

## PERSONNEL COMMITTEE MINUTES - 9 NOVEMBER 2017

Present: Councillor Lovelock (Chair);  
Councillors David Absolom, Dennis (in place of Councillor Terry), Page and Skeats.

Also Present: W King.

Apologies: Councillor Terry.

### 10. MINUTES

The Minutes of the meetings held on 13 July and 12 October 2017 were confirmed as correct records and signed by the Chair.

### 11. PROCEEDINGS OF THE LOCAL JOINT FORUM

The Chief Executive submitted the proceedings of the Local Joint Forum meeting held on 13 July 2017.

Resolved - That the proceedings of the Local Joint Forum meeting be received.

### 12. EMPLOYEES' CODE OF CONDUCT

Warren King, Interim HR/Payroll Services Manager, submitted a report with attached a copy of the revised Code of Conduct.

The report explained that the current Employee Code of Conduct was outdated having been written in more than 10 years ago and that it had been identified in the Strategic Risk Register that the Code needed to be refreshed and relaunched. In addition, new employees had not received a copy of the Code of Conduct as the Employee Handbook was no longer sent to new starters. The new Code of Conduct would be issued with contracts of employment and would also be rolled out to the existing workforce through Netconsent, it would also form part of the Corporate Induction process.

Warren reported that the Code of Conduct had been discussed at the meeting of Local Joint Forum on 9 November 2017, prior to the meeting of Personnel Committee, where it had been suggested that the document be dated so that it was clear when it had been produced and subsequently revised and, with regard to recruitment, if someone was involved with recruitment and one of the candidates was a relative or close friend then the Code should state that that person should discuss the position with their manager and possibly withdraw from the process if it was practicable for them to do so.

Resolved - That the revised Code of Conduct be approved subject to the amendments that had been suggested by the Local Joint Forum on 9 November 2017.

### 13. EXCLUSION OF THE PRESS AND PUBLIC

Resolved -

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That pursuant to Section 100A of the Local Government Act 1972 (as amended) members of the press and public be excluded during consideration of the following item, as it was likely that there would be disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A (as amended) to that Act.

### 14. EARLY RETIREMENTS AND REDUNDANCIES

The Interim HR and Payroll Services Manager, the Monitoring Officer and the Head of Finance submitted a joint report, which set out 15 requests for dismissal on the grounds of redundancy.

The proposals, together with the financial implications, were set out in a schedule appended to the report on the following basis:

- The financial case was given which represented the highest cost to the Council. In most cases this included discretionary added years on pension (where payable), as this represented a direct and ongoing cost to the Council. This was in accordance with the Council's current practice of considering redundancy and retirement terms up to the maximum limit of discretion, where applicable. The Committee was asked to approve individual proposals subject to a maximum ceiling on the exercise of discretion;
- The financial implications were costed on the basis of the estimated figures, which were subject to final confirmation. The figures might be affected by changes to final salary, pensionable service, age or date of leaving. The Committee was asked to approve the proposals on the basis of the estimated figures, subject to any individual proposal being brought back to Committee if the confirmed costs were more than 10% in excess of those reported;

The report sought approval for the payment of a compensation package in the case of the proposed termination of employment on grounds of redundancy, subject to the conclusion of all outstanding matters, including ongoing consultation with the employee and their representatives, and efforts to secure alternative employment, where appropriate.

Resolved -

- (1) That the dismissal of employment on the grounds of redundancy of employees A, B, C, D, E, F, G, H, I, J, K, L, M, N and O be approved on the terms set out in the schedules appended to the report subject to the conclusion of all outstanding matters in each case, including ongoing consultation with the employees and their representatives and efforts to secure alternative employment, where appropriate;
- (2) That the proposal set out in (1) above be approved on the basis of the financial implications set out in the report, and that authority to conclude the proposal be delegated to the Head of Finance, Monitoring Officer and HR and Payroll Services Manager (acting jointly) within that framework, and subject to the maximum ceiling identified for the proposal;

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- (3) That the current terms for agreeing compensation packages in specific cases of early retirement or termination of employment on the grounds of redundancy or efficiency be confirmed.

(Exempt information as defined in Paragraph 1).

(The meeting commenced at 6.30pm and closed at 6.47pm).

**Present:**

Councillors David Absolom, Lovelock (Vice Chair in the Chair for item 4(a), Page and Steele

A McNamara (Chair)	National Education Union (NEU)
Ms B Reynolds	UNISON
Ms A Elliott	UNISON
Mr M Cooper	UNISON
Ms M Palfrey	UNISON
Mr R Stirling	GMB
Ms N Dancey	Regional Officer, GMB
Mr W King	Interim HR/Payroll Services Manager
Mr R Woodford	Committee Services

**Apologies:**

Mr K Magee	Unite
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**1. APPOINTMENT OF CHAIR**

A McNamara had been appointed to serve as Chair of the Forum for the Municipal Year 2017/2018 at the meeting of the Forum on 13 July 2017 (Item 1 refers) but as the meeting had been inquorate the appointment was subject to ratification at the next meeting.

**AGREED:** That the appointment of A McNamara as Chair of the Forum for the Municipal Year 2017/2018 be ratified.

**2. PROCEEDINGS OF THE LOCAL JOINT FORUM MEETING HELD ON 13 JULY 2017**

The Proceedings of the Local Joint Forum meeting held on 13 July 2017 were confirmed as a correct record and signed by the Chair.

**3. EMPLOYEES' CODE OF CONDUCT**

W King, Interim HR/Payroll Services Manager, submitted a report with attached a copy of the revised Code of Conduct.

The report explained that the current Employee Code of Conduct was outdated having been written in more than 10 years ago and that it had been identified in the Strategic Risk Register that the Code of Conduct needed to be refreshed and relaunched. In addition, new employees had not received a copy of the Code of Conduct as the Employee Handbook was no longer sent to new starters. The new Code of Conduct would be issued with contracts of employment and would also be rolled out to the existing workforce through Netconsent, it would also form part of the Corporate Induction process.

The Forum discussed the revised Code of Conduct and it was suggested that the document be dated so that it was clear when it had been produced and subsequently revised. With regard to recruitment it was also suggested that if someone was involved with recruitment and one of the candidates was a relative or close friend then the Code should state that that person should discuss the position with their

manager and possibly withdraw from the process if it was practicable for them to do so.

AGREED: That the submission of the revised Code of Conduct to Personnel Committee, on 9 November 2017, for approval, be noted subject to the changes suggested above.

#### 4. MATTERS RAISED BY THE UNIONS

##### (a) Fair Workload Charter

A McNamara, Chair and NEU representative, reported that following the motion to Council on 24 January 2017 (Minute 41 refers) on a Reading Fair Workload Charter, which had the aim of making the workload of teachers more manageable and was to be made available for schools to sign-up to, it was suggested that the Charter be included on the agenda of the next meeting of Schools Forum and then a report submitted to the next meeting setting out how the Charter could be presented to all schools in the Borough.

AGREED:

- (1) That the Reading Fair Workload Charter be included on the agenda of the next meeting of Schools Forum;
- (2) That a report be submitted to the next meeting by the Chair setting out how the Reading Fair Workload Charter could be presented to all schools in the Borough.

#### MATTERS RAISED BY THE UNIONS AFTER THE AGENDA HAD BEEN PUBLISHED

##### (b) Role of Directors at DJFs

M Cooper, UNISON, suggested that the terms of reference for the Directorate Joint Forums should be re-issued so that everyone was clear about their role and how frequently they should be meeting. He also stated that there was a need to ensure that the right people were invited to the meetings and that they attended, as well as recognising that the trade unions also needed to ensure the meetings were well attended by their representatives.

Councillor Lovelock confirmed that it had always been the intention that Directors attended the meetings but that it had to be accepted that there would be occasions when this would not be possible. Directors would be reminded that they should attend the meetings and the position should be monitored by producing details of attendance for future meetings.

AGREED:

- (1) That Directors be reminded of their requirement to attend Directorate Joint Forum Meetings;
- (2) That details be produced of attendance at future Directorate Joint Forum Meetings.

(c) Management Proposals to Freeze Increments

A Elliott, UNISON, expressed concern over the proposal to freeze pay increments and requested a financial analysis of the position before the proposals were implemented.

Councillor Lovelock reported as far as she was aware the Chief Executive had commenced discussions with staff on the proposal and was to carry out a briefing on the financial position of the Council on 17 November 2017. The proposal was not being made lightly and there was a need to fully understand the financial position of the Council in the light of the reduction of grant from central government.

The union side also raised concern over the Christmas Leave Offer, a trial that would see non-essential services and Council buildings closed for four days over Christmas. To take part, staff could volunteer to buy two days leave and would be given two days leave which would enable the Council Offices to be closed on those days. It was made clear that this would be a voluntary trial in 2017 to see what the take-up from staff was and no one was being compelled to take up the offer. A frequently asked questions document was also being put together for staff and the annual Christmas closure communication plan would come into force in the coming weeks.

AGREED: That the position be noted.

(d) Meeting with Councillors - Budget

Further to the meeting of Policy Committee on 25 September 2017 (Minute 25 refers) and the question that had been submitted by B Reynolds on behalf of UNISON on "Response to Budget Saving Proposals", M Cooper, UNISON, requested that a meeting be held between union representatives and Councillors to discuss the evidence and proposals that were being put together by the trade unions. In response Councillor Lovelock reconfirmed her understanding that the trade unions were going to submit their concerns, alternative proposals and background information to the questions in one document and who they met with would depend on the issues that were raised. The unions had also stated that they would forward their proposals to the Chief Executive and Directors when their alternative proposals had been completed.

AGREED: That a meeting between the Trade Unions and relevant Councillors be arranged once the Unions had submitted their concerns, alternative proposals and background information to the question they had submitted to the meeting of Policy Committee on 25 September 2017.

(e) UNISON's Apprenticeship Charter

B Reynolds, UNISON, tabled a copy of UNISON's Apprenticeship Charter and reported that a meeting had been arranged with Barry Wren, Head of New Directions, to discuss what New Directions had put together in respect of apprenticeships. It was then hoped that the Council would sign-up to the Charter. However, it was suggested that as there were other unions in the Council there should be a joint charter. It was also confirmed that there would be no issue with union

representatives meeting with apprentices to explain what a union was and its role, once it had been established how many apprentices there were in the Council and which departments they worked in. It was thought this was not clear since the induction process had to be completed on-line.

AGREED:

- (1) That the position be noted;
- (2) That a meeting be arranged between union representatives and apprentices once it had been established how many apprentices there were in Council and which departments they were working in.

#### 5. OTHER BUSINESS

Following the submission of a number of items by the Trade Unions after the agenda had been despatched, see above, Councillor Lovelock stated that in future an agenda setting meeting needed to take place at least a week before the agenda was due to be despatched.

AGREED: That in future an agenda setting meeting take place by email at least a week before the agenda was due to be despatched.

(The meeting opened at 5.00pm and closed at 5.53pm).

**READING BOROUGH COUNCIL**  
**REPORT BY HEAD OF LEGAL & DEMOCRATIC SERVICES**

<b>TO:</b>	PERSONNEL COMMITTEE		
<b>DATE:</b>	15 MARCH 2018	<b>AGENDA ITEM:</b>	4
<b>TITLE:</b>	PAY POLICY 2018/19		
<b>SERVICE:</b>	HR / PAYROLL	<b>WARDS:</b>	All
<b>LEAD OFFICER:</b>	Warren King	<b>TEL:</b>	0118 937 4500
<b>JOB TITLE:</b>	Interim HR/Payroll Services Manager	<b>E-MAIL:</b>	Warren.king@reading.gov.uk

**1. PURPOSE OF REPORT**

- 1.1 To provide Personnel Committee with a draft Pay Policy for 2018/19. In 2016, the Pay Policy was amended to allow for greater flexibility, particularly in recruiting staff for difficult to fill posts. The Pay Scale information contained within the Pay Policy is still subject to this year's national pay award

**2. RECOMMENDED ACTION**

- 2.1 That you review the draft 2018/19 Pay Policy (attached) and determine what, if any, changes need to be made to the content.

**1. POLICY CONTEXT**

- 1.1. Local Authorities are required under section 38(1) of the Localism Act 2011 (the Act) to prepare a Pay Policy Statement. The statement must articulate the Council's policy towards the pay of the workforce, particularly senior staff and lowest paid employees. The Council published its first Pay Policy Statement in April 2012.
- 1.2. The Pay Policy was amended for 2018/19 to meet the increasing need for greater flexibility in pay arrangements, whilst still retaining structure, control and fairness to the Council's pay arrangements.
- 1.3. The draft Pay Policy also reflects the increase in the Living Wage rate to £8.75 ph.
- 1.4. Each local authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers. The provisions of the Localism Act do not seek to change this or to determine



what decisions on pay should be taken but they require individual employing authorities to be more open about their own policies in relation to pay and how decisions are made in this regard.

- 1.5. Section 40 of the Act requires authorities in developing their Pay Policy Statement to have regard to any guidance published by the Secretary of State. This includes Communities and Local Government guidance on Openness and Accountability in Local Pay and the Code of Recommended Practice for Local Authorities on Data Transparency (as amended).
- 1.6. The government has taken steps to increase transparency on the pay and reward of public sector employees and the Code of Recommended Practice for Local Authorities on Data Transparency which amongst other things asks councils to consider the way they release data on senior salaries.
- 1.7. In March 2011 the Hutton Review of Fair Pay was published which made several recommendations for promoting pay fairness in the public sector by tackling disparities between the lowest and highest paid in the public sector.
- 1.8. The provisions contained in the Act bring together the need for increasing accountability, transparency and fairness in the setting of pay which culminated in the formalisation of the Council's Pay Policy Statement, which outlines the pay and reward of the most senior employees set within the context of the pay of the wider workforce.
- 1.9. The Act sets out in detail the specific elements which the Pay Policy Statement must include as a minimum. The Act requires that in addition to the determination of senior salaries authorities must make clear what approach is taken to awarding other elements of pay including;
  - severance payments,
  - any additional fees (e.g. election duties)
  - pay increases,
  - honorarium payments etc.
- 1.10. The Act requires that authorities include in their Pay Policy Statements their approach to the publication of and access to information relating to the remuneration of Chief Officers. Reference to the council's Statement of Accounts where this information is published is included within the proposed policy.
- 1.11. The Act requires that Pay Policy Statements are produced annually and are considered by full council. Any subsequent amendments required to the policy should also be considered by full council. This should be carried out in accordance with part 5A of the Local Government Act 1972. The Secretary of State does not consider that any of the grounds for exclusion of the public would be met for discussions around Pay Policy Statements.

1.12. The Act requires that the council's approach to pay, as set out in the Pay Policy Statement, is accessible for council tax payers for them to take an informed view of whether local decisions on all aspects of remuneration are fair therefore the approved Pay Policy Statement is published on the council's website.

1.13. The Hutton report highlighted that there is value in ensuring decisions about senior pay are taken in the context of similar decisions on lower paid staff and the Act requires Authorities to set their policy on remuneration for the highest paid employees alongside policies on the lowest paid.

1.14. The Hutton report and The Code of Recommended Practice for Local Authorities on Data Transparency also suggest that the organisation's pay multiple is published. The 'pay multiple' (in this context) is described as the ratio between the highest paid employee and the 'median average' earnings across the organisation which acts as a means of illustrating the relationship between the highest and lowest paid.

## 2. NEXT STEPS

2.1. The revised Pay Policy will need to be submitted to full Council for approval in March 2018.

# READING BOROUGH COUNCIL PAY POLICY STATEMENT 2018/19

## 1. INTRODUCTION

- 1.1. Reading Borough Council's pay policy aims to ensure value for money whilst enabling the Council to deliver high quality services to the residents of Reading. The Council seeks to set pay rates that are adequate to secure and retain high quality employees dedicated to the service of the public, but will determine overall pay and benefits at an appropriate level in accordance with equality, affordability and other relevant factors.
- 1.2. Pay levels will not be unnecessarily generous or otherwise excessive.
- 1.3. Reading Borough Council agrees that local authorities should be able to determine their own pay structures in order to address local priorities and to compete in the local labour market.
- 1.4. Reading Borough Council is committed to equality, transparency and fairness across all of its activities and particularly in relation to the pay and conditions of its staff.
- 1.5. This document has the following Annexes:
  - Annex A: Requirements and Recommendations to Publish Personal data concerning Staff
  - Annex B: Governance Arrangements for Pay and Conditions of Service
  - Annex C: Summary of Conditions of Service
  - Annex D: Council Employees in Salary Bands as at 1 April 2017
  - Annex E: Pension Discretions Statement
  - Annex F: Pay scales for staff employed on NJC (Green Book) conditions and Senior Managers (JNC).
- 1.6. The following related documents related to pay and remuneration can be accessed through the Council's website:
  - o Details and responsibilities of all job roles paid above £50,000
  - o Market Supplement Policy
  - o Council Senior level organisational chart

## 2. LEGISLATION

- 2.1. The authority appoints its staff, and determines the terms and conditions of service on which they hold office, under Section 112 of the Local Government Act 1978. This includes procedures for dismissal. Full Council has delegated this power to the Personnel Committee.
- 2.2. Sections 38 - 43 of the Localism Act 2011 require that the authority produce a policy statement that covers a number of matters concerning the pay of the authority's staff, principally Chief Officers. This policy statement meets the requirements of the Localism Act in this regard and also meets the requirements of guidance issued in February 2012 and February 2013 by the Secretary of State for Communities and Local Government to which the authority is required to have regard under Section 40 of the Act.
- 2.3. This policy also has some connection with the data on pay and rewards for staff which the authority publishes under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2011). A revised draft Code was published in December 2013. It should be noted that the requirements to publish data under the Secretary of State's

guidance, the Code of Practice and the Regulations do differ, the data requirements of the Code of Practice and the Accounts and Audit Regulations are summarised at Annex A to this policy statement.

2.4. Any decision under powers delegated in the Council's Constitution / Scheme of Delegation with regard to remuneration to be taken during 2017/18 will be bound by and must comply with this Statement. No decision at variance with this Statement may be taken without the specific agreement of full Council.

2.5. The Head of Paid Service and Head of Legal & Democratic Services must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

### 3. SCOPE OF THIS STATEMENT AND DEFINITION OF TERMS

3.1. This pay policy statement meets the statutory duty to provide the Council with a description of the policy on staff remuneration for annual approval. It provides information on remuneration arrangements for staff directly employed by the Council, excluding staff in schools.

3.2. This statement sets out the Council's policy with regard to:

- the remuneration of 'chief officers' (the senior pay group - see below)
- the remuneration of the lowest paid employees
- the relationship between chief officers' remuneration and that of other officers

3.3. In this policy the 'senior pay group' (senior managers) covers posts in the top three tiers of the organisation. These include the Managing Director (Head of Paid Service), Directors and Heads of Service. Posts in this group in Reading are as follows:

- (a) the Head of the Authority's Paid Service [Chief Executive]
- (b) the Director of Children, Education and Early Help Services;
- (c) the Director of Adult Care & Health Services;
- (c) the Director of Environment & Neighbourhood Services
- (d) the Monitoring Officer (Head of Legal and Democratic Services) and Director of Resources (S.151 officer)
- (e) persons who, as respects all or most of their duties, report directly to or are directly accountable to the Head of the Council's Paid Service
- (f) persons who, as respects all or most of their duties, report directly to or are accountable to the posts listed in (b) and (c) above (other than staff whose duties are of a clerical or support nature)

3.4. The senior management structure of the organisation can be found in Part 7 of the Council Constitution on the Council's website.

3.5. The Council defines its lowest paid employees as those staff paid on the first spinal column point of the Council's pay grades for National Joint Council (NJC) for Local Government Services staff [RG Grades]. This definition is adopted as it refers to the lowest level of pay for staff on non-casual or apprentice contracts of employment.

3.6. The relationship between the remuneration of the lowest paid employees and that of the Council's senior officers is as described in this statement and by reference to the published data referred to.

3.7. "Remuneration" for the purposes of this statement includes these elements:

- basic salary
- pension
- all other allowances arising from employment

### 4. GOVERNANCE ARRANGEMENTS AND DECISION MAKING

4.1. Full Council has delegated to the Personnel Committee the power to appoint and determine the terms and conditions of employment for all staff, including the application of any discretions under the pension schemes. The terms of reference of

the Personnel Committee are set out in Article 8 of Part 2 of the Council's constitution.

- 4.2. Full Council, and the Personnel Committee, have extensive and long-standing arrangements to delegate the exercise of this power to Directors and Heads of Service, in respect of the staff employed in their service areas.
- 4.3. The delegation is subject to the Council's Officer Employment Rules, which are set out in Part 4 of the Council's constitution.
- 4.4. A summary of the arrangements for determining terms and conditions of service for staff, including the Officer Employment Rules, can be found in Annex B.
- 4.5. The Council, and the Personnel Committee, have adopted a range of policies which apply to the recruitment and employment of the staff of the authority. Policies which are specifically relevant to this Statement include:
  - o Low Pay Policy
  - o Recruitment and Selection Policy
  - o Employment Stability Agreement and Pay Protection Policy
  - o Appraisal Scheme and Performance-Related Progression Scheme
  - o Policies relating to Market Supplements; Starting Salary on Appointment; Honorarium and Acting-Up Payments
- 4.6. The Scheme of Delegation provides for Directors and Heads of Service to manage, review and apply the Council's Human Resources policies, and to determine the appropriate pay and conditions for the appointment of staff within these policies.

## 5. CONDITIONS OF SERVICE

- 5.1. Reading Borough Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.
- 5.2. The Council is a member of the local government employers association for national collective bargaining in respect of Chief Executive, chief officers and other employees. There are separate negotiations and agreements in respect of each of these groups. Changes from national negotiations generally take effect from 1 April each year and are retrospective to 1 April where agreements are made later than 1 April. It is the authority's long-standing policy to implement national agreements. The head of paid service and chief officers are under the JNC conditions of service, with locally determined pay. All other employees are under the relevant national agreement on pay and conditions of service applying to the particular service area, with local variations to pay. Pay for staff on NJC conditions was last increased nationally ('cost of living' increase) in January 2015. The last time that pay for staff on JNC conditions was varied as the result of a national pay award was in 2015. The Council will apply any settlement reached nationally in respect of staff covered by national bargaining machinery where this is the locally agreed mechanism for determining cost of living increases.
- 5.3. A summary of the arrangements for determining terms and conditions of service for staff is set out in Annex C:

## 6. POLICY ON REMUNERATING SENIOR MANAGERS

- 6.1. Head of Paid Service: The Head of Paid Service (Chief Executive) is paid on a locally determined salary which is reviewed and approved by Personnel Committee when the post becomes vacant. Independent external consultancy advice on appropriate remuneration levels (taking account of role and responsibilities, recruitment and

retention factors and local and regional salary benchmarks) is presented to Personnel Committee to inform their decision-making in this matter.

- 6.2. The locally determined salary will be within the parameters of the Pay Policy Statement, and will be set out in the Minutes of the Personnel Committee meeting which approves the salary, which will be published on the Council's website. The salary range will also be published in the job advertisement to fill the vacant post.
- 6.3. At the conclusion of the recruitment process, the decision to appoint a person to fill the post of Head of Paid Service will be taken by full Council, which will be advised of the local salary, and the point at which the appointment was recommended to be made.
- 6.4. No other payments or benefits are payable to the Head of Paid Service (e.g. bonus, performance related pay, health insurance, car lease) other than those referred to elsewhere in this policy statement as being applicable to all employees.
- 6.5. Unless otherwise determined on appointment, the salary for the Head of Paid Service is subject to annual review by the Personnel Committee (on the anniversary of the date of appointment), in accordance with the following principles:
  - That any salary progression is subject to a satisfactory annual appraisal;
  - That the salary / scale is uplifted by the pay award nationally agreed for the JNC for Chief Executives;
  - That these principles take effect on the anniversary of the date of appointment without need for Personnel Committee decision, unless an exception report is initiated by the Leader of the Council.
- 6.6. Directors and Heads of Service: Directors and Heads of Service, including the Managing Director for Homes for Reading, are paid on locally determined incremental Reading Senior Management / Corporate Director (RSM / CD) salary scales. These scales were established and approved by Personnel Committee following an independent review of senior salaries carried out by the Hay Group in 2001/2, using relevant regional public sector salary benchmarks. These scales are uplifted by the pay award nationally agreed (if any) for the JNC for Chief Officers. Exceptionally, the JNC pay award is not implemented for the senior pay group in times of severe budget challenge.
- 6.7. There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, etc., paid to these senior staff, as they are expected to undertake duties outside their contractual hours and working patterns without additional payment.
- 6.8. No other payments or benefits are payable to Corporate Directors and Heads of Service other than those referred to elsewhere in this policy statement as being applicable to all employees.

## 7. POLICY ON REMUNERATING THE LOWEST PAID IN THE WORKFORCE

- 7.1. This policy statement reconfirms the Council's long-standing Low Pay Policy, through which the Council pays a minimum wage which is higher than the national (NJC) grade minimum, and is set at NJC spinal column point (scp) 11 (£15,807 / £8.19 per hr wef 1.4.17). This is the bottom of Grade RG2 and the top of Grade RG1. All staff earn on or above the low pay threshold, currently SCP 11 (except apprentices - see 7.2). The majority of increments within RG1 fall below the Council's low pay threshold. Where the job evaluation places a substantive post in this grade, the employee will be paid on spinal column point 11 in line with the Council's low pay policy, but will not be entitled to further increments, whilst they remain in that particular job, or until it is re-evaluated. Normally this grade will be for trainee posts, where knowledge and skill requirements are at a minimum level.
- 7.2. The Council also notes and welcomes the recent development of the Living Wage and commits to ensuring that staff (as defined in 7.1) receive as a minimum either scp 11

or the Living Wage rate (whichever is the higher). The Living Wage was increased to £8.75 per hour in 2017. The Council will pay a 'living wage supplement' to increase the hourly rate of staff on SCP 11 (£8.19 ph) and SCP 12 (£8.36 ph) to increase their hourly rate up to £8.75 per hour, with effect from 1<sup>st</sup> April 2017..

- 7.3. Apprentices are paid the nationally recommended allowance rate of £129.50 for the first 12 months of employment and thereafter are paid the National Minimum wage (NMW) as applicable to the employee's age. These rates are updated as the national allowances are revised.
- 7.4. Reading Borough Council is also committed, to the extent permitted by law, the application of the Council's low pay policy to staff working for the Council's contractors in addition to the application of TUPE. The Council became an accredited Living Wage Employer in 2015.

## 8. PAY MULTIPLES

- 8.1. The highest paid salary in this authority is up to £156,000 which is the top of the annual salary range paid to the Head of Paid Service. The current ratio between the lowest paid employee (scp 11 currently £15,807 per annum) and the highest paid employee is 1: 9.9. The Council will work to maintain a ratio of no more than 1:10 between the lowest paid and the highest paid. When factoring in the Living Wage rate, this ratio will reduce to 1: 9.6, with effect from 1<sup>st</sup> April 2018.
- 8.2. This authority does not have a policy on maintaining or reaching a specific highest / median 'pay multiple', however the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority as expressed in this policy statement. The authority's approach to the payment of other staff is to pay that which the authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time, and to ensure that the authority meets any contractual requirements for staff including the application of any local or national collective agreements, or authority decisions regarding pay. The median salary paid by the Council is £24,964. Pay multiple therefore between the highest and median salary is 1: 6.3.
- 8.3. Pay multiples will be monitored each year within the Pay Policy Statement, and will be benchmarked against comparable authorities as others' pay policy statements are published.
- 8.4. In terms of overall remuneration packages the Council's policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities (job evaluation) but not to differentiate on other allowances, benefits and payments it makes.

## 9. PAY AND GRADING STRUCTURE

- 9.1. The Council uses established formal job evaluation procedures to identify the relative worth of jobs within the council (including the senior pay group), and to allocate jobs to the appropriate pay grade.
- 9.2. For the senior pay group (RSM / A-D Grades) RBC uses the Hay job evaluation scheme, for other jobs we use the national NJC for Local Government Employees JE scheme.
- 9.3. The NJC Job Evaluation Scheme, which is recognised by employers and trades unions nationally, allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements
- 9.4. Pay grades are shown at Annex F.

## 10. PAY PROFILE

- 10.1. Annex D shows employees at 1 April 2017 by salary band and then by gender, ethnic origin and disability. Salary bands are based on the RG pay scales introduced in May 2011.
- 10.2. The numbers of black and minority ethnic employees and disabled employees are shown as a proportion of employees who have made a positive declaration .
- 10.3. Female employees continue to form the greater percentage across all salary bands. Each band, apart from Apprentices as shown in RG1, has over 50% women, with the proportion reaching around 75% in RG3.
- 10.4. The overall number of employees who have declared a disability across salary bands ranges between 1.52% and 5.14%. The proportion of people with a disability is relatively even across most of the bands apart from the highest bands.

## 11. PAY PROGRESSION

- 11.1. Under the Council's Performance Related Progression Scheme the award of an annual increment is dependent upon an employee's achievement of performance targets and competency objectives. The scheme also links incremental progression with whether performance is improving or declining. No increment can be awarded if an employee is subject to formal disciplinary or capability (poor performance) procedures.
- 11.2. The following principles apply to pay progression for all RBC staff with effect from 1<sup>st</sup> April 2012:
  - 'Gateways' will be established 2 or 3 increments from the top of each grade depending on its length. Progression within a grade beyond the gateway will be for wider responsibility which meets agreed competency levels, based on job evaluation (JE) factor levels;
  - Progression up to the gateway within the grade will be subject to a satisfactory assessment of performance and contribution based on management evidence throughout the year;
  - Progression between grades within career grades will be dependent on meeting competencies at the next grade level;
  - On progression matters, there will be one appeal level above the approving manager (i.e. designated officer or Head of Service);
  - Regular supervision and appraisal are fundamental to employee progression.
- 11.3. Accelerated incremental progression within the evaluated grade is only possible where there is objective evidence of outstanding performance or there is evidence that demonstrates inequality of pay level with comparable peers. Any such increase must be approved by the Corporate Director and reasons provided to HR.
- 11.4. In addition to 11.3, accelerated increments would be paid for the progression within an existing career grade structure where skills and competencies (including academic attainment) have been achieved which meet predetermined career grade progression criteria.
- 11.5. The acceleration of an employee through the gateway of their existing grade, needs to be evidenced and certified by the Service Manager as meeting pre-existing and defined career progression criteria and approved by the Corporate Director. Copies of the evidence to support such a decision need to be placed on the employee's personal file held by HR.
- 11.6. Any career grade progression is conditional upon budget provision being available.
- 11.7. Employees successfully moving posts within the Council will be subject to the principle of annual incremental progression assessment. They will no longer receive an automatic increment 6 months after being in their new post.



## 12. LOCAL PAY ARRANGEMENTS

- 12.1. **Child Care Solicitors** - This section, based in RBC's Legal Service, provides a service to other Berkshire Unitary Councils. Staff who were employed by the former Berkshire County Council retain local pay and progression arrangements which were inherited by RBC as a result of Statutory Transfer Order / TUPE provisions.

## 13. REMUNERATION ON APPOINTMENT AND PROMOTION

- 13.1. The Council's policy is to not pay any form of "signing on" fee or incentive payment when recruiting, except where there are significant recruitment difficulties that jeopardise service delivery, as identified and approved by CMT
- 13.2. The starting pay point for all new employees (including internally appointed or promoted employees) should normally be the first point of the appropriate grade. There may be circumstances (e.g. offers from other employers, market forces) where it is necessary to make an offer that is at a higher point within the grade. The authority to make an offer higher than the starting point lies with the Head of Service, who must also consider the equality of such an exception and must inform HR of the reason for the exception. This policy applies to all staff.
- 13.3. At the point of any assimilation to a new grade, employees moving to a higher grade will be placed at the bottom of that new grade.

## 14. OTHER ELEMENTS OF THE REMUNERATION PACKAGE

- 14.1. **Pension:** Pension provision is an important part of the remuneration package. All employees may join the local government pension scheme (or the Teachers Pension Scheme for relevant staff) and are enrolled automatically unless they wish to opt out. The scheme is a statutory scheme with contributions from employees and from employers. The current employer contribution rate for Reading Borough Council is 16.7%. This rate is reviewed and set every three years by the actuary. Reading Borough Council is part of the Berkshire scheme, administered by the Royal Borough of Maidenhead and Windsor. Neither the scheme nor the Council adopt different policies with regard to benefits for any category of employee: the same terms apply to the Managing Director, chief officers and other staff.
- 14.2. **Election / Returning Officer Fees:** The Returning Officer is an officer of the Borough Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Borough Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Borough Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.
- 14.3. Separate fees will be paid to the Head of Legal and Democratic Services for undertaking Returning Officer duties which are not part of the post's substantive role. These fees will be paid in line with the amount recommended by the Government or Electoral Commission for Parliamentary and European elections and referendums, or as set out in the Council's budget estimates for local elections.
- 14.4. The Returning Officer may appoint one or more Deputy Returning Officers, and pay a fee to them for undertaking the duties that the Returning Officer allocates to them.
- 14.5. **Market Supplements:** The Council may pay a market supplement, in addition to base salary, in order to recruit or retain staff with special skills experience or knowledge. Market supplements are applied, reviewed and withdrawn in accordance with the Council's market supplement policy, which is published on the Council's website. The Head of Paid Service has delegated authority to determine posts for which salary supplements will be paid, and the amount and duration of the supplement, in consultation with the Head of Human Resources and the relevant Director.

#### 14.6. Honorarium and other temporary additional Payments:

Under the Council's scheme of delegation to officers, Directors and Heads of Service are authorised to approve additional payments in the circumstances described below:

(a) 'Acting-up' - The employee will either receive the 'rate for the job' that they are covering if they are undertaking the full range of duties and responsibilities. As a minimum, this means that they will be paid at the first spinal column point of the grade of the post that they are acting up into. If the employee is not undertaking the full range of duties of a higher graded post, then an acting up allowance will be paid. The allowance will be a percentage of the difference between the first point on the grade of the post being covered and the employee's current salary equivalent to the percentage proportion of higher responsibility being undertaken.

(b) Honorarium payments - Where an employee is undertaking work on a project or discrete piece of work which would fall outside of the normal range of duties expected for his / her particular post, then the employee shall be eligible for an honorarium payment for the duration of the project.

The level of payment made should be determined with regard to the level of responsibilities being undertaken and this should be determined with regard to the Council's Job Evaluation Scheme.

The employee will be paid an amount appropriate to the proportion of their time being spent working at this higher level on a monthly basis for the duration of the project / programme.

#### 15. NON-PAY ELEMENTS AND BENEFITS

##### 15.1. Annual Leave: The following annual leave entitlements apply

- The minimum annual leave allowance (on appointment) will be 24 days per year
- There will be an additional 5 days at 5 years continuous local government service (granted from anniversary of start date).
- There will be an additional 3 days at 10 years Reading Borough Council service (granted from following 1 April).
- The minimum annual leave allowance (on appointment) will be 30 days per year for the senior pay group
- The maximum annual leave allowance for all staff will be 32 days.

15.2. Salary Sacrifice Schemes / Employee discount schemes: All employees can access salary sacrifice schemes for childcare vouchers and bicycle purchase scheme. There are also non-subsidised employee discount schemes.

15.3. Flexible Working: All employees can access flexible working arrangements subject always to the needs of the service.

15.4. Car Allowances / Expenses: The Council will meet or reimburse authorised travel, subsistence and (exceptionally) accommodation costs for attendance at necessary and approved meetings and training events. The Council does not regard such costs as remuneration but as non-pay operational costs. This policy is applied consistently to the Head of Paid Service, chief officers and other employees. The locally determined car allowance reimbursement rate for necessary and approved work-related travel is 45p per mile for all authorised car users. No other car allowance (e.g. monthly lump sum) is payable to any employee.

#### 16. TERMINATION OF EMPLOYMENT

16.1. Under the Council's Officer Employment Procedure Rules, the decision to effect dismissal or retirement on the grounds of redundancy or efficiency of the service is a decision of Personnel Committee for posts at Head of Service level and above. The decision is delegated to the relevant Director for all posts below this level.

- 16.2. However, the final decision as to the compensation to be paid as a result of such dismissal decisions, for all posts, is a decision of Personnel Committee. Personnel Committee also need to approve any employee requests for early retirement which require employer consent and entail a cost to the Council.
- 16.3. Each of the proposals presented to the Committee must first be considered and agreed by an officer panel comprising the Head of Finance (S151 Officer), Monitoring Officer and the most senior HR colleague. This panel is established to monitor applications on the basis of consistency, legality and financial prudence. In terms of financial prudence, each case must demonstrate a 'payback period' within one year, or, exceptionally, two years in 'efficiency of the service' cases if sufficient service and efficiency benefits to the Council can be demonstrated. This Panel also assesses associated questions e.g. exercise of exceptional discretion; reasonableness of alternative employment in redundancy cases etc.
- 16.4. In the event that the compensation to be paid exceeds £100,000 in total, then full Council will be offered an opportunity to vote on the matter prior to approval.
- 16.5. Discretionary Enhancement of Redundancy Payments: The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006 provide discretion to pay up to an overall lump sum of 2 times the statutory redundancy payment formula based on actual weeks pay, capped at 52 weeks' pay (may be adjusted following consultation). This is payable to employees made redundant with 2 or more years continuous service regardless of their age. Discretionary compensation can be reduced in cases where an offer of suitable alternative employment is deemed to have been unreasonably refused.
- 16.6. Settlement Agreements: In exceptional circumstances, and specifically so as to settle a claim or potential dispute the Head of Legal and Democratic Services can agree payment of a termination settlement sum (subject to a decision of Personnel Committee if outside the normal framework for termination payments as set out in this section).
- 16.7. Policy on Re-Employment: The policy for re-employment following redundancy / efficiency termination is the same for all staff regardless of their pay level. Employees in receipt of compensation payment for loss of employment which has had discretionary enhancements applied to it are not permitted to take up employment with Reading Borough Council within 12 months of the ending of their current employment.
- 16.8. Flexible Retirement: In accordance with Superannuation Regulations, rather than continuing in their current job to age 65 employees can, on or after age 55 and with Council consent, reduce their hours of work or the grade in which they are employed and draw (some or all of) their accrued pension benefits whilst continuing in employment and building up further benefits in the Scheme - enabling them to ease into retirement. Employees must be 55 or over and have 3 or more months' membership in the LGPS (including transferred rights) in order to be eligible to make a flexible retirement request following a reduction in hours or grade. Pension benefits will normally be reduced if paid before age 65. This policy is open to all employees, subject to financial requirements being met (net savings to the Council and a pay back period of no more than 2 years).

## 17. PENSION DISCRETIONS

- 17.1. The Council's current policy statement on the use of discretions under the relevant Superannuation Regulations is attached as Annex E.

## 18. PAY PROTECTION

18.1. The Council's pay protection policy is approved by the Personnel Committee as part of the Employment Stability Agreement. The policy provides a mechanism for assisting employees to adjust to a reduction in pay as a result of organisational change.

#### 19. PUBLICATION OF INFORMATION ON THE REMUNERATION OF STAFF

19.1. This Pay Policy Statement will be published on the Council's website. In addition, details of all posts paid above £50,000 will be published.

#### 20. AMENDMENTS TO THE POLICY

20.1. As the policy covers the period April 2018 - end March 2019, amendments may need to be made to the policy throughout the relevant period. As the Localism Act 2011 requires that any amendments are approved by the Council by resolution, proposed amendments will be reported to Personnel Committee for recommendation to the Council.

#### 21. POLICY FOR FUTURE YEARS

21.1. This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

## PAY POLICY STATEMENT – ANNEX A

The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency indicates that local authorities should publish the following data concerning staff:

- Salaries, job descriptions, responsibilities, budgets (including overall salary cost of staff reporting), and numbers of staff for all staff in receipt of a salary of more than £50,000
- An organisational chart of the staff structure of the authority including salary bands and details of currently vacant posts
- The ‘pay multiple’ - the ratio between the highest paid salary and the median average salary of the whole authority workforce

The Accounts and Audit (England) Regulations (2011) require that the following data is included in the authority’s accounts:

- Numbers of employees with a salary above £50k per annum (pro-rata for part-time staff) in multiples of £5k
- Job title, remuneration and employer pension contributions for senior officers. Senior officers are defined as Head of Paid Service, Statutory Chief Officers and Non-Statutory Chief Officers by reference to Section 2 of the 1989 Local Government & Housing Act.
- Names of employees paid over £150k per annum

For the above remuneration is to include:

- Salary, fees or allowances for the current and previous year
- Bonuses paid or receivable for the current and previous year
- Expenses paid in the previous year
- Compensation for loss of employment paid to or receivable, or payments made in connection with loss of employment
- Total estimated value of non-cash benefits that are emoluments of the person

For the above pension contributions to include:

- The amount driven by the authority’s set employer contribution rate
- Employer costs incurred relating to any increased membership or award of additional pension

## PAY POLICY STATEMENT – ANNEX B

### GOVERNANCE ARRANGEMENTS FOR PAY AND CONDITIONS OF SERVICE

*[Note: these provisions are subject to amendment as the source documents are amended]*

#### 1.1. Constitution of Reading Borough Council - 27 May 2015

##### Part 3.3 Responsibility for Council Functions (Schedule 1, Part 2):

37. Power to appoint staff, and to determine the terms and conditions on which they hold office (including procedures for dismissal)	Section 112 of the Local Government Act 1972.	Personnel Committee General Delegation to Directors and Heads of Service
40. Power to appoint officers for particular purposes (appointment of “proper officers”)	Section 270(3) of the Local Government Act 1972	Personnel Committee
43. Duty to designate officer as head of the authority’s paid service, and to provide staff, etc	Section 4(1) of the Local Government & Housing Act 1989 (c. 42)	Council

#### 1.2. Constitution of Reading Borough Council - 27 May 2015: Article 4, 4.2 Functions of the full Council:

Only the Council will exercise the following functions:

[...] (g) confirming the appointment of the Head of Paid Service;

#### 1.3. Constitution of Reading Borough Council - 27 May 2015: Article 12 - Officers:

##### 12.1 Management structure

[...]

##### (b) Chief Officers

The full Council will confirm the appointment of the Managing Director (Head of Paid Service) and the Personnel (Appointments) Committee will make appointments to the following posts (or such other similar posts as it may decide from time to time), who will be designated chief officers:

- Director of Adult Care and Health Services
- Director of Children, Education and Early Help Services
- Director of Environment and Neighbourhoods

##### (c) Head of Paid Service, Monitoring Officer and Chief Financial Officer and Deputies

The Council has designated the following posts as shown:

- Chief Executive- Head of Paid Service
- Head of Finance Chief Finance Officer and Section 151 Officer
- Head of Legal and Democratic Services- Monitoring Officer

The Local Authorities (Standing Orders)(England)(Amendment) Regulations 2015 prescribe that the dismissal of the Head of Paid Service, Monitoring Officer and the Chief Finance Officer must be confirmed by the full Council.

The Council has designated the following Deputy post as shown:

Chief Accountant - Deputy Chief Finance Officer and Deputy Section 151 Officer

Such posts will have the functions described in Article 12.2-12.4 below.

## 12.2 Functions of the Head of Paid Service

### (a) Discharge of functions by the Council

The Head of Paid Service will report to full Council or the Policy Committee on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers.

### (b) Restrictions on functions

The Head of Paid Service may not be the Monitoring Officer or the Section 151 Officer.

[...]

## 12.7 Employment

The recruitment, selection and dismissal of officers will comply with the Officer Employment Rules set out in Part 4 of this Constitution.

1.4. The powers and duties of the Personnel Committee include the following:

### "6. PERSONNEL COMMITTEE

(1) Subject to Officer Employment Procedure Rules set out in the constitution:

- a) to arrange for the appointment of the Council's Head of Paid Service, and make recommendations to Council in this respect
- b) to appoint Corporate Directors, the Monitoring Officer, Section 151 Officer and posts falling within the definition of Deputy Chief Officer in Section 2(1) of the Local Government & Housing Act 1989
- c) to dismiss Corporate Directors, the Monitoring Officer, Section 151 Officer and posts falling within the definition of Deputy Chief Officer in Section 2(1) of the Local Government & Housing Act 1989
- d) to settle all matters relating to the above appointments or dismissals

(2) To take any decisions affecting the remuneration, terms and conditions of service of the Head of Paid Service;

(3) To undertake performance appraisals of the Head of Paid Service and Corporate Directors; and to set annual targets against which performance can be measured.

[...]

(6) To determine the level of compensation to be paid in individual cases of voluntary redundancy and early retirement and other personnel matters where appropriate.

[...]

1.5. The Officer Employment Procedure Rules are in Part 4 of the Constitution.

## PAY POLICY STATEMENT – ANNEX C

### SUMMARY OF CONDITIONS OF SERVICE

#### Chief Executive

The terms and conditions for the Head of Paid Service are as set out by the Joint Negotiating Committee (JNC) for Chief Executives, and as amended locally. Pay is determined locally.

#### Corporate Directors

The terms and conditions for the Corporate Management Team (excluding the Head of Paid Service) are in accordance with the Scheme of Conditions of Service agreed by the National Joint Negotiating Committee for Chief Officers, and as amended locally. Pay is determined locally.

#### Heads of Service (third tier - i.e. reporting directly to the Head of Paid Service or a Director)

The terms and conditions for Heads of Service are as set out by the Joint Negotiating Committee (JNC) for Chief Officers, and as amended locally. Pay is determined locally.

#### NJC Staff

The Terms and conditions for NJC staff are determined by the National Joint Council (NJC) for Local Government Services, and as amended locally.

#### Craft Employees

The Terms and conditions for NJC staff are determined by the National Joint Council (NJC) for Craft and Associated Employees, and as amended locally.

#### Teachers

The terms and conditions for Teachers are as set out in the School Teachers Pay and Conditions Document.

#### Soulbury Staff

The Soulbury Committee determines the national salary framework for Soulbury staff and terms and conditions, as amended locally.

#### Youth Workers

The terms and conditions for Youth Workers are as determined by the Joint Negotiating Committee (JNC) for Youth and Community Workers, and as amended locally.

#### Coroners

The terms and conditions for Coroners are set by the Joint Negotiating Committee for Coroners, and as amended locally.



PAY POLICY STATEMENT - ANNEX D

Council Employees in Salary Bands as at 01.04.17

Grade Bandings		Total Staff	Women		BME			Disability		
			No	%	No	ND	%	No	ND	%
RG1	Up to 15,807	22	10	45.45%	6	0	27.27%	1	2	5.00%
RG2	17,072	173	119	68.79%	58	21	38.16%	5	39	3.73%
RG3	20,138	370	277	74.86%	84	18	23.86%	17	39	5.14%
RG4	24,964	575	381	66.26%	110	17	19.71%	25	45	4.72%
RG5	30,153	409	266	65.04%	86	11	21.61%	18	29	4.74%
RG6	34,538	278	166	59.71%	60	13	22.64%	12	21	4.67%
RG7	40,057	194	132	68.04%	28	5	14.81%	6	11	3.28%
RG8	45,694	107	63	58.88%	18	4	17.48%	3	9	3.06%
RG9	51,335	70	47	67.14%	14	1	20.29%	1	4	1.52%
RG10	55,167	34	24	70.59%	3	2	9.38%	1	5	3.45%
Above 55,167		47	25	53.19%	5	1	10.87%	1	6	2.44%
		<b>2279</b>	<b>1510</b>	<b>66.26%</b>	<b>472</b>	<b>93</b>	<b>21.59%</b>	<b>90</b>	<b>210</b>	<b>4.35%</b>

- 1 - Based on 2017 pay bands and earnings
- 2 - As a proportion of employees who have made a positive declaration
- 3 - Excludes schools

\* All are Apprentices

LOCAL GOVERNMENT PENSION SCHEME REGULATIONS 2013  
STATEMENT OF POLICY ABOUT EXERCISE OF DISCRETIONARY FUNCTIONS  
SCHEME EMPLOYER DECLARATION

The Scheme employer known as Reading Borough Council ('the Council') has prepared this written statement of policy in relation to its exercise of certain discretionary functions available under the Local Pension Scheme Regulations 2013. The Scheme employer declares that it will keep this statement under review and publish the statement (and any amendments made thereto) in a place that is easily accessible to all of its eligible Scheme employees and that it will provide to the administering authority the most up to date version of the statement at all times.

PART A - Formulation of COMPULSORY policy in accordance with Regulation 60 of the  
Local Government Pension Scheme Regulations 2013

**Regulation 16 – Additional Pension Contributions**

The Scheme employer may resolve to fund in whole or in part any arrangement entered into by an active scheme member to pay additional pension contributions by way of regular contributions in accordance with *Regulation 16(2)(e)*, or by way of a lump sum in accordance with *Regulation 16(4)(d)*.

The Scheme employer may enter into an APC contract with a Scheme member who is contributing to the MAIN section of the Scheme in order to purchase additional pension of not more than the additional pension limit (£6,500 from 1<sup>st</sup> April 2014 subject to annual increase in line with the Pensions (Increase) Act 1971).

The amount of additional contribution to be paid is determined by reference to actuarial guidance issued by the Secretary of State.

Consideration needs to be given to the circumstances under which the Scheme employer may wish to use their discretion to fund in whole or in part an employee's Additional Pension Contributions.

Scheme Employer's policy concerning the whole or part funding of an active member's additional pension contributions

The Council has resolved not to adopt this discretion at this time.

**Regulation 30(6) – Flexible Retirement**

An active member who has attained the age of 55 or over and who with the agreement of their employer reduces their working hours or grade of employment may, with the further consent of their employer, elect to receive immediate payment of all or part of the retirement pension to which they would be entitled in respect of that employment as if that member were no longer an employee in local government service on the date of the reduction in hours or grade (*adjusted by the amount shown as appropriate in*

*actuarial guidance issued by the Secretary of State - separate policy required under Regulation 30(8).*

As part of the policy making decision the Scheme employer must consider whether, in addition to the benefits the member may have accrued prior to 1 April 2008 (which the member must draw), to permit the member to choose to draw all, part or none of the pension benefits they built up after 31 March 2008 and before 1 April 2014 and all, part or none of the pension benefits they built up after 1 April 2014.

Due consideration must be given to the financial implications of allowing an employee to draw all or part of their pension benefits earlier than their normal retirement age.

### Scheme Employer's policy concerning flexible retirement

The Council has resolved that it will give such an opportunity to its employees. Flexible Retirement under this discretion will be subject to an agreed policy framework. The Council has resolved that waiving actuarial reduction in full or in part will only be considered where there will be a sufficient financial or other benefit to the authority. An exception to this requirement is the employee's exceptionally difficult personal or domestic circumstances

### **Regulation 30(8) – Waiving of Actuarial Reduction**

Where a Scheme employer's policy under regulation 30(6) (flexible retirement) is to consent to the immediate release of benefits in respect of an active member who is aged 55 or over, those benefits must be adjusted by an amount shown as appropriate in actuarial guidance issued by the Secretary of State (commonly referred to as actuarial reduction or early payment reduction).

A Scheme employer (or former employer as the case may be) may agree to waive in whole or in part and at their own cost, any actuarial reduction that may be required by the Scheme Regulations.

Due consideration must be given to the financial implications of agreeing to waive in whole or in part any actuarial reduction.

### Scheme Employer's policy concerning the waiving of actuarial reduction

That the Council does not consent to waive any actuarial reduction for staff electing to retire at age 55 or over, unless there is a sufficient financial or other benefit to the Council. An exception to this requirement is the employee's exceptionally difficult personal or domestic circumstances.

### **Regulation 31 – Award of Additional Pension**

A Scheme employer may resolve to award

- (a) an active member, or
- (b) a member who was an active member but dismissed by reason of redundancy, or business efficiency, or whose employment was terminated by mutual consent on grounds of business efficiency,

additional annual pension of, in total (including any additional pension purchased by the Scheme employer under Regulation 16), not more than the additional pension limit (£6,500 from 1<sup>st</sup> April 2014 subject to annual increase in line with the Pensions (Increase) Act 1971).

Any additional pension awarded is payable from the same date as any pension payable under other provisions of the Scheme Regulations from the account to which the additional pension is attached.

In the case of a member falling within sub-paragraph (b) above, the resolution to award additional pension must be made within 6 months of the date that the member's employment ended.

#### Scheme Employer's policy concerning the award of additional pension

The Council has resolved not to adopt this discretion at this time

#### Schedule 2 - paragraphs 2 and 3

Where a scheme member retires or leaves employment and elects to draw their benefits at or after the age of 55 and before the age of 60 those benefits will be actuarially reduced unless their Scheme employer agrees to meet the full or part cost of those reductions as a result of the member otherwise being protected under the 85 year rule as set out in previous Regulations.

So as to avoid the member suffering the full reduction to their benefits the Scheme employer can 'switch on' the 85 year rule protections thereby allowing the member to receive fully or partly unreduced benefits but subject to the Scheme employer paying a strain (capital) cost to the Pension Fund

#### Scheme Employer's policy concerning the 'switching on of the 85 year rule

That the Council does not consent to switch on the 85 year rule for staff electing to retire at age 55, unless there is a sufficient financial or other benefit to the Council. An exception to this requirement may be the employee's exceptionally difficult personal or domestic circumstances.

### PART B - Formulation of RECOMMENDED policy in accordance with the

#### Local Government Pension Scheme Regulations 2013

#### Regulation 9(1) & (3) - Contributions

Where an active member changes employment or there is a material change which affects the member's pensionable pay during the course of a financial year, the Scheme employer may determine that a contribution rate from a different band (as set out in Regulation 9(2)) should be applied.

Where the Scheme employer makes such a determination it shall inform the member of the revised contribution rate and the date from which it is to be applied.

### Scheme Employer's policy concerning the re-determination of active members' contribution bandings at any date other than 1<sup>st</sup> April

The Council shall re-determine contribution rates on 1<sup>st</sup> April each year only. Staff joining the scheme shall be placed in a contribution band consistent with their contracted, actual pay in the first instance except for casual staff who shall initially be placed on the lowest contribution band. The banding placement for individual staff shall be re-determined wef from the 1<sup>st</sup> April only in subsequent years following initial placement and adjusted as necessary in the light of the pensionable pay actually earned in the previous year (using a '12 month equivalent' calculation for staff who have not worked a full year).

### **Regulation 17(1) - Additional Voluntary Contributions**

An active member may enter into arrangements to pay additional voluntary contributions (AVCs) or to contribute to a shared cost additional voluntary contribution arrangement (SCAVCs) in respect of an employment. The arrangement must be a scheme established between the appropriate administering authority and a body approved for the purposes of the Finance Act 2004, registered in accordance with that Act and administered in accordance with the Pensions Act 2004.

The Scheme employer needs to determine whether or not it will make contributions to such an arrangement on behalf of its active members.

### Scheme Employer's policy concerning payment of Shared Cost Additional Voluntary Contributions

The Council has resolved not to adopt this discretion at this time.

### **Regulation 22 - Merging of Deferred Member Pension Accounts with Active Member Pension Accounts**

A deferred member's pension account is automatically aggregated with their active member's pension account unless the member elects within the first 12 months of the new active member's pension account being opened to retain their deferred member's pension account.

A Scheme employer can, at their discretion, extend the 12 month election period.

### Scheme Employer's policy concerning merging of Deferred Member Pension Accounts with Active Member Pension Accounts

The Council has resolved not to extend the time limit for election beyond 12 months.

### **Regulation 100(6) - Inward Transfers of Pension Rights**

A request from an active member to transfer former pension rights from a previous arrangement into the Local Government Pension Scheme as a result of their employment with a Scheme employer must be made in writing to the administering authority and the Scheme employer before the expiry of the period of 12 months beginning with the date

on which the employee first became an active member in an employment (or such longer period as the Scheme employer and administering authority may allow).

**Scheme Employer's policy concerning the extension of the 12 month transfer application period**

The Council has resolved not to extend the time limit for election beyond 12 months.

**Regulation 21(5) - Assumed Pensionable Pay**

A Scheme employer needs to determine whether or not to include in the calculation of assumed pensionable pay, any 'regular lump sum payment' received by a Scheme member in the 12 months preceding the date that gave rise to the need for an assumed pensionable pay figure to be calculated.

**Scheme Employer's policy concerning inclusion of 'regular lump sum payments' in assumed pensionable pay calculations**

That the Council does include in such calculations an element for 'regular lump sum payment' where it is fair, equitable and justifiable to do so.

**Regulation 74 - Applications for Adjudication of Disagreements**

Each Scheme employer must appoint a person ("the adjudicator") to consider applications from any person whose rights or liabilities under the Scheme are affected by:

- (a) a decision under regulation 72 (first instance decisions); or
- (b) any other act or omission by a Scheme employer or administering authority,

and to make a decision on such applications.

Responsibility for determinations under this first stage of the Internal Disputes Resolution Procedure (IDRP) rests with "the adjudicator" as named below by the Scheme employer:

Name: Christopher Brooks  
Job Title: Head of Legal and Democratic Services  
Address: Civic Centre, Reading, Tel No: \_\_\_\_\_0118  
9372602  
Email: chris.brooks@reading.gov.uk

Adjudicator's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## SCHEME EMPLOYER CONFIRMATION

It is understood that the discretions contained within this statement of policy are applicable to all eligible members of the Scheme. The Scheme rules allow for a revised statement to be issued at least one month in advance of the date that any new policy takes effect. The revised statement must be sent to the administering authority and the employer must publish its statement as revised in a place that is accessible to all of its eligible scheme members.

The policies made above:

Have regard to the extent to which the exercise of the discretions could lead to a serious loss of confidence in the public service;

Will not be used for any ulterior motive;

Will be exercised reasonably;

Will only be used when there is a real and substantial future benefit to the employer for incurring the extra costs that may arise;

Will be duly recorded when applied.

Signed on behalf of the Scheme Employer: \_\_\_\_\_

Name in Block Capitals:

Position: HEAD OF FINANCE

Scheme Employer's Name: READING BOROUGH COUNCIL

Date:

**PAY POLICY STATEMENT - ANNEX F**

**KEY PAY SCALES FOR COUNCIL STAFF (PAY AWARD PENDING)**



## New NJC Pay Structure - April 2017

GENERAL PAY SCALE			SOCIAL WORKERS & OCCUPATIONAL THERAPISTS				
SCP	P/A	P/Hr	Current Grades		SCP	Current Grades	SCP
59	£55,167	£28.59			59		59
58	£53,837	£27.91			58		58
57	£52,508	£27.22			57		57
56	£51,335	£26.61			56		56
55	£50,163	£26.00			55		55
54	£48,990	£25.39	RG9	← Gateway	54	Team Manager RGSW9	54
53	£47,817	£24.78			53		53
52	£46,645	£24.18			52		52
51	£45,694	£23.68			51		51
50	£44,764	£23.20			50		50
49	£43,821	£22.71	→ Gateway		49		49
48	£42,899	£22.24			48		48
47	£41,967	£21.75			47		47
46	£41,025	£21.26			46		46
45	£40,057	£20.76			45		45
44	£39,177	£20.31			44	see note 1	44
43	£38,237	£19.82		← Gateway	43		43
42	£37,306	£19.34	RG7		42		42
41	£36,379	£18.86				41	
40	£35,444	£18.37			40	Higher specialist SW / OT= RGSW7	40
39	£34,538	£17.90			39		39
38	£33,437	£17.33			38		38
37	£32,486	£16.84	→ Gateway		37		37
36	£31,601	£16.38			36		36
35	£30,785	£15.96			35		35
34	£30,153	£15.63			34		34
33	£29,323	£15.20			33	SW/OT=RGSW5b see note 3	33
32	£28,485	£14.76	RG 5	← Gateway	32		32
31	£27,668	£14.34				31	
30	£26,822	£13.90			30		30
29	£25,951	£13.45			29		29
28	£24,964	£12.94			28		28
27	£24,174	£12.53			27	<b>Notes for SW &amp; OT grades:</b>	
26	£23,398	£12.13	→ Gateway		26	1. Only Children's Social Workers and OTs and Adults Approved Mental Health Practitioners can progress above the gateway in RGSW7	
25	£22,658	£11.74			25	2. Only Children's Social Workers and OTs and Adults Supervising Social Workers and OTs can progress above the gateway in RGSW6	
24	£21,962	£11.38			24	3. For Social Workers (not OTs) progression to RGSW5b can only be attained by passing the Assisted Year of Supported Employment	
23	£21,268	£11.02			23		
22	£20,661	£10.71			22		
21	£20,138	£10.44			21		
20	£19,430	£10.07			20		
19	£18,746	£9.72			19		
18	£18,070	£9.37		← Gateway	18		
17	£17,772	£9.21	RG3		17		
16	£17,419	£9.03			16		
15	£17,072	£8.85			15		
14	£16,781	£8.70			14		
13	£16,491	£8.55	→ Gateway		13		
12	£16,123	£8.36			12		
11	£15,807	£8.19			11		
10	£15,613	£8.09			10		
9	£15,375	£7.97			9		
8	£15,245	£7.90			8		
7	£15,115	£7.83			7		
6	£15,014	£7.78			6		
5	£0	£0.00	RG 1		5		

Living wage rate: £8.45 p/h

NB28	JNC Reading Senior Management				Effective Date	01-Apr-17
Grade					SCP	Annual
RSMD					1	£51,222
RSMD					2	£52,520
RSMD					3	£53,817
RSMD					4	£55,115
RSMD					5	£56,416
RSMD	RSMC				6	£57,713
RSMD	RSMC				7	£59,010
RSMD	RSMC				8	£60,308
RSMD	RSMC				9	£61,607
	RSMC				10	£62,905
	RSMC				11	£64,203
	RSMC				12	£65,503
	RSMC				13	£66,801
	RSMC	RSMB			14	£68,099
	RSMC	RSMB			15	£69,396
	RSMC	RSMB			16	£70,695
	RSMC	RSMB			17	£71,996
		RSMB			18	£73,290
		RSMB			19	£74,594
		RSMB			20	£75,895
		RSMB	RSMA		21	£77,190
		RSMB	RSMA		22	£78,487
		RSMB	RSMA		23	£79,789
			RSMA		24	£81,084
			RSMA		25	£82,380
			RSMA		26	£83,685
			RSMA		27	£84,978
			RSMA		28	£86,277
			RSMA		29	£87,578
			RSMA		30	£88,873
			RSMA		31	£90,170
				CDIR	32	£94,323
				CDIR	33	£97,227
				CDIR	34	£100,339

				CDIR	35	£103,547
				CDIR	36	£104,572
				CDIR	37	£107,705
				CDIR	38	£110,837
				CDIR	39	£117,290

READING BOROUGH COUNCIL

REPORT BY HEAD OF LEGAL & DEMOCRATIC SERVICES

TO:	PERSONNEL COMMITTEE		
DATE:	15 MARCH 2018	AGENDA ITEM:	5
TITLE:	BUYING ANNUAL LEAVE POLICY		
LEAD OFFICER:	WARREN KING	TEL:	74500
JOB TITLE:	INTERIM HR AND PAYROLL SERVICE MANAGER	E-MAIL:	warren.king@reading.gov.uk

1. PURPOSE OF REPORT / THE PROPOSAL

The current policy on buying annual leave has been in operation for some time, but, following the Christmas closure trial in 2017, the Terms and Conditions Working Group asked for the policy to be revised to promote the opportunity and make application easier.

2. KEY ISSUES e.g. finance/legal/political/customer issues

The existing policy does not encourage employees to buy additional annual leave, as it puts unhelpful barriers in the way.

In addition to the contributions to savings that the trial of the Christmas closure provided in 2017, where the provision to buy 2 days annual leave to get 2 days gifted was applied; the policy also gives employees an opportunity to buy additional leave to cover a one-off holiday or event, or can allow staff with parenting or caring responsibilities some additional days to provide support during the year.

The significant changes to the existing policy are:

- That staff can buy additional leave after 6 months continuous service with the Council rather than having to wait 12 months.
- Staff will be able to apply for additional leave at any time of the year, rather than set times, and
- Staff will be able to make a one off purchase for a particular amount of days, or make a permanent commitment to buying additional leave days every year, not just a permanent arrangement as required by the existing policy.

The JTUC have been consulted on the revised draft document and they have agreed its contents.

Attached at Appendix 1 is a revised Policy on Buying Annual Leave.

**3. DECISIONS/ACTIONS REQUIRED FOR PERSONNEL COMMITTEE**

**3.1 To approve the revised Buying Annual Leave Policy.**

**4. NEXT STEPS**

Once approved, the new policy on buying annual leave will be available to staff on IRIS, for staff without access to IRIS it will be provided to them by managers upon request.

READING BOROUGH COUNCIL

POLICY FOR BUYING ANNUAL LEAVE

1. INTRODUCTION

- 1.1 Under this policy staff can apply to purchase additional annual leave, up to a maximum of 10 days in any leave year. For part-time staff this is pro-rata and in the case of compressed working hours and part-time working the application should be made in the number of hours required to cover the number of days requesting.

2. SCOPE OF THE SCHEME

- 2.1 The scheme applies to all employees of the Council, except -

- Staff working term time only
- Teaching or school based staff
- Casual staff

- 2.3 You can request to buy additional leave after 6 months continuous service with the Council.

- 2.4 Staff on fixed term or part time contracts can apply to purchase additional leave.

3. PROCESS FOR APPLICATION

- 3.1 You may make a request to your manager to increase your leave entitlement by buying additional leave days. Each application is subject to your manager's approval, as there will be budget and staffing implications to be considered. There is no guarantee that your request will be agreed, but no request will be unreasonably refused.

- 3.2 Your manager will consider your request and respond within 21 days. The response will -

- Confirm whether your request has been approved or
- If it has not been approved, the reasons for the request being declined

In considering requests the needs of the service in terms of staff cover arrangements, productivity, continuity and impact on projects will be paramount. Managers are not permitted to agree requests if they would result in a negative impact on the Council's operation and can only be agreed if there is genuine spare capacity or reasonable adjustments can be made to fully mitigate any negative impact

- 3.3 Your manager may approve some, but not all, of your request and in the event of a 'part approved' application the manager will set out the reasons for not approving the full amount of leave requested.

4. BUYING ADDITIONAL LEAVE - HOW IT WILL BE IMPLEMENTED

- 4.1 Any deductions from your salary for the additional leave will be made monthly over a 12 month period and calculated at your rate of pay as at 1st April for each year requested.
- 4.2 The monthly cost will be based on your hourly rate (including all regular payments such as Shift Allowance, Market Supplements, First Aid allowance) multiplied by the total hours being bought divided by 12.
- 4.3 You can apply to buy additional leave at any time of the year; payments will be deducted at the point of agreement with your manager. This can be as a “one off” arrangement to provide additional days for a particular purpose or occasion. Alternatively, this can be a permanent arrangement each year going forward. If your application is agreed and made effective on this basis within an existing leave year (ie April to March), then you will receive a pro rata entitlement for the first, part year (ie Number of days approved /12 x remaining full months in the leave year).
- 4.4 If you work part-time, your entitlements will be pro rata. If you work less than 5 days per week, the maximum amount of leave that you can buy is the number of your contractual hours per week x 2. For example, someone who works 30 hours per week can buy 60 hours additional leave per year.

If you work variable hours then the maximum number of hours available to buy will be calculated on the average number of hours over a two week period.

## 5. IF YOUR APPLICATION IS NOT ACCEPTED

- 5.1 If your application is not accepted (in whole or in part), then you may appeal against the decision of your manager to your Head of Service.
- 5.2 Your appeal should be made in writing setting out the full grounds of your appeal and be received by your Head of Service within 10 working days of the rejection of your original application.
- 5.3 The Head of Service will consider your appeal and respond to you within 15 working days. The decision of the Head of Service will be final.

## 6. OTHER IMPACTS OF BUYING ANNUAL LEAVE

- 6.1 There may be a small minority of staff who, if they opt to purchase additional leave, will reduce their salary to below the current National Insurance limit. This may affect their entitlement to state benefits (e.g. Statutory Sick Pay; Statutory Maternity Pay).
- 6.2 It is important, therefore, that you seek your own, independent advice about the impact of this decision.





**READING BOROUGH COUNCIL  
REPORT BY HEAD OF LEGAL & DEMOCRATIC SERVICES**

<b>TO:</b>	PERSONNEL COMMITTEE		
<b>DATE:</b>	15 MARCH 2018	<b>AGENDA ITEM:</b>	6
<b>TITLE:</b>	GENDER PAY GAP		
<b>LEAD COUNCILLOR:</b>	CLLR LOVELOCK	<b>PORTFOLIO:</b>	
<b>SERVICE:</b>	HR	<b>WARDS:</b>	BOROUGHWIDE
<b>LEAD OFFICER:</b>	ROGER MORRIS WARREN KING	<b>TEL:</b>	Ext: 72348
<b>JOB TITLE:</b>	HR PARTNER INTERIM HR AND PAYROLL MANAGER	<b>E-MAIL</b>	Roger.morris@reading.gov.uk

**1. PURPOSE AND SUMMARY OF REPORT**

- 1.1. From April 2017 under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 employers with 250 or more employees are required to publish statutory gender pay gap calculations every year.
- 1.2. To make the calculations, specific data must be gathered from the Council's payroll from a specific date each year. This specific date is called the 'snapshot date', which is 31 March for public sector organisations.
- 1.3. The calculations must be published on our own website and a government website. This report sets out the figures that will need to be published with an analysis of the information by 30 March 2018.

**RECOMMENDED ACTION**

That you note the report and agree to its recommendations and publication.

**2. Introduction and Background**

- 2.1. The information that is required for publication is:

Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay relevant employees (FPREs)
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	and that of female full-pay relevant employees.
Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.
Median gender pay gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.
Bonus proportions	The proportions of male and female relevant employees who were paid bonus pay during the relevant period.
Quartile pay bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

- 2.2. For the purpose of this report, the workforce profile as at the “snapshot date”, 31 March 2017, were 2513 FPRES, which is made up by 1653 females and 860 males. Out of the 2513 FPRES, four are covered by TUPE regulations (three are females and one is male).
- 2.3. In accordance with [Government’s guidance](#), data of school staff is not included in this report.
- 2.4. The figures have been calculated for this report in accordance with [Government’s guidance](#) by the Data Team in Payroll. The highlighted figures in each table are those that will require publication.

	Male	Female	Female’s earnings are:
Mean Hourly Rate	14.49	14.17	2.21% lower
Median Hourly Rate	13.32	12.81	3.83% lower

*Table 1 - Mean and median gender pay gap*

	Male	Female	Female’s bonuses are:
Mean amount of bonus	626.38	798.30	27.45% higher
Median amount of bonus	573.00	1,000.00	74.52% higher

Table 2 - Mean and Median gender pay gap in bonus payments

	Male		Female	
FPREs Total	860		1653	
Proportion of Receiving a bonus	16	1.86%	30	1.81%

Table 3 - Proportion of males and females who received a bonus

### 3. Analysis

- 3.1. Table 1 shows that the Council’s mean (2.21%) and median (3.83%) gender pay gap compares favourably with the national average gender pay gap figure, 18.1%<sup>1</sup>.
- 3.2. Tables 2 & 3 reflect a small group of employees who received their “bonuses” in the relevant period. The Council does not have provision for the payment of bonuses within its own terms and conditions. However, long service awards are in the form of money which meet the definition of “bonus” for this report.
- 3.3. Long service awards are recognition of achieving 20 years continuous service. The Council is currently running two long service award schemes with varying cash values:
  - A one-off money award of £1,000 for those achieving long service with either the Council or a combination of the Council and Berkshire County council, with the provision for employees to “trade in” all or part of the award for additional days leave, currently at the rate of £100 per day; and
  - £573 plus double leave for achieving long service employees appointed by the Council before 1 April 1998, i.e. only continuous service with the Council will count.
- 3.4. 14 of the 16 (87.5%) male employees received the lower cash value compared to 14 of 30 women (46.7%). This has, as a result, translated into a large pay gap.
- 3.5. It must be noted that the award with the provision of double leave will cease on 31 March 2018. Employees will still be able to “trade in” for additional days leave resulting in varying cash values being given.

<sup>1</sup> ONS, based on the *Annual Survey of Earnings and Hours, 2016*, <https://visual.ons.gov.uk/find-out-the-gender-pay-gap-for-your-job/>

However, if there was a small take-up of the “trade in” option, the pay gap in “bonuses” should be reduced significantly in the near future.

- 3.6. Based on how the gender pay gap is calculated, although the gap is small, it still exists within the Council as its workforce is predominately female (66%). There are more females than males at every level, yet over half of female employees are in the lower and lower middle pay quartiles (Figure 2).
- 3.7. Figure 3 illustrates the breakdown of males and females more clearly in each pay band. When looking at a particular pay band, RG3, which has the greatest proportion of female employees and significantly higher than the overall 66%, job roles that fall into this pay band are primarily library workers and care assistants. 60% of the female employees in this pay band are part-time.
- 3.8. CIPD<sup>2</sup> finds that there are a number of barriers that could hinder females achieving senior positions, e.g. caring responsibilities, full time working being the existing norm, career break etc.
- 3.9. Despite CIPD’s findings, the Council has a good balance of males and females at senior management level - 56% are females at RSM levels, i.e. earnings are above RG10 (£55k plus).

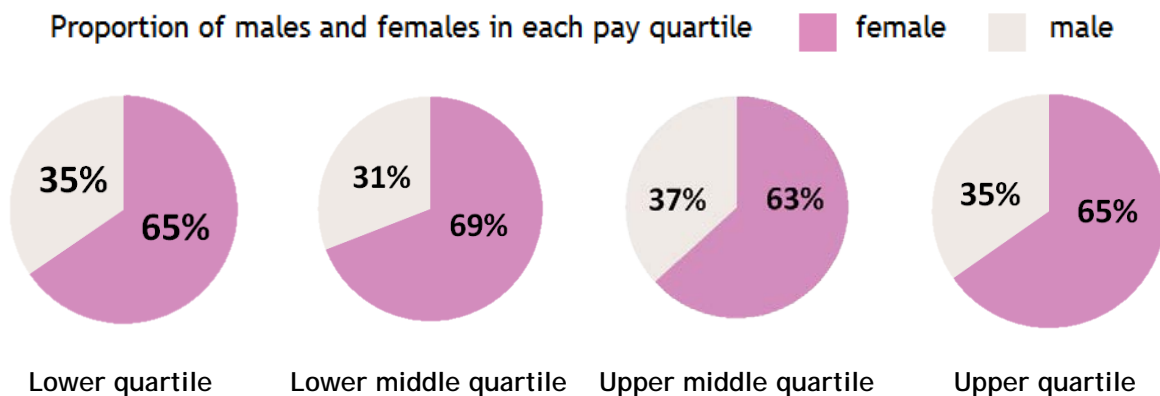


Figure 1 - Proportion of males and females in each pay quartile

Number of males and females in each pay quartile

<sup>2</sup> CIPD, *Why are there so few women at the top*, 2016, [https://www.cipd.co.uk/Images/why-are-there-so-many-women-at-the-top\\_2016-april\\_tcm18-14006.pdf](https://www.cipd.co.uk/Images/why-are-there-so-many-women-at-the-top_2016-april_tcm18-14006.pdf)

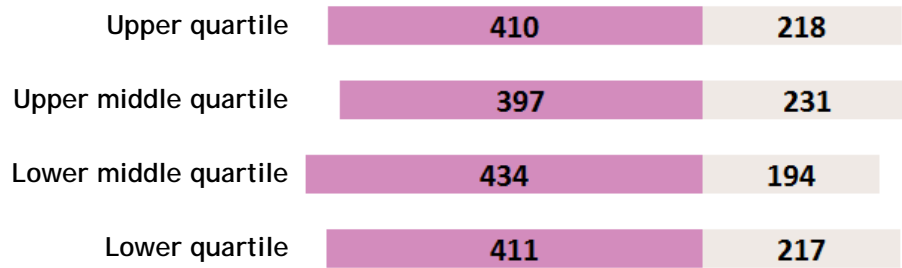


Figure 2 - Number of males and females in each pay quartile

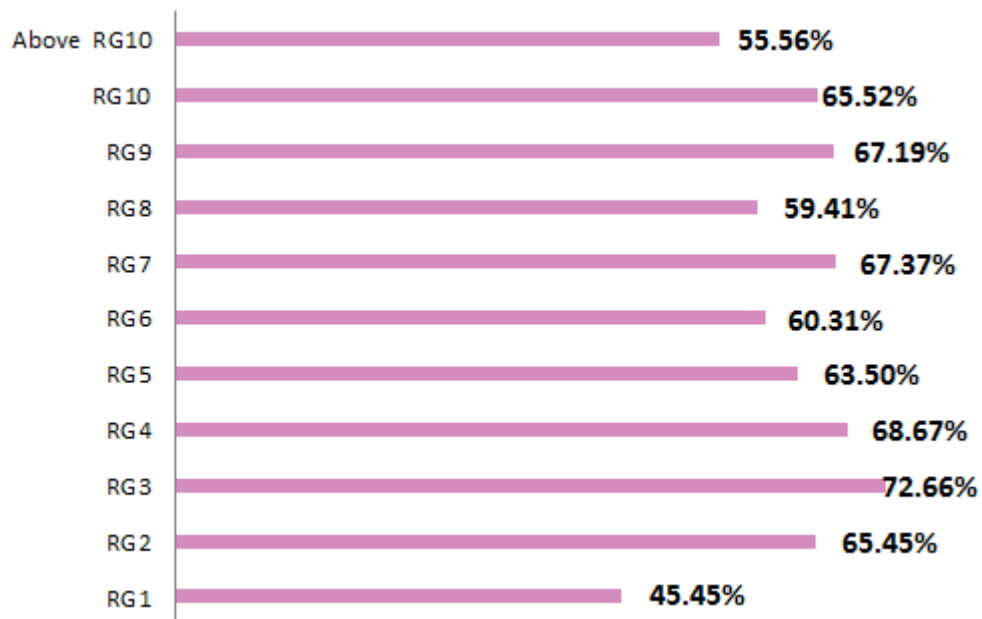


Figure 3 - Proportion of female in each pay band as at 31 March 2017

#### 4. Conclusions

4.1. The small gender pay gap which is much lower than the national average is likely to be the result of the long term effort that the Council has invested to ensure fair pay for all staff, including:

- Implemented a new pay structure in May 2011 as a result of a pay review exercise starting in 2009;
- Having a clear policy of paying employees equally for the same or equivalent work, regardless of gender;
- Having a job evaluation scheme (GAUGE) to ensure pay fairness;
- Formal authorisation processes for the change in pay, including accelerated increments, market supplement and pay at starting appointments;
- Extended the right to request flexible working to all staff in 2010, 4 years before the Government changed the law;
- Promoting and supporting a number of flexible working policies for all employees within the Council, irrespective of gender, including job share, part time working and, term time working. In some areas there is also a flexibility to work from different locations.
- Enhanced Shared Parental Pay to mirror contractual Maternity Pay;
- Became an accredited “Living Wage Employer” in 2014 paying the Living Wage set by the Living Wage Foundation as a minimum to all employees at the lower level of the pay structure;
- Exit interviews and Leaver Surveys to gain feedback on employment experiences.

#### 5. Action Plan/Recommendations

5.1. To increase Managers awareness of 'unconscious bias's during recruitment and interview processes.

5.2. Increase awareness around apprenticeship schemes to encourage more employees to improve their skills and experience giving them the opportunity to progress their career.

5.3. Promote the benefits of flexible working practices to employees and Managers. In addition the Council will monitor the take-up of flexible working arrangements by gender and level within the organisation.

- 5.4. Promote the benefits of working for the Council, such as Apprenticeship opportunities, flexible working arrangements, diversity commitments, etc.
- 5.5. Monitor exit interview data and identify any trends to understand if one gender is leaving for common reasons compared to the other.
- 5.6. Monitoring Acting Up positions and related honorarium payments for men and women to assess whether there are any differences.
- 5.7. Monitoring through the Equality Audit

**READING BOROUGH COUNCIL**  
**REPORT BY HEAD OF LEGAL & DEMOCRATIC SERVICES**

<b>TO:</b>	PERSONNEL COMMITTEE		
<b>DATE:</b>	15 MARCH 2018		7
<b>TITLE:</b>	EQUALITY AUDIT 2016/17		
<b>LEAD COUNCILLOR:</b>	CLLR LOVELOCK	<b>PORTFOLIO:</b>	
<b>SERVICE:</b>	HR	<b>WARDS:</b>	BOROUGH WIDE
<b>LEAD OFFICER:</b>	ROGER MORRIS WARREN KING	<b>TEL:</b>	Ext: 72348
<b>JOB TITLE:</b>	HR PARTNER INTERIM HR AND PAYROLL MANAGER	<b>E-MAIL</b>	Roger.morris@reading.gov.uk

### 1. PURPOSE AND SUMMARY OF REPORT

- 1.1. To present a statistical summary of equal opportunities monitoring under the Council's Equality Monitoring Framework for the financial year 2016 / 17.

### 2. RECOMMENDED ACTION

- 2.1. That you note the report and agree the action plan.

### 3. POLICY CONTEXT

- 3.1. The report is a component of the Council's Equal Opportunity and Fair Treatment Policy. This report is presented annually to provide background data that will assist and inform the work of the Forum. This data is intended to provide an equalities context and focus for ongoing discussions with internal and external stakeholders.
- 3.2. The report takes the form set out in the Equality Monitoring Framework endorsed by this Forum, the Personnel Committee and the (then) Black Communities Forum in September 2004.
- 3.3. The framework contains key employment profiles which the Council has to measure by law and also includes other profile data based on previous national performance indicator (PIs) outturns where relevant.
- 3.4. In addition, each directorate is expected to set its own targets based on its clients, customers or users of its services and the data from this report is provided to assist the process of target setting.
- 3.5. The agreed framework reporting heads are:
- All Council Staff by directorate, gender, ethnic origin and disability
  - All Council Staff by gender, ethnic origin and disability across salary bands



- Proportion of female, BME and disabled job applicants.
  - Female, BME and disabled applicants as a proportion of their relative cohorts, who progress through shortlisting to appointment compared with male, white and non-disabled applicants
  - Proportion of female, BME and disabled employees accessing Council training by directorate, training type, compared to male, white and non-disabled employees
  - Proportion of female, BME and disabled employees involved in Council procedures, compared to male, white and non-disabled employees
  - Staff turnover data analysed by gender and ethnicity
  - The Council is also required to report on ‘protected characteristics’ as defined by the 2010 Equality Act - Age, Disability, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation. At the moment Gender Reassignment isn’t available as an option for reporting, however we have asked our software provider to include this to include this category in the future.
- 3.6. Data gathered is based on the current Council structures i.e. April 2015, Directorate of Environment & Neighbourhood Services (DENS), Directorate of Adult Care & Health Services (DACHS), Directorate of Children, Education & Early Help Services (DCEEHS), Corporate Support Services (CSS) and Schools.
- 3.7. E-recruitment was fully launched to external applicants from February 2015 and as part of this project all applicants now have to complete the data on the protected characteristics as they are mandatory.

## SUMMARY OF STATISTICS

- 3.8. We use old National Best Value Performance Indicator (NBVPI) return methodology to compile the statistics, unless stated otherwise. This includes all full time and part time permanent staff and school based staff (unless otherwise stated). Casual staff or those on fixed term contracts of less than 12 months duration are excluded.
- 3.9. The non-declaration (ND) data in tables reflects those employees who have made a positive decision not to declare their ethnicity or a disability or where information is not available.

## Comparisons of ‘Protected Characteristics’ Within Directorates

- 3.10. Table 1 shows employees at 31 March 2017 by gender compared with those at 31 March 2016. The proportion of women employed by the Council has remained almost static at 78.4%. The lowest percentage are employed in DENS at 46.2% where there are a larger number of traditionally male occupations. This is a slight decrease compared to the previous year’s 46.4%. The largest percentages are in Schools (92.4%) and DCEEHS, where the proportion remains at around 87% which is the same as in the previous year. CSS are at 69.7%. Overall, the proportion of females employed in all directorates has remained almost the same as the last

year reported. There has been a small increase in total 2017 figures when compared to total 2016 figures.

- 3.11. Table 2 shows employees at 31 March 2017 by ethnic origin within Directorates compared with those at 31 March 2016. The numbers of black and minority ethnic (BME) employees are shown as a proportion of employees who have made a positive declaration. The non-declaration (ND) data in the table reflects those employees who have made a positive decision not to declare their ethnicity or where information is not available.
- 3.12. The proportion of BME staff employed by the Council has decreased from 21.7% to 16.1%. On examining the data there is an error in the calculation of the BME figure reported for 2016. The correct figure for 2015/16 should be 15.3%. The general trend is an increase in the percentage of BME staff within the Council (2014 = 13.7%, 2015 = 14.7%, 2016 = 15.3% and 2017 = 16.1%). The highest proportion of BME staff is in DCEEHS (26.2%), followed by DACHS (18.5%) and CSS (17.2%).
- 3.13. All directorates have shown an increase in the proportion of BME staff. These outturns compare with a 23% BME economically active population (excluding white Irish and other) within the borough boundaries<sup>1</sup>.
- 3.14. Table 3 above shows the profile of employees who have declared a disability within Directorates at 31 March 2017 compared with those at 31 March 2016. The overall percentage has increased from 2.9% to 3.2%.
- 3.15. The proportion of staff with a disability in the Council is around 3.2%. The highest proportion of staff with a disability is DACHS (7.2%), followed by CSS (4.7%). The lowest proportion of the staff with a disability is employed in Schools (0.4%). Overall, DACHS has shown a significant increase (from 5.0% to 7.2%), while Schools and DENS have shown a small decrease in percentages.
- 3.16. The highest number of staff who have not declared their disability is in schools (1202). If school based staff are taken out of the calculation, the proportion of staff in the Council with a disability would be 4.3%. This outturn compares with a 6% economically active population within the borough boundaries<sup>1</sup>.
- 3.17. Table 4 shows the data of employee religion within Directorates at 31 March 2017. Percentages are of a total of those who have declared their religion.
- 3.18. In total, among the people with a particular religion, the dominant group employed within the borough boundaries were Christians (43.5%) which is a small decrease from 2016 (47.0%). Among those, the highest percentage was employed in Schools (48.8%) and DCEEHS (48.6%). The people with no religion have the second-highest proportion among those employed in the Council (26.9%), of those the highest percentage is employed in DENS (32.8%) and DACHS (27.6%). The people holding Jewish (0.1%), Buddhist (0.4%) and Sikh (0.9%) beliefs have the lowest proportion among those employed in the Council. Agnostics accounted for 4.8% of staff which is a small decrease from 2016 (5.3%).
- 3.19. Table 5 shows the data of employee sexual orientation within Directorates at 31 March 2017.
- 3.20. Of all staff employed (4213), the vast majority (3271) provided no information about their sexual orientation. However, of the remaining number almost 87.3%

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<sup>1</sup> 2011 census data

declared themselves as heterosexual compared to 94.9% in 2016, while 2.9% were LGBT compared to 3.7% in 2016. The percentage of heterosexual staff ranges between 84.5% and 91.2% across the directorates. Approximately 78% of staff did not wish to declare their sexuality.

- 3.21. Table 6 shows the data of employee marital status within Directorates at 31 March 2017. In summary, the percentage of staff who are in a Civil Partnership or Married has remained fairly constant (0.6% and 51.1% respectively). The number of staff who have declared a Partner has increased from 7.0% to 8.1% whereas those who declared that they are Single has fallen from 40.9% to 40.2%.
- 3.22. Among the staff employed in schools, more than a half (54.0%) were married, whereas 38.7% were single. DACHS, DCEEHS and CSS follow the same pattern with more than half being married and less than half being single. The only exception is DENS where the proportion of married and single employees remained almost equal (46.6% versus 42.4% respectively) which remains similar to the 2016 outturn.

### Progress of Applicants Through Recruitment

- 3.23. Table 7 compares the attrition rate of applicants through the recruitment process in order to better understand the dynamics of the process as it rolls forward. The figures in brackets are 2015/16 figures,
- 3.24. In 2016/17 the Council received 4002 (4716) applications for 352 (426) appointments. Of these, 2584 (2883) were from women - 64.6% (61.1%), 1587 (1995) from BME applicants - 39.7% (42.3% ) and 212 (216) from people with a declared disability - 5.3% (4.6%). These headline figures are consistent with the decrease in the number of posts recruited to across the Council. There has been a small decrease in the number of BME groups applying for employment corresponding with an increase in the number of women and applicants with a disability which may be as a result of the types of posts being advertised within the reporting period.
- 3.25. Of the successful applicants, 68.2%(65.0%) were women, 26.4% (25.1%) were BME and 4.3% (3.8%) were applicants with a disability.
- 3.26. In relation to religious belief (Table 8) the largest percentage of applicants (40.6%) and appointments (34.7%) are Christian. It is noted that Muslim's represented 5.77% of the applicants, however, a reduced percentage (3.7%) of the appointments.
- 3.27. In relation to sexual orientation (Table 8) headline figures shows consistency between applications and appointments.
- 3.28. CMT have further requested an analysis of applicants / appointments by gender for posts graded RG10 and above. Table 9 provides this analysis. Of the 7 appointments 85.7% were female and 14.3% male.

### Comparisons of 'Protected Characteristics' Across Salary Bands

- 3.29. Table 10(a), 10(b), 10(c), 10(d), 10(e) & 10(f) shows employees at 31 March 2017 by salary band and then by gender, ethnic origin, disability, religion, sexuality and marital status. Salary bands are based on the RG pay scales introduced in May 2011.

- 3.30. Female employees continue to form the greater percentage across the majority of salary bands with the exception of salary band 1 and above salary band 10. With the exception of salary band 1 and band over 10, each band has around 59% - 73% of female employees. Overall, the level of female employees in the salary bands have remained almost the same. Reading Senior Manager (RSM) grades, above RG10, the percentage of female staff has increased from 46.1% to 56%.
- 3.31. This analysis shows that the level of BME staff in the higher earnings bands has increased since the previous report (from 5% to 14%). Compared to the total number of BME staff (21%) the proportion of BME staff in RG2 grade is 38%. This represents a similar percentage to 2016.
- 3.32. The overall number of employees who have declared a disability across salary bands ranges between 0% and 5.0%. The proportion of people with a disability is relatively even across most of the bands with the exception of bands 9 and above.
- 3.33. The totals for staff are different from those in tables 1, 2 and 3, which show all employees as this data is drawn from the old NBVPI 11 earnings profile which excludes school based staff in its methodology.
- 3.34. Salary band 1 consists mainly of apprentices.
- 3.35. Council Employees in salary bands by religion (Table 10c and 10d), Sexuality (Table 10e) and Marital Status (Table 10f) show no significant discrepancies to the proportion of staff across the Council.

#### Access to Corporate Training

- 3.36. Tables 11(a), 11(b), 11(c) and 11(d) show access to Training by Directorate and by type of training for employees from the different groups during 2016/17.
- 3.37. Table 11a (a) shows only people who have made a positive declaration under gender, ethnicity and disability. Generally, the data reflects the proportions of these groups of employees in the workforce.
- 3.38. Overall a much larger percentage (74%) of women than men undertook training during last year. This is a increase from 71% during the year the statistics were last reported (2016).
- 3.39. BME employee access to training has increased from 16% to 19%.
- 3.40. Employees, who had declared themselves as having a disability, formed 5% of the total employees on corporate training, which is a slight increase (4%) on last year's report.
- 3.41. Tables 11 (a), 11 (b), 11 (c) and 11 (d) data reflects the proportions of these groups in the workplace.

#### Turnover and Attrition

- 3.42. Tables 12 (a), 12 (b), 12 (c), 12 (d) and 12 (e) shows a profile of 'leavers' from the Council divided between 'voluntary' and 'involuntary' forms of exit.
- 3.43. Total turnover for the Council was 15.0% in 2016/17 compared to 14.5% in 2015/16. The tables shows that for most forms of exit, staff with 'protected characteristics', did not leave the Council in higher than expected proportions -

that is to say, the level of exit indicates that these staff are generally being retained.

### Involvement in Council Procedures

3.44. Tables 13a and 13b shows a breakdown of those involved in the Council's formal procedures: capability ill health, capability performance, discipline and grievance. The levels of formal casework decreased in 2016/17 (from 146 in 2015/16 to 68 in 2016/17), but whilst the absolute numbers are relatively small and a significant proportion of staff have not recorded a disability or ethnicity, they do not indicate that procedures were applied and / or accessed disproportionately by any particular group profiled in the report.

### Councillors

3.45 A joint report from the Fawcett Society and Local Government Information Unit (LGIU) on gender inequality in local government 'Does Local Government Work for Women?' presented findings of a survey of 2,304 councillors, carried out between December 2016 and January 2017.

3.46 33% of elected local councillors in England are women, an increase of just five percentage points since 1997.

3.47 Women's representation varies by type of local authority and by region. Women are most likely to be elected to their local council in the North East and least likely in the South East. Table 14a shows the women's representation among types of local authorities, and Table 14b shows women's representation in Berkshire local (unitary) authorities. The proportion of Reading Councillors who are female (47.8%) is the highest proportion of all the Berkshire local authorities.

3.48 Men and women councillors remain disproportionately aged over 55 and ethnically white. There are gender disparities within age groups. 35% of councillors are aged between 65 and 74, with men outnumbering women 2:1. This accounts for the majority of the difference in overall gender representation. Women were most underrepresented in the 18- 34s, where there were 3.5 times as many men as women.

3.49 19% of female and 22% of male councillors said they have a disability or long-term health condition. Disabled women councillors reported a double disadvantage, being much more likely to experience discrimination for reasons other than their gender compared to disabled men.

3.50 BME women remain hugely underrepresented in local government, with only 5.5% of women councillors responding to the survey with that identity. This is slightly better than the 3.8% of men councillors but vastly below the 14% of the England

and Wales population which identifies as BME. 50% of BME women councillors reported that they had experienced discrimination beyond gender compared to 41% of BME men, although sample sizes were low.

#### 4. ACTION PLAN

##### Disability

- 4.1. Although there has been a small increase in the numbers of disabled staff in the Council (2.9% to 3.2%) this outturn compares with a 6% economically active population in Reading which remains an area of concern.
- 4.2. In the previous 12 months the Council has:
  - a. Achieved the Government's 'Disability Confident' Employer scheme- Level 2 for a further 2 years (November 2019).
  - b. Produced an on-line disability awareness training programme for managers to increase understanding, skills and awareness.
  - c. Developed a Disability Pod on 'IRIS' :
    - i. All employees know where they can access up to date information and advice about how to meet the needs of disabled employees, candidates and customers
    - ii. Published list of reasonable adjustments that have been undertaken by the Council. Physical (ICT) and Non - physical (flexible working)
    - iii. Published training schedules
  - d. Introduced a 'tailored adjustments agreement' to enable individual employees and line managers to discuss, agree and record specific adjustments.
  - e. Worked with individual staff who have a disability to discover more about their direct experience of recruitment and assimilation into the Council's workforce.
- 4.3. The following programme is suggested for increasing the profile of disability within the Council with the target of increasing the number of disabled staff within the Council
  - a. A named senior disability sponsor or champion from CMT to show that the Council takes it's disability related performance seriously.
  - b. Introduce a Steering Group (face-to-face or virtual) comprising operational leads from across the Council - Adult Services, ICT, Procurement, Facilities Management, Communications, Customer Relations. Key areas can come together to develop an organisational wide plan, promote and monitor it's progress.
  - c. Article in 'Inside Reading' about the experiences of a member of staff with a disability.

- d. Further develop current training programme i.e. Supporting staff with disabilities.
- e. Staff Survey to include aspects on disability - qualitative testimonies.

## Gender

- 4.4. Tackling the gender pay gap is an increasingly key and topical issue. A recent Briefing Note <sup>2</sup> states that differences in hourly wages between men and women remain substantial, despite some convergence.
- 4.5. The government has already begun to address the issue of gender pay gap reporting amongst larger private and voluntary sector employers. Having consulted on the issue it aims to introduce mandatory reporting for organisations in those sectors with 250 or more employees from 2017 onwards, using section 78 of the Equality Act 2010. The stated aim now is to extend that requirement to cover public sector organisations in England of similar size (250+ employees) on a similar timescale i.e. gather data in April 2017 and publish before April 2018.
- 4.6. Under the proposals, public authorities with 250 or more employees will be required to publish: -
  - a) Details of the mean and median gender pay gap
  - b) Details of their mean and median bonus pay gap
  - c) Information on the proportion of male and female employees in each salary quartile
- 4.7. To report on the gender pay gap as a separate report before April 2018.

## 5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1. Monitoring our workforce is linked specifically to the promotion of equality and ensuring that we move to a position where our workforce represents the community it serves.

## 6. LEGAL IMPLICATIONS

- 6.1. Under the Equality Act 2010, a public authority must, in the exercise of its functions, have due regard to the need to—
  - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
  - d) It has a duty to publish workforce and employment information to demonstrate compliance with the Equality duty.

## 7. FINANCIAL IMPLICATIONS

- 7.1. None

## 8. BACKGROUND PAPERS

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<sup>2</sup> The Gender Wage Gap, Institute of Fiscal Studies Briefing Note BN186

8.1. None



## Employee Profiles by Directorate at 31.03.16 compared to 31.03.15

Table 1 Employee Gender

Directorate 2015/16	31/03/2016			Directorate 2016/17	31/03/2017		
	All Staff	Women	% Women		All Staff	Women	% Women
DENS	952	442	46.4%	DENS	964	445	46.2%
CSS	379	263	69.4%	CSS	383	267	69.7%
DCEEHS	514	447	87.0%	DCEEHS	512	449	87.7%
DACHS	424	352	83.0%	DACHS	382	320	83.8%
SCHOOLS	1922	1772	92.2%	SCHOOLS	1972	1822	92.4%
TOTALS	4191	3276	78.2%	TOTALS	4213	3303	78.4%

Table 2 - Employee Ethnicity

Directorate 2015/16	31/03/2016				Directorate 2016/17	31/03/2017			
	All Staff	BME	% BME	ND		All Staff	BME	% BME	ND
DENS	952	151	15.2%	42	DENS	964	116	12.5%	35
CSS	379	72	20.4%	13	CSS	383	64	17.2%	11
DCEEHS	514	132	27.4%	33	DCEEHS	512	127	26.2%	28
DACHS	424	80	19.3%	10	DACHS	382	69	18.5%	9
SCHOOLS	1922	313	21.4%	460	SCHOOLS	1972	214	14.3%	474
TOTALS	4191	748	21.7%	558	TOTALS	4213	590	16.1%	557

Table 3 - Employee Disability

Directorate 2015/16	31/03/2016				Directorate 2016/17	31/03/2017			
	All Staff	Dis	% Dis	ND		All Staff	Dis	% Dis	ND
DENS	952	19	2.0%	100	DENS	964	28	3.2%	86
CSS	379	17	5.0%	27	CSS	383	17	4.7%	23
DCEEHS	514	16	3.64%	75	DCEEHS	512	17	3.7%	58
DACHS	424	21	5.33%	30	DACHS	382	26	7.2%	21
SCHOOLS	1922	3	0.4%	1226	SCHOOLS	1972	3	0.4%	1202
TOTALS	4191	76	2.9%	1458	TOTALS	4213	91	3.2%	1390

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- 1. Includes all permanent employees, teachers & school based employees; does not include those on temporary contracts for less than a year*
  - 2. As a proportion of employees who have made a positive declaration*

Table 4 - Employee Religion

Directorate	31/03/2016																					
	All Staff	Agnostic		Atheist		Buddhist		Christian		Hindu		Jewish		Muslim		Sikh		Other		None		ND
DENS	952	16	6.6%	21	8.7%	1	0.4%	107	44.2%	4	1.7%	0	0.0%	4	1.7%	0	0.0%	12	5.0%	77	31.8%	710
CSS	379	8	7.0%	14	12.3%	0	0.0%	51	44.7%	2	1.8%	2	1.8%	6	5.3%	4	3.5%	4	3.5%	23	20.2%	265
DCEEHS	514	7	4.0%	16	9.1%	0	0.0%	93	52.8%	4	2.3%	0	0.0%	6	3.4%	2	1.1%	3	1.7%	45	25.6%	338
DACHS	424	5	3.6%	12	8.8%	1	0.7%	61	44.5%	2	1.5%	1	0.7%	3	2.2%	0	0.0%	8	5.8%	44	32.1%	287
SCHOOLS	1922	1	3.4%	1	3.4%	0	0.0%	16	55.2%	0	0.0%	0	0.0%	1	3.4%	0	0.0%	3	10.3%	7	24.1%	1893
TOTALS	4191	37	5.3%	64	9.2%	2	0.3%	328	47.0%	12	1.7%	3	0.4%	20	2.9%	6	0.9%	30	4.3%	196	28.1%	3493

Directorate	31/03/2017																					
	All Staff	Agnostic		Atheist		Buddhist		Christian		Hindu		Jewish		Muslim		Sikh		Other		None		ND
DENS	964	23	5.8%	28	7.0%	2	0.5%	158	39.5%	3	0.8%	0	0.0%	6	1.5%	1	0.3%	12	3.0%	131	32.8%	600
CSS	383	12	7.2%	15	9.0%	1	0.6%	65	39.2%	3	1.8%	1	0.6%	6	3.6%	6	3.6%	5	3.0%	31	18.7%	238
DCEEHS	512	8	3.2%	18	7.3%	0	0.0%	120	48.6%	6	2.4%	0	0.0%	8	3.2%	3	1.2%	5	2.0%	62	25.1%	282
DACHS	382	6	3.7%	11	6.7%	1	0.6%	77	47.2%	3	1.8%	0	0.0%	6	3.7%	0	0.0%	7	4.3%	45	27.6%	226
SCHOOLS	1972	2	2.3%	5	5.8%	0	0.0%	42	48.8%	7	8.1%	0	0.0%	1	1.2%	0	0.0%	3	3.5%	17	19.8%	1895
TOTALS	4213	51	4.8%	77	7.3%	4	0.4%	462	43.5%	22	2.1%	1	0.1%	27	2.5%	10	0.9%	32	3.0%	286	26.9%	3241

Table 5 - Employee profile by their sexual orientation

Directorate	31/03/2016										Directorate	31/03/2017									
	All Staff	Bisexual		Gay/Lesbian		Heterosexual		Other		ND		All Staff	Bisexual		Gay/Lesbian		Heterosexual		Other		ND
DENS	952	2	0.9%	11	4.7%	219	93.6%	2	0.9%	718	DENS	964	2	0.5%	17	4.4%	331	85.1%	3	0.8%	610
CSS	379	1	0.9%	6	5.5%	103	93.6%	0	0.0%	269	CSS	383	2	1.2%	6	3.7%	136	84.5%	1	0.6%	238
DCEEHS	514	1	0.6%	3	1.8%	161	97.6%	0	0.0%	349	DCEEHS	512	1	0.4%	3	1.3%	217	91.2%	0	0.0%	290
DACHS	424	0	0.0%	5	3.8%	125	94.0%	3	2.3%	291	DACHS	382	0	0.0%	2	1.2%	146	89.6%	2	1.2%	231
SCHOOLS	1922	0	0.0%	0	0.0%	29	100.0%	0	0.0%	1893	SCHOOLS	1972	0	0.0%	2	2.6%	68	87.2%	0	0.0%	1902
TOTALS	4191	4	0.6%	25	3.7%	637	94.9%	5	0.7%	3520	TOTALS	4213	5	0.5%	30	2.9%	898	87.3%	6	0.6%	3271

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1. Includes all permanent employees, teachers & school based employees; does not include those on temporary contracts for less than a year
  2. As a proportion of employees who have made a positive declaration

Table 6 - Employee profile by their marital status

Directorate	31/03/2016										Directorate	31/03/2017									
	All Staff	Civil Partnership		Married		Partner		Single		ND		All Staff	Civil Partnership		Married		Partner		Single		ND
DENS	952	5	0.6%	431	48.0%	72	8.0%	390	43.4%	54	DENS	964	7	0.8%	431	46.6%	94	10.2%	392	42.4%	40
CSS	379	3	0.9%	176	50.0%	22	6.3%	151	42.9%	27	CSS	383	3	0.8%	179	49.7%	25	6.9%	153	42.5%	23
DCEEHS	514	2	0.4%	226	49.9%	36	7.9%	189	41.7%	61	DCEEHS	512	2	0.4%	236	50.0%	40	8.5%	194	41.1%	40
DACHS	424	2	0.6%	175	48.2%	36	9.9%	150	41.3%	61	DACHS	382	1	0.3%	177	52.7%	30	8.9%	128	38.1%	46
SCHOOLS	1922	10	0.6%	873	55.1%	88	5.6%	614	38.7%	337	SCHOOLS	1972	9	0.5%	887	54.0%	112	6.8%	636	38.7%	328
TOTALS	4191	22	0.6%	1881	51.5%	254	7.0%	1494	40.9%	540	TOTALS	4213	22	0.6%	1910	51.1%	301	8.1%	1503	40.2%	477

Table 7 - Recruitment Profile (April 2015 - March 2016) April 2016 - March 2017

	Male	Female	Unspecified		BME	White	Not Declared		Disabled	Not Disabled	Not Declared
Applied	(1815) 1404	(2883) 2584	(18) 14		(1995) 1587	(2620) 2341	(101) 74		(216) 212	(4383) 3683	(117) 107
(4716) 4002	(38.5%) 35.1%	(61.1%) 64.6%	(0.4%) 0.3%		(42.3%) 39.7%	(55.6%) 58.5%	(2.1%) 1.8%		(4.6%) 5.3%	(92.9%) 92.0%	(2.5%) 2.7%
Interview	(547) 441	(943) 850	(5) 4		(498) 437	(966) 841	(31) 17		(76) 89	(1376) 1170	(43) 36
(1495) 1295	(36.6%) 34.1%	(63.1%) 65.6%	(0.3%) 0.3%		(33.3%) 33.7%	(64.6%) 64.9%	(2.1%) 1.3%		(5.1%) 6.9%	(92.0%) 90.3%	(2.9%) 2.8%
Appointed	(149) 111	(277) 240	(0) 1		(107) 93	(312) 252	(7) 7		(16) 15	(394) 319	(16) 18
(426) 352	(35.0%) 31.5%	(65.0%) 68.2%	(0.0%) 0.3%		(25.1%) 26.4%	(73.2%) 71.6%	(1.6%) 2.0%		(3.8%) 4.3%	(92.5%) 90.6%	(3.8%) 5.1%

Table 8 - Recruitment Profile (April 2015 - March 2016) April 2016 - March 2017

	Agnostic	Atheist	Buddhist	Christian	Hindu	Jewish	Muslim	Sikh	Other	None	ND
<b>Applied</b>	(202) 193	(356) 326	(47) 27	(1958) 1625	(178) 114	(6) 9	(291) 231	(44) 52	(140) 134	(1143) 975	(351) 316
<b>(4716) 4002</b>	(4.3%) 4.8%	(7.55%) 8.15%	(1.0%) 0.67%	(41.5%) 40.6%	(3.7%) 2.8%	(0.13%) 0.22%	(6.17%) 5.77%	(0.9%) 1.3%	(2.97%) 3.35%	(24.24%) 24.36%	(7.44%) 7.90%
<b>Interview</b>	(82) 74	(129) 104	(13) 5	(595) 507	(33) 29	(3) 4	(75) 53	(15) 17	(36) 36	(391) 360	(123) 106
<b>(1495) 1295</b>	(5.5%) 5.7%	(8.6%) 8.0%	(0.9%) 0.4%	(39.8%) 39.2%	(2.2%) 2.2%	(0.2%) 0.3%	(5.0%) 4.1%	(1.0%) 1.3%	(2.4%) 2.8%	(26.2%) 27.8%	(8.2%) 8.2%
<b>Appointed</b>	(19) 26	(44) 26	(2) 1	(148) 123	(4) 5	(0) 0	(13) 13	(5) 4	(10) 4	(137) 99	(44) 51
<b>(426) 352</b>	(4.5%) 7.4%	(10.3%) 7.4%	(0.5%) 0.3%	(34.7%) 34.9%	(0.9%) 1.4%	(0%) 0%	(3.1%) 3.7%	(1.2%) 1.1%	(2.3%) 1.1%	(32.2%) 28.1%	(10.3%) 14.4%



	Bisexual	Gay/Lesbian	Heterosexual	Not Known	Other	Not Declared
Applied	(73) 42	(112) 102	(4142) 3521	6	(45) 27	(344) 304
(4716) 4002	(1.5%) 1.0%	(2.4%) 2.5%	(87.8%) 88.0%	0.1%	(1%) 0.7%	(7.3%) 7.6%
Interview	(18) 10	(39) 43	(1297) 1138	3	(10) 5	(131) 96
(1495) 1295	(1.2%) 0.8%	(2.6%) 3.33%	(86.8%) 87.9%	0.2%	(0.7%) 0.4%	(8.8%) 7.4%
Appointed	(1) 2	(11) 9	(359) 293	1	(1) 2	(54) 45
(426) 352	(0.2%) 0.6%	(2.6%) 2.6%	(84.3%) 83.2%	0.3%	(0.2%) 0.6%	(12.7%) 12.8%

	Civil Partnership	Married	Partner	Single	Not Disclosed
Applied	35	1283	652	1979	53
(4716) 4002	0.9%	32.1%	16.3%	49.5%	1.3%
Interview	8	424	210	634	19
(1495) 1295	0.6%	32.7%	16.2%	49.0%	1.5%
Appointed	2	109	55	175	11
(426) 352	0.6%	31.0%	15.6%	49.7%	3.1%

Table 9 - Recruitment by Gender RG10 and above April 2016 - March 2017

	Male	Female	Unspecified
Applied	7	23	0
30	23.30%	76.70%	0.00%
Interview	5	15	0
20	25.00%	75.00%	0.00%
Appointed	1	6	0
7	14.30%	85.70%	0.00%



Table 10 (a) - Council Employees in Salary Bands as at 31.3.16

Grade Bandings	Total Staff	Women		BME			Disability		
		No	%	No	ND	%	No	ND	%
RG1 Up to 15,207	27	12	44.44%	8	3	33.33%	1	4	4.35%
RG2 16,572	145	96	66.21%	46	14	35.11%	3	42	2.91%
RG3 19,742	376	277	73.67%	76	22	21.47%	12	44	3.61%
RG4 24,472	599	411	68.61%	116	17	19.93%	21	51	3.83%
RG5 29,558	398	251	63.07%	70	17	18.37%	18	37	4.99%
RG6 33,857	268	164	61.19%	57	10	22.09%	13	23	5.31%
RG7 39,267	195	132	67.69%	31	6	16.40%	2	8	1.07%
RG8 44,794	121	77	63.64%	16	4	13.68%	2	7	1.75%
RG9 50,324	68	42	61.76%	11	2	16.67%	1	5	1.59%
RG10 54,080	29	22	75.86%	2	1	7.14%	0	4	0.00%
Above 54,080	43	20	46.51%	2	2	4.88%	0	6	0.00%

1. As a proportion of employees who have made a positive declaration
2. Excludes schools

Table 10(b) - Council Employees in Salary Bands by gender, ethnicity, disability as of 31.3.17

Grade Bandings	Total Staff	Women		BME			Disability		
		No	%	No	ND	%	No	ND	%
RG1 £0 - £15507	22	10	45.45%	6	0	27.27%	1	1	4.76%
RG2 £15,508 - £16,772	191	125	65.45%	67	15	38.07%	8	35	5.13%
RG3 £16,773 - £19,939	395	287	72.66%	83	17	21.96%	18	40	5.07%
RG4 £19,940 - £24,717	533	366	68.67%	97	14	18.69%	22	33	4.40%
RG5 £24,718 - £29,854	400	254	63.50%	83	12	21.39%	16	28	4.30%
RG6 £29,855 - £34,196	262	158	60.31%	53	8	20.87%	14	17	5.71%
RG7 £34,197 - £39,660	190	128	67.37%	25	5	13.51%	4	9	2.21%
RG8 £39,661 - £45,242	101	60	59.41%	16	4	16.49%	3	7	3.19%
RG9 £45,243 - £50,827	64	43	67.19%	13	2	20.97%	1	4	1.67%
RG10 £50,828 - £54,621	29	19	65.52%	4	1	14.29%	0	5	0.00%
Above £54,621	45	25	55.56%	6	1	13.64%	1	5	2.50%

1. Based on 2016/17 pay bands and earnings
2. As a proportion of employees who have made a positive declaration
3. Excludes schools

Table 10 (c) - Council Employees in Salary Bands by religion as of 31.3.16

Grade Bandings	Total Staff	Agnostic		Atheist		Buddhist		Christian		Hindu		Jewish		Muslim		Sikh		Other		None		ND	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
RG1 Up to 15,207	27	1	7.7%	2	15.4%	0	0.0%	6	46.2%	0	0.0%	0	0.0%	1	7.7%	0	0.0%	0	0.0%	3	23.1%	14	51.9%
RG2 16,572	145	0	0.0%	0	0.0%	0	0.0%	8	66.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	33.3%	13	91.7%
RG3 19,742	376	7	6.5%	15	14.0%	0	0.0%	42	39.3%	3	2.8%	1	0.9%	5	4.7%	1	0.9%	4	3.7%	29	27.1%	26	71.5%
RG4 24,472	599	11	5.9%	15	8.0%	1	0.5%	88	46.8%	3	1.6%	0	0.0%	6	3.2%	1	0.5%	7	3.7%	56	29.8%	41	68.6%
RG5 29,558	398	5	3.7%	14	10.4%	1	0.7%	60	44.8%	1	0.7%	1	0.7%	2	1.5%	1	0.7%	10	7.5%	39	29.1%	26	66.3%
RG6 33,857	268	4	4.5%	7	7.9%	0	0.0%	42	47.2%	3	3.4%	0	0.0%	3	3.4%	2	2.2%	4	4.5%	24	27.0%	17	66.8%
RG7 39,267	195	4	6.3%	3	4.7%	0	0.0%	36	56.3%	3	4.7%	0	0.0%	1	1.6%	1	1.6%	2	3.1%	14	21.9%	13	72.3%
RG8 44,794	121	2	6.7%	3	10.0%	0	0.0%	11	36.7%	0	0.0%	1	3.3%	1	3.3%	0	0.0%	0	0.0%	12	40.0%	91	75.2%
RG9 50,324	68	1	5.9%	3	17.6%	0	0.0%	8	47.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	29.4%	51	75.0%
RG10 54,080	29	0	0.0%	1	20.0%	0	0.0%	4	80.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	24	82.8%
Above 54,080	43	1	10.0%	0	0.0%	0	0.0%	7	70.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	20.0%	33	76.7%

Table 10 (d) - Council Employees in Salary Bands by religion as of 31.3.17

Grade Bandings	Total Staff	Agnostic		Atheist		Buddhist		Christian		Hindu		Jewish		Muslim		Sikh		Other		None		ND	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
RG1 £0 - £15507	22	1	6.3%	0	0.0%	0	0.0%	3	18.8%	0	0.0%	0	0.0%	2	12.5%	0	0.0%	0	0.0%	9	56.3%	6	27.3%
RG2 £15,508 - £16,772	191	3	4.4%	8	11.8%	1	1.5%	22	32.4%	2	2.9%	0	0.0%	2	2.9%	0	0.0%	1	1.5%	24	35.3%	123	64.4%
RG3 £16,773 - £19,939	395	8	4.4%	17	9.3%	1	0.5%	71	38.8%	2	1.1%	1	0.5%	6	3.3%	1	0.5%	5	2.7%	57	31.1%	212	53.7%
RG4 £19,940 - £24,717	533	19	8.1%	13	5.6%	0	0.0%	105	44.9%	3	1.3%	0	0.0%	5	2.1%	3	1.3%	5	2.1%	60	25.6%	299	56.1%
RG5 £24,718 - £29,854	400	5	2.7%	15	8.1%	1	0.5%	84	45.2%	3	1.6%	0	0.0%	6	3.2%	2	1.1%	11	5.9%	46	24.7%	214	53.5%
RG6 £29,855 - £34,196	262	4	3.4%	8	6.8%	0	0.0%	56	47.5%	2	1.7%	0	0.0%	2	1.7%	2	1.7%	3	2.5%	31	26.3%	144	55.0%
RG7 £34,197 - £39,660	190	5	5.7%	4	4.5%	0	0.0%	45	51.1%	2	2.3%	0	0.0%	2	2.3%	1	1.1%	3	3.4%	19	21.6%	102	53.7%
RG8 £39,661 - £45,242	101	2	5.9%	2	5.9%	1	2.9%	12	35.3%	1	2.9%	0	0.0%	1	2.9%	1	2.9%	0	0.0%	11	32.4%	67	66.3%
RG9 £45,243 - £50,827	64	1	4.3%	4	17.4%	0	0.0%	8	34.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	7	30.4%	41	64.1%
RG10 £50,828 - £54,621	29	0	0.0%	0	0.0%	0	0.0%	5	55.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	11.1%	20	69.0%
Above £54,621	45	1	8.3%	1	8.3%	0	0.0%	8	66.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	16.7%	33	73.3%

Table 10 (d) - Council Employees in Salary Bands by religion as of 31.3.2017

Grade Bandings		Total Staff	No Religion or Belief		Religion or Belief		ND	
			No.	%	No.	%	No.	%
RG1	£0 - £15507	22	10	62.5%	6	37.5%	6	27.3%
RG2	£15508 - £16772	191	35	51.5%	33	48.5%	123	64.4%
RG3	£16773 - £19939	395	82	44.8%	101	55.2%	212	53.7%
RG4	£19940 - £24717	533	92	39.3%	142	60.7%	299	56.1%
RG5	£24718 - £29854	400	66	35.5%	120	64.5%	214	53.5%
RG6	£29855 - £34196	262	43	36.4%	75	63.6%	144	55.0%
RG7	£34197 - £39660	190	28	31.8%	60	68.2%	102	53.7%
RG8	£39661 - £45242	101	15	44.1%	19	55.9%	67	66.3%
RG9	£45243 - £50827	64	12	52.2%	11	47.8%	41	64.1%
RG10	£50828 - £54621	29	1	11.1%	8	88.9%	20	69.0%
Above	£54621	45	4	33.3%	8	66.7%	33	73.3%



Table 10 (e) - Council Employees in Salary Bands by sexuality as of 31.3.2017.

Grade Bandings		Total Staff	Bisexual		Gay/ Lesbian		Heterosexual		Other		ND	
			No.	%	No.	%	No.	%	No.	%	No.	%
RG1	£0 - £15507	22	1	6.3%	1	6.3%	13	81.3%	0	0.0%	6	27.3%
RG2	£15508 - £16772	191	0	0.0%	2	3.0%	59	89.4%	1	1.5%	125	65.4%
RG3	£16773 - £19939	395	1	0.5%	7	3.8%	162	89.0%	1	0.5%	213	53.9%
RG4	£19940 - £24717	533	2	0.9%	2	0.9%	195	87.8%	1	0.5%	311	58.3%
RG5	£24718 - £29854	400	0	0.0%	6	3.4%	156	87.6%	2	1.1%	222	55.5%
RG6	£29855 - £34196	262	0	0.0%	4	3.4%	101	85.6%	0	0.0%	144	55.0%
RG7	£34197 - £39660	190	1	1.1%	1	1.1%	77	88.5%	1	1.1%	103	54.2%
RG8	£39661 - £45242	101	0	0.0%	1	3.1%	27	84.4%	0	0.0%	69	68.3%
RG9	£45243 - £50827	64	0	0.0%	2	8.7%	20	87.0%	0	0.0%	41	64.1%
RG10	£50828 - £54621	29	0	0.0%	2	20.0%	6	60.0%	0	0.0%	19	65.5%
Above	£54621	45	0	0.0%	0	0.0%	9	75.0%	0	0.0%	33	73.3%

Table 10 (f) - Council Employees in Salary Bands by Marital Status as of 31.3.2017

Grade Bandings		Total Staff	Civil Partnership		Married		Partner		Single		ND	
			No.	%	No.	%	No.	%	No.	%	No.	%
RG1	£0 - £15507	22	0	0.0%	1	4.8%	1	4.8%	19	90.5%	1	4.55%
RG2	£15508 - £16772	191	3	1.7%	72	41.4%	18	10.3%	81	46.6%	17	8.90%
RG3	£16773 - £19939	395	1	0.3%	148	41.3%	27	7.5%	182	50.8%	37	9.37%
RG4	£19940 - £24717	533	1	0.2%	238	47.4%	48	9.6%	215	42.8%	31	5.82%
RG5	£24718 - £29854	400	2	0.5%	180	46.8%	44	11.4%	159	41.3%	15	3.75%
RG6	£29855 - £34196	262	4	1.6%	136	54.4%	18	7.2%	92	36.8%	12	4.58%
RG7	£34197 - £39660	190	0	0.0%	101	57.1%	23	13.0%	53	29.9%	13	6.84%
RG8	£39661 - £45242	101	0	0.0%	60	64.5%	0	0.0%	33	35.5%	8	7.92%
RG9	£45243 - £50827	64	1	1.8%	33	57.9%	7	12.3%	16	28.1%	7	10.94%
RG10	£50828 - £54621	29	1	3.8%	18	69.2%	2	7.7%	5	19.2%	3	10.34%
Above	£54621	45	0	0.0%	34	77.3%	1	2.3%	9	20.5%	1	2.22%

Table 11(a) shows Individual Employee Access to Corporate Training by Directorate for gender, ethnic origin and disability.

Directorate	Total	Gender			Ethnic Origin		Data Not Available	Disability		
		Female	Male	Unspecified	BME	White		No	Yes	Data Not Available
DENS	2076	49%	51%	0%	12%	84%	4%	89%	4%	7%
CSS	759	71%	29%	0%	17%	81%	3%	85%	7%	8%
DCEEHS	2837	86%	13%	1%	27%	65%	7%	83%	4%	13%
DACHS	1709	80%	20%	0%	22%	74%	3%	86%	8%	5%
Schools	877	83%	17%	0%	6%	68%	26%	48%	0%	52%
Total	8258	74%	26%	0%	19%	73%	7%	82%	5%	14%

Table 11(b) - shows Individual Employee Access to Corporate Training by Directorate for religion

Directorate	Total	Agnostic	Atheist	Buddhist	Christian	Hindu	Jewish	Muslim	None	Other	Sikh	Data Not Available	Do Not Wish To Declare
DENS	2076	4%	6%	1%	25%	0%	0%	2%	20%	1%	0%	35%	6%
CSS	759	4%	6%	0%	22%	1%	0%	4%	11%	2%	3%	37%	10%
DCEEHS	2837	1%	4%	0%	28%	1%	0%	1%	14%	2%	0%	43%	5%
DACHS	1709	5%	3%	0%	27%	0%	0%	3%	9%	4%	0%	44%	3%
Schools	877	0%	0%	0%	6%	0%	0%	0%	1%	0%	0%	88%	4%
Totals	8258	3%	4%	0%	24%	1%	0%	2%	13%	2%	0%	46%	5%

Table 11(c) shows Individual Employee Access to Corporate Training for Directorate

Directorate	Total	Do Not Wish To Declare	Heterosexual / Straight	LGB	Other	Data Not Available
DENS	2076	3%	46%	3%	0%	48%
CSS	759	7%	47%	5%	0%	41%
DCEEHS	2837	3%	43%	1%	0%	54%
DACHS	1709	6%	52%	4%	1%	39%
Schools	877	0%	12%	0%	0%	88%
Grand Total	8258	4%	43%	2%	0%	52%

Table 11(d) shows Individual Employee Access to Corporate Training by Directorate for marital status.

Directorate	Total	Civil Partnership	Married	Partner	Single	Data Not Available
DENS	2076	1%	38%	12%	44%	4%
CSS	759	0%	43%	8%	45%	4%
DCEEHS	2837	0%	42%	10%	38%	10%
DACHS	1709	0%	45%	10%	35%	10%
Schools	877	0%	45%	7%	31%	17%
Total	8258	0%	42%	10%	39%	9%

*Data not available - for some fields the data has not been supplied by the delegate accessing training. This is particularly high regarding religion and sexual orientation, as these fields had not historically been collected for reporting purposes. Data includes both classroom and online learning.*

Table 12 (a) - Turnover / Leavers 2016/2017 by gender, ethnicity and disability

Reason	All	Female	BME	DISAB			
<b>Involuntary Exit</b>							
Death	5	3	60%	1	20%	0	0%
Dismissal	15	8	53%	4	27%	0	0%
Ill Health Dismissal	1	0	0%	0	0%	0	0%
Ill Health Retirement	6	4	67%	1	17%	0	0%
Redundancy	33	21	64%	3	9%	2	6%
End of Fixed term/ Temp Contract	59	34	58%	8	14%	4	7%
Other (Not Known/TUPE)	11	8	73%	1	9%	0	0%
<b>Total</b>	<b>130</b>	<b>78</b>	<b>60%</b>	<b>18</b>	<b>14%</b>	<b>6</b>	<b>5%</b>
<b>Voluntary Exit</b>							
Retirement	23	18	78%	2	9%	0	0%
Mutual Agreement	8	6	75%	1	13%	0	0%
Resignation	493	397	81%	71	14%	7	1%
<b>Total</b>	<b>524</b>	<b>421</b>	<b>80%</b>	<b>74</b>	<b>14%</b>	<b>7</b>	<b>1%</b>
<b>Total All</b>	<b>654</b>	<b>499</b>	<b>76%</b>	<b>92</b>	<b>14%</b>	<b>13</b>	<b>2%</b>

Table 12 (b(i)) - Turnover/Leavers 2016/2017 by religion

Reason	All	Agnostic	Atheist	Buddhist	Christian	Hindu
	<b>Involuntary Exit</b>					
Death	5					
Dismissal	15				3	20%
Ill Health Dismissal	1					
Ill Health Retirement	6					
Redundancy	33	1	3.0%	1	3%	
Redundancy / ER						
End of Fixed term/ Temp Contract	59	2	3.4%	3	5%	1 2%
Other (Not Known/TUPE)	11					
<b>Total</b>	<b>130</b>	<b>3</b>	<b>2.3%</b>	<b>4</b>	<b>3.1%</b>	<b>1 0.8%</b>
	<b>Voluntary Exit</b>					
Retirement	23	1	4%			3 13.0%
Mutual Agreement	8					
Efficiency Termination /Retire						
Resignation	493	2	0.4%	11		40 8.1%
<b>Total</b>	<b>524</b>	<b>3</b>	<b>0.6%</b>	<b>11</b>	<b>2.1%</b>	<b>0 0.0%</b>
<b>Total All</b>	<b>654</b>	<b>6</b>	<b>0.9%</b>	<b>15</b>	<b>2.3%</b>	<b>1 0.2%</b>

Continue to Table 12 (b(ii))



Table 12 (b(ii)) - Turnover/Leavers 2016/2017 by religion

Reason	All	Jewish	Muslim	Sikh	Other	None	ND
	<b>Involuntary Exit</b>						
Death	5						5 100%
Dismissal	15				1	7%	10 67%
Ill Health Dismissal	1						1 100%
Ill Health Retirement	6						6 100%
Redundancy	33	1	3%				29 88%
Redundancy / ER							
End of Fixed term/ Temp Contract	59				1	2%	44 75%
Other (Not Known/TUPE)	11						11 100%
<b>Total</b>	<b>130</b>	<b>1</b>	<b>0.8%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>106 81.5%</b>
	<b>Voluntary Exit</b>						
Retirement	23						19 82.6%
Mutual Agreement	8						8 100.0%
Efficiency Termination /Retire							
Resignation	493	1	0.2%	5	1.0%		385 78.1%
<b>Total</b>	<b>524</b>	<b>1</b>	<b>0.2%</b>	<b>5</b>	<b>1.0%</b>	<b>0</b>	<b>412 78.6%</b>
<b>Total All</b>	<b>654</b>	<b>2</b>	<b>0.3%</b>	<b>5</b>	<b>0.8%</b>	<b>0</b>	<b>518 79.2%</b>

Table 12 (c) - Turnover/Leavers 2016/2017 by religion or belief categories

Reason	All	No Religion or Belief	Religion or Belief	ND
	<b>Involuntary Exit</b>			
Death	5			5 100.0%
Dismissal	15	1 6.7%	4 26.7%	10 66.7%
Ill Health Dismissal	1			1 100.0%
Ill Health Retirement	6			6 100.0%
Redundancy	33	2 6.1%	2 6.1%	29 87.9%
End of Fixed term/ Temp Contract	59	6 10.2%	9 15.3%	44 74.6%
Other (Not Known/TUPE)	11			11 100.0%
<b>Total</b>	<b>130</b>	<b>9 6.9%</b>	<b>15 11.5%</b>	<b>106 81.5%</b>
	<b>Voluntary Exit</b>			
Retirement	23	1 4.3%	3 13.0%	19 82.6%
Mutual Agreement	8			8 100.0%
Resignation	493	45 9.1%	52 10.5%	385 78.1%
<b>Total</b>	<b>524</b>	<b>46 8.8%</b>	<b>55 10.5%</b>	<b>412 78.6%</b>
<b>Total All</b>	<b>654</b>	<b>55 8.4%</b>	<b>70 10.7%</b>	<b>518 79.2%</b>

Table 12 (d) - Turnover/Leavers 2016/2017 by sexuality

Reason	All	Bisexual	Gay/Lesbian	Heterosexual	Other	Not Known	ND						
	<b>Involuntary Exit</b>												
Death	5			1	20.0%		4	80.0%					
Dismissal	15			5	33.3%		10	66.7%					
Ill Health Dismissal	1						1	100.0%					
Ill Health Retirement	6						6	100.0%					
Redundancy	33		1	3.0%	3	9.1%	29	87.9%					
<b>Redundancy / ER</b>													
End of Fixed term/ Temp Contract	59			14	23.7%		45	76.3%					
Other (Not Known/TUPE)	11						11	100.0%					
<b>Total</b>	<b>130</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>0.8%</b>	<b>23</b>	<b>17.7%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>106</b>	<b>81.5%</b>
	<b>Voluntary Exit</b>												
Retirement	23					1	4.3%	22	95.7%				
Mutual Agreement	8						8	100.0%					
<b>Efficiency Termination /Retire</b>													
Resignation	493	1	0.2%	4	0.8%	91	18.5%	2	0.4%		395	80.1%	
<b>Total</b>	<b>524</b>	<b>1</b>	<b>0.2%</b>	<b>4</b>	<b>0.8%</b>	<b>91</b>	<b>17.4%</b>	<b>2</b>	<b>0.4%</b>	<b>1</b>	<b>0.2%</b>	<b>425</b>	<b>81.1%</b>
<b>Total All</b>	<b>654</b>	<b>1</b>	<b>0.2%</b>	<b>5</b>	<b>0.8%</b>	<b>114</b>	<b>17.4%</b>	<b>2</b>	<b>0.3%</b>	<b>1</b>	<b>0.2%</b>	<b>531</b>	<b>81.2%</b>

Table 12 (e) - Turnover/Leavers 2016/2017 by marital status

Reason	All	Civil Partnership	Married	Partner	Single	ND
	<b>Involuntary Exit</b>					
Death	5		2	40.0%	2	20.0%
Dismissal	15		6	40.0%	8	6.7%
Ill Health Dismissal	1				1	100.0%
Ill Health Retirement	6		2	33.3%	2	33.3%
Redundancy	33		19	57.6%	1	3.03%
Redundancy / ER						
End of Fixed term/ Temp Contract	59		7	11.9%	4	6.8%
Other (Not Known/TUPE)	11		4	36.4%	2	18.2%
<b>Total</b>	<b>130</b>	<b>0</b>	<b>40</b>	<b>30.8%</b>	<b>8</b>	<b>6.15%</b>
	<b>Voluntary Exit</b>					
Retirement	23		16	69.6%	2	8.7%
Mutual Agreement	8		4	50.0%	1	12.50%
Efficiency Termination /Retire						
Resignation	493	2	209	42.4%	34	6.9%
<b>Total</b>	<b>524</b>	<b>2</b>	<b>229</b>	<b>43.7%</b>	<b>35</b>	<b>6.7%</b>
<b>Total All</b>	<b>654</b>	<b>2</b>	<b>269</b>	<b>41.1%</b>	<b>43</b>	<b>6.6%</b>

Table 13 (a) - Completed HR Casework - Use of Formal Procedures - April 2015 to March 2016 - Analysis by Employee Profile

Case Type	All Cases	Gender		BME		Disability	
		Female	%	No	%	No	%
Capability - IH	62	32	51.6%	12	19.4%	11	17.8%
Capability - Performance	7	2	28.6%	1	14.2%	2	28.6%
Disciplinary	60	23	38.3%	9	15.0%	2	3.3%
Grievance	17	11	64.7%	8	47.0%	4	23.5%
Bullying / Harassment	0	0	0.0%	0	0%	0	0%
<b>TOTALS</b>	<b>146</b>	<b>68</b>	<b>46.6%</b>	<b>30</b>	<b>20.5%</b>	<b>19</b>	<b>13.0%</b>

Table 13 (b) - Completed HR Casework - Use of Formal Procedures - April 2016 to March 2017 - Analysis by Employee Profile

Case Type	All Cases	Gender		BAME		Disability	
		Female	%	Number	%	Number	%
Capability - IH	29	17	58.62%	4	13.79%	0	0.00%
Capability - Performance	2	0	0.00%	0	0.00%	0	0.00%
Disciplinary	27	14	51.85%	7	25.93%	0	0.00%
Grievance	10	7	70.00%	3	30.00%	0	0.00%
<b>Total</b>	<b>68</b>	<b>38</b>	<b>55.88%</b>	<b>14</b>	<b>20.59%</b>	<b>0</b>	<b>0.00%</b>

Table 14 (a) - Women as a percentage of councillors by type of authority (2016)

Type	Total councillors	No. Women councillors	% of councillors who are Women
Counties	1803	484	26.8
London Borough	1851	688	37.2
Metropolitan	2941	931	38.5
Shire Districts	8583	2703	31.5
Unitary	3101	992	31.9

Table 14 (b) - Women councillors in Berkshire local authorities - Fawcett Society April 2017

Berkshire Authority	Council Size	Authority type	Electoral cycle	Political control	No. Women	% Women
Reading	46	Unitary	Thirds	Labour	22	47.8
Bracknell Forest	42	Unitary	Whole	Conservative	15	35.7
Slough	42	Unitary	Thirds	Labour	14	33.3
Wokingham	54	Unitary	Thirds	Conservative	11	20.4
Windsor and Maidenhead	57	Unitary	Whole	Conservative	14	24.6
West Berkshire	52	Unitary	Whole	Conservative	10	19.2

## READING BOROUGH COUNCIL

### REPORT BY DIRECTOR OF CHILDREN, EDUCATION AND EARLY HELP SERVICES

TO:	PERSONNEL COMMITTEE		
DATE:	15 MARCH 2018	AGENDA ITEM:	8
TITLE:	KENNET DAY NURSERY FEE INCREASE		
LEAD COUNCILLOR:	JO LOVELOCK	PORTFOLIO:	LEADER OF THE COUNCIL/CHAIR OF PERSONNEL COMMITTEE
SERVICE:	KENNET DAY NURSERY	WARDS:	BOROUGHWIDE
LEAD OFFICER:	ANDY BARKER	TEL:	0118 937 2635
JOB TITLE:	READING PLAY MANAGER	E-MAIL:	<a href="mailto:andy.barker@reading.gov.uk">andy.barker@reading.gov.uk</a>

#### 1. EXECUTIVE SUMMARY

- 1.1 This report details the nursery's budget for 2018/2019 and seeks to make recommendations for the nursery fees from April 2018.
- 1.2 In accordance with Section 100B (4)(b) of the Local Government Act 1972, the chair has agreed that this item of business should be considered at the meeting as a matter of urgency for the following reason:

Under the arrangements for consultation set out by the former Equal Opportunities Sub-Committee when it set up the nursery in 1987 the Kennet Day Nursery Association need to have ratified the proposed fee increase. This took place on 22 February 2018 with this proposal consulted on prior to this date.

#### 2. RECOMMENDED ACTION

- 2.1 That the fee structure be increased by 4% to apply from April 2018 as follows:

£228.55 per week - £45.27 per day (RBC Users)

£250.75 per week - £49.66 per day (Non RBC Users)

The current discount of £2 a day for siblings will continue unchanged throughout the year. The current additional charge of £2 a day for children under 2 years will continue unchanged.

### 3. POLICY CONTEXT

3.1 The last fee proposal was agreed in September 2017 and required the nursery to run on a £20,000 profit. To achieve this, a consistent 87+% occupancy level was required throughout the year.

3.2 In budget proposals 2016-20 to 'Narrow the budget gap'. It was agreed that in Kennet day Nursery would be required to achieve a profit. In the financial year 2017/18 the nursery needs to make surplus target of £20,000 increasing to £30,000 in 2018/19.

3.3 Changes in government policy from September 2017 have enabled eligible working parents of 3 to 4 year-olds in England will be eligible for 30 hours of free childcare - for 38 weeks of the year (term time).

Families working over 16 hours a week with children of this age are eligible for this if:

- Their child will be aged 3 or 4 when the scheme starts.
- BOTH parents must be working - or the sole parent is working in a lone parent family
- If each parent earns, on average, a weekly minimum equivalent to 16 hours at National Minimum Wage or National Living Wage
- If each parent must have an annual income of less than £100,000
- If you live in England.

Parents will be able to apply for both the 30-hour scheme and the Tax-Free Childcare scheme through a joint online application being developed by HMRC.

This is because the eligibility requirements for both schemes are aligned.

As a work place day nursery Kennet operate this funding on a stretched basis, allowing parents get access to 21.90 hours of funding a week all year round.

### 4. THE PROPOSAL

4.1 To increase the nursery fees by 4% with affect from April 2018.  
See table of comparison nurseries fees 7.3.

### 5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The nursery contributes to the strategic aims of promoting equality and social inclusion; and to securing the most effective use of the Council's resources (staff) in the delivery of high quality, Best Value public services.

5.2 The service objective of the nursery is to provide high quality childcare for the children of employees, to allow these employees to work for the Council whilst meeting their childcare commitments as parents and/or primary carers.

5.3 The nursery's is well regarded by childcare practitioners in Reading as being a high quality childcare service. This has been confirmed by OFSTED grading of the nursery as 'OUTSTANDING' in its latest inspection carried out in July 2016.



This has been achieved through:-

- Predominantly using level 3 qualified staff to meet its child to staff ratios
- Paying staff a competitive wage for childcare (but they are still amongst the lowest paid of the Council's staff)
- Staff in house training opportunities are exceptional and worthy of sharing with others. Staff also are supported in-house to work towards professional qualifications (NVQs). This was highlighted by Ofsted as key to achieving its OUTSTANDING grading.
- Providing effective management structure undertaken through self-evaluation to ensure positive outcomes for children.

## 6 LEGAL IMPLICATIONS

- 6.1 The nursery is provided by the Council for its staff under Sections 111 and 112 of The Local Government Act 1972. It operates under the provisions of the Children care Act 2006. The day nursery is registered with OFSTED to provide full day-care for children under eight.
- 6.2 Under the arrangements for consultation set out by the former Equal Opportunities Sub-Committee when it set up the nursery in 1987, and set out in a long-standing partnership agreement, the Council is required to consult with the Day Nursery Association before it makes any changes to fees or charges for the day nursery. The consultation proposal for this fee increase was circulated to the full Kennet Day Nursery Association prior to the position being ratified at the Kennet Day Nursery committee on 22 February 2018 where trade unions attended.

## 7. EQUALITY IMPACT ASSESSMENT

Other financial Support for working families

There are a number of ways in which parents can receive support with their nursery fees depending on their personal circumstances :

Working tax family credits which still reimburse up to 70% of nursery fees.

Childcare vouchers- For working families, in the UK, with children under 16 (or under 17 if disabled), Up to £933 a year in tax and National Insurance savings

Tax free childcare - For working families, including the self-employed, in the UK with children under 12 (or under 17 if disabled), for every £8 you pay in, the government will add an extra £2, up to £2,000 per child per year - that's up to £500 every three months

30 Hours free childcare entitlement to eligible families for their children the term following their child's 3<sup>rd</sup> birthday.

To: Councillor Lovelock (Chair);  
Councillors David Absolom, Page, Skeats  
and Terry

Our Ref: perscttc/agenda

Your Ref:

Direct: ☎ 0118 937 2153

e-mail: [michael.popham@reading.gov.uk](mailto:michael.popham@reading.gov.uk)

9 March 2018

Your contact is: Michael Popham - Committee Services

### NOTICE OF MEETING - PERSONNEL COMMITTEE - 15 MARCH 2018

Pursuant to Paragraph 4(b) of Section 100B of the Local Government Act 1972 (as amended) item 8(A) of this agenda is supplementary to the Personnel Committee agenda, circulated on 7 March 2018, for the meeting to be held on Thursday 15 March 2018 at 6.30pm, in Committee Room 1, Civic Offices, Reading.

#### AGENDA

		ACTION	WARDS AFFECTED	PAGE NO
1.	DECLARATIONS OF INTEREST			-
2.	MINUTES OF MEETINGS HELD ON 9 NOVEMBER 2017	DECISION	BOROUGHWIDE	1
3.	PROCEEDINGS OF LOCAL JOINT FORUM 9 NOVEMBER 2017	INFORMATION	BOROUGHWIDE	4
4.	PAY POLICY 2018/19	DECISION	BOROUGHWIDE	8
5.	BUYING ANNUAL LEAVE POLICY	DECISION	BOROUGHWIDE	36
6.	GENDER PAY GAP	DECISION	BOROUGHWIDE	41
7.	EQUALITY AUDIT 2016/17	DECISION	BOROUGHWIDE	48
8.	KENNET DAY NURSERY FEE INCREASE	DECISION	BOROUGHWIDE	87
8(A).	APPOINTMENT OF CHILDREN'S COMPANY CHIEF EXECUTIVE	DECISION	BOROUGHWIDE	To Follow

**CIVIC OFFICES EMERGENCY EVACUATION:** If an alarm sounds, leave by the nearest fire exit quickly and calmly and assemble on the corner of Bridge Street and Fobney Street. You will be advised when it is safe to re-enter the building.

At this point, the following motion will be moved by the Chair:

“That, pursuant to Section 100A of the Local Government Act 1972 (as amended) members of the press and public be excluded during consideration of the following item on the agenda, as it is likely that there would be disclosure of exempt information as defined in the relevant Paragraphs of Part 1 of Schedule 12A (as amended) of that Act”

9.	EARLY RETIREMENTS AND REDUNDANCIES	DECISION	BOROUGHWIDE	91
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## FINANCIAL IMPLICATIONS

- 8.1 At present the average occupancy level for the nursery is 94% this occupancy fluctuates annually with a drop in levels in September as a direct result of children leaving to go to school; this occupancy then steadily increases again in the following months. The Nursery also has a very healthy waiting list with over 40 families waiting for spaces or planning to take up spaces over the coming year.
- 8.2 Kennet Day Nursery still remains good value for money with other local nurseries charging rates ranging from £46 a day to £61 a day for children aged over two years old.
- 8.3 In looking at the setup of other day nurseries and the way that they structure both attend part-time. These children are usually charged at a higher rate than children who attend full-time. Please see below for comparison fee rates:-

<i>Setting</i>	<i>U 3's</i>	<i>Over 3's</i>
<i>Forbury Gardens</i>	£69.00	£61.00
<i>Caversham Day Nursery</i>	£59.00	£55.00
<i>Berkley Gardens</i>	£66.00	£58.50
<i>Little Dragons</i>	£54.00	£53.00
<i>Sure Start Whitley</i>	£50.23	£45.79
<i>Busy Bees</i>	£56.30	£56.30
<i>Lodge</i>	£51.00	£46.00
<i>Chiltern</i>	£68.00	£63.00
<i>Bubbles (The Globe)</i>	£50.50	£47.50
<i>Greyfriars</i>	£59.00	£53.50
<i>Average</i>	£58.30	£54.00
<i>Kennet Day Nursery (RBC)</i>	£47.39	£45.27
<i>Kennet Day Nursery (Non)</i>	£51.79	£49.66