

To: Councillor Terry (Chair)  
Councillors Brock, Lovelock, Mitchell and  
Page

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7 March 2023

Your contact is: **Richard Woodford - Committee Services**

NOTICE OF MEETING - PERSONNEL COMMITTEE 15 MARCH 2023

A meeting of the Personnel Committee will be held on Wednesday, 15 March 2023 at 6.30 pm in Committee Room 1, Civic Offices, Reading. The Agenda for the meeting is set out below.

|   | <u>WARDS<br/>AFFECTED</u> | <u>Page No</u> |
|---|---------------------------|----------------|
| 1. DECLARATIONS OF INTEREST   |                           |                |
| 2. MINUTES OF PREVIOUS MEETING 17 NOVEMBER 2022   |                           | 3 - 4          |
| 3. PROPOSALS TO ENHANCE EMPLOYEE BENEFITS   |                           | 5 - 56         |
| A report proposing a range of additional employee benefits.   |                           |                |
| 4. UPDATE ON APPRENTICESHIPS, WORK EXPERIENCE AND MENTORING PROGRAMMES  |                           | 57 - 70        |
| A report providing an update on activity being undertaken to support young people in the borough to prepare for work and to provide opportunities to upskill Council employees. |                           |                |

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## PERSONNEL COMMITTEE MINUTES - 17 NOVEMBER 2022

**Present:** Councillor Terry (Chair);  
Councillors Ayub (in place of Councillor Page), Brock, Mitchell  
and Sultan (in place of Councillor Lovelock).

**Also Present:** Teresa Kaine Alison McNamara (National Education Union)  
(for items 8-10), Miriam Palfrey (UNISON) (for items 8-10)  
and Shella Smith.

**Apologies:** Councillors Lovelock and Page.

### 8. MINUTES

The Minutes of the meetings held on 14 July 2022 were confirmed as a correct record and signed by the Chair.

### 9. PROCEEDINGS OF THE LOCAL JOINT FORUM

The Chief Executive submitted the proceedings of the Local Joint Forum meeting held on 11 October 2022.

### 10. REVIEW OF THE COUNCIL'S EMPLOYMENT POLICIES

The Assistant Director of HR and Organisational Development submitted a report, presenting two Employment Policies which had been reviewed jointly and agreed with the Joint Trade Unions. The following documents were attached to the report:

|            |                                  |
|------------|----------------------------------|
| Appendix A | Employment Stability Agreement   |
| Appendix B | Trade Union Facilities Agreement |
| Appendix C | Annual Leave Policy              |
| Appendix D | Equality Impact Assessment       |

The report explained that the Employment Stability Agreement had not been reviewed since 2011 and had been updated to reflect current best practice and process. The Trade Union Facilities Agreement had not been reviewed since 2009 and the updated document include current job titles and amendments to the corporate policy template. The Annual Leave Policy had been amended following the national agreement for Local Government Services staff which had been confirmed on 2 November 2022. This included one additional day's annual leave, regardless of current entitlement or length of service for all relevant staff from April 2023. The current policy would continue to apply until 31 March 2023.

The report explained that all employment policies had now been reviewed by the HR and Organisational Development team, following consultation and negotiation with the Joint Trade Unions. A communications plan was in place to communicate the revised policies to managers and employees.

#### **Resolved:**

- (1) That the following revised HR policies, as set out in in Appendices A, B and C to the report, be approved:

## PERSONNEL COMMITTEE MINUTES - 17 NOVEMBER 2022

- Employment Stability Agreement;
- Trade Union Facilities Agreement;
- Annual Leave Policy;

- (2) That the Equality Impact Assessment of the policy reviews be noted, as set out in Appendix D to the report.

### 10. EXCLUSION OF THE PRESS AND PUBLIC

#### Resolved:

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 items, as it was likely that there would be disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A (as amended) to that Act.

### 11. REDUNDANCY, EARLY RETIREMENT AND SPECIAL SEVERANCE PAYMENT COSTS - 1 APRIL 2022 TO 30 SEPTEMBER 2022

The Assistant Director of HR and Organisational Development submitted a report, which provided a monitoring statement of all termination costs that had been incurred due to employees leaving the Council on either early retirement or redundancy grounds between 1 April 2022 and 30 September 2022. There had been no early retirements on the grounds of efficiency during this period. Termination costs that had been incurred due to employees leaving the Council on redundancy grounds between 1 October 2021 and 31 March 2021 were attached to the report at Appendix 1. The report also included a summary of Special Severance Payments made within the same period and details were attached at Appendix 2 to the report.

#### Resolved

- (1) That it be noted that the total termination costs incurred due to employees leaving the Council on redundancy grounds between 1 April 2022 and 30 September 2022 was £499,080;
- (2) That it be noted that the total Special Severance Payments incurred between 1 April 2022 and 30 September 2022 was £95,207.

(Exempt information as defined in paragraphs 1 and 2).

(The meeting commenced at 6.30pm and closed at 6.40pm).

## READING BOROUGH COUNCIL

### REPORT BY ASSISTANT DIRECTOR HR & ORGANISATIONAL DEVELOPMENT

|                         |  |                     |   |
|-------------------------|--|---------------------|---|
| <b>TO:</b>              | <b>PERSONNEL COMMITTEE</b>   |                     |   |
| <b>DATE:</b>            | <b>15 MARCH 2023</b>   | <b>AGENDA ITEM:</b> |   |
| <b>TITLE:</b>           | <b>PROPOSALS TO ENHANCE EMPLOYEE BENEFITS</b>                          |                     |   |
| <b>LEAD COUNCILLOR:</b> | <b>CLLR LIZ TERRY</b>  | <b>PORTFOLIO:</b>   | <b>CORPORATE SERVICES AND RESOURCES</b> |
| <b>LEAD OFFICER:</b>    | <b>TERESA KAINE</b>  | <b>TEL:</b>         |   |
| <b>JOB TITLE:</b>       | <b>INTERIM ASSISTANT DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT</b> | <b>E-MAIL:</b>      | <b>Teresa.Kaine@reading.gov.uk</b>      |

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report proposes a range of additional employee benefits that would enhance the comprehensive benefits package that the Council already offers to staff. It also supports the People Strategy aim for the Council to be an employer of choice. The proposals include both employee and employer funded benefits.

### 1.2 Appendices:

Appendix A: Health Cash Plan summary

Appendix B: Plan4Life Cancer Care Plan summary

Appendix C: Wage Stream App information

## 2. RECOMMENDED ACTION

2.1 It is recommended that Personnel Committee approves:

2.1.1 Implementation of three new employee-funded benefits that would enhance the comprehensive offering already provided:

- Health Cash Plan
- Plan4Life Cancer Care Plan
- Care4Life Insurance Top Up Plan

2.1.2 Implementation of the Wage Stream App, that gives employees the opportunity to take control of their finances with visibility and flexible pay; and build skills for long-term financial wellbeing.

**2.1.3 An increase in the maximum annual leave entitlement for Chief Officers to 33 days each year (pro rata for part-time staff) from 1 April 2023, to ensure continued parity with staff covered by NJC for Local Government Services terms and conditions, following an increase in their leave entitlement resulting from the 2022 national pay agreement.**

### **3. POLICY CONTEXT**

3.1 The proposals in this report support the Council's People Strategy which strives to ensure that the Council is an employer of choice for the purpose of creating a highly skilled, motivated and high performing workforce who can deliver our vision and priorities for Reading.

3.2 The Council already offers a wide range of benefits to staff. These include:

- Generous holiday entitlement - from 1 April 2023 this will be 25 days minimum for most staff (30 days for Reading Senior Manager grades) plus bank holidays - rising to 28 days after 5 years local government service and 33 days after 10 years' service, with the option to buy additional leave
- Relocation scheme offering up to £8,000 towards the cost of relocating permanently to Reading for qualifying roles
- Commitment to hybrid working for desk-based roles with a wide range of flexible working opportunities for all
- Local Government Pension Scheme (LGPS)
- Life Assurance - three times annual salary (for members of the LGPS)
- Employee Assistance Programme - round-the-clock access to free, impartial and completely confidential support and advice from trained therapists and legal experts
- Onsite day nursery (Kennet Day nursery) rated outstanding by Ofsted, and a salary sacrifice scheme to help lower the cost of nursery fees
- Season Ticket Loan - a loan to help with the cost of rail or bus journeys, to and from work
- Cycle salary sacrifice scheme
- Lease car salary sacrifice scheme allowing staff to lease a brand new, greener car for three years. The monthly fee includes insurance, servicing and road tax
- Salary sacrifice scheme for Additional Voluntary Contributions (AVCs) to help staff save for their retirement
- Shopping vouchers and money off deals through the benefits portal - [www.teamreadingrewards.co.uk](http://www.teamreadingrewards.co.uk)
- Staff Club - organises events such as pub quizzes and theatre trips
- Eye care - help towards an eye test and glasses, for staff who use a computer at work
- Discounted season tickets for Reading Buses

3.3 Most of the proposals in this report have been put forward based on discussions with our benefits platform provider, Terry Berry. This means they would be accessible through [www.teamreadingrewards.co.uk](http://www.teamreadingrewards.co.uk), on any device with an internet connection, with all benefits available in one place.

- 3.4 A number of the proposed schemes covered by this report are provided by the Birmingham Hospital Saturday Fund (BHSF). BHSF is a charitable and not for profit organisation, established in 1873. On 6 January 1873 Sampson Gamgee, a surgeon at Queen's Hospital in Birmingham, raised the suggestion that "everyone should work overtime for the hospitals on a particular annual Saturday afternoon, to be called 'Hospital Saturday'". This new scheme called the Birmingham Hospital Saturday Fund (BHSF) was inaugurated on 15 March 1873 and was the first British scheme for raising money for all voluntary hospitals in an area.
- 3.5 The period after the 1960s saw a merger of similar funds around the country and in 2001, the merger of Hull-based The Health Scheme (THS) with BHSF. On the first Saturday, 15 March 1873, the amount raised was £4,700 from a population of 355,000, an average of 2 3/4d. per head. This figure had increased to £400,000 by 1938. In addition to donations to the Queen's, General, Children's, Women's, Eye, and Dental hospitals, the fund implemented convalescent homes around Britain and an ambulance service. Today it continues as a national non-profit health insurance service.
- 3.6 There is an additional proposal regarding increasing annual leave for staff on Chief Officer terms and conditions which has arisen as a consequence of the national pay agreement for Local Government Services (Green Book) staff which means that the maximum annual leave entitlement for staff on grades 1-10 will increase to 33 days.

## 4. THE PROPOSALS

### 4.1 Employee Funded Benefits

The following benefits would be funded by employees and will be optional for them to participate in if they wish. Contributions would be deducted from their monthly salary. In most cases there is an option to increase the payment made in return for a higher level of cover and/or to cover family members.

#### 4.1.2 Health Cash Plan

A Health Cash Plan is an excellent way to manage the cost of essential healthcare; employees pay a small monthly premium and can claim cash back on a wide range of healthcare costs including NHS care. The Health Cash Plan available through the Terry Berry platform is offered by BHSF.

If an employee has dental check-ups or wears glasses or contact lenses, they can claim cash back towards their cost, up to set limits, depending on their level of cover. The plan also covers a range of therapy treatments, including osteopathy, physiotherapy and chiropody.

The GP Consultation Service connects employees 24/7 to a fully qualified GP, for advice and diagnosis on health matters. The service also includes access to an on-line webcam consultation with a doctor.

A discounted gym membership gives access to corporate membership rates at over 2,500 participating gyms and fitness clubs.

A 24/7 counselling and information helpline provides a counselling service on stress, family relationships, substance abuse and debt, along with legal and financial information.

Other benefits include private prescriptions and the ability to claim towards the cost of hearing aids, hospital in-patient, hospital day case surgery, recuperation, maternity/paternity, health screening and access to care.

There are different levels of cover available paid for by employees starting from £5.98 per month for single cover. Family cover includes the policy holder, partner and dependent children starting from £11.96 per month. A table summarising the levels of cover available and costs to the employee is included in Appendix A.

#### **4.1.3 CARE4LIFE Insurance Top Up Plan**

The Care4 Life Insurance Top Up Plan, also offered by BHSF, is designed to help dependants by paying a lump sum in the event that an insured person dies during the period of cover. An employee could insure themselves under personal cover or cover their spouse/partner as well under couple cover.

For £5,000 of cover, an employee would pay £2.70 per month for single cover and £4.68 for a couple. The money can be spent in any way the policy holders wants, such as for funeral expenses, to set aside as an investment for loved ones, or to put towards something else. The payment is made income tax-free under current legislation but may be subject to inheritance tax or other taxes.

#### **4.1.4 PLAN4LIFE Cancer Care Plan**

This is an insurance policy that provides a lump sum for the insured person if they are diagnosed with cancer. It is also provided by BHSF.

There are different levels of cover available starting from £6.93 per month for entry level. A summary of the scheme benefits is provided in Appendix B.

### **4.2 Employer Funded Benefits**

The following benefits would be funded by the Council if approved and so would be available to all employees.

#### **4.2.1 Wage Stream App (see also Appendix C)**

The financial aspect of wellbeing is critical to any organisation's wellbeing offering. Currently the financial wellbeing of workers across the country is being seriously impacted by increased taxes, higher energy bills, and a rise in inflation and travel costs, leaving households £1,200 -£2,000 worse off compared to last year. Research has shown that 50% of workers in the UK run out of money before payday due to the monthly pay cycle and 57% of employees worry about money every week or more (up 9% in 1 year). 11.5 million people in the UK have £100 or less in savings making unexpected bills financially crippling.

The Wage Stream App gives employees the opportunity to take control of their finances with visibility and flexible pay; and build skills for long-term financial wellbeing. The App gives access to:

- **Budget Tracking:** provides real-time updates on employees' financial position, making it easier to improve money management
- **Streaming** (early access to earned wage): Provides colleagues access to a small proportion (typically capped at 40%) of accrued wages at any time of the month ensuring they can absorb any financial shocks that may occur during the month
- **Financial Coaching:** employees can access financial health assessment tools, alongside resources and articles and third party financial tools. The Coach financial education hub is aimed at helping employees gain access to fair financial services which can improve their personal finances. A 1-1 financial coaching option is available through the App for an additional charge (if not selected, staff can still access the tools and resources)
- **Savings through salary:** The in-App savings tool encourages all employees to save at every opportunity with savings pots, market beating interest rates and monthly prizes. All savings accounts are FSCS-protected.

The Wagestream App is used by over 500 employers in a wide range of industries, including over 30 NHS trusts. A 2021 impact survey of users found that 88% had reduced their reliance on payday loan usage, 30% had decreased their reliance on credit cards and 72% said they more in control of their finances. Many users found it helped them to cycle down high cost credit; for example 20% of active users used payday loans before using Wagestream. The App is designed to run alongside payroll through a direct link to iTrent.

The cost to the Council for 1700 employees is £1,250 per month (including 1-2-1 personal financial coaching). There is also a one-off set up cost to create the interface with the Council's HR system, iTrent.

### 4.3 Annual leave for Chief Officers

4.3.1 The national pay agreement for Local Government Services (Green Book) staff was announced on 2 November 2022. In addition to a pay increase on basic salaries of £1,925 with effect from 1 April 2022, the agreement also confirms that from 1 April 2023, all employees covered by the Green Book, regardless of their current leave entitlement or length of service, will receive a permanent increase of one day (pro rata for part-timers) to their annual leave entitlement. At Reading, this covers staff on pay grades 1-10.

4.3.2 The national pay agreement for Chief Officers was also announced on 2 November and includes the same pay increase of £1,925 on base salaries from 1 April 2022 but does not include any changes to annual leave. In order to ensure continued parity between staff on both set of terms and conditions, it is proposed to increase the maximum leave entitlement for Chief Officers with 10 years' service to 33 days, to ensure continued parity with staff on grades 1-10 whose maximum leave entitlement will also increase to 33 days. No changes are proposed for Chief Officers with less service. Chief Officers are not entitled

to time off in lieu or flex-leave in the same way that staff at grades 1-10 are, so this represents the maximum amount of leave they can take.

- 4.3.3 The current annual leave entitlements for staff on grades 1-10 and Chief Officers are shown below. The new leave entitlements from 1 April 2023 are shown in red brackets.

|               | 1-5 years' service | After 5 years' LG service | After 10 years' RBC service |
|---------------|--------------------|---------------------------|-----------------------------|
| NJC Grade     | 24 (25)            | 29 (30)                   | 32 (33)                     |
| Chief Officer | 30                 | -                         | 32 (33)                     |

## 5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 The proposals contained in this report support the People's Strategy that has been developed to achieve Team Reading values and form part of the Wellbeing Action Plan for 2022/23 focussing on areas of biggest impact for staff.
- 5.2 The recommendations contribute to the Corporate Plan Theme of Thriving Communities as follows:
- It tackles the effects of the pandemic, such as long-term health problems and mental health issues, long waiting times for access to a GP etc
  - Supports employees through the financial challenges that are currently being experienced by many people as a result of the current cost of living crisis

## 6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

- 6.1 There are no environmental and climate implications.

## 7. COMMUNITY ENGAGEMENT AND INFORMATION

- 7.1 Consultation with the Joint Trade Unions on the proposals covered in this report has taken place.
- 7.2 This benefits detailed in 4.1 and 4.2 would not be contractual, so the schemes could be removed in future if they were no longer considered relevant. Trade Unions would be consulted before such a decision was to be taken. The proposed change to Chief Officers' annual leave in 4.3 would be a contractual change.

## 8. EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact Assessment is not relevant to the decision.

## 9. LEGAL IMPLICATIONS

- 9.1 None of the benefits covered in this report would be contractual entitlements with the exception of the change to Chief Officers' annual leave in 4.3.

9.2 Under the Council's Constitution (Article 8, paragraph 5.1), Personnel Committee is responsible for determining the terms and conditions on which staff hold office.

## 10. FINANCIAL IMPLICATIONS

10.1 The proposals in section 4.2 of this report would be funded by the Council. The annual costs are summarised below.

| <b>Benefit</b>                | <b>Cost</b>  |
|-------------------------------|--|
| Wage Stream App               | £15,000 per annum (including 1:2:1 coaching)<br><br>Plus one-off set up cost to integrate with iTrent - £2,660 |
| Total ongoing cost to Council | £15,000 per annum  |

10.2 The Wagestream App will be funded from within existing budgets.

10.3 The proposals in section 4.1 are paid for by employees and there are no financial implications for the Council. There would be minimal administrative support by required by the Payroll team to support them.

## 11. BACKGROUND PAPERS

11.1 None

## APPENDIX A - HEALTH CASH PLAN: MONTHLY PREMIUMS AND BENEFITS

| Monthly Premium<br>(including Insurance Premium Tax)  | Bronze  | Silver | Gold   | Platinum | Diamond |        |
|---|---|--------|--------|----------|---------|--------|
| Personal<br>(policyholder only)   | £5.98   | £13.78 | £23.80 | £32.50   | £39.95  |        |
| Family<br>(policyholder, partner and dependent children)  | £11.96  | £27.56 | £47.60 | £65.00   | £79.90  |        |
| Maximum per Insured Person per Policy Year.   |   |        |        |          |         |        |
| Benefits  | Bronze  | Silver | Gold   | Platinum | Diamond |        |
| Dental  | 100   | £50    | £100   | £150     | £200    | £250   |
| Dental trauma   | 100   | £200   | £400   | £600     | £800    | £1,000 |
| Optical   | 100   | £50    | £100   | £150     | £175    | £225   |
| Diagnostic consultation   | 75  | £100   | £175   | £250     | £400    | £650   |
| Physiotherapy, osteopathy,<br>chiropractic and acupuncture<br>treatment<br>(Combined maximum benefit)                                       | 75  | £150   | £350   | £450     | £550    | £650   |
| Chiropody, homeopathy and<br>reflexology<br>(Combined maximum benefit)  | 75  | £50    | £75    | £125     | £175    | £225   |
| Hospital in-patient<br><small>Payable per night, up to 30 nights per Policy Year</small>  | -   | £10    | £20    | £30      | £40     |        |
| Hospital day-case surgery<br><small>Payable per event, up to 10 events per Policy Year</small>  | -   | £10    | £20    | £30      | £40     |        |
| Recuperation<br><small>Lump sum payable automatically after a valid hospital<br/>in-patient claim of at least 10 consecutive nights</small> | -   | £75    | £150   | £225     | £300    |        |
| Maternity/paternity<br><small>Per child (Adult benefit only)</small>  | -   | £75    | £150   | £225     | £300    |        |
| Hearing aids  | 75  | £100   | £150   | £300     | £500    | £750   |
| Health screening  | 75  | £50    | £75    | £125     | £175    | £250   |
| Access to care<br><small>(Adult benefit only)</small>   | -   | ✓      | ✓      | ✓        | ✓       |        |
| Telephone helpline<br><small>(Adult benefit only)</small>   | 24 hour, 365 days a year telephone helpline offering a counselling service on stress, family relationships, substance abuse and debt, along with legal and financial information.             |        |        |          |         |        |
| GP consultation service   | Providing access to a GP helpline 24 hours a day, 7 days a week. Also includes access to an online webcam consultation available Monday - Friday, 8.30am to 6.30pm (excluding bank holidays). |        |        |          |         |        |
| Private prescription service  | The private prescription service enables its doctors to issue private prescriptions and send them directly to a registered pharmacy for despatch to a patient.                                |        |        |          |         |        |
| Discounted gym membership<br><small>(Adult benefit only)</small>  | Corporate membership rates at over 2,500 participating UK and Ireland gyms and fitness clubs.   |        |        |          |         |        |

100 = Claim 100% of the cost back up to the stated maximum

75 = Claim 75% of the cost back up to the stated maximum

## APPENDIX B - PLAN4LIFE CANCER CARE PLAN

In return for the payment of the correct premiums, Insured Persons are eligible for benefits provided by this policy in accordance with the terms of the policy and the following schedule

### Premiums per month including Insurance Premium Tax

| Persons insured                             | Bronze | Silver | Gold   | Platinum |
|---|--------|--------|--------|----------|
| <b>Personal</b><br>(policyholder only)      | £6.93  | £11.96 | £16.12 | £23.92   |
| <b>Couple</b><br>(policyholder and partner) | £13.86 | £23.92 | £32.24 | £47.84   |

### Benefit Schedule

| Category | Benefit  | Bronze   | Silver | Gold    | Platinum |
|----------|--|--|--------|---------|----------|
| A        | <b>Malignant cancer</b><br>(including malignant melanoma)<br>or<br><b>Benign tumour of the brain,</b><br><b>spinal cord or meninges</b><br>or<br><b>Ductal carcinoma in situ of the</b><br><b>breast</b> | £4,000   | £8,000 | £12,000 | £20,000  |
| B        | <b>Carcinoma in situ</b><br>or<br><b>Skin cancer</b><br>(excluding malignant melanoma which<br>is covered under A above)   | £250   | £250   | £250    | £250     |
| C        | <b>GP helpline and private prescription<br/>service</b>  | <b>Access to a GP 24/7, 365 days a year</b><br>Providing access to a qualified GP, 24/7 via a<br>telephone or webcam consultation offering<br>diagnosis, advice and reassurance on a range<br>of medical matters. GP's can also authorise a<br>private electronic prescription |        |         |          |
| D        | <b>Red Arc</b>   | <b>Personal nurse adviser service</b><br>Monday – Friday 9.00am to 5.00pm (excluding<br>Bank Holidays)<br><b>01244 625 180</b>   |        |         |          |

All cash benefits are payable at half the amount shown if You are a Smoker.

Category A benefit is payable once only during the life of the policy.

Category B benefit is payable four times during the life of the policy.

#### Benign Tumour

A non-cancerous swelling or lesion caused by an abnormal growth of cells. A tumour is not synonymous with cancer.

#### Malignant Cancer

A malignant tumour, tissues or cells characterised by the uncontrolled growth and spread of malignant cells and invasion of tissue.

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# Introducing

## Financial Wellbeing

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# Agenda Topics

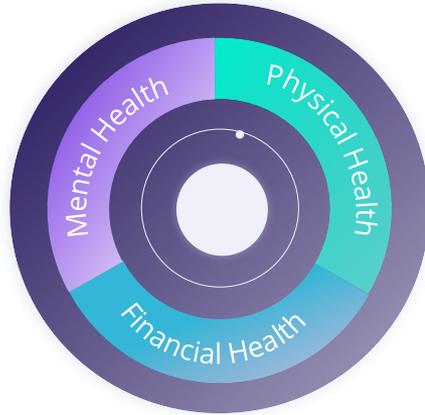
1. Introduction to Financial Wellbeing
2. The Wagestream App
3. Employee Engagement Success
4. Business Impact & Results

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# Introduction to Financial Wellbeing

# Financial Wellbeing: why is it so important?

Wellbeing is a key element of an engaged, productive workforce. The financial aspect of wellbeing is critical to any company's wellbeing offering.



Companies have solved the following problems by putting a good wellbeing strategy in place:

Shift scheduling • Productivity • Agency Spend  
• Staff Turnover • Recruitment • Absenteeism

## **Danger of falling into debt between pay cycles**

50% of workers in the UK run out of money before payday due to the monthly pay cycle

## **Poor understanding of money management**

39% of adults do not feel confident managing their money

## **Lack of financial education**

70% of employees are looking for some form of help from their employer to improve their financial situation

## **Lack of financial resilience through savings**

50% of households don't have £250 in savings

# The State of Financial Wellbeing – The UK Workplace Report 2022

Wagestream's comprehensive report on the state of Financial Wellbeing in 2022, has contributions from the Money and Pensions Service, StepChange, Mental Health at Work and others, based on surveys of **5000 UK employees** and **600 senior HR leaders**.

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## Key Findings:

- 57% of employees worry about money every week or more (up 9% in 1 year)
- 24% of employees worry about money everyday (up 8% in 1 year)
- 40% of employees cite money as the biggest worry of 2022, ahead of mental health (34%) and work life balance (32%)
- 59% of employees want help with savings, only 18% of employers plan to help

[Download](#) the report here

# The Cost of Living Crisis 2022

This spring the financial wellbeing of workers across the country will be seriously impacted by increased taxes, higher energy bills, and a rise in inflation and travel costs – leaving households **£1,200 - £2,000** worse off compared to last year.

## What will the increased cost of living mean for everyday workers?

**1.25%**

Rise in National Insurance, reducing the monthly take home pay for each employee by an average £600 a year.

**7%**

Inflation will be hit by April, the highest rate in 30 years, with the impact already felt across food inflation adding £15 to an average weekly grocery bill.

**54%**

Rise in energy prices meaning an extra £600 a year in heating and electricity costs per household.

**3.8%**

Increase in rail fares alongside rising fuel costs, the biggest increase for a decade.

**ONS**

In February 2022, Office for National Statistics said that cost of living was now the biggest household concern - ahead of the pandemic

# Understanding the impact of financial stress on your business

When employees suffer with financial stress it affects an organisation's bottom line through increased absenteeism and sick days, reduced performance in the workplace and employee churn.



## Productivity

**47%** of people are distracted or unengaged at work due to financial stress which impacts the overall productivity of their employer



## Absenteeism

Employees are **5x** more likely to take time off work and take on average an extra 7 sick days year leaving organisations with shift fulfilment and staff overtime issues.



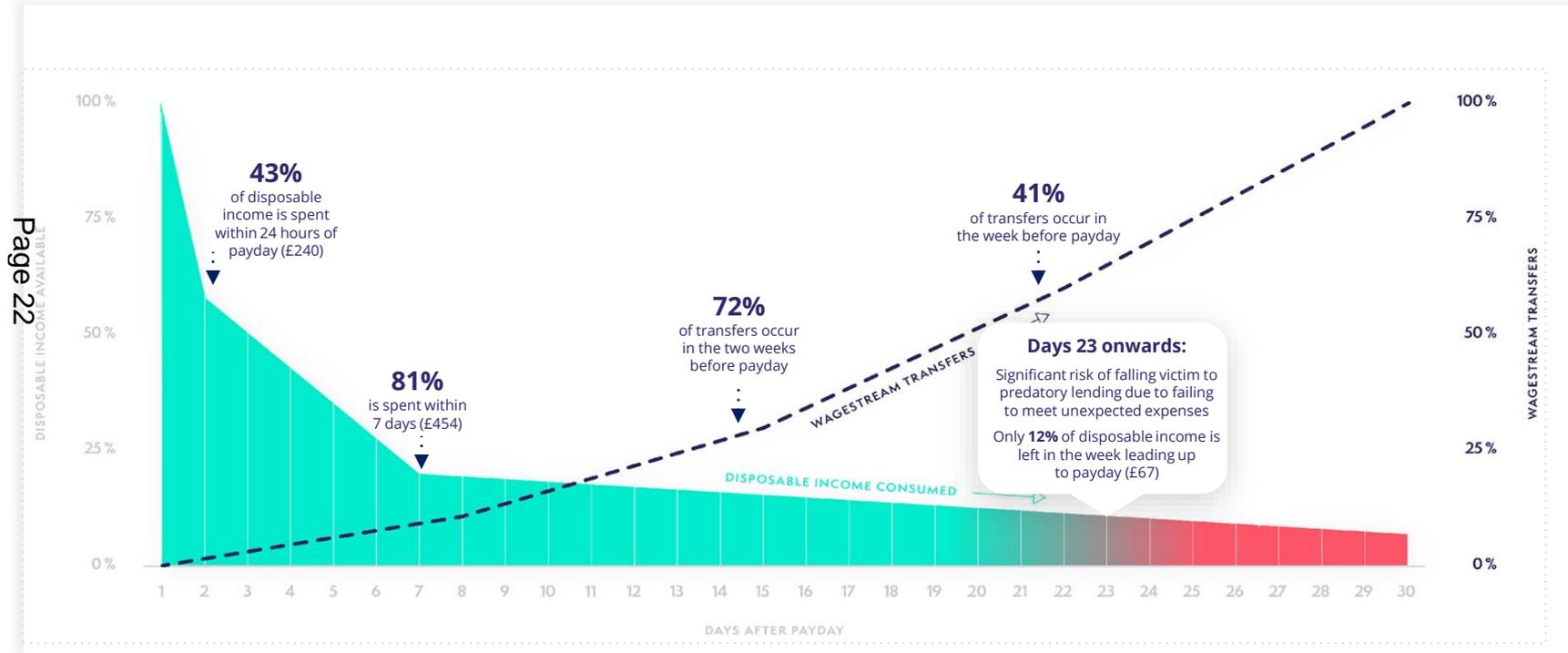
## Retention/turnover

**78%** say they are more likely to leave their jobs for another company who cares more about their financial wellbeing

Poor financial wellbeing is estimated to cost the UK economy over £1.56bn a year [CIPD] and can on average account for between 11% to 14% of an employer's payroll expense.

# The monthly pay cycle exposes employees to financial risk

Towards the end of the month Wagestream transfers increase as employees avoid debt.



# Wagestream – who we are

A socially backed financial wellbeing solution providing innovative and fair financial solutions to over 1 million employees globally.

 **FAIR BY DESIGN**  
Enabling the next decade of living wage

 **BIG SOCIETY CAPITAL**

 **Barrow Cadbury Trust**

 **SOCIAL TECH TRUST**

 **JRF** JOSEPH ROLANTREE FOUNDATION

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Backed by leading global investors:

 **Balderton capital**

 **QED INVESTORS**

 **NORTHZONE**

 **LEAD EDGE CAPITAL**



**£4bn+**

processed to date in employee salaries for leading global brands



**550+**

Clients have partnered with Wagestream to offer financial wellbeing services



**\$175m**

Series C funding to continue to build new products, expand into new markets and support more frontline workers



**Global services**

with offices based in the UK & Ireland, US, Spain, and Australia



HM Government  
**G-Cloud**  
Supplier

 **CYBER ESSENTIALS PLUS**

# Organisations promoting wellbeing through Wagestream

We work with over 500 organisations across a wide range of industries



## Retail



Clothing, footwear and home products retailer with 500 stores in the UK

**40,000 employees**



## Public Healthcare



30+ separate NHS Trusts across the UK

**190,000 employees**



## Hospitality



UK's leading pub retailer and brewer with 2,700 pubs

**44,000 employees**



## Private Healthcare



Forbes "World's Best Employers"

**29,000 employees**



## Facilities and Security



Global facilities company with over 125k people worldwide across 33 countries

**23,000 employees**



## Transportation and logistics



One of the UK's leading independent logistics companies

**10,000 employees**



## Groceries



UK's 5th biggest food retailer and no. 1 funeral care provider

**65,000 employees**

"The feedback on this initiative has been fantastic - more than 7,000 colleagues have told us Wagestream has reduced stress and improved their finances."

**The Co-op Group - annual report**

"Best thing Bupa has ever done; it has been a real gamechanger for us."

**Katie Duxbury: Head of Payroll, Bupa**

# The Wagestream App

# Wagestream product overview

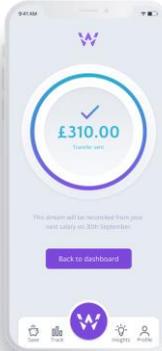
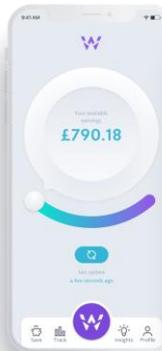
## Take control with visibility & flexible pay



### Tracking & Budgeting



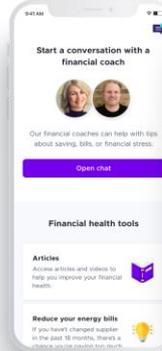
### Access earned wages



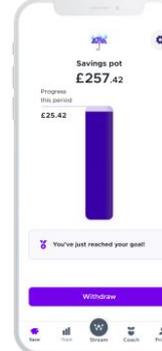
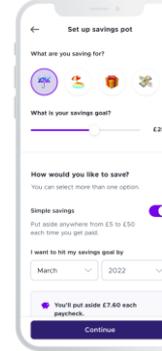
## Build skills for long-term financial wellbeing



### Coaching & Education



### Saving



# Track: earnings and outgoings

Our unique tracking tools provide real-time updates on employees' financial position, making it easier to improve money management.

**INCOMING FUNDS**

Proximity to next payday & upcoming pay date

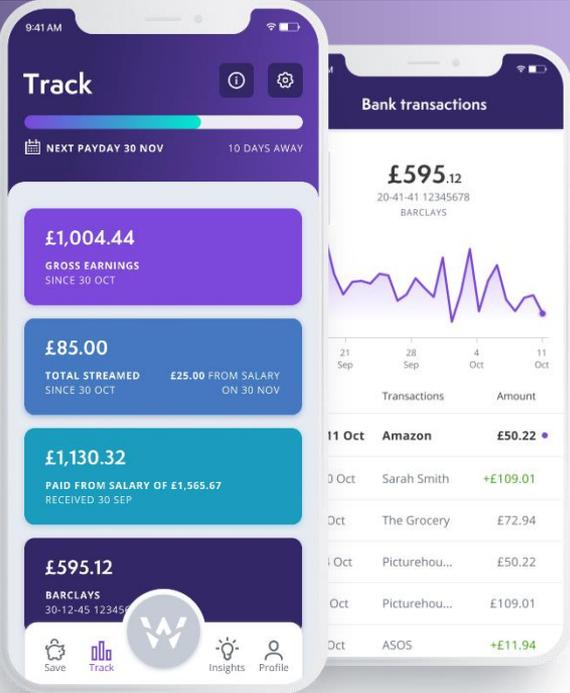
Current accrued earnings updated in real-time

Amount streamed during current pay period

Recent and historic salaries including any streams deductions

Current account balance through open banking functionality

Recent/upcoming shifts and current accrued earnings updated in real-time



The image shows two smartphone screens. The left screen displays the 'Track' app interface with a purple header and a progress bar for the next payday. It lists: 'NEXT PAYDAY 30 NOV 10 DAYS AWAY', '£1,004.44 GROSS EARNINGS SINCE 30 OCT', '£85.00 TOTAL STREAMED SINCE 30 OCT £25.00 FROM SALARY ON 30 NOV', '£1,130.32 PAID FROM SALARY OF £1,565.67 RECEIVED 30 SEP', and '£595.12 BARCLAYS 30-12-45 12345678'. The right screen shows 'Bank transactions' for a Barclays account with a balance of £595.12 and a line graph of transactions over time. Below the graph is a table of transactions.

| Transactions        | Amount   |
|---------------------|----------|
| 11 Oct Amazon       | £50.22   |
| 10 Oct Sarah Smith  | +£109.01 |
| Oct The Grocery     | £72.94   |
| 1 Oct Picturehou... | £50.22   |
| Oct Picturehou...   | £109.01  |
| Oct ASOS            | +£11.94  |

**Open banking:**

- ✓ Full financial oversight on balance and outgoing expenses
- ✓ Reminders of upcoming recurring payments due sent by push notification to avoid late payments
- ✓ Keep track of incoming versus outgoing daily expenditure

**73%** of employees track their wages weekly, using the app to help them manage their money

Page 27

# Stream: early access to earned wages

Providing colleagues access to a small proportion of accrued wages at any time of the month ensures they can absorb any financial shocks that may occur during the month.

- Increase employee financial resilience by helping them avoid high-cost, short term credit solutions that push them into a debt cycle.
- Employees can stream a capped percentage of their earned wages (typically 40%) meaning they are more able to manage financial surprises and avoid getting into debt.
- The average employee earned wage access amount is £70.

Page 28



"I love Wagestream. It enables me to pay bills on time and effectively manage my income. Before Wagestream, I was struggling to meet payment dates often having to make late payments. It's a great help, all employers should offer Wagestream to their colleagues.

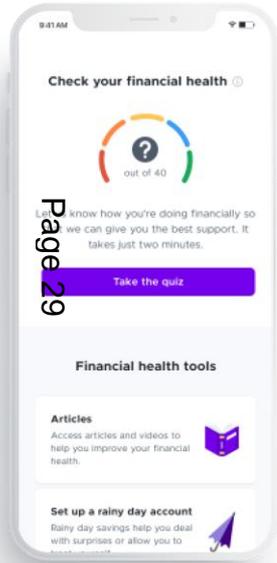
**Andrea Wilkins: Trustpilot review Jan 2021**



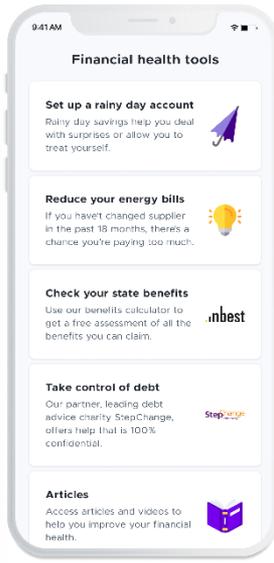
of colleagues track their wages weekly, using the app to help them manage their money

# Coach: financial education hub

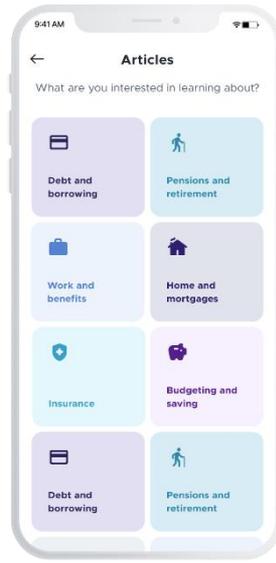
Within Coach employees can access our financial health assessment tools, alongside resources and articles and our third party financial tools. The Coach financial education hub is aimed at helping employees gain access to fair financial services which can improve their personal finances.



Financial health scoring



Library of resources & tools



Financial education articles

Third party financial tools include:



In-app benefits calculator allowing employees to check their eligibility of state benefits



Free and expert debt advice with the UK's no. 1 debt charity



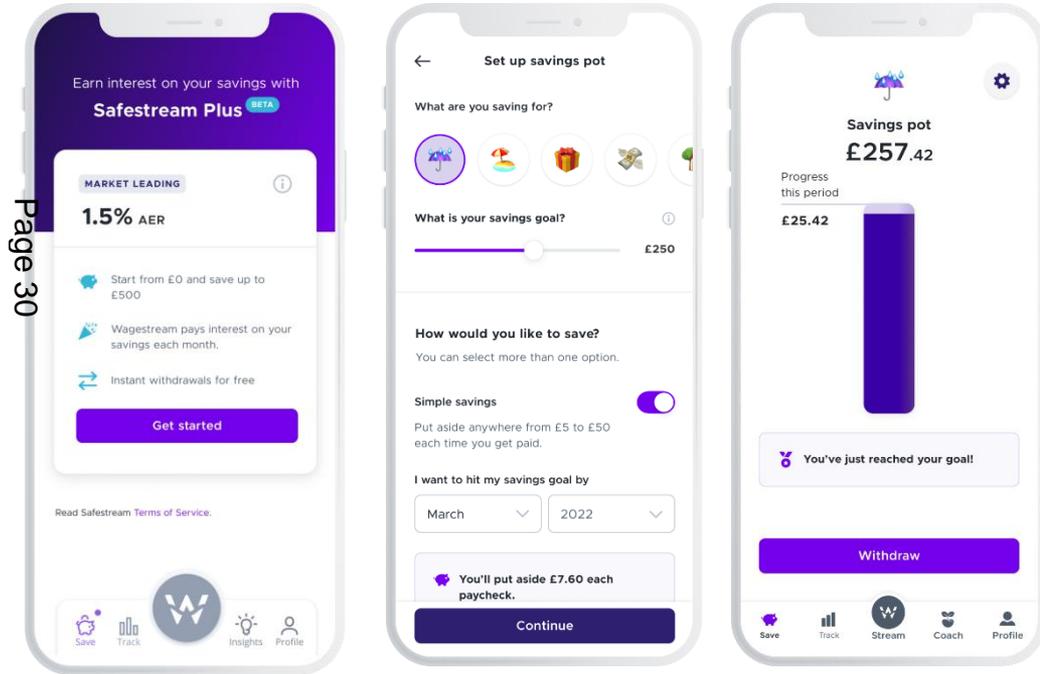
Compare the best broadband & energy tariffs on the market and switch to a cheaper supplier – all within the Wagestream app



Recently launched: access to fair financial credit to help employees secure rental deposits at speed

# Save: simple savings through salary

Saving for the future was listed as the top money worry for Wagestream users\*. Our in-app savings tool encourages all employees to save at every opportunity with savings pots, market beating interest rates and monthly prizes. All savings accounts are FSCS-protected.



## Save in 3 ways:

### 1. Automated Savings

contribute a set amount each month direct from salary, before you receive your pay.

### 2. Save as you Stream

for every stream, an allocated fixed amount will go directly to their savings pot.

### 3. Shift Savings

invisible saving, where each shifts' earnings are rounded up to the pound and sent directly to the savings pot.

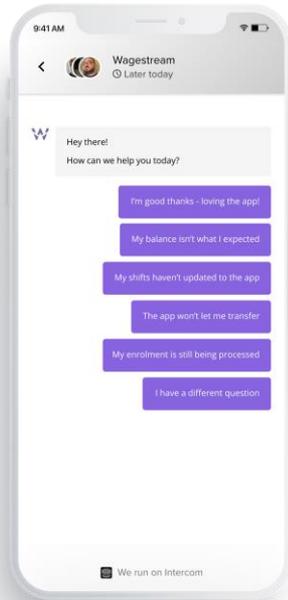
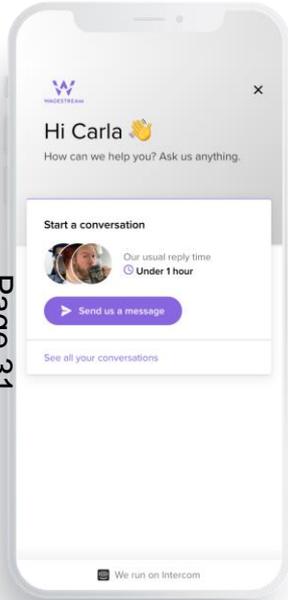
"I like Safestream for one simple reason. Because the money leaves my pay check before I see it in my bank, I forget about the £50 a month I'm putting aside and budget with what's in my account."

Bethany: Trustpilot review



# Employee support: 24/7 through the Wagestream app

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## Any questions on payday?

If you've enrolled in Wagestream and you've got any questions on payday, make sure you reach out to the **Wagestream Support Team** who will be able to help with all your enquiries.

First things first, check out your Wagestream statement for more information, which will be delivered to your email on payday.

Here's where to find Support in the Wagestream app

A screenshot of the Wagestream app showing a balance of £711.20. The app has a purple header with the Wagestream logo. Below the balance, there is a 'See details & New payday app' button. At the bottom, there is a navigation bar with icons for Home, Track, Wagestream, Insights, and Profile.

Our online Help Centre hosts a range of employee support articles available in English, Spanish and Dutch



95% of all support enquiries are responded to within 30 minutes over a 24-hour period



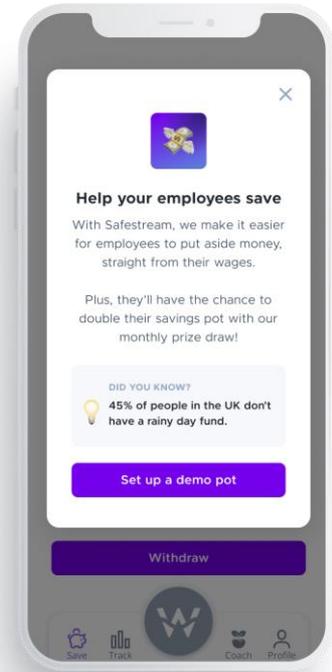
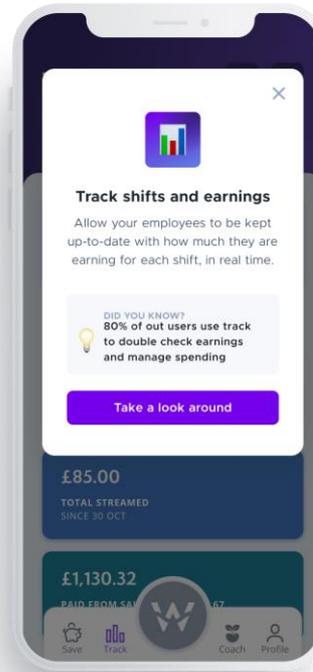
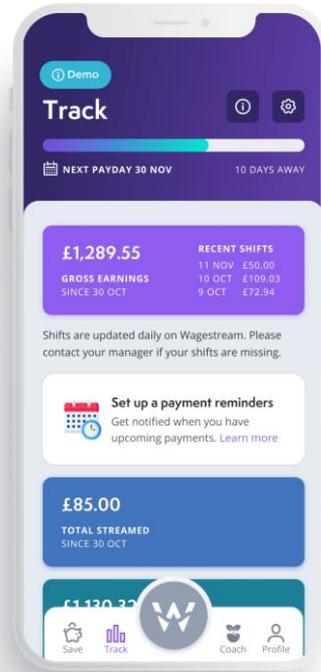
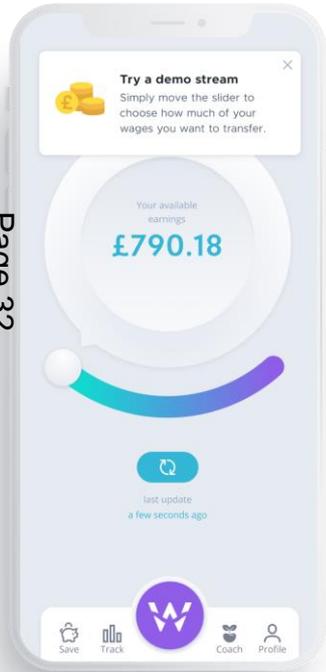
I have never known such a quick response times to both the HR team and employees, along with fantastic levels of customer service.

Lucy Jarvis - HR & Policy Manager  
**David Lloyd Leisure**

# Manager Mode: a Wagestream manager demo login

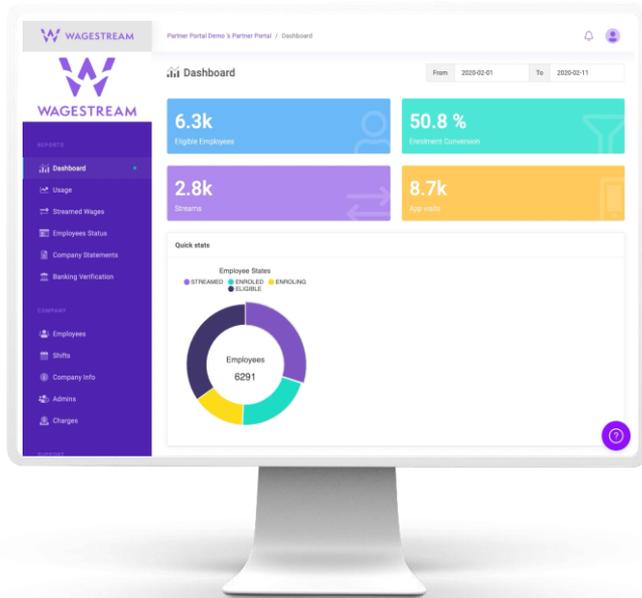
**Manager mode:** a demo version specifically for managers so they can learn how the app works in order to train their teams.

Page 32



# The employer portal measures ongoing success in real-time

The success of our platform is proven by measurable results, accessed through the employer portal.



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- ✓ Anonymised, aggregated data to track employee financial health and improvement over time:
- ✓ Employee management
- ✓ Retention & recruitment metrics
- ✓ Employee adoption
- ✓ Health check/financial wellbeing scores across demographics
- ✓ Levels and types of employee debt
- ✓ Employee savings amounts across demographics
- ✓ Topics of interest within Coach
- ✓ Employee living situations



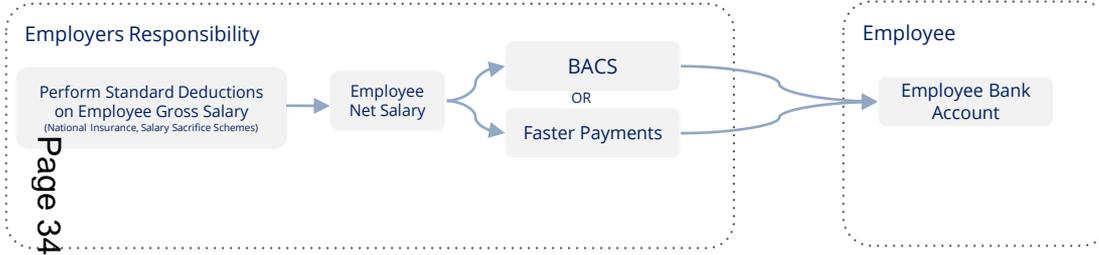
“the best perk my company has ever put in for employees.”

Barry Wadeson -Deputy Manager at Greene King

# Zero Admin for Your Payroll Team

On pay day, Wagestream's secure banking system transparently handles the reconciliation of any outstanding salary advances, with zero manual intervention from your payroll team.

## Employers Standard Payroll Process, Before Wagestream

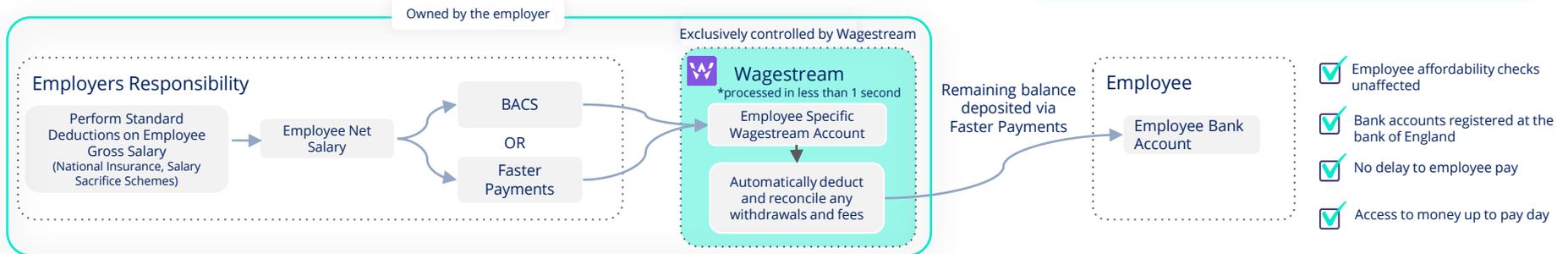


"Wagestream has been very well received by our workforce. We have seen a 40% reduction in payroll queries by giving our pub colleagues visibility of the shifts they are being paid for throughout the pay period, which they've never had before."

Tom Border | Senior Payroll Manager



## Employers Standard Payroll Process, With Wagestream



# Employee Engagement Success

# Employee Engagement: Wagestream receives high take-up

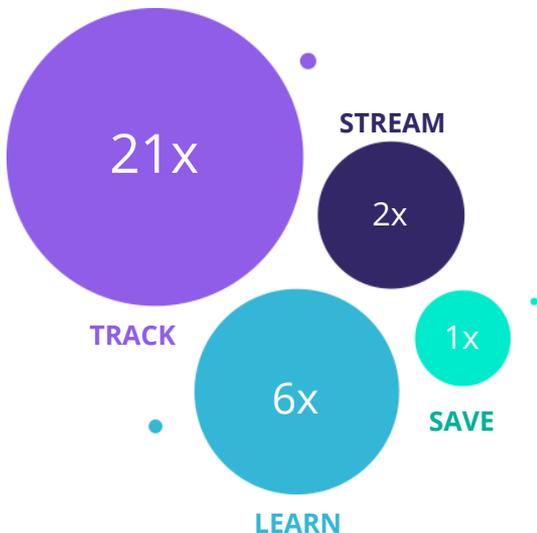
A benefit your employees will remember you for.

## 81% best adoption

Page 30  
54% average take-up after 60 days



## Employee average monthly usage



## Responsible usage



94% of streams are made to cover emergencies/smooth income

# 2021 Impact Assessment findings on employee usage

Through their usage of Wagestream, users are reporting a reduced reliance on credit and an improved ability to plan and feel in control of their finances.

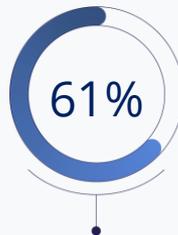
Page 37



reduced their reliance on payday loan usage\*



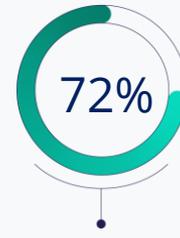
decreased their reliance on credit cards\*



claimed their quality of life had improved overall



reported improvements to their ability to plan their finances



say they now feel more in control of their finances

"Extremely helpful, kept me away from more loans interest. Why didn't I know this before?"  
Sarah:

"Love this facility, to enjoy what you've earned when you need it, reducing my need to use credit cards."  
Lisa

"It's made life so much easier knowing I can access my wages. Taken a massive weight off my shoulders for the long term."  
Natasha

"It's been a Godsend for help with managing my finances. It's actually helped me rack up less debt and gain better control of my finances."  
Gina:

"Fantastic to keep control over your life and budgets. I'm always happy to use the service."  
James



"We surveyed users within a month of launch, and noted a reduction in financial stress, of being distracted at work and a reduction of people using payday loans and overdraft facilities. It really does cut across demographics which is fantastic".

Katie Duxbury:  
Head of Payroll



# Money Matters: the Wagestream Financial Wellbeing Programme

A financial education programme designed to empower all colleagues to manage their money better.

## Monthly Newsletters

Blog articles, downloadable content, registration links for webinars, interesting 3rd party content like podcasts.

## Monthly Webinars

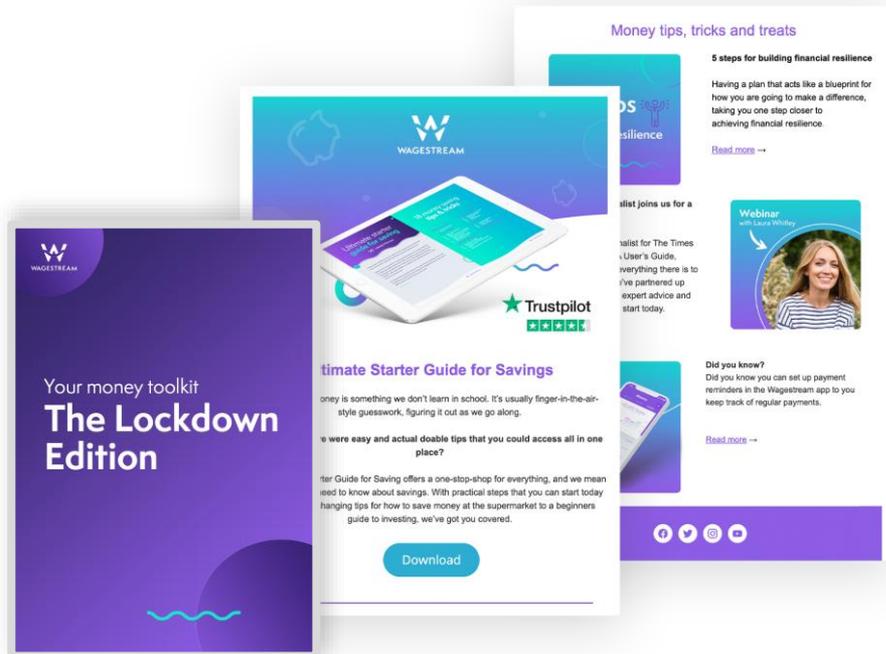
Wagestream hosted webinars with notable guests within the financial wellbeing space such as Laura Whately (award winning journalist for The Times) and Clare Seal (Instagram influencer).

## Community Weeks

Weeks where we dive into bigger topics such as National Stress Awareness Day with webinars, downloadable packs, printed collateral for managers etc.

## Manager Support

Quarterly programmes to support managers support employees showing signs of financial stress.



# Business Impact & Results

# Why clients choose Wagestream



## Employee Wellbeing

Using Wagestream to improve overall employee wellbeing has had fantastic results across all clients.



## Talent Attraction/Recruitment

Wagestream is used within client's benefits packages and on job adverts to help them attract and recruit new talent.



## Employee Retention

Using Wagestream as a benefit has had tangible impact on client employee retention strategies.



## Increased Overtime

Offering immediate access to overtime wages has increased shift fulfilment for organisations but also reduced historic costs associated with agency staff.



## Absenteeism

Wagestream has proven to be a useful tool to reduce absenteeism caused by employee financial stress.



## Agency Spend

Clients have seen huge reductions in agency spend because Wagestream offers their staff flexible wage access



## Shift Scheduling/Productivity

Clients use Wagestream to optimise their service delivery. Via the app employees can see upcoming shifts or cash flow shortages, encouraging them to sign up to extra shifts.



## Weekly - Monthly

Offering organisations a way to transition to a monthly pay cycle by providing flexible pay for their staff instead, has saved huge sums in payroll costs



"From a business perspective, we know financial stress is a huge distraction for anyone. This in turn affects the people profit chain and you simply can't ignore these things. This is absolutely the right thing to do."

Sam Westwood: Head of People  
**The White Company**

# Client results from implementing Wagestream

# 86%

Of employees feel less stressed because of Wagestream

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"Wagestream has been an absolute Godsend. I've reduced my reliance on credit to bridge what is very often a small gap at the end of the month. - it's actually helped me rack up less debt and I am now on track to gain better control of my finances".

Gina LoBuglio



## Increase productivity:

visibility of earnings results in staff working 27% more shifts



## Attract and recruit talent faster:

using flexible pay as a benefit has proven to fill open roles 27% faster



## Reduce employee turnover:

Wagestream has reduced staff turnover by 16% for multiple companies



## Reduce absenteeism:

improving financial wellbeing generates a 14% reduction in staff absenteeism



## Avoid debt:

employees become able to absorb a financial shock without getting into debt. 78% of users were able to pay an unexpected bill

# Increased ability to attract and recruit talent

33% of employees said knowing that there was access to Wagestream played a role in them choosing to take the job.\*

stonegate  
PUB COMPANY

"Our employees have had an overwhelmingly positive reaction to the introduction of this service. This is a real revolution in pay that is already making it easier to recruit and retain staff."

**Tim Painter**  
HR Director Stonegate Pubs

**Employer**

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"Best employee benefit ever... I would be more likely to join an employer if I knew they had Wagestream."

**Tina:**  
Stonegate Pubs employee

**Employee**

Bupa

"The UK has a chronic shortage of nursing and caring resources. Getting the reward package right is so key for us in meeting that ongoing challenge. It's been a real gamechanger for us in this sector".

**Katie Duxbury**  
Head of Payroll Services

**Employer**

"This should be law in the UK, Wagestream literally changes peoples lives! Every employee will soon be looking for this as a perk."

**Dena:**  
Bupa Care employee

**Employee**

There are over ten thousand jobs listed on Indeed.com, where Wagestream clients mention flexible pay on job ads, enticing employees to apply for these roles over others.

# 27%

faster recruitment

(average improvement seen across all our clients using indeed.co.uk)

Listings mentioning Wagestream were filled 27% faster



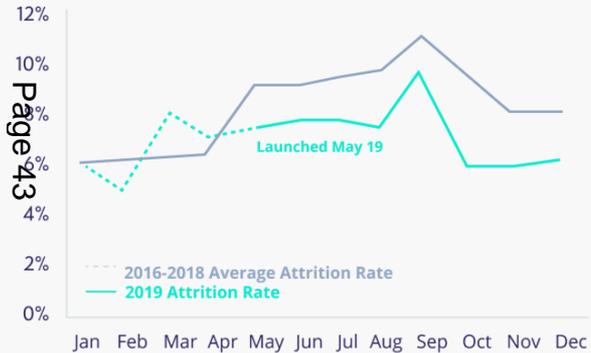
\*Data sourced from over 10,000 companies listing on indeed.co.uk

# Proven success in reducing staff turnover for clients

52% of employees say they are more likely to stay at their employer longer because they have access to Wagestream.

## 7% reduction in annual staff turnover due to Wagestream adoption

Leading multinational leisure company with 5k employees



Based off ~11k staff across various UK locations; 95% statistical significance

## 16% reduction in annual staff turnover, with lower turnover each month

Multi-national restaurant group with 11k employees



Based off ~5.0k staff across various UK locations; 95% statistical significance

“The ability to retain staff is already paying dividends for us as a business.”

**Clare Clarke** | **The Big Table**  
Group HR Director

“It’s a strong benefit that helps us with recruitment and retention.”

**John Simon** | **NHS Barts Health NHS Trust**  
Director Temporary Staffing

“Amazing system for people. Great choice to improve team turnover”

**C Hamilton – Greene King employee**

# Decreasing financial stress

Many clients like Bupa have noticed that as wellbeing improves and financial stress decreases across their organisation, productivity increases.

## TOOLSTATION

Page 44

"Wagestream wasn't just a nice to have, we had to fix the basics. We've seen in this past year an increase in people accessing Wagestream, it's been a real lifesaver for a lot of individuals within our business."

**Cherie Merchant**

Human Resources Director



Employer

"Before Wagestream it was a lot more stressful living day to day, now its a lot more relaxing. I find myself a lot more happy and bubbly know that I've got that safety net there for when I need it. Best solution I could ever think of."

**Lisa:**

TC FM employee



Employee



"We surveyed users within a month of having the system launched, and we noted a reduction in financial stress and a reduction of being distracted at work. It really does cut across demographics which is fantastic".

**Katie Duxbury**

Head of Payroll Services



Employer

"To know that I've got an app on my phone and my own money there if I need it - it's a weight off my shoulders"

**Sarah:**

Bupa Dental employee



Employee

# 86%

## employees feel less stressed

(seen in our H1 2021 Impact Assessment)



*"People spend so much time at work, so we have an obligation to look after them. Yet from a business perspective, we know financial stress is a huge distraction for anyone, if that's hanging over you, you can't be your best self in the workplace. This in turn affects the people profit chain and you simply can't ignore these things. This is absolutely the right thing to do."*

**Sam Westwood | Head of People**

THE WHITE COMPANY  
LONDON

# Increasing shifts worked

The benefits which clients such as Axis Group and the NHS see from using Wagestream to improve service delivery and shift fulfilment extends right from the employer level, down to the employees themselves.



"Wagestream means that employees can see ahead of time whether they want to take on more overtime shifts to fill a gap in income."

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**Naomi Austen**

Group HR Director Axis Group (owned by Bidvest Noonan)



**Employer**

"I am a manager and it's a great way for my staff to keep a track of their hours in case of any issues".

**Matthew:**

Axis Group Employee



**Employee**



**Royal Surrey**  
NHS Foundation Trust

"Staff who were doing Agency [shifts] to access that money straightaway have now come back and are doing the shifts here which is great. Compared to a year ago we've got a much better fill rate on our bank and shift update."

**Julie Burgess**

Head Nurse of Surgery



**Employer**

"Features such as seeing your daily rate makes you more motivated to work"

**Anita:**

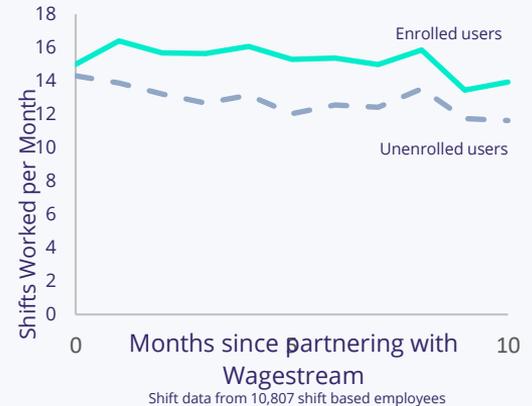
Royal Surrey NHS Foundation Trust



**Employee**

26%  
increase in shifts worked

## 26% increase in shifts worked for shift workers enrolled in Wagestream



# Increasing productivity with **instant overtime access**

Clients such as Carlisle Support Services and Bupa have seen a huge uptake in staff overtime shifts simply because they can access those earnings instantly. For many clients this has also resulted in a welcomed reduction in agency spend.

**32%**  
increase in overtime  
shifts worked

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"Thank you to Wagestream for making it possible for our employees to get access to their wages instantly after they have worked extra shifts. This instant access means they can provide for their families and loved ones."



**Paul Evans**  
CEO

Employer

"I use Wagestream to control my extra earnings and help out without using overdraft".



**Natalie**  
Carlisle Support Services Employee

Employee



"Managers were struggling to get employees to work overtime or take a last minute shifts and offering Wagestream has really turned this around and been a complete game changer for us."



**Katie Duxbury**  
Head of Payroll Services

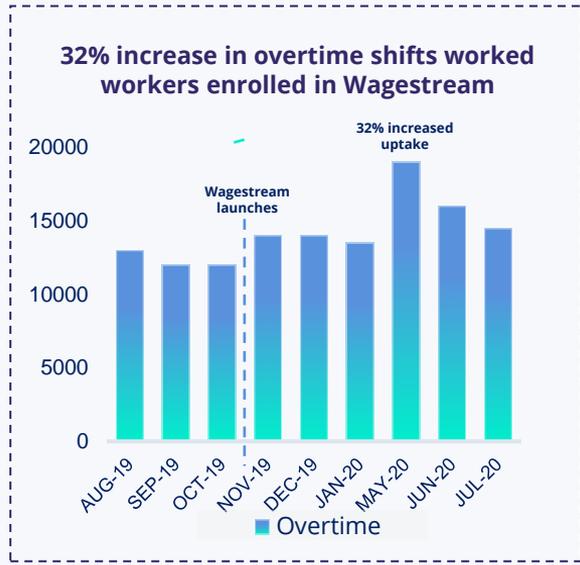
Employer

"Normally with bank shifts, you have to wait a month until you get your pay. It's good that you can draw out wages after you've worked a shift."



**Anita:**  
Bupa Care Employee

Employee



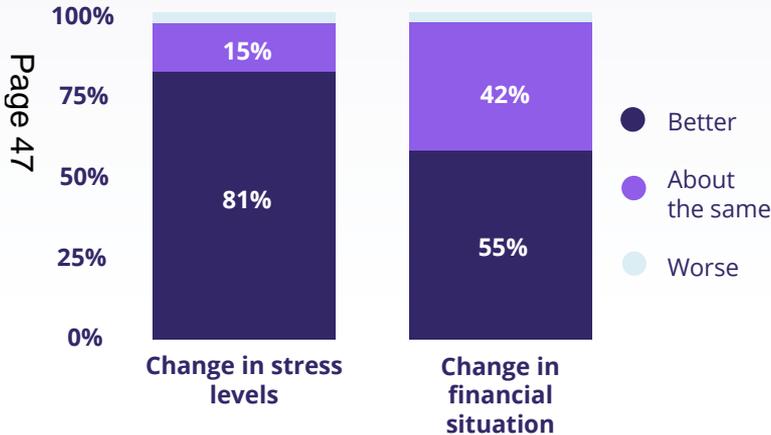
Private healthcare organisation with over 10k+ employees

# Improved Wellbeing: clients report 96% + change in wellbeing

With 82% of users say they feel more positive about their employer since using Wagestream.

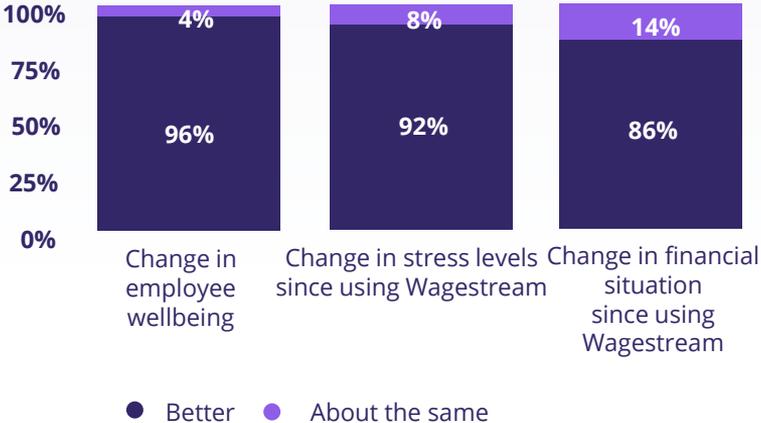
## EMPLOYEES

A majority of **employees report** an improvement in **stress levels & financial situation since using Wagestream**



## EMPLOYERS

**Clients report** an improvement in **employee wellbeing, stress levels, financial situation** since using Wagestream –provide ongoing measurement through the App



# Reduction in employee payroll queries

Clients such as Greene King and Byron have seen a huge impact from Wagestream on their payroll teams, reducing workload and making payday generally run smoothly.



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“Wagestream has been very well received by our workforce. We have seen a 40% reduction in payroll queries by giving our pub colleagues visibility of the shifts they are being paid for throughout the pay period, which they’ve never had before.”

**Tom Border** | Senior Payroll Manager



“At first we were nervous of the impact of Wagestream on our payroll department, but we’ve been working with them for almost a year and payday is smoother than ever before!”

**Olga Jaskulska** | Payroll Manager

## BYRON

40%  
decrease in payroll  
queries

# Join some of our amazing clients

ABInBev



ATALIAN  
SERVEST



care UK

CARING HOMES



COCO  
DI MAMA



David Lloyd  
CLUBS

DISHOOM

FORTNUM & MASON  
EST 1707

GREEN KING  
17 ST EDMUNDS



Hackney

halfords



Holland & Barrett

age 49  
INTERCONTINENTAL  
HOTELS & RESORTS



LEON  
NATURALLY FAST FOOD

London Borough of  
Redbridge



NOVOTEL  
HOTELS, SUITES & RESORTS



Rentokil  
Initial



stonegate  
PUB COMPANY



THE WHITE COMPANY  
LONDON

thelight  
cinema experience



Travis Perkins



virgin care



WHSmith

# Thank You

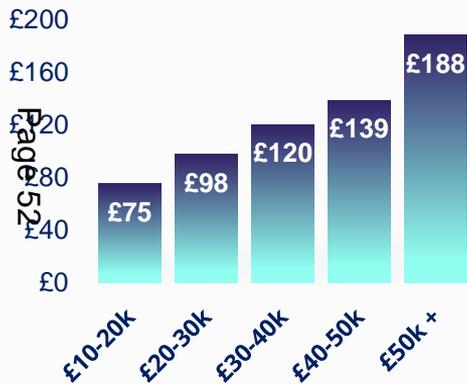


# EWA Statistics

# Engagement and usage metrics across clients

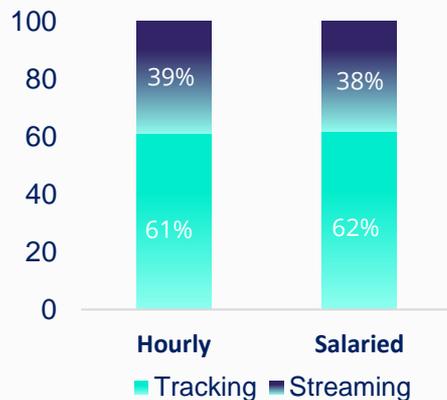
## Average transfer by salary level

Employees transfer higher amounts inline with their income levels



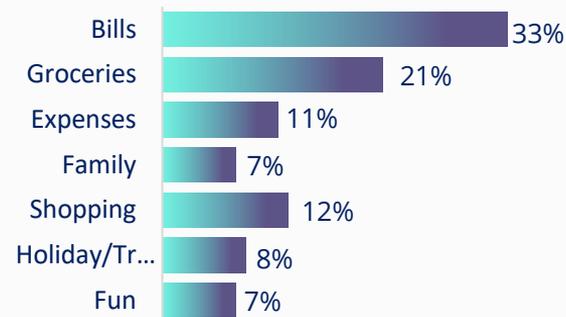
## Salaried vs shift workers

Strong engagement across both hourly and salaried employees



## Reasons for transfers

85% of employee transfers are to cover essential costs such as bills



"Helped me greatly when I was a bit short with paying a payment or bit short on necessary food that runs out so quickly as it needs to be replenished often. Great idea."

Sheryl - Bupa Care employee

# Improved personal finances within the first year

On average employees reduce their transfer amount and frequency by 40% within 12 months.

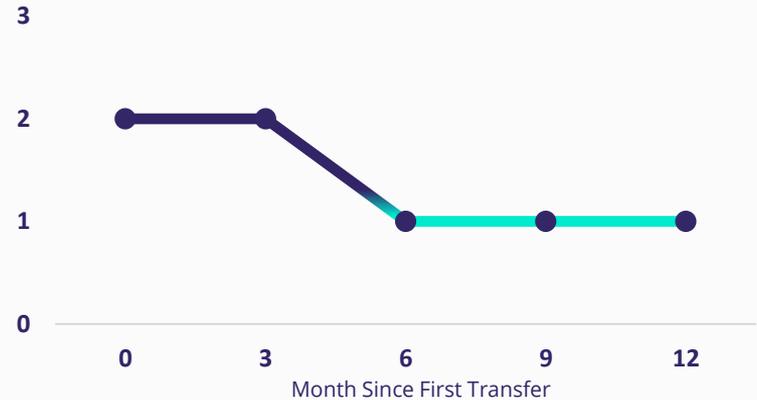
## Share of salary transferred each pay cycle

Over a 12 month period average transfers per user reduces from 22% of their salary to just 13%



## No. of transfers per month

After 6 months the average user makes just one transfer per month, whereas previously they were making two



"Wagestream is very responsible. They constantly check your financial well-being and offer so many solutions to improve your financial position. Brilliant."

Allison - Co-op employee

# Why people use Wagestream – User Scenarios

## Cycling down high cost credit

20% of active users used payday loans before using Wagestream



## Unexpected expenses

11.5 million people in the UK have £100 or less in savings making unexpected bills financially crippling



## Mismatching incomings/outgoings

Many UK employers pay on a four weekly cycle making monthly outgoings highly complex to budget for



## Financial exclusion

58% of active Wagestream users don't have access to a credit card making them reliant on high interest payment solutions



## Weekly budgeting

The average shift worker will see their hours vary by as much as 37 hours per month making weekly budgeting highly variable



## Visibility and Planning

~60% of all Wagestream users don't access their pay on demand instead using features built around pay



# Wagestream's EWA Impact Assessment Report

As EWA continues to expand as a global benefit, we've started publishing transparent six-monthly reports which track the impact of Earned Wage Access on our users and wider society.

## EWA Impact Assessment

H1, 2021

Benchmarking the impact of Earned Wage Access on financial inclusion, in-work financial stress and day-to-day money management.

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## EWA Impact Assessments

Every six months, we publish a transparent report looking at the impact of Earned Wage Access on our users and wider society. Wagestream is founded by, and accountable to, leading UK social impact charities.



### H1, 2020

Reports

#### EWA Impact Assessment: H1 2020

Looking at the impact of Earned Wage Access on people and society, published H1 2020.

🕒 19 min

### H2, 2020

Reports

#### EWA Impact Assessment: H2 2020

Looking at the impact of Earned Wage Access on people and society, published H2 2020.

🕒 19 min

### H1, 2021

Reports

#### EWA Impact Assessment: H1 2021

Looking at the impact of Earned Wage Access on people and society, published H1 2021.

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## READING BOROUGH COUNCIL

### REPORT BY ASSISTANT DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT

|                         |  |                     |  |
|-------------------------|--|---------------------|--|
| <b>TO:</b>              | PERSONNEL COMMITTEE  |                     |  |
| <b>DATE:</b>            | 15 MARCH 2023  | <b>AGENDA ITEM:</b> |  |
| <b>TITLE:</b>           | UPDATE ON APPRENTICESHIPS, WORK EXPERIENCE AND MENTORING PROGRAMMES                      |                     |  |
| <b>LEAD COUNCILLOR:</b> | CLLR LIZ TERRY   | <b>PORTFOLIO:</b>   | CORPORATE SERVICES AND RESOURCES   |
| <b>LEAD OFFICER:</b>    | ALEXANDRA HOWETT, & TERESA KAINE   | <b>TEL:</b>         | 07977 246291   |
| <b>JOB TITLE:</b>       | APPRENTICESHIP OFFICER & INTERIM ASSISTANT DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT | <b>E-MAIL:</b>      | <a href="mailto:Alexandra.Howett@reading.gov.uk">Alexandra.Howett@reading.gov.uk</a><br><a href="mailto:Teresa.Kaine@reading.gov.uk">Teresa.Kaine@reading.gov.uk</a> |

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report provides an update to Personnel Committee on activity being undertaken as part of the Team Reading Programme to support young people in the borough to prepare for work and see the Council as a potential future employer, whilst also providing opportunities to upskill Council employees. The four areas covered in this report are:

- Apprenticeships, including progress towards achieving the objectives within the three-year Apprenticeship Strategy, pay rates, plans for overcoming some of the challenges to employing apprenticeships at the Council, and opportunities to ring-fence some apprenticeship posts to certain groups in line with our social inclusion objectives
- A corporate work experience programme that will be piloted from February 2023
- Potential volunteering options for Council employees to mentor young people
- A proposal that the Council signs the Social Mobility Pledge.

## 1.2 Appendices

- A: Apprenticeship details as at August 2022
- B: Apprenticeship three-year strategy
- C: 2021/22 Apprenticeship Strategy Performance Update
- D: Proposed FTE target for each service area and current apprentice numbers

## 2. RECOMMENDED ACTION

### 2.1 It is recommended that Personnel Committee:

- 2.1.1 Notes the current position with apprenticeships across the Council.
- 2.1.2 Approves an increase in the hourly pay rate for apprentices, for example to at least the Living Wage Foundation rate (currently £9.90 per hour, increasing to £10.90 per hour from 1 April 2023), in line with the Council's commitment to be a Living Wage Foundation employer.
- 2.1.3 Notes that each service area will be required to ensure that at least 2.3% of their full-time equivalent posts are employed as apprentices. This excludes current staff who are upskilling through an apprenticeship. This will create at least 15 new apprentice posts at the Council by March 2024.
- 2.1.4 Notes that the Council will ring-fence some apprenticeship posts to certain groups in line with our social inclusion objectives, such as care-leavers and those living in the lower income or least affluent areas of the borough, and to increase the number of black employees across the Council in a range of roles.
- 2.1.5 Notes the Council's new approach to work experience which will commence with a number of pilot programmes during 2023.
- 2.1.6 Notes that Council staff will be offered the opportunity to volunteer as part of a number of mentoring programmes for young people in the borough.
- 2.1.7 Approves a proposal for the Council to commit to the Social Mobility Pledge.

## 3. APPRENTICESHIPS

- 3.1 The Apprenticeship Levy was introduced in April 2017, requiring organisations that have an annual pay bill of more than £3 million to pay 0.5% of this to fund apprenticeships. In January 2020 the Council created an Apprenticeship Officer role dedicated to utilising our levy fund to attract new apprentices and upskill existing employees through an apprenticeship route. The apprenticeship levy can be used to fund the cost of the apprenticeship training only and cannot be used towards any salary or expense costs.
- 3.2 Apprenticeships can support our social inclusion objectives and our aim to make the Council a more diverse and inclusive organisation. This is highlighted within two key areas of the People Strategy:

**ATTRACT:** We will plan for our future workforce requirements and position ourselves as an employer of choice, so that we attract, recruit and retain the best staff who share our values and desire to make a difference to Reading.

**DEVELOP:** We will develop the skills, knowledge, competencies and talent of our people so that they fulfil their full potential and make a maximum

contribution. We will enhance the quality, skills and styles of leadership, encouraging ambition and collaboration

3.3 Currently, 54% of employees are aged 45 or over and only 5% aged 24 and under. We recognise that apprenticeships provide a great opportunity to attract new talent to the Council and build the skills of existing employees to achieve our corporate goals and deliver service excellence to our customers.

### 3.4 Apprenticeship levy funds

3.4.1 Levy funds as at 6 September 2022 were £922,069 which includes the contributions for RBC maintained schools where the Council is the employer. It excludes Brighter Futures for Children who are a separate employer. In 2021/22, the Council paid £451,083 in apprenticeship levy and spent £349,280 which is 77%. The reason we have such a large amount remaining in our levy pot despite spending 77% of what we paid in during the 2021/22, is because initially we were paying into the levy when it was first introduced without fully utilising it.

3.4.2 Any unspent levy which is more than two years old is taken away every month and is shown as expired levy. Appendix A shows information on the number of apprentices and levy fund activity up to August 2022. In 2021/22, we paid back £90,530 to the government in expired levy.

### 3.5 Current apprenticeship position

3.5.1 As at 31 August 2022, there were 67 apprentices at the Council (47 existing staff who are upskilling through an apprenticeship and 20 staff who are specifically employed in an apprentice role). Appendix A provides a further breakdown, showing the number of apprentices by directorate/team. Apprenticeships range from a Level 2 to a Level 7. The majority of new apprentices at the Council are recruited onto Level 2 or Level 3 standards and existing staff are completing apprenticeships ranging from levels 2 - 7.

| <b>Level of apprenticeship for those currently on programme (RBC only)</b> |         |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|---------|
|  | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 | Level 7 |
| New Starters   | 5       | 12      | 0       | 0       | 1       | 2       |
| Existing staff   | 4       | 11      | 7       | 9       | 11      | 5       |

3.5.2 In 2021/22, the Council recruited just 11 new apprentices and so far in the current financial year, we have recruited three new apprentices. We have a number of skills gaps that apprenticeships could help to improve due to the vast number of qualifications on offer and the attractiveness of apprenticeships for young local residents.

3.5.3 Since we started utilising apprenticeships in 2017 we have a withdrawal rate of 17.6%. It is often fed back to us that staff have withdrawn due to their capacity and not finding the time in their roles to dedicate to the qualification or having the overall support of their managers to have this time. It is a requirement that a learner is given 20% off the job time for their studies/to attend classes (now capped at six hours maximum per week). This commitment is often another reason managers are not able to support an apprentice.

### 3.6 Apprenticeship Pay

3.6.1 The majority of new apprentices to the Council are recruited on Level 2 or Level 3 standards and are paid the Apprentices Minimum Wage of £4.81 per hour for their first year (a total salary of £9,280 per annum), after which they move on to the national minimum wage for their age<sup>1</sup>.

| Hourly National & Living Minimum Wage Rates | Aged 23 and over | Aged 21-22 | Aged 18-20 | Aged under 18 | All apprentices in Year 1 |
|---|------------------|------------|------------|---------------|---------------------------|
| From April 2022                             | £9.50            | £9.18      | £6.83      | £4.81         | £4.81                     |

3.6.2 The Council is a Living Wage Foundation employer and for all other employees, we guarantee to pay at least the Living Wage Foundation hourly rate which is currently £9.90 per hour (or £19,100 per annum), rising to £10.90 per hour (or £21,209 per annum) on 1 April 2023. The Council's current pay rates for apprentices are likely to be a barrier for some people taking up an apprentice role as it would be challenging to live independently in the borough on a total salary of less than £10k per annum. Personnel Committee is therefore asked to consider whether we should increase the minimum hourly wage rate for apprentices, for example to at least the Living Wage Foundation rate.

3.6.3 It should be noted that an increase in apprentice pay rates could deter some managers from creating apprentice roles as salary budgets are already seen by some as a barrier. In addition, any change in approach could also impact on schools/nurseries for whom the Council is the employer but who have their own salary budgets. Further discussion with impacted settings would be required.

### 3.7 Apprenticeship Strategy progress

3.7.1 The Council's three year Apprenticeship Strategy, which was approved by the Team Reading Programme Board, began in 2020/21 and focuses on apprenticeships forming an integral part of upskilling our people, enabling career development and ensuring apprenticeships are embedded within the Council, supporting employee growth and providing the talent needed now and in the future to achieve our organisational goals. The full strategy is included in Appendix B.

3.7.2 The aims of the Apprenticeship Strategy are to:

- Support the organisation's current and future skills needs
- Optimise use of the Council's levy contributions
- Provide high quality and comprehensive apprenticeship programmes for existing employees and new recruits
- Achieve our public sector target of 2.3% of the workforce completing an apprenticeship (this target has since been removed by government but is still a useful indicator, so we continue to measure it)

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<sup>1</sup> Apprentices doing Level 4 qualifications or above are in job evaluated roles on the Council's standard pay structure.

3.7.3 Appendix C shows the agreed success measures for the Apprenticeship Strategy and progress against these in Year 1 and Year 2.

### 3.8 Current apprenticeship challenges and suggested ways to overcome them

3.8.1 There are a number of current challenges with apprenticeships:

- The high number of withdrawals from apprenticeship programmes (about 18%)
- Limited budgets within teams to recruit new apprentices
- Managers' need for new employees to be fully competent at recruitment versus structures that enable apprentices to grow into roles through their training
- Apprentices seen as "nice to have posts" rather than viable options to fill vacant posts
- Managers/teams unable to support the 20% off the job development time
- Managers/teams with no capacity to train/develop apprentices
- Apprenticeship roles not specifically allocated within team structures
- Low uptake of apprenticeships by both RBC and schools

3.8.2 In order to overcome these challenges, the Corporate Management team (CMT) has agreed the following proposals which will be progressed by the Organisational Development (OD) and Learning team:

- Each Assistant/Deputy/Director will be set a target to ensure that 2.3% of posts in their service area are employed as apprentices. This excludes existing staff undertaking an apprenticeship. The target is based on the previous public sector target which required employers to employ an average of 2.3% of their organisation's headcount as new apprentice starts each year. For the Council's workforce, this equates to 35 apprentice posts (we currently have 20). A breakdown showing the FTE target for each service area and current apprentice numbers is included in Appendix D.
- Funding for the 15 new apprentice posts will be created by top-slicing a percentage of existing salary budgets in order to create ring-fenced funding for each service area to appoint the minimum number of apprentices shown in Appendix D.
- We will raise managers' awareness of the benefits of employing apprentices, and the commitment required of both them and their apprentice, through manager's briefings, seminars, guidance notes etc.
- We will encourage cross working between departments if teams do not feel they had capacity to train an apprentice over the full duration of the course. For example, teams could share an apprentice, or utilise them on a placement-basis for several months in another team, provided this is relevant to their apprenticeship standard and made clear to applicants upfront.
- Some apprenticeship posts will be ring-fenced for certain people to apply for, in line with the Council's social inclusion objectives, such as care-leavers or those living in the lower income or least affluent areas of the borough, and to increase the number of black employees across the Council in a range of roles. For care-leavers, this would be in addition to

our existing commitment to guarantee an interview for care leavers who meet the essential criteria for any roles.

#### **4. WORK EXPERIENCE PROGRAMME UPDATE**

4.1 The HR and Organisational Development team is working with managers across the Council to create a new corporate work experience programme, initially for students in Years 10 and 11.

4.2 The new programme aims to:

- showcase the Council as a future employer of choice for young people and the wide range of career opportunities available.
- manage work experience placements more efficiently
- support more students
- provide a more impactful experience aligned to schools' needs

4.3 In order to achieve these aims, the work experience programme will be delivered to students over three separate weeks in the calendar year, allowing teams plenty of notice to plan for placement support.

4.4 The new programme is being designed by the OD & Learning team and will be piloted in February 2023. Support will be provided for managers who are part of the pilot programme which will focus on showcasing the Council as a future employer.

4.5 CMT is asked to provide feedback to the OD & Learning team on areas of work, teams and/or activities they would like included in the work experience programme, as well as ensuring that their managers actively engage with it.

4.6 The offer will be communicated to schools for the first week of delivery in February 2023. This will be targeted at Year 10 students during the pilot, but we also aim to support Year 11, 12 and 13 students once the programme is established. We will prioritise students from schools in the lower income or least affluent areas of the borough or students within their catchment areas.

4.7 Based on a survey of schools and data on this year's work experience placements we are planning the following weeks for the new work experience programme:

- The week before Feb half term
- The week before May half term
- Mid July

4.8 We will use the first year to pilot what works best and will ask the students and teams to feedback to us to help us shape and finalise the programme for 2024. This approach will enable the Council to be more proactive in the work experience offered to students and enable managers to plan time effectively to support work experience placements.

#### **5. MENTORING SCHEME UPDATE**

- 5.1 The Team Reading Programme for 2022/23 includes an objective to explore opportunities for RBC managers to mentor young people in the borough, prioritising secondary schools for young people from the lower income or least affluent areas of the borough.
- 5.2 Ten organisations have been approached for details about their mentoring programmes, following discussions with Brighter Futures for Children, Reading Voluntary Action and Connect Reading about existing schemes that the Council could join. We have decided to support two schemes initially but will continue to explore options for additional schemes that could be supported in the future. The two initial schemes are detailed below:

| Mentoring scheme provider          | Key features of scheme   | Time commitment               |
|------------------------------------|--|-------------------------------|
| <a href="#">Starting Point</a>     | Mentoring for young people who face disadvantage<br>Aim to get young people into sustained employment or training<br>Aimed at young people with low attendance at school or school refusers<br>The majority of referrals to Starting Point come from BfFC. | 1 hour per week for 12 months |
| <a href="#">Chapter 2, Reading</a> | Specifically for boys who have grown up without a father. Working with the church, the focus is on life skills and building relationships and so is not career related. Only men are asked to volunteer  | Once a fortnight for 2 years. |

- 5.3 Staff will be given the opportunity to volunteer to support these schemes. The Council already has a Volunteering Policy which allows employees up to two days' paid leave to volunteer in the borough. This will be reviewed to ensure that it can accommodate the volunteering commitment required by these mentoring programmes.

## 6. THE SOCIAL MOBILITY PLEDGE

- 6.1 The Social Mobility Pledge is a coalition of 550 businesses globally employing over 5 million people, as well as more than 50 universities representing almost 2 million students. It encourages organisations to be a force for good by putting social mobility at the heart of their purpose and committing to outreach, access and recruitment.
- 6.2 Organisations signing the pledge are required to make three commitments:

### Outreach

We will work to reach out to schools or colleges to provide coaching through quality careers advice, enrichment experience and mentoring to people from disadvantaged backgrounds or circumstances.

## **Access**

We will work to provide structured work experience and apprenticeship opportunities to people from disadvantaged backgrounds or circumstances.

## **Recruitment**

We will work to adopt open employee recruitment practices which promote a level playing field for people from disadvantaged backgrounds or circumstances.

- 6.3 The Outreach and Access commitments are covered by the proposals in this report. The Recruitment commitment is covered for example through our work with Job Centre Plus, where at least once a quarter, members of the Resourcing team attend the Job Centre in Reading to support job seekers applying for roles at the Council. The team also attend local job fairs at least once every quarter.
- 6.4 It is recommended that the Council signs the pledge to demonstrate our commitment to social mobility. This simply requires completion of a short form. A social media toolkit is available to help organisations promote the pledge and their involvement with it.

## **7. CONTRIBUTION TO STRATEGIC AIMS**

- 7.1 Offering apprenticeships, work experience and mentoring supports Reading to realise its potential and to ensure that everyone who lives and works here can share the benefits of its success. Apprenticeships develop the skills and abilities of our people, unlocking their potential. Through apprenticeships we support attraction of talent to the Council and upskilling of existing staff, enabling them to deliver service excellence making Reading a sustainable and great place to work. Work experience and mentoring allows us the opportunity to showcase the Council as a potential employer to young people and attract future talent.

## **8. ENVIRONMENTAL AND CLIMATE IMPLICATIONS**

- 8.1 There are no environmental or climate impacts resulting from this report.

## **9. COMMUNITY ENGAGEMENT AND INFORMATION**

- 9.1 Engagement with external stakeholders including schools, colleges, BFfC, residents, businesses and providers, will ensure higher profile and understanding of the Council's offer for apprenticeships, work experience and mentoring programmes.
- 9.2 Further work needs to be undertaken, in partnership with the Communications team, to promote these programmes more effectively within the borough, and to promote our commitment to the Social Mobility Pledge, if agreed by CMT.

## **10. EQUALITY IMPACT ASSESSMENT**

- 10.1 Not required for this report.

## **11. LEGAL IMPLICATIONS**

- 11.1 Not relevant for this report.

## **12. FINANCIAL IMPLICATIONS**

- 12.1 In September 2022, the Council's levy pot was £922,069 which is available to fund apprenticeship training. This can only be used for training costs and not salaries.
- 12.2 In order to ensure that every service area achieves its target of employing a minimum of 2.3% of posts in their service as apprentices, salary budgets from 2023/24 onwards will be top-sliced to create a ring-fenced budget for apprentices which will total £1.2 million. This has been calculated using an assumed salary of mid-point RG4 with on-costs, multiplied by the apprentice target for each service area, as detailed in Appendix D. The funding will be re-allocated back to each service area, based on their 2.3% target, and can only be used to fund apprentice posts. The ring-fenced budgets will need to be re-calculated annually to account for pay awards, changes in on-costs etc.
- 12.3 This report also proposes that Personnel Committee considers the current pay rates for apprentices, for example to bring them in line with our commitment to be a Living Wage Foundation employer. This would mean increasing pay rates from the national minimum rates shown in paragraph 3.6.1, to at least £10.90 per hour from 1 April 2023.
- 12.4 The ring-fenced apprentice budgets detailed in 12.2 above assume that all apprentices are appointed on mid-point of RG4, which is more than the Living Wage Foundation rate, in order to ensure that apprentice funding is future-proofed.

## **13. BACKGROUND PAPERS**

- 13.1 None

## Appendix A: Apprenticeship Information as at August 2022

| No of apprentices currently on programme |           |           |           |
|--|-----------|-----------|-----------|
|  | RBC only  | Schools   | Total     |
| New Starters                             | 20        | 6         | 26        |
| Existing staff                           | 47        | 7         | 54        |
| <b>Total</b>                             | <b>67</b> | <b>13</b> | <b>80</b> |

| No of apprentices currently on programme - per directorate (RBC only) |     |       |       |
|---|-----|-------|-------|
|   | DOR | DEGNS | DACHS |
| New Starters  | 7   | 13    | 0     |
| Existing staff  | 16  | 15    | 16    |

| Level of apprenticeship for those currently on programme (RBC only) |         |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|---------|
|   | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 | Level 7 |
| New Starters  | 5       | 12      | 0       | 0       | 1       | 2       |
| Existing staff  | 4       | 11      | 7       | 9       | 11      | 5       |

| Current staff - apprentice starts 2022 per month |     |     |     |     |     |      |      |     |      |     |     |     |
|--|-----|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|
|  | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec |
| RBC only   | 0   | 3   | 9   | 0   | 0   | 0    | 0    | 0   | 0    | 0   | 0   | 0   |
| Schools  | 0   | 0   | 0   | 0   | 0   | 1    | 0    | 0   | 0    | 0   | 0   | 0   |

| New to RBC - apprentice starts 2022 per month |     |     |     |     |     |      |      |     |      |     |     |     |
|---|-----|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|
|   | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec |
| RBC only                                      | 0   | 0   | 0   | 1   | 2   | 0    | 0    | 0   | 0    | 0   | 0   | 0   |
| Schools                                       | 0   | 0   | 1   | 0   | 1   | 1    | 0    | 0   | 0    | 0   | 0   | 0   |

| Apprentice completions 2022 per month |     |     |     |     |     |      |      |     |      |     |     |     |
|---------------------------------------|-----|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|
|                                       | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec |
| RBC only                              | 0   | 3   | 2   | 0   | 2   | 2    | 1    | 1   | 0    | 0   | 0   | 0   |
| Schools                               | 0   | 0   | 0   | 0   | 1   | 0    | 2    | 0   | 0    | 0   | 0   | 0   |

Withdrawal reasons - 1 new withdrawal this month only

|          |   |
|----------|---|
| Left RBC | 1 |
|----------|---|

| Levy 2022                |         |         |         |          |         |   |          |         |
|--------------------------|---------|---------|---------|----------|---------|---|----------|---------|
|                          | Jan     | Feb     | Mar     | Apr      | May     | June  | July     | Aug     |
| Paid in (inc 10% top up) | £37,706 | £37,145 | £37,518 | £ -      | £38,125 | £ 80,795<br>*includes<br>Aprils levy<br>pay | £ 38,419 | £38,113 |
| Paid out                 | £35,941 | £33,186 | £27,791 | £29,667  | £25,314 | £ 25,710                                    | £ 24,966 | £21,972 |
| Expired Levy             | £2,939  | £4,085  | £29,434 | £102,268 | £13,213 | £ 8,168                                     | £12,757  | £16,360 |

The equivalence of the levels are as follows:

- Level 2: 5 x GCSE passes
- Level 3: 2 x A Level passes
- Level 4: Foundation Degree/HNC or the first year of an undergraduate degree
- Level 5: Foundation Degree or HND
- Level 6: Bachelors Degree
- Level 7: Masters Degree

### August 2022 - Apprenticeships by team

#### DEGNS Apprenticeship Numbers August 2022

|                | Environmental & Commercial | Housing & Communities | Culture Services | Property & Asset Management | Planning, Transport & Public Protection | Regulatory Services |
|----------------|----------------------------|-----------------------|------------------|-----------------------------|---|---------------------|
| New Starter    | 3                          | 8                     | 1                | 0                           | 0                                       | 1                   |
| Existing Staff | 4                          | 3                     | 5                | 1                           | 2                                       | 0                   |

#### DACHS Apprenticeship Numbers August 2022:

|                | Provider Services | Commissioning | Safeguarding, quality, performance & practice | Operations | Public Health |
|----------------|-------------------|---------------|---|------------|---------------|
| New Starter    | 0                 | 0             | 0   | 0          | 0             |
| Existing Staff | 4                 | 4             | 1   | 6          | 1             |

#### DOR Apprenticeship Numbers August 2022:

|                | Finance | HR & OD | Kennet Nursery | Legal | PMO | Digital & ICT | Customer Services |
|----------------|---------|---------|----------------|-------|-----|---------------|-------------------|
| New Starter    | 2       | 1       | 2              | 2     | 0   | 0             | 0                 |
| Existing Staff | 3       | 2       | 1              | 6     | 2   | 1             | 1                 |

### Appendix B: Apprenticeship Strategy



Apprenticeship  
Strategy Plan 2021 FI

## Appendix C: 2021/22 Apprenticeship Strategy Performance Update

### Reading Borough Council

|  |   |  |
|--|---|--|
| <p>Public Sector Target of 2.3% which includes schools</p> <p>This looks at the number of apprentices on an apprenticeship during the financial year, it doesn't account for any leavers/withdrawals</p> | <p>Previous position (Year 1 - 2020/2021)<br/>RBC only - 1.39%<br/>RBC/Schools - 0.58%</p>              | <p>2021-2022 RBC &amp; Schools 1.41%<br/>RBC Only 2.31%<br/>Schools only 0.44%<br/>Achieved increasing performance in Year 2.</p>  |
| Apprentice starts  | <p>Previous Position (Year 1 - 2020/2021): 34</p>   | <p>Current position: Year 2 - 21/22: 39 apprentice starts at RBC 21/22<br/>Year 1 &amp; 2 target not met:<br/>Increase in new apprentice starts year on year (both new starters and existing staff). 0.25% increase per year, Year 1 - 42, Year 2 -52, Year 3 -65.</p> |
| New entrants   | <p>Previous position (Year 1 - 2020/2021) - 7</p>   | <p>Current position: Year 2 - 21/22: 11 new apprentices at RBC<br/>Increase in newly recruited apprentices into the Council, year on year. 0.25% increase per year<br/>Year 1 - 9, Year 2 - 11, Year 2 - 14<br/>Increase to 11 achieved.</p>                           |
| Withdrawal rates   | <p>Overall withdrawals since May 2017 - RBC &amp; Schools: 36 out of 204 that have enrolled = 17.6%</p> | <p>Our goal is to get a reduction in learners leaving programme before completion.<br/>Reducing trend - Year 1 - 20%, Year 2- 15%, Year 3- 10%</p>   |
| Reporting  | <p>MI created and published to CMT annually<br/>Strategy created, agreed and deployed.</p>              |  |

### Maintained Schools

|                   |   |  |
|-------------------|---|--|
| Apprentice starts | <p>Previous position - Year 1 20/21: - 10</p> | <p>Current position - Year 2 21/22 - 7 apprentice starts (2 existing, 5 new). Target not met.<br/>Increase in new apprentice starts year on year (both new starters and existing staff). 0.25% increase per year</p> |
|-------------------|---|--|

|  |  |                                     |
|--|--|-------------------------------------|
|  |  | Year 1 - 12, Year 2 -15, Year 3 -19 |
|--|--|-------------------------------------|

**RBC and schools**

|                  |   |   |
|------------------|---|---|
| Levy utilisation | Previous position was reported as a monthly figure so it hasn't been put on here. | <p>Current position: Year 2 - 21/22 paid in £451,083.82 and spent £349,280 = 77% utilisation. Year 2 target met<br/> Year on year increase in monthly levy contribution utilisation.<br/> Year 1 - 60%, Year 2 - 70%, Year 3 - 80%</p> <p>*Although we spent 77% of our levy contributions in financial year 2021/2022, we have a large amount of money in the levy pot due to having not spent it when the levy scheme initially started. The government take a portion of this back from us each month as expired levy on a 24 month rolling basis.</p> |
|------------------|---|---|

Note:

Year 1 - 2020/21

Year 2 - 2021/22

Year 3 - 2022/23

DRAFT

## Appendix D: FTE target for each service area and current apprentice numbers

| Service Area                                       | Head Count  | FTE            | 2.3% of FTE  | Rounded target | Current FTE apprentices* |
|--|-------------|----------------|--------------|----------------|--------------------------|
| Adult Care   | 281         | 239.31         | 5.50         | 6              | 0                        |
| Commissioning and Transformation (DACHS)           | 31          | 28.21          | 0.65         | 1              | 0                        |
| Communications                                     | 11          | 9.75           | 0.22         | 1              | 0                        |
| Corporate Improvement and Customer Services        | 133         | 117.56         | 2.70         | 3              | 0                        |
| Culture  | 201         | 144.81         | 3.33         | 3              | 1                        |
| Digital & ICT                                      | 23          | 22.32          | 0.51         | 1              | 0                        |
| Environmental & Commercial Services                | 285         | 281.66         | 6.48         | 6              | 3                        |
| Finance  | 95          | 90.95          | 2.09         | 2              | 2                        |
| Housing and Communities                            | 187         | 181.27         | 4.17         | 4              | 8                        |
| Human Resources & Organisational Development       | 63          | 59.44          | 1.37         | 1              | 3                        |
| Infrastructure, Economy and Capital Projects       | 9           | 7.19           | 0.17         | 0              | 0                        |
| Legal and Democratic Services                      | 109         | 104.56         | 2.40         | 2              | 2                        |
| Planning, Transport and Public Protection Services | 135         | 126.83         | 2.92         | 3              | 1                        |
| Procurement & Contracts                            | 5           | 4.50           | 0.10         | 0              | 0                        |
| Property & Asset Management                        | 94          | 81.11          | 1.87         | 2              | 0                        |
| Wellbeing  | 9           | 7.91           | 0.18         | 0              | 0                        |
| <b>Grand Total</b>                                 | <b>1693</b> | <b>1527.69</b> | <b>35.14</b> | <b>35</b>      | <b>20</b>                |

\*Excludes existing staff who are upskilling through an apprenticeship

Grey highlight indicates service areas which are not currently meeting the target