.

PERSONNEL COMMITTEE - 11 SEPTEMBER 2023 - MINUTES

RESOLVED that: Personnel Committee

- Designated Paul Coe as the DASS on a permanent basis effective 13 September 2023.
- Designated AnnMarie Dodds as DCS on a permanent basis effective 16 October 2023 (unless she can assume the role earlier).
- Agreed that the post of DCS be held on an interim basis by the Executive Director (People – Adult Social Care) until 16 October 2023 or until the new postholder commences. This means that Paul Coe will continue as DCS on an interim basis until AnnMarie Dodds can assume the post on a permanent basis.

4. Date of Next Meeting

The Committee agreed to hold the next meeting on 16 January 2024 at 6.30pm.

(The meeting commenced at 6.30 pm and closed at 6.41 pm)

CHAIRMAN

Date of Signature

Personnel Committee – 26 February 2024

Item 4 – Declarations of Interest

Verbal Item

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Update on HR Activity Q1 and Q2 - 2023/2024

Committee considering report:	Personnel Committee
Date of Committee:	26 February 2024
Portfolio Holder:	Councillor Jeff Brooks
Date Portfolio Member agreed report:	11 January 2024
Report Author:	Paula Goodwin, Vicky Holland, Karen Turner, Lorraine Collins

1 Purpose of the Report

- 1.1 This report is an information only report for the purposes of updating on HR activity for Q1 and Q2 of 2023/2024 for Personnel Committee, Corporate Board and Operations Board.
- 1.2 This report is part of bi-annual updates to the Personnel Committee and sets out some of the changes to HR activity and statistics in the current year. The report includes some of the detail behind the key statistics, including to directorate level. Overall, the report is highlighting some positive areas of activity, for example a fall in turnover and sickness levels and greater levels of recruitment activity, though further work is being undertaken within the HR service to continue to improve the statistics included within the report.

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 only that will go to Corporate Board, Operations Board and Personnel Committee to provide an update on the HR matters contained within the report for Q1 and Q2 of 2023/2024 year.
- 4.2 The paper includes the detail behind a range of statistics from HR, but the main items highlighted are:
- (a) That there has been an increase in the established number of posts at the Council over the past 5 years, though the number of occupied posts has remained relatively flat over this period.
 - (b) That the voluntary turnover figure for all staff has reduced to just below 12% for the current year.
 - (c) That there has been a reduction in the amount of casework within HR for the first two quarters for the current year.
 - (d) That there has been significant recruitment activity in the current year, with an increase in recruitment into children’s and families services posts where there has been a greater reliance on agency staff.
 - (e) That sickness absence has reduced to 8.75 days per worker in the current year.

5 Employment Data

- 5.1 A full year of employment data is published at the end of each year i.e. following on from March annually. As this is a 6 monthly update then comparative data is not available, however some data has been produced for the purposes of the report.
- 5.2 See table below for headcount and post data for the last 5 years. (This data excludes all temporary posts and agency and off contract workers).

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	As at end of Q2 2023/2024
Headcount	1486	1512	1545	1532	1511	1539
Post FTE	1561.59	1576.61	1621.98	1667.93	1731.10	1768.85
Occupied FTE	1297.10	1323.62	1366.44	1362.10	1357.90	1388.13
Vacant FTE	264.49	252.99	255.54	305.83	373.20	380.72

- 5.3 The table above highlights a higher level of headcount and occupied posts as at Q2, and a great deal of positive work has been undertaken to reduce agency worker numbers and where possible to transition workers from agency to direct employees. An increase in organisational post FTE and vacancies can be seen as at Q2 from the end of Q4. This is assumed to be connected to posts that are transitioning from old to new structures as well as posts held where budget savings are required.

6 Starters, Leavers and Turnover Q1 and Q2

- 6.1 The following table highlights the number of starters and leavers and turnover for the past 5 years and as at end of Q2 in 2023/2024 year i.e. 30th September 2023.

	2018/19	2019/20	2020/21	2021/2022	2022/2023	Q1 and Q2 2023/2024
Number of starters in year	209	243	175	210	247	129

	2018/19	2019/20	2020/21	2021/2022	2022/2023	Q1 and Q2 2023/2024
Number of leavers in year	211	211	142	220	242	93
Turnover (%)	14.19%	14.08%	9.29%	14.30%	15.9%	12.53%
Voluntary turnover (%)	12.30%	12.14%	8.44%	13.00%	14.86%	11.86%

6.2 The following table gives further details of the headcount and turnover by directorate for the past 12 months.

Department/Service Unit	Rolling Year leavers	Headcount Q3 2022/2023	Headcount Q4 2022/23	Headcount Q1 2023/2024	Headcount Q2 2023/2024	Average Headcount YTD	YTD Turnover based on average YTD headcount
People	110	811	829	836	841	829	13.26
Place	35	361	370	374	374	370	9.47
Resources	45	320	323	328	326	324	13.88
CEO & Support	1	2	2	2	2	2	50.00
Total	191	1494	1524	1540	1539	1524	12.53
Voluntary Turnover	179	1494	1524	1540	1539	1509	11.86

6.3 The table below gives further details of the starters and leavers by directorates for Q1 and Q2 of 2023/2024.

Department/Service Unit	Starters Q1 2023/2024	Starters Q2 2023/2024	Leavers Q1 2023/2024	Leavers Q2 2023/2024
People	31	41	24	26
Place	15	12	11	10
Resources	19	11	11	11
Total	65	64	46	47

6.4 Turnover at the end of Q4 for 2022/23 was 14.86% and at close of Q2 in 2023/24 was 12.5% which is below pre-Covid levels and the WBC average of 13%.

(Note: Adults and Childrens directorates remain in the People directorate until 1st April 2024 for the purposes of reporting for 2023/2024).

7 Talent Attraction

7.1 For the period of 1st April 2023 – 30th September 2023 there were 312 adverts placed, 139 appointments made and 1989 applications received.

7.2 Following the appointment of two talent attraction officers in November 2022 a flurry of activity related to our recruitment has been ongoing this has included:

- (a) A review of recruitment processes has taken place, removing waste processes, digitalising recruitment forms and providing additional guidance and support to recruiting managers.
- (b) We have simplified the application process to improve the candidate experience and introduced a candidate survey to track candidate experience and consider where further improvements can be made.
- (c) A piece of work has taken place to review our position with agency spend across the organisation, introducing new processes, guidance, and authorisations for booking agency workers. There have been some great strides in moving agency workers into direct employment with around 26 having already moved over or in the process of onboarding. Further work on filling vacancies held by agency workers with direct recruitment has been ongoing.
- (d) We have made significant progress with recruitment within Children & Family Services, since the beginning of May we have recruited 7 permanent Social

Workers, 1 Senior Social Worker, 2 Assistant Team Managers and 1 Team Manager – a total of 11 qualified Social Worker posts. We also currently have three candidates at offer stage who should be in post within the next few weeks – 2 Social Workers and 1 Senior Social Worker.

- (e) Our Early Careers Business Partner has attended various careers events and set up our own events, including a hugely successful return-to-work event at Shaw House which saw us bring together a number of local employers offering career advice, CV writing skills and employment opportunities. We have held an event at our one of care homes and social worker events in collaboration with Children & Family Services and Adult Social Care. We hosted our first recruitment webinar event which brought together the Monitoring Officers of a number of Berkshire Local Authorities which was live streamed on LinkedIn.
- (f) We have started the work on developing our Employee Value Proposition gathering feedback from the organisation and the implementation of an EVP Project Board. This is the start of our next chapter of work around employer branding, EVP and developing a new and improved careers site.

8 Performance Management – Casework

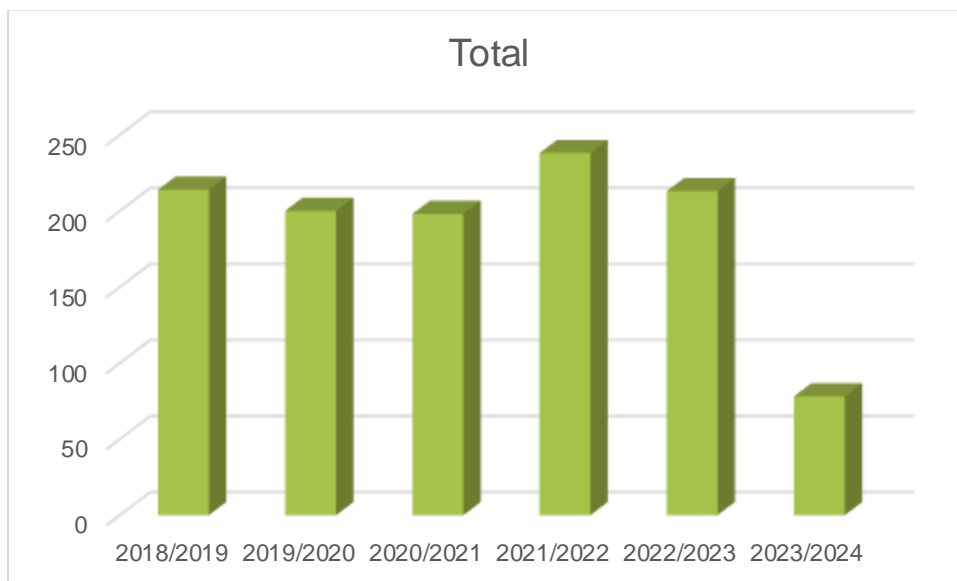
8.1 Context

The Council's HR team supports both corporate managers and around 60 % of WBC schools in managing people issues to conclusion. For the purposes of this report, this includes:

- Disciplinary and capability
- Grievances and whistleblowing
- Sickness absence, ill-health retirement, and related adjustments
- TUPE, restructures, and redundancies.

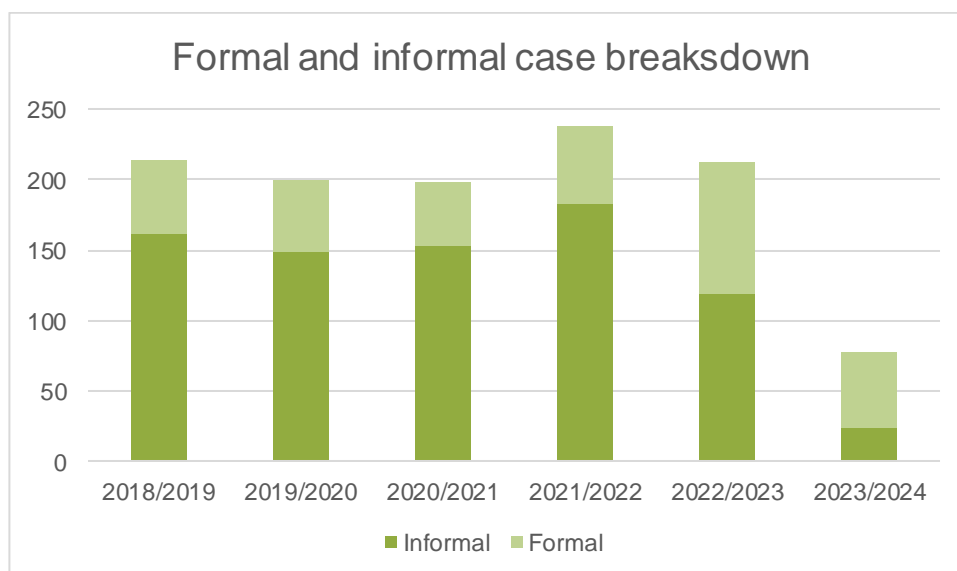
8.2 This report gives figures for the Q1 and Q2 of 2023/2024 and excludes schools data. Table 1 below, shows the number of formal and informal cases within corporate for five full years plus Q1 and Q2 of 2023/2024. The numbers are slightly decreased on the same period last year but are statistically insignificant.

Table 1 – total number of formal an informal cases



8.3 Table 2, below, shows the mix of informal and formal casework. During the previous five years formal casework, as well as Q1 and Q2 for 2023/2024.

Table 2

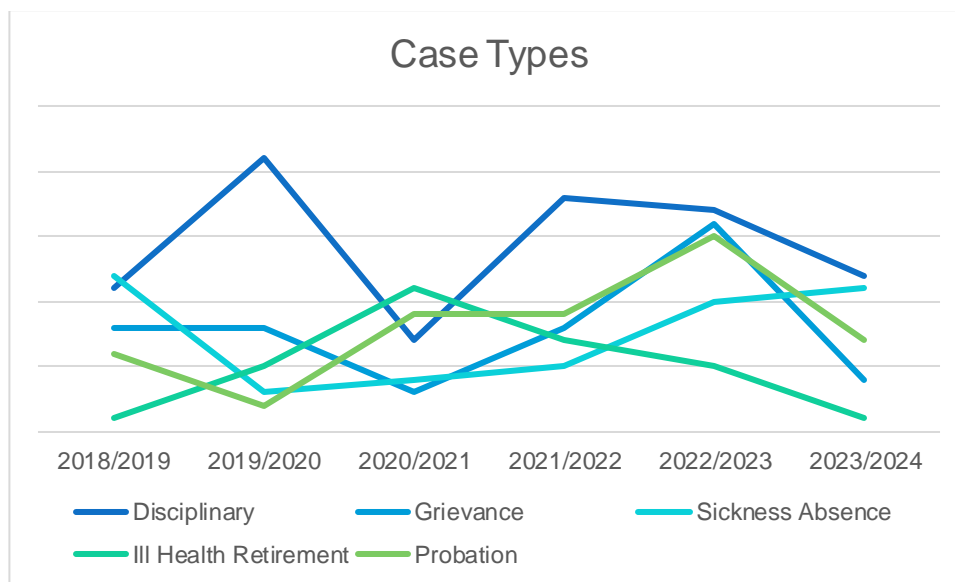


8.4 Table 3, below, shows the variation in the main types of cases over the past five and half years.

(Note – actual numbers are not given, to ensure confidentiality and data protection).

Sickness Absence cases are on the rise in 2023/2024 and are heading to pre covid levels. At this stage there is limited evidence to support the reasons why this is the case.

Table 3



Sickness Absence

8.5 The Councils working days lost per person due to sickness absence as at the end of Q2 2023/2024 is at 8.75 days. The table below shows the year end outturn absence figures for the previous 4 years for comparison purposes.

	2019/20	2020/21	2021/22	2022/23	Q1and Q2 2023/2024
Days lost per person	9.65	7.15	9.95	9.90	8.75

Note that so far this year:

- This is 11.6% (1.15) working days below the 2022/23 Council year end out turn figure of 9.90 days lost per employee.

Absence by Directorates

8.6 Table 3 below shows the number of days lost per person by Directorate.



8.7 Q1 and Q2 of 2023/24 shows working days lost per person is 11% (0.30 working days) below the reported Q2 2022/23 figure of 2.60 days lost per employee. However, the Q2 2022/23 figure of 2.30 working days lost per person is 10% (0.21 working days) above the reported quarter one 2023/24 figure of 2.09 days lost per person. For reference below is two full years and part year for 2023/24.

8.8 Sickness absence in days per employee by directorate can be seen in the table below.

	2021/22	2022/23	Q1 and Q2 2023/24
Resources	6.0	6.5	4.7
People	12.0	11.6	12.1
Place	8.6	8.8	4.7

The CIPD (Chartered Institute for Personnel Development) undertook a Health and Wellbeing Survey with results published in September 2023. They suggested ‘a standout finding from our research is the marked increase in sickness absence; at 7.8 days on average per employee per year, this is the highest level in a decade and two days more than we recorded in 2019 (5.8 days)’. So the increase in WBC sickness is a nationally seen statistic.

Short term vs Long term absence

- 8.9 Long-term absence is defined as a continuing sickness absence of more than 28 consecutive calendar days.
- 8.10 Up to the end of Q2 for the period 2023/24 the overall absence related to employees with long term sickness absence is 63.3%. In comparison for the same period in 2022/23 it was at 59.8%.
- 8.11 Short-term absence is defined as a period of sickness absence less than 28 days calendar days in one occasion.

Absence Reasons

- 8.12 The most common reason for both short-term and long-term absence so far up to the end of Q2 in 2023/24 is “*stress, depression and mental health related*”. Which currently sits at 36.2%. Comparing to the same time last year 2022/23 it was at 24.1%.
- 8.13 ‘*Other Musculo-Skeletal problems*’ has seen an increase from 6.2% in the same period of 2022/23 to 10.7% for 2023/24.
- 8.14 Infections (includes Colds and COVID19 Sickness) has seen a reduction from 21.7% for the same period in 2022/23 to 12.3% for the same period in 2023/24.
- 8.15 Long term sickness absences are currently at a higher level than short term sickness. The CIPD report findings show us that there is a workplace wellbeing paradox where, despite an increasing number of workplace health and wellbeing services being put in place, employees have an increasing number of mental health issues. Seventy-six per cent of organisations reported some stress related absence, with heavy workloads being the most common cause. Mental ill health is the top cause of long-term absence, with musculoskeletal issues the second top cause. This is consistent with the WBC data.

Support

- 8.16 Whilst it is concerning that employers are seeing the highest rate of sickness absence in a decade, focusing on sickness absence alone is unlikely to uncover the underlying factors affecting health and wellbeing or identify areas where any significant improvements can be made. To maximise the effectiveness of health and wellbeing provision and address the workplace wellbeing paradox, companies need to develop systemic and preventative health and wellbeing strategies that are supported by the most senior levels of leadership. Something WBC has been doing more of since 2022/2023 with the introduction of a dedicated Employee Wellbeing Business Partner and a commitment to wellbeing initiatives with the introduction of a Wellbeing Principles. WBC continues to offer a range of interventions and services to help maintain employees’ wellbeing and to provide informed support if they do become unwell. Our Occupational Health provider continues to review employees face-to-face or via video/phone consultation; we offer up to six counselling sessions to employees for whom this is indicated; our Employee Assistance Programme is available 24/7; mental health first aiders continue to be trained; and our internal wellbeing provision provides an increasing range of services and sign posting.

8.17 The Council offers a wide variety of support staff wellbeing and the range of offers continues to grow to ensure we support staff when required, there are a large cohort of Mental Health First Aiders and a wide variety of staff resources on the intranet as well as a dedicated wellbeing space at Market Street. Managers are asked to ensure they talk to their staff about wellbeing on a regular basis through training sessions or at 121's and team meetings. Wellbeing pulse surveys will take place to ensure that evidence to support activity around employee wellbeing will also continue to take place.

Other External Comparison

8.18 On 26 April 2023, the ONS released their [analysis of sickness absence in the UK labour market](#) for 2022. The key points in their report can be summarised as follows:

- The national sickness absence rate is at its highest level since 2004;
- The most common reason for sickness absence was minor illnesses, accounting for 29.3% of occurrences;
- Groups with the highest rates of sickness absence in 2022 included women, older workers, those with long-term health conditions, those working part-time and people working in care, leisure or other service occupations.

8.19 This last point is particularly relevant for our employee population, as WBC employs more women than men (77.3% and 22.7% respectively); 30.3% of our workforce is over the age of 55; and our care, leisure and service roles are maintained (in the large) in-house rather than outsourced. Therefore, we are seeing within WBC a picture that is repeated more widely at a national level.

8.20 The ONS notes the following top five reasons for sickness absence in 2022:

- Minor illnesses – 29.3%
- Other – 23.8%
- Musculoskeletal problems – 10.5%
- Respiratory problems – 8.3%
- Mental health conditions – 7.9%

8.21 In understanding the discrepancy between our percentage value for mental health conditions (24.1%) compared to the ONS (7.9%) it's important to remember that the ONS is looking at the working population as a whole; those in caring provisions or providing front line services are more likely to suffer mental health conditions than those who are more able to direct their own work and/or who don't work in front-line roles.

8.22 It is also worth noting that NHS waiting lists continue to get longer; this is a common theme for all services from mental health provision to surgical procedures, and this is likely to continue to impact wellbeing at a national level for some time to come.

9 Training

9.1 The Corporate Training Programme consists of Mandatory and Non-Mandatory Training. Some Mandatory training is used to calculate the Corporate KPI's (key performance indicators) which are reported centrally. All of our training is delivered

using a variety of delivery methods and a blended approach of E-learning, Virtual (Zoom or Teams) as well as Face to Face training depending on the subject of the course.

- 9.2 Corporate training is commissioned annually and HR work with key stakeholders within the Council to design the programme based on the needs of the Departments and employees collectively. There is a dedicated resource that supports training for Social Care teams as their annual mandatory and non-mandatory training need is large due to the nature of their service delivery.
- 9.3 Each year HR undertake a Training Needs Analysis survey for all staff to get their views on the training and learning they would like or need in the future to undertake their job roles. We had valuable comments and feedback from the survey this year and in previous years which has helped us evaluate last years programme and design the 2024/25 programme.
- 9.4 Last year we ran training and awareness workshops to support employees with wellbeing, and financial pressure, particularly during the cost of living crisis. Resilience & Wellbeing has been running since 2021, and this is a very popular course, there were staff and manager tailored sessions, and feedback was excellent. We ran some hybrid working courses, financial wellbeing, menopause awareness workshops, mental health first aid sessions, giving and receiving feedback, and emotional Intelligence. All these were additional to the usual mandatory courses that are published on Learning Time. They were well attended and had fantastic feedback.
- 9.5 The Training Programme is published on the intranet and shows what training is available to book within our Learning Management System. 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.
- 9.6 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.
- 9.7 2024/2025 will see a new wave of e-learning training on offer from the Council's new Learning Management System which will be rolled out from April 2024, with a much broader catalogue of training options for staff to take advantage of. There will also be a focus on financial management, governance and change management as the Council embraces the challenges of 2024 and large scale transformation ideas.

17 Conclusion

The contents of the report are for information for Personnel Committee on the 26th February 2024.

18 Appendices

None

Background Papers:

Not applicable

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: not applicable

Officer details:

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Statutory Pay Policy 2024/25

Committee considering report:	Council
Date of Committee:	26th March 2024
Portfolio Member:	Councillor Jeff Brooks
Date Portfolio Member agreed report:	11 January 2024
Report Author:	Paula Goodwin
Forward Plan Ref:	C4491

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.

2 Recommendation

- 2.1 It is recommended that Council adopt and approve the Statutory Pay Policy Statement for publication. It is further recommended that the Council delegate authority.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	None.
Human Resource:	The report details 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:				
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 approval, for publication of the 2024/25 Pay Policy Statement which will cover the period of the 1st April 2024 to the 31st March 2025.
- 4.3 The statement should set out the policies in relation to;
- Remuneration of its chief officer
 - The remuneration of its lowest paid employees (and our definition and reasons for defining it)
 - 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.
- 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 should be considered at Personnel Committee recommending this policy to Council for adoption.

5 Other Options Considered

- 5.1 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

- 6.1 It is recommended that the Pay Policy Statement should be approved and published on the Council website with effect from 1st April 2024, to comply with our statutory duty under the Localism Act.

7 Appendices

- 7.1 Appendix A – Draft Statutory Pay Policy.

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CHANGE HISTORY

Version	Date	Change
4.0	1 st April 2024	Annual review to reflect pay award

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 West Berkshire Council schools.

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:

Chief Executive (Head of Paid Service)

Executive Director (Adult Social Care)

Executive Director (Children & Family Services)

Executive Director (Resources) (Section 151 Officer)

Executive Director (Place)

Service Directors:

- Service Director: Adult Social Care
- Service Director: Communities & Wellbeing
- Service Director: Development & Regulation
- Service Director: Environment
- Service Director: Strategy & Governance (Monitoring Officer)
- Service Director: Transformation

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

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

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 £11.21 per hour. Notes on this definition are set out below:

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: £33,945 (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: £36,694 (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 £160,562.

3. Pay Policy from 1st April 2024

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

Job evaluation – employees grade M and below:

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.

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.

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.

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.

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).

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).

The Executive Director (Place) and the Chief Executive are both paid on specific grades for those posts. The Executive Directors for Adult Social Care, Children and Family Services and Resources are paid on a grade for the posts. The different grades for the four Executive Director posts reflect the difference in responsibilities, including whether a statutory role is part of their post. All five posts (Chief Executive and Executive Directors) may be allocated new responsibilities as required to meet the needs of the Council within their grade. Officers designated as the Monitoring Officer (s5 and 5A LGHA 1989), the s151 Officer (Chief Finance Officer), the Director of Children's Services, or the Director of Adult Social Care will be paid an additional amount as follows:

- Executive Directors - £5,200 per annum
- Service Directors or Service Leads - £7,500 per annum

Salary on appointment – all employees

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.

Recruitment and Retention

The Council operates a Recruitment and Retention scheme of staff within Children and Family Services to support in improving the terms and conditions for social workers. The scheme provides social workers in the front line of safeguarding work with a 'golden handshake', further bonus payments and the opportunity to take extended paid leave ('sabbatical') after a three year's service, subject to certain qualifying conditions as an incentive to retain qualified and experienced social workers. Staff must have at least one years service, and have successfully completed their probation period to qualify for a payment of £3,000.

In April 2023 the Council introduced a Market Supplement Policy which forms part of the Recruitment and Retention Strategy with a focus on developing a strong, skilled and experienced workforce. The policy addresses recruitment and retention issues within the labour market by temporarily increasing the pay awarded to a post without altering the job evaluation determined grade for the post. Subject to qualifying criteria, successful market supplements should not exceed the value of £10,000. Payment of market supplements are awarded to posts rather than employees and are subject to tax, NI and pension contributions.

Incremental progression – all employees

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.

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.

An increment may be withheld if an employee is subject to formal capability procedures during the year leading up to the 1st April.

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

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.

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.

Essential car users (defined as those who travel at least 1,500 business miles per annum) receive an allowance.

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.

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.

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.

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.

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

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

Severance arrangements

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](#).

There are a number of discretions available under the Local Government Pension Scheme, as a matter of policy, WBC does not exercise any discretion that would represent a cost to the Council. More information is available through the [Employer Statement – Local Government Pension Scheme Discretions Policy](#).

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](#) .

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 2023, pay ratios within the Council stand as follows:

- *Highest:lowest* = 7.44:1
- *Highest:median* = 4.73:1

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](#).

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

These are correct at the time of publishing.

West Berkshire Pay Scales				
<u>Grade</u>		<u>SCP</u>	<u>1.4.23</u>	<u>Monthly</u>
				-
	B	2	£22,366	£1,863.83
C		3	£22,737	£1,894.75
		4	£23,114	£1,926.17
		5	£23,500	£1,958.33
	D	6	£23,893	£1,991.08
E		7	£24,294	£2,024.50
		8	£24,702	£2,058.50
		9	£25,119	£2,093.25
		10	£25,545	£2,128.75
		11	£25,979	£2,164.92
	F	12	£26,421	£2,201.75
		13	£26,873	£2,239.42
		14	£27,334	£2,277.83
		15	£27,803	£2,316.92
		16	£28,282	£2,356.83
		17	£28,770	£2,397.50
		18	£29,269	£2,439.08
		19	£29,777	£2,481.42
		20	£30,296	£2,524.67
		21	£30,825	£2,568.75
G		22	£31,364	£2,613.67
		23	£32,076	£2,673.00
		24	£33,024	£2,752.00
		25	£33,945	£2,828.75
		26	£34,834	£2,902.83
I		27	£35,745	£2,978.75
		28	£36,648	£3,054.00
		29	£37,336	£3,111.33

		30	£38,223	£3,185.25
	J	31	£39,186	£3,265.50
		32	£40,221	£3,351.75
		33	£41,418	£3,451.50
K		34	£42,403	£3,533.58
		35	£43,421	£3,618.42
		36	£44,428	£3,702.33
		37	£45,441	£3,786.75
	38	£46,464	£3,872.00	
	39	£47,420	£3,951.67	
		L	40	£48,474
	41		£49,498	£4,124.83
	42		£50,512	£4,209.33
	43		£52,974	£4,414.47
M	44		£55,513	£4,626.12
	45		£57,449	£4,787.40
	46		£59,378	£4,948.15
	47	£61,326	£5,110.46	
	48	£62,175	£5,181.27	
	49	£64,474	£5,372.85	
	50	£66,767	£5,563.90	
		51	£69,060	£5,755.04
		52		
	N- Service Lead	53	£71,506	£5,958.82
		54	£72,592	£6,049.37
		55	£73,679	£6,139.91
		56	£74,766	£6,230.46
		57	£75,851	£6,320.92
		58	£76,937	£6,411.39
		59	£78,023	£6,501.94
		60		
		61		
HOS- phasing out		62	£81,090	£6,757.48
		63	£83,679	£6,973.29
		64	£86,244	£7,187.02
		65	£88,830	£7,402.49
		66	£91,405	£7,617.09
		67	£93,992	£7,832.64

	O- Service Directors	68	£97,571	£8,130.95
		69	£99,201	£8,266.77
		70	£100,830	£8,402.51
		71	£102,459	£8,538.24
		72	£104,088	£8,673.98
CORPD		73		
		74		
		75		
		76		
		77		
		78		
P-ED Place		79	£130,153	£10,846.11
		80	£131,239	£10,936.57
		81	£132,325	£11,027.12
		82	£133,411	£11,117.58
		83	£134,498	£11,208.13
	Q- ED People/Resources	84	£135,583	£11,298.59
		85	£136,670	£11,389.14
		86	£137,755	£11,479.61
		87	£138,842	£11,570.15
		88	£139,927	£11,660.62
		89	£141,014	£11,751.17
CEX		90	£159,477	£13,289.71
		91	£160,562	£13,380.18
		92	£161,649	£13,470.73
		93	£162,734	£13,561.19

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

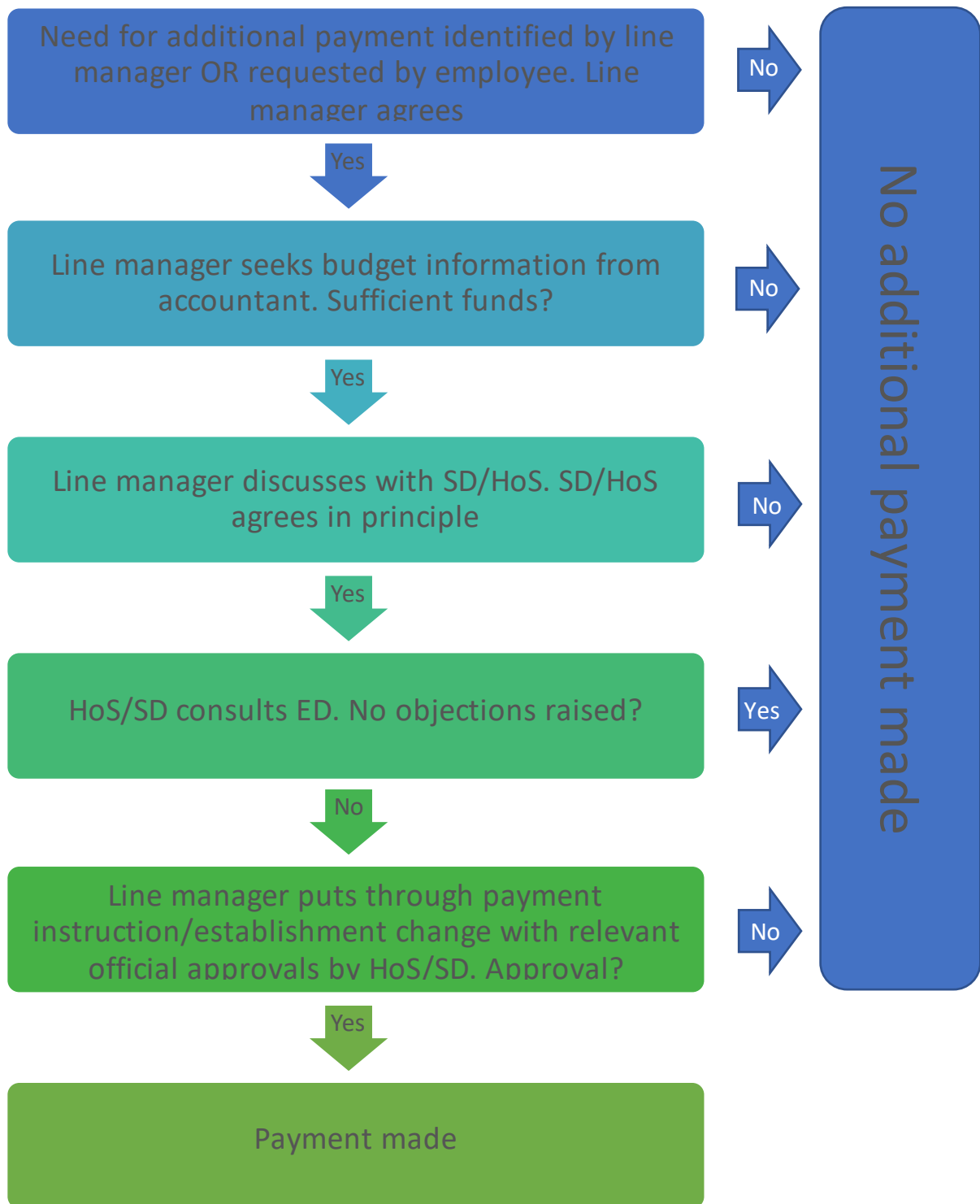
Where the Emergency Operations Centre (EOC) is set up to respond to an emergency, staff carrying out EOC work will be paid as follows:

- 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



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