

Date of issue: Wednesday, 14 December 2022

<b>MEETING</b>	<b>EMPLOYMENT &amp; APPEALS COMMITTEE</b> (Councillors Ali (Chair), Bal (Vice Chair), Ajaib, Basra, M. Bedi, Gahir, Grewal, Qaseem and Smith)
<b>DATE AND TIME:</b>	THURSDAY, 22ND DECEMBER, 2022 AT 6.30 PM
<b>VENUE:</b>	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	MADELEINE MORGAN 07736 629 349

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



**STEPHEN BROWN**  
Chief Executive

**AGENDA**

**PART 1**

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
<b>APOLOGIES FOR ABSENCE</b>			
<b>CONSTITUTIONAL MATTERS</b>			
1.	Declarations of Interest	-	-
	<i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 12th October 2022	1 - 4	-

**AGENDA**  
**ITEM**

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**SERVICE IMPLEMENTATION ISSUES**

3.	Gender Pay Gap Report	5 - 28	-
4.	Update on Temporary Workers	29 - 38	-
5.	Update on Performance Management for Chief Officers	39 - 48	-
6.	Pay Policy Statement Update 2023/2024	49 - 66	-
7.	Senior Management Restructure Report	Report to follow	-
8.	Attendance Record	67 - 68	-
9.	Date of Next Meeting - 21st March 2023	-	-
10.	Exclusion of Press and Public		

It is recommended that the press and public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to individuals as defined in Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 (Amended).

**PART II**

11.	Update on Performance Management for Chief Officers - Appendix 1	69 - 74	-
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**Press and Public**

**Attendance and accessibility:** You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

**Webcasting and recording:** The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing



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the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

**Emergency procedures:** The fire alarm is a continuous siren. If the alarm sounds Immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

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**Employment & Appeals Committee – Meeting held on Wednesday, 12th October, 2022.**

**Present:-** Councillors Ali (Chair), Bal (Vice-Chair), Ajaib, Basra, Gahir, Grewal, Qaseem and Smith

**Apologies for Absence:-** Councillor M. Bedi

**PART 1**

**12. Declarations of Interest**

Councillor Bal declared that his daughters worked for Slough Borough Council.

**13. Minutes of the Meeting held on 14th June 2022 and Extraordinary Meeting held on 12th July 2022**

**Resolved** - That the minutes of the meetings held on 14<sup>th</sup> June and 12<sup>th</sup> July 2022 be approved as a correct record.

**14. HR Policies and Procedures: Menopause In the Workplace Guidance**

The Chair asked members if they would agree to change the Agenda order so that the Menopause In the Workplace Guidance could be presented and discussed first. Members agreed to this.

The Diversity and Inclusion Manager introduced the report which set out the rationale for producing guidance to ensure employees going through the menopause were fully supported in the workplace. World Menopause Day was approaching and the subject was in the national press. Like most local councils, Slough Borough Council employed more women than men, at around 62% of the permanent workforce. The menopause was a workforce health and well-being issue, and as an employer SBC could make adjustments in the workplace to help and support staff.

A technical query was raised on the Version Control labelling detailed on page 24 of the report, and whether this was being applied correctly. The Diversity and Inclusion Manager noted and agreed to check on the labelling.

Other questions raised were on reasonable adjustments and whether statistics were available for how many staff in Slough Borough Council had resigned or whose work was affected by menopause symptoms, and on staff training. The officer explained that although the menopause was not a protected characteristic, any organisation had a duty to make reasonable adjustments where they could, although there was no specific budget for this. On statistics the Diversity and Inclusion Manager explained that collecting data was not always easy due to the sensitive nature of the issue, and the approach suggested was about asking colleagues what would work best for

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them. The first stage was education and raising awareness for all staff around the policy rather than formal training. Other possible support could be peer-lead or informal support, and feedback would be sought from staff on this.

At the conclusion of discussions the Chair and members stated their approval that the Council was being proactive on this issue.

**Resolved** – That the Committee reviewed and approved the Menopause In the Workplace Guidance.

### **15. Senior Management Restructure Update**

The Associate Director Human Resources introduced the report. At the previous Committee in July the Executive Director Corporate Resources and the Monitoring Officer had taken the Committee through the proposed senior management restructure and why it was needed, this was now an update on progress so far on the restructure and recruitment at senior management level. As proposed there was a new directorate structure in place and a number of appointments had been made at senior level including Chief Operating Officer, Monitoring Officer, Head of Communications and Resident Engagement, and several Executive Director positions.

One correction was noted by the Associate Director Human Resources; that page 10 of the report stated that the vacant role of AD Community would be deleted and a new role of Head of Service, Community created. This was incorrect, as the AD Community role would continue and there would not be a new Head of Service, Community role created.

Some members expressed concern that while recruitment had taken place, some of this was on a temporary or seconded basis and there was still frustration that full recruitment of all positions had not been achieved. The AD HR explained that this update was being brought to the Committee to show how much progress had been made after just 3 months, whereas it had initially been stated that an update would be provided after 6-9 months. Recruitment had so far gone well in a difficult labour market, and senior managers hoped to continue with this success.

Concerns were also raised by members that recruitment was needed at lower levels of Council structure as well as senior management, as this was where residents interacted with the Council and recruitment and improvement was needed here too. The AD acknowledged the point made and outlined that work was already underway on this with finance and ICT restructuring which had covered all levels. Members also requested more information on recruitment and more support being available for members in the scrutiny function of the Council, and the AD HR agreed to find out more information about recruitment on this, and also agreed that there may be a need to bring back a more general report on recruitment at all levels to a future Committee.

Another concern for members was the funding for some of the new positions, which was only in place for the next two years, the Chair asked the AD HR to

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note members' concern about this, and that more thinking needed to be done with regard to the funding situation beyond 2024.

At the conclusion of the discussion the report was noted.

**Resolved** – that the contents of the report be noted.

### **16. Temporary Workers Report**

The Employee Relations and Policy Manager outlined the main points of the report, which members were requested to note. The report covered the Q1 period (April – June 2022), spend for this period on temporary workers was £4.1m. This showed an increase in spend due to the high number of staff leaving during this period, and May being a 5 week month..

A question was asked regarding the contract the council had for temporary workers, and it was explained that a review exercise was due to be undertaken to ensure value for money, and in terms of scrutiny of the contract this was subject to the council's procurement rules and procedures. Further details were requested on the figures for agency workers appointed during the reporting period, at what level they were appointed and also on the key activity to reduce agency spend. The Employee Relations and Policy Manager agreed to provide further detail on these points in the next report to the Committee.

Concerns were also raised by some members on the cost to the Council of training temporary workers, with figures on directorate-specific costs of training requested, and also the need to have a better perspective on the overall appointment of agency staff from one quarter to the next.

In terms of progress it was outlined that there had been a focus on recruiting full-time staff, and the council had made good progress on this in a difficult market. There had also been much work done on procurement and contract management, with around £1.5m having been made in savings.

At the conclusion of the discussion the report was noted.

**Resolved** – that the report be noted.

### **17. Members Attendance Record**

**Resolved** – That details of the Members Attendance Record 2022/23 be noted.

### **18. Date of Next Meeting - 22nd December 2022**

The date of the next meeting was confirmed as 22<sup>nd</sup> December 2022.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.28 pm)

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**Slough Borough Council**

<b>Report To:</b>	Employment and Appeals Committee
<b>Date:</b>	22 December 2022
<b>Subject:</b>	Gender Pay Gap Report
<b>Chief Officer:</b>	Stephen Brown
<b>Contact Officer:</b>	Surjit Nagra Associate Director - HR, Christine Ford Diversity & Inclusion Lead.
<b>Ward(s):</b>	All
<b>Exempt:</b>	NO
<b>Appendices:</b>	Gender Pay Gap Report 2022

**1. Summary and Recommendations**

**1.1** This report presents Committee Members with the 2022 Slough Borough Council statutory gender pay gap figures as follows:

- There has been a decrease in both the mean and median pay gap
- In 2022 the mean gender pay gap was 0.7% (compared to 0.9% in 2021)
- In 2022 the median gender pay gap was 0% (compared to 3.8% in 2021)
- The council employs more women than men in all pay quartiles
- The mean and median bonus pay gaps are 0%
- Full details are included in Appendix A

**Recommendations:**

The Committee is recommended to review and note the Gender Pay Gap Report 2022.

**Reason:**

The council is committed to being an inclusive and representative workforce, where gender equality is advanced. It is a statutory requirement to publish gender pay gap figures annually (see section 3.2).

**Commissioner Review**

Commissioners noted the contents of gender pay report.

## 2. Report

### 2.1 Introductory paragraph

Since 2017, all organisations employing more than 250 staff are required by law to publish their gender pay gap (GPG) annually. The figures for 2022 are based on a snapshot date of available payroll data on 31 March 2022. The Gender Pay Gap must be reported and published by 30 March 2023.

The gender pay gap shows the difference in average hourly pay between all men and women in a workforce. It is different to *equal pay* – that is men and women being paid the same amount for the same or comparable work. It is unlawful to pay people differently for work of equal value because of their gender.

The legislation requires us to look specifically at the mean and median average **hourly** pay rates, based on full-time equivalent salaries. The gap reported is the percentage difference between men and women – the gender pay gap. The mean and median gender bonus gap, the proportion of men and women receiving a bonus and the proportion of men and women in each pay quartile are also reported as part of the requirements.

The figures only relate to directly employed staff (as per the reporting regulations).

Throughout 2022, the council has worked to significantly improve the quality of HR data collected and analysed. The gender pay gap is produced through a dedicated Agresso report and the calculations verified by the data insight team and finance.

## 3. Background

**3.1** Like most local authorities, Slough Borough Council employs more women than men. We have a good track record of supporting women in the workplace: whilst our reported gender pay gaps have fluctuated over the years, largely due to the impacts of organisational change, they have remained lower than the national average since reporting began (see Appendix A for the SBC reported pay gaps 2017-22). Nationally, the gender pay gap has slowly declined since the reporting requirements came into place. The latest published statistics on national gender pay gaps show that in 2021, based on 10,283 employers reporting on the government's national reporting service website, the average median gender pay gap was 12.2%. Last year, the Office for National Statistics (ONS), through its Annual Earnings Survey, calculated that the national average median gender pay gap for all employers was 15.4% (this includes smaller employers who are not required to report on the national reporting service). In 2021, the council's median gender pay gap was 3.8% and this year it has reduced to 0.

**3.2** The council is committed to supporting women in the workplace, which includes closing the gender pay gap where possible. As part of becoming the "*Right Council for Slough*", the 2022 Corporate Plan for Improvement and Recovery commits to employing an inclusive and representative workforce, where diversity is valued and supported at all levels of the organisation. To support gender equality and reduce the gender pay gap, the council:

- Operates a transparent pay grade system, with all positions being subject to a strict job evaluation process.

- Has developed a comprehensive suite of HR policies to support those with caring responsibilities (which remain mainly women), including flexible and agile working, parental leave and enhanced maternity pay.
- Has this year developed specific guidance and resources to raise awareness, and increase support for employees around menopause in the workplace.
- Has developed peer led support, engagement and policy review through the SBC's Women's Network.
- Conducts Equality Impact Assessments (EIAs) on HR policies and organisational change processes.

**3.3** However, as is the case in many organisations, the main causal factors of the gender pay gap at SBC are linked to:

- Women making up the majority of staff working part-time, and part-time roles tending to have lower median rates of hourly pay.
- Women being more likely than men to take periods of unpaid leave (often relating to caring responsibilities).
- Women being under-represented in the most senior management positions.
- Women being over-represented in roles and sectors that are traditionally less well paid (such as care and administration).
- Having an older age profile for employees: recent national research suggests that there is a strong correlation between the gender pay gap and age: under the age of 40 years, the gap is much lower (an average of 3%). However, this accelerates to a much higher average of 12% for those women over 40 years of age. Further analysis will be undertaken on the impact of age and gender pay gap at SBC.

**3.4** It is positive that the 2022 median and mean pay gaps have reduced, with the mean remaining under 1% and the median now being 0%. These are significantly lower than the national average. The council is valued by employees as a workplace where gender equality is supported. However, it is also important to appreciate the limitations of the statutory gender pay gap figures in how they explain our current workforce situation. Any structural changes to staffing can impact, positively or negatively, on the gender pay gap figures year on year. For example, changes in the number and pay structures of Executive Level posts tend to impact on the mean average as this is most influenced by "outliers" in the salary distribution. Increases in the number of lower paid positions –especially if they are in service areas that tend to be dominated by one gender over the other – tend to impact the median average. Due to the scale of service changes that we must make over the coming years, and as we reshape our workforce and continue our path to financial stability, there will be inevitable fluctuations in the reported statutory GPG figures.

**3.5** In March 2022, a significant number of positions were being covered by temporary staff. These staff, who are not directly employed, are not included in the gender pay gap calculations. As we embark on a significant programme of permanent recruitment over the coming months, these new permanent employees will be reflected in the March 2023 GPG figures. With this in mind, we should expect considerable fluctuations.

**3.6** The following table shows the current gender profile by salary range (based on full Time equivalent) of permanent directly employed staff as of November 2022.

Please note this is not directly comparable with the GPG calculations as there are different parameters of relevant employees and complex payroll calculations of hourly pay. There will also have been movement in staff numbers since March.

Salary bands	F	M	Total
£90k +	3	8	11
80-89	1		1
70-79		1	1
60-69	4		4
50-59	37	23	60
40-49	51	36	87
30-39	208	98	306
20-29	247	189	436
10 to 19	14	6	20
0-10	7		7
	<b>572</b>	<b>361</b>	<b>933</b>

**3.7** To support gender equality we will continue to:

1. Engage with staff through surveys, focus groups and the SBC Women's Network Group
2. Complete impact assessments on future restructuring plans and seek to identify and mitigate negative impacts where possible.
3. Develop processes to monitor recruitment and ensure processes are inclusive and conduct regular analysis of workforce profiles.
4. Update HR policies to support gender equality
5. Use the new performance appraisal process to identify personal development plans and support career progression for all staff.

The gender pay gap figures will be published on the national gender pay gap reporting service website <https://gender-pay-gap.service.gov.uk/> as per the statutory requirements.

## **4. Implications of the Recommendation**

### *4.1 Financial implications*

There are no financial implications of the proposed action in terms of allocated budgets.

### *4.2 Legal implications*

It is a statutory duty for the council to publish its gender pay gap annually (Equality Act 2010(Gender Pay Gap Information) Regulations 2017)

#### 4.3 *Risk management implications*

Failure to calculate and publish the gender pay gap by the required deadline, risks legal challenge relating to non-compliance and potential investigation and intervention by the Equality and Human Rights Commission. Failure to address the long term causes of gender pay gap in the workplace can reduce staff morale and engagement, and ultimately impact recruitment and retention. Longer term it may also increase the risk of indirect and direct discrimination claims.

#### 4.4 *Environmental implications*

There are no anticipated environmental implications

#### 4.5 *Equality implications*

The obligation for organisations to calculate and publish the differences between what women and men earn, on average, in their workplaces provides transparency and the council seeks to reduce the gaps where possible. It aims to promote inclusion and gender equality in terms of pay. No negative equality impacts are identified: recommendations to promote gender equality are likely to improve inclusion generally for all groups and will not disadvantage other protected characteristics. The council is not proposing any positive action strategies.

#### 4.6 *Workforce implications*

The council is committed to being an inclusive and representative employer, promoting equality of opportunity for women and reducing the gender pay gap where possible. Closing the gender pay gap and taking actions to promote gender equality in the workplace is known to positively impact on recruitment and retention.

### 5. **Background Papers**

Gender Pay Gap Report 2022

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# Slough Borough Council Gender Pay Gap Report 2022

# Introduction: What is the Gender Pay Gap?

Gender Pay Gap Regulations require all organisations which employ 250 staff or more to publish the pay gap from the preceding year. This is our annual gender pay gap report for the snapshot date of 31 March 2022.

The gender pay gap shows the difference in average hourly pay between all men and women in a workforce.

It is different to *equal pay* – that is men and women being paid the same amount for the same or comparable work. It is unlawful to pay people differently for work of equal value because of their gender. To ensure equal pay, Slough Borough Council (SBC) operates a transparent pay grade system, and all positions are subject to a strict job evaluation process.

The figures only relate to directly employed staff. Non-directly employed staff such as agency/temporary workers are not included as per the reporting regulation.

The legislation requires us to look specifically at the mean and median average **hourly** pay rates, based on full-time equivalent salaries. The gap reported is the percentage difference between men and women – the gender pay gap. The mean and median gender bonus gap, the proportion of men and women receiving a bonus and the proportion of men and women in each pay quartile are also reported as part of the requirements.



## Key Findings

The council has seen a reduction in both the mean and median gender pay gaps between 2021 and 2022:

- The mean gender pay gap is **0.7 %**. This has **decreased** from 2021, when it was **0.9%**.
- The median gender pay gap is **0 %**. This has **decreased** from 2021, when it was **3.8%**.
- Dividing our workforce into four equal-sized pay groups, based on an hourly pay rate, shows that women **outnumber** men in all the pay quartiles.
- For the purposes of the reporting requirements on bonus payments, we are required to include long-term service awards as part of these. These are small sums (up to £750) where the sole criteria for receipt is length of service. The percentage of men receiving a bonus was **0%**, the percentage of women receiving a bonus was **1.65%**. The mean and median bonus gap was **0%**.

## Gender Pay Gap Yearly Comparison Chart 2017-2022

The table below shows the reported gender pay gap figures for Slough Borough Council since the reporting regulations came into place in 2017. In 2020, the reporting requirement was suspended due to the COVID Pandemic, however the council did submit for this year. Whilst the council has consistently reported a lower than average GPG (and in some years a negative gender pay gap), it can be seen that figures do fluctuate year on year. This is largely due to structural changes in the workforce and the impacts of organisational change.

SBC Gender Pay Gap	2017	2018	2019	2020	2021	2022
Mean	12.5%	4.7%	3.1%	10.0%	0.9%	0.7%
Median	12.5%	-6.4%	-2.8%	-3.1%	3.8%	0.0%
% male bonus	0.6%	0.0%	1.2%	0.9%	2.2%	0.0%
% female bonus	0.6%	1.4%	1.6%	2.3%	3.2%	1.65%
Mean bonus pay gap	25.0%	0.0%	2.8%	-12.5%	35.8%	0.0%
Median bonus pay gap	25.0%	0.0%	0.0%	0.0%	50.0%	0.0%

## Structural causes of the Gender Pay Gap

- Like many local authorities, the council employs more women than men. However, whilst women outnumber men in all pay quartiles, there are a disproportionate number of men in the most senior management positions (Associate Director Level, Executive Director Level, and Chief Executive Level).
  - Women make up the majority of employees working part-time; part-time working is much more prevalent in lower and lower - middle pay grades and is less common at higher pay grade positions. Part-time workers tend to have a lower hourly median pay rate.
  - Occupational segregation by gender is persistent in some service sectors, with low paying sectors (such as front-line caring roles) tending to employ more women and higher-paying sectors (such as Planning, Highways, Engineering etc.) tending to employ more men.
- Despite universal family-friendly policies, including flexible and agile working, emergency leave and shared parental leave, women continue to be much more likely than men to take periods of unpaid leave.

## The Impacts of organisational change on this year's mean and median figures

- In any organisation, structural movement in the workforce can cause significant changes to both the median and mean gender pay gaps. The council is going through unprecedented changes as it reshapes services to become financially stable. This has

impacted all levels of the workforce. The council workforce also contains a significant number of agency workers, who are not included as relevant employees in the gender pay gap calculations. It is expected that staffing structures will continue to be reshaped over the short to medium term and recent activity has included:

- A new structure at executive level (increased permanent positions).
  - Concerted efforts to reduce interim and agency staff and replace with permanent employees, across the workforce.
  - A wide-ranging permanent recruitment programme in Finance and IT (commencing November 2022).
- The council has tended over the years to have a higher mean pay gap relative to the median. This usually occurs when there are major outliers in the high end of the salary distribution, even when overall workforce and quartile representation favours women. The continued reduction in the mean this year is most likely due to the reduced number of directly employed staff in the most senior salary positions. However, as we increase the number of these roles, and replace temporary staff with permanent staff, this is likely to influence the future figures.

# Gender Pay Gap Priorities

The 2021 Gender Pay Gap Report made various recommendations to further support the reduction in the gender pay gap at Slough Borough Council and promote greater gender equality in the workforce. We are encouraged by this years' figures, which show that both our median and mean gaps have reduced between March 31 2021, and March 31 2022.

The priority focus areas will continue to be:

- Ensuring staff engagement on gender equality issues, through surveys, focus groups and the SBC Women's Network Group
- Following the publication in October 2022 of our *Menopause in the Workplace Guidance*, continue to develop peer-led support for staff and raise awareness of these issues as they affect our employees.
- Improving our HR data analytics to understand the evolving gender profile of the organisation as we continue to reshape services as part of our improvement and recovery plan.
- Ensuring impact assessments on future workforce restructuring plans are completed to allow us to identify and mitigate negative impacts where possible.
- Developing our recruitment processes to encourage women applicants across all levels of the organisation and in those sectors where women applicants are under-represented.
- Developing the new performance appraisal process ( launched October 2022) to identify personal development plans and support career progression for all staff
- Exploring further opportunities for partnership working with other organisations around training, mentoring and sponsorship schemes.

# Mean and Median Pay Gap – Hourly Rates Pay Quartiles

# 2022 Mean Pay Gap 0.7%

(decreased by 0.2 % from 2021)



£ 16.16 Average Hourly Rate



£ 16.27 Average Hourly Rate



# 2022 Median Pay Gap 0%

(decreased by 3.8% from 2021)



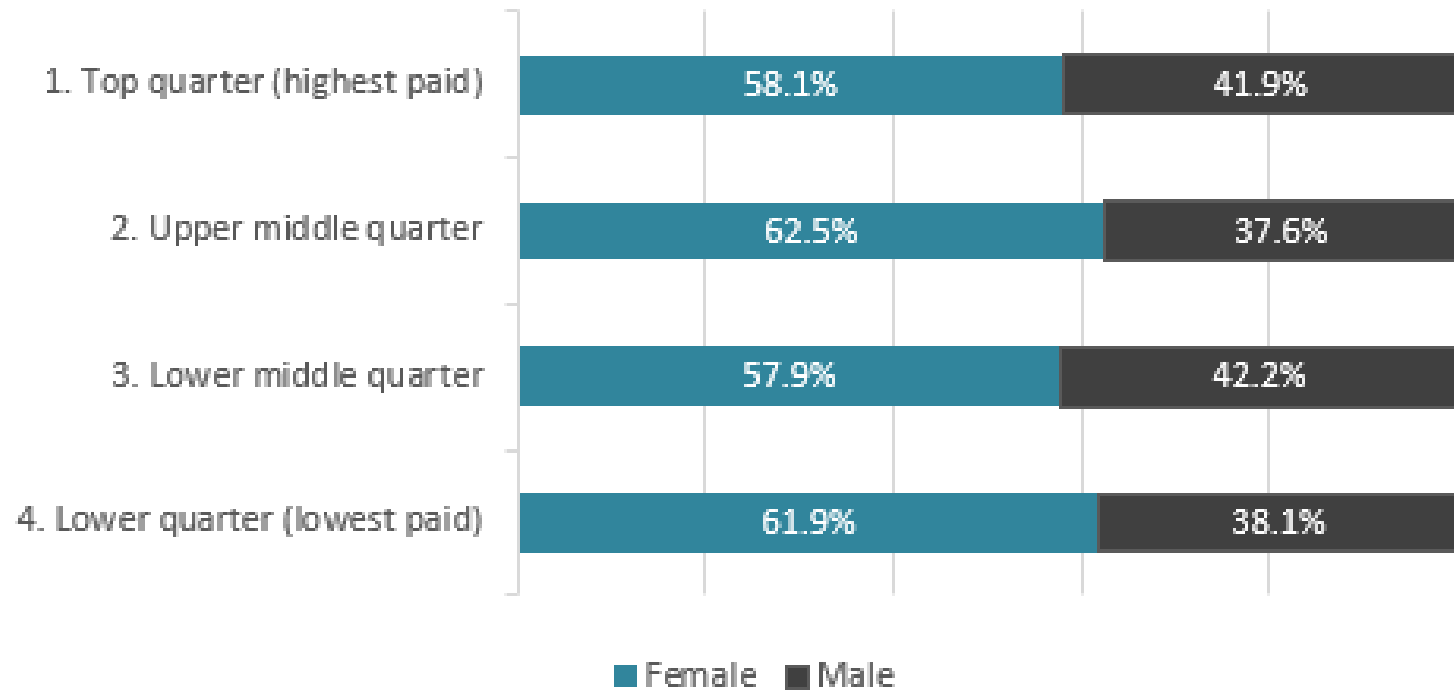
£ 15.34 Average Hourly Rate



£ 15.34 Average Hourly Rate



## Pay Quartile by Gender





# Action Plan Update November 2022

PRIORITY	ACTION	DELIVERY /OUTCOMES	DATE	UPDATE NOV 22	ACCOUNTABLE LEAD
1	<p><b>Quarterly Data reports: :</b></p> <ul style="list-style-type: none"> <li>• the gender of job applicants by pay scale of job applied for</li> <li>• the gender of new starters by pay scale ( and starting pay)</li> <li>• the gender of staff leaving the organisation.</li> <li>• the gender of those working flexibly/part-time and their level within the organisation.</li> <li>• the gender of employees at all paygrades.</li> </ul> <p><b>Annual Data Reports:</b></p> <ul style="list-style-type: none"> <li>• The gender of those receiving market supplements</li> <li>• The gender of those receiving honorarium awards</li> <li>• Salary/paygrade/working hours of those returning</li> </ul>	<p>Improved understanding of current workforce profile by gender and salary, including information on applicants and new starters.</p> <p>process embedded to report quarterly and annually on impact of actions on the gender profile of the council</p> <p>Greater gender pay parity and representation</p>	December 2022	Agresso reports now developed to show workforce profiles	ER &HR Policy Manager /D and I Lead

	from maternity/paternity leave				
2	<p>Hold Focus Group Session with SBC Women's Network</p> <p>Staff Survey to include specific questions around gender equality</p> <p>Monitoring of Exit Interview Data to explore any issues that are specifically related to gender</p>	Improved understanding and identification of key issues affecting women in the workplace	<p>September 2022</p> <p>June and ongoing</p>	<p>Focus group held; SBC Women's network identified key issues and group continues to review and support policy promotion e.g. Dignity at Work, Menopause Guidance etc.</p> <p>Questions on diversity included in survey and respondents asked to provide equalities monitoring (although this is not mandatory)</p>	D and I Lead

3	Development of Menopause Support Policy	Suite of HR Policies in place to support women in the workplace		Completed - Menopause Guidance launched October 2022	ER &HR Policy Manager /D and I Lead
4	Review of Recruitment Process , to include wording of adverts, methods of advertising, anonymised shortlisting, gender balanced recruitment panels where possible	Ensure recruitment processes maximise opportunities for women to apply and be successful. Identify any potential barriers around specific job roles/pay grades etc. , Increase applications from women in roles/paygrades where they are under-represented		<i>Recruitment process reviewed. Equalities monitoring forms in place for applicants.</i>	Recruitment Manager/D and I Lead
5	Set Corporate Objectives around Diversity and Inclusion and gender equality	Active and measurable demonstration of Corporate commitment to gender equality in employment to build trust, confidence and staff engagement	December 2022	Inclusion objectives stated in Corporate Plan – Improvement and Recovery; include support and	Diversity and Inclusion Lead

	Conduct EIAS on all restructures		Ongoing	engagement with staff networks and representative workforce at all levels.  These are completed as part of Organisational Change policy; EIAS are published as part of consultation docs where appropriate (non-identifying)	
6	Develop internal schemes to support career development and explore training and mentoring opportunities with partner organisations	Develop skilled and motivated workforce to improve career development and improve representation of women in roles at all levels	March 2023	New performance appraisal process launched October 2022, to include sections on	Workforce Development Manager

	<p>Increase awareness around apprenticeship schemes to encourage more employees to improve their skills and experience giving them the opportunity to progress their career.</p>		<p>personal development, career progression etc. Completion via Cornerstone improves options for monitoring and links to training. The Cornerstone Professional Skills Library, with over 1000 training resource titles is being updated, all staff will be provided with access.</p> <p>Articles posted on SBC intranet and resources and links added.</p> <p>ining</p>	
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				<p>opportunities via partners such as Frimley ICB Leadership Academy (NHS), voluntary sector (SCVS) promoted and external webinars (including for women seeking careers in IT)</p> <p>apprenticeship opportunities are highlighted to directorates via the recruitment and HRBP team during any restructure.</p> <p>There is planned promotion for Apprenticeship</p>	
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				Week (7-13 Feb 23)	
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**SLOUGH BOROUGH COUNCIL**

<b>REPORT TO:</b>	Employment & Appeals Committee
<b>DATE:</b>	22 December 2022
<b>Subject:</b>	Update on Temporary Workers
<b>Chief Officer:</b>	Stephen Brown, Chief Executive
<b>Contact Officer:</b>	Surjit Nagra, Associate Director HR / Dipak Mistry, Employee Relations & Policy Manager
<b>Ward(s):</b>	All
<b>Exempt:</b>	No
<b>Appendices:</b>	<b>Appendix 1 - KPI Summary of performance</b>

## **1. Summary and Recommendations**

- 1.1 This report provides Members of the committee with an update on the Council's use of temporary / agency workers for Quarter 2 which covers the period from 1 July 2022 to 30 September 2022.

### **Recommendations:**

The Committee is requested to note the contents of the report.

### **Commissioner Review**

Commissioners noted the contents of this report on temporary workers and in particular the progress made.

## **2. Report**

### **2.1 Introductory paragraph**

The Council are continuing to build its substantive workforce through on-going recruitment. Currently all vacant roles are advertised internally in the first instance to support the growth and retention of our existing workforce, helping to grow capability and capacity, whilst retaining organisation knowledge.

For roles where it is recognised that there is currently a capability gap within our internal workforce, we advertise externally concurrently, to allow us to recruit to these areas in a time efficient manner.

Staff turnover is particularly affecting our services that require specialist skills and expert knowledge. This skills gap relates to national and local skills shortages. For the past year the council has also experienced difficulties in attracting candidates due to the section 14 notice and financial position.




Where staff turnover, or capability gaps, continue to be a problem, we utilise temporary workers to allow us to continue to provide these important services.

The Council recognises the importance of employing local workers, whilst also understanding the need to widen the recruitment outreach for posts that require a specialist skillset or where there is a particular shortage of suitable candidates. Therefore, the Council has worked closely with its provider of temporary workers, Matrix, to ensure they are engaging with local suppliers of temporary labour as a priority, whilst also widening their outreach where required to ensure Slough has access to the best available talent.

### 3. Implications of the Recommendation

#### 3.1 Financial implications

The agency expenditure on temporary workers for quarter 2 (1 July 2022 – 30 September 2022) is £4.81 million. This quarter breakdown is as follows:

Quarter Period	Total expenditure	Increase - ↑ Reduction - ↓ Unchanged - ↔
July	£1,866,451	Increase from June 
August	£1,482,280	Reduction from July 
September	£1,455,217	Reduction from August 
<b>Total</b>	<b>£4,803,948</b>	

The increase in July 2022 is attributed to Corporate Operations Directorate, where the significant usage in agency workers included:

- A number of Finance Specialist roles
- Increase in Customer Services Advisor roles to meet the high service demand and recruitment difficulties.
- Specialist IT roles due to lack of in-house expertise

Other areas to note also include:

- Housing and Benefits roles ranging from Senior Assessment Officers, Recovery Officers
- Administrative roles due to support additional project work and in-house expertise.

Although the information above follows a similar pattern as the previous quarters, all directorates have made significant reductions in agency spend during August and September 2022. This is supported by increased activity in recruitment that has commenced in October 2022.

The table below shows a total of 99 agency assignments that were reduced between July and September 2022 and the types of roles as follows:

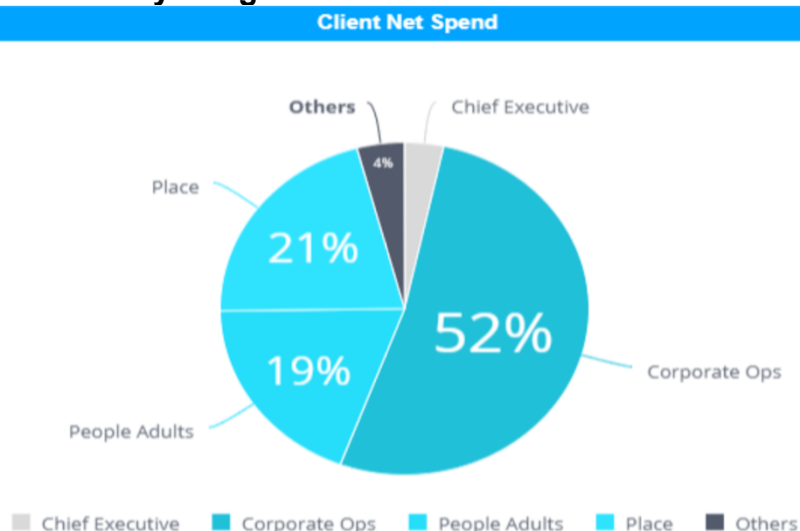
**Table 1: Agency reduction between July to September 2022**

Directorate	July	August	September	Total
Corporate Operations	5	13	14	32
People Adults	7	4	4	15
People Children	6	6	2	14
Place	8	16	14	38
<b>Total</b>	<b>26</b>	<b>39</b>	<b>34</b>	<b>99</b>
Summary Types of Roles	Financial Management Social Care and health Housing benefits Admin Clerical – Payments Facilities & Environment Planning Engineering & Survey Manual Labour	Financial Management IT Housing Revenues and Benefits Admin Clerical – Payments Engineering & Survey Manual Labour	Financial Management roles IT Housing Revenues and Benefits Planning Admin & Clerical Education & Early Years Engineering & Survey Manual Labour	

Notably during August and September 73 agency roles were reduced in the above job categories with Place Directorate with the most significant reduction due to turnover of agency in areas such as manual labour, planning. Also, Corporate Operations had turnover of roles in Finance, Management roles and IT. However, what is not known is how many new workers were engaged during this period which will come through in the next quarter.

**3.2** The Chart below shows a summary of the usage of temporary workers across the council for quarter 2. (Please note that the data reflects the structure in place at the time.)

## Chart 1 – Summary Usage



It can be seen that Corporate Operations Directorate had 52% of agency workers, which was an increase of 8.6% from previous quarter. The reasons for the increase has already been outlined in section 3.1.

In Place there is a reduction in the agency usage by 7.3% from previous quarter as outlined in Table 1 resulting from business-as-usual recruitment to the manual workforce in the DSO.

In People Adults there has been a reduction 1.9% and in People Children's a reduction of 1%. In People Adults the reduction has occurred due to a consultation in Reablement Service and recruitment has commenced to fill permanent roles. The reduction in People Children has occurred due to the reduction in Early Years roles usage where some children's services are closed during the summer period.

**3.3** Table 2 below provides information about permanent employees who have left the council.

**Table 2 – Substantive Employee's Leaver's data for July to September 2022**

No. of Leavers	Category for leaving	Reason for leaving
1	Dismissal	<ul style="list-style-type: none"> <li>Summary Dismissal <b>(1)</b></li> </ul>
6	End of fixed term contract	<ul style="list-style-type: none"> <li>Expiry Of Fixed Term Contract <b>(6)</b></li> </ul>
1	Redundancy	<ul style="list-style-type: none"> <li>Compulsory redundancy <b>(1)</b></li> </ul>
8	Retirement	<ul style="list-style-type: none"> <li>Ill-health Retirement <b>(1)</b></li> <li>Early Retirement (below State Pension Age) <b>(1)</b></li> <li>Normal Retirement (at or above State Pension Age) <b>(6)</b></li> </ul>
3	Transfers (TUPE)	<ul style="list-style-type: none"> <li>Transfers (TUPE) – Out <b>(3)</b></li> </ul>
3	Unsuccessful Probation	<ul style="list-style-type: none"> <li>Unsuccessful Probation <b>(3)</b></li> </ul>

40	Voluntary resignation	<ul style="list-style-type: none"> <li>• Personal Health (3)</li> <li>• Resigned during Management process (1)</li> <li>• Career change (11)</li> <li>• Career progression (13)</li> <li>• Carer responsibilities (1)</li> <li>• Change in industry/sector (3)</li> <li>• Change in personal circumstances (7)</li> <li>• Moving away (1)</li> </ul>
<b>62</b>	<b>Total</b>	

The main category is voluntary resignations, and the details for the reason for the resignations are career progression, career change, personal circumstances, and retirement. A further exploration of the 40 voluntary resignations, found that 16 Exit interviews which were requested by the employee were undertaken by either managers or HR.

In addition, to the reasons for leaving already provided in Table 2 and 3, leavers also raised the following points during their exit interview:

- Better salary and laid out organisational structure with more support
- Job security, career progression
- It was great working at SBC in the beginning but lately it is not doing anything for my mental and physical health.
- Supervision was not as expected, which is needed especially due to the role.

In the exit interviews leavers were also asked for any suggestions they had for improvement. The following are some of those suggestions:

- Review current structures and talk to staff before making decisions
- Assess staff capabilities and give opportunities for staff development
- Invest in your employees, encourage professional development.
- The council does well to recruit locally for lower positions, but all senior and management roles appear to be filled by people with only management experience, limited knowledge of procedural operations and no understanding of the needs of the town's population, and don't reflect the community they serve.
- Make people feel valued in a meaningful way

The exit interview feedback is now being looked at as part of the culture change programme, to ensure this evidence is fed into the work of the programme.

**3.4** Table 3 provides details of the types of roles that have contributed to the increase in the usage of temporary workers in different services.

Table 3 supports the points raised in section 3 for the July spend, based on the types of leavers and posts required to be filled with agency support due to skill loss in key functions the Corporate Operations Directorate. Within the Place Directorate the key positions highlighted are types of roles with consistent movement of staff, requiring agency fill, due to business-critical functions.

**Table 3 – Types of Permanent employees leaving the council**

<b>Directorate</b>	<b>Types of post</b>	<b>Reason for leaving</b>
People Children	<ul style="list-style-type: none"> <li>• Assistant Early Years Officer</li> <li>• Youth Workers</li> <li>• Group Manager</li> <li>• Educational Psychologist</li> <li>• Music Teacher</li> </ul>	Due to Voluntary resignation and Retirement
Corporate Operations	<ul style="list-style-type: none"> <li>• Payments Officer</li> <li>• Business Support Officer</li> <li>• Commercial and Development, Housing Development Finance Manager</li> <li>• Political Group Officer</li> <li>• Recruitment Officer</li> </ul>	Due to Voluntary Resignation, End of FTC Contract, Dismissal, and unsuccessful Probation
People Adults	<ul style="list-style-type: none"> <li>• Reablement Assistant</li> <li>• Business Support Administrator</li> <li>• Social Work Assistant</li> <li>• SEND – Finance Manager</li> <li>• Purchasing and Personal Health Lead</li> <li>• Purchasing Officer</li> <li>• Social Worker</li> </ul>	Due to Voluntary resignation, Redundancy, TUPE, Retirement and End of Fixed term Contract
Place	<ul style="list-style-type: none"> <li>• Highway Maintenance &amp; Drainage Services Manager</li> <li>• Libraries and Culture Customer Assistant</li> <li>• Senior Temporary Accommodation Officer</li> <li>• Tenancy Sustainment Officer</li> <li>• Transport Escort – As &amp; When</li> <li>• Assistant Housing, Enforcement Officer</li> <li>• Working Supervisor – Waste Street scenes</li> </ul>	Due to Retirement, End of Fixed term Contract and voluntary Resignation

#### **4. Key Actions**

**4.1** In the October EAC, members requested further information on the types of positions that leavers were leaving from, which is outlined in the above - Table 3 of this report.

- Members also requested detail on key activities taking place to reduce the agency spend. This detail is outlined in section 5 of this report.
- Members also requested details on the training spend by each department on training temporary workers. Below are some examples of this.

- A temporary agency staff in customer services will receive receive a minimum of 5 days training, which includes customer services skills, use of software packages, systems, and training on to deal with aggressive customers on the phone. Some of these workers will receive an additional 5 days training to deal with specialist calls such as revenue and benefits.
- In the DSO, the workers will mainly be operatives working as loaders, drivers, grounds, and street teams. They will receive Toolbox talks will be given on health and safety procedures for example PPE, correct use of equipment along with standards of conduct required when dealing with members of the public. Also training on dealing with aggressive and violent people.
- In People Adults, agency staff are given training in accordance with the type of role they are performing, this includes manual handling (care related activities), Safeguarding, and Management of challenging behaviours.
- Standard training given to all agency workers joining the council includes any Mandatory training that is also provided to permanent staff. Justification is if agency workers were not compliant and an accident or incident occurred, this would create liability for the council.
- For managerial placements the key additional training includes:
  - Managers Agresso Training
  - Performance management

Members further asked for a comparison of overall expected spend for this financial year against last years.

Financial Year	Total Spend
2020 - 2021	£14.4m
2021 - 2022	£15.1m
2022 – 2023 - forecast	£16m - 18m

The full year forecast for total spend on agency is estimated between £16m to £18m. **Please note the above is an estimated forecast based on the current usage.** The council is committed to reducing the agency spend, by continuing to recruit to the permanent positions in particular Finance, IT and Reablement Services that have recently undergone consultations. We hope to ensure successful recruitment campaigns for the above hard to recruit positions which would assist in reducing the estimated forecast.

## 5. Key activity to reduce agency spend

- 5.1 To address the reduction in agency, spend across the organisation the following work is on-going:

- Following the closure of the consultations in Finance and ICT work has commenced to fill the vacant roles in the new structures. However, with the national challenges of recruitment and retention we may still need to continue to engage agency workers until permanent staff are recruited to the vacant posts.
- Directorates will continue to receive their agency spend reports and review these with their Finance & HR Business Partners to discuss opportunities for saving and reducing spend to support the corporate plan.
- Agency worker requests for new orders and renewals of current placements, is continuing to be scrutinised and challenged at Expenditure Control Panels, this is done through a presentation of a business case, which needs approval prior to the engagement.
- Scrutiny of leavers information (in section 3 of this report) and exit data to consider trends in business-critical services or roles that are hard to recruit vs the recruitment data continues to be reviewed.
- Review of the recruitment process to ensure we have a strong brand, and streamlined processes.

## 6. Up-date on Matrix

**6.1** The contract is managed in line with the agreed key performance indicators in **Appendix 1 – Performance KPI's**. Monitoring meetings continue to be held with Matrix monthly to review compliance; with the KPI against our contract this includes discussion on KPI 'measures as outlined in **Appendix 1**. This quarter our monitoring data demonstrates that we are 100% achieved on all targets.

## 7. Risk Management

**7.1** The key risk for the council is the inability to deliver services where skills shortage and turnover of staff are creating gaps, which must be filled with the short-term use of agency / temporary workers. As a long-term issue this risk must be balanced against the over reliance on agency workers and the longer-term use of agency workers where recruitment to permanent roles is unsuccessful. Fully costed recovery plans have been developed which outline proposals to realign services to secure permanent resources.

## 8. Legal Implications

There are no Legal implications.

## 9. Equalities Impact Assessment

**9.1** The council does not hold equalities data on agency or temporary workers as they are not council employees. In schedule 2a of the Matrix contract requires monitoring of agencies are required to sign and upload, to Matrix CR, a copy of Matrix's Supplier Addendum and Diversity Policy, which will also include adherence to any specific policies the council holds. Section 19.7 of Matrix contract complies with requirements of Equality Act 2010. This will be reviewed during contract review meetings.



## **10. Workforce**

**10.1** There are no implications for permanent staff. Priority is given to any staff member that is displaced following a restructure to apply for any suitable vacant posts where they have transferrable skills.

### Appendix 1 - KPI Summary of performance

Measurement	Target Service Level	Frequency of Activity/Monitoring	Sep-22
The Service Provider will fill all Assignments where CVs are not requested to the specified timescales	98.00%	Monthly, based on a rolling quarter	100%
<b>Urgency</b>	<b>Timescale</b>		
<b>Within 4 hours</b>	<b>Within 30 minutes</b>		
<b>Within 24 hours</b>	<b>Within 1 hour</b>		
<b>Within 3 working days</b>	<b>Within 4 hours</b>		
<b>Otherwise</b>	<b>Within 48 hours</b>		
Percentage of roles where number of accepted CVs requested is matched by number of CVs supplied by the Service Provider	98.00%	Monthly, based on a rolling quarter	100%
Percentage of assignments where there is supply of a suitable Temporary Worker, accepted by the Hiring Manager,	98.00%	Monthly, based on a rolling quarter	100%
Percentage of appointed Temporary Workers completing the assignment	90.00%	Monthly, based on a rolling quarter	100%
The Service Provider will satisfactorily close all complaints within 28 working days of receipt.	100%	Monthly from start of contract	100%

<b>Report To:</b>	Employment and Appeals Committee
<b>Date:</b>	22 December 2022
<b>Subject:</b>	Update on performance management and reporting arrangements for exit arrangements for chief officers
<b>Chief Officer:</b>	Stephen Taylor, Monitoring Officer
<b>Contact Officer:</b>	Sarah Wilson, Principal Lawyer Surjit Nagra, Associate Director HR
<b>Ward(s):</b>	None
<b>Exempt:</b>	Part – Appendix 1 is exempt as it contains personal information of individuals
<b>Appendices:</b>	Appendix 1 – Details of exit arrangements for chief officers Appendix 2 – Appraisal Process for the Chief Executive

## 1. Summary and Recommendations

1. As part of re-introducing a performance management framework for officers, it is important to consider the arrangements for performance management of the Council's most senior staff, including the Chief Executive. This will ensure that staff are properly supported to do their job and understand the link to corporate priorities, as well as providing an evidence base for poor performance to allow formal processes to be instigated.
2. For certain senior staff there is a statutory process to follow to take formal disciplinary action and dismiss. This is in place to protect staff whose role is to advise and constructively challenge elected members and who have statutory responsibilities to do so. Other chief officers have terms and conditions which set out the processes for taking formal disciplinary action.

### Recommendations:

Committee is recommended to:

1. Review Appendix 1, including the learning identified, and note that a report will be brought back to Committee in 3 months with a progress update.
2. Review and approve the new Appraisal Process for the Chief Executive as set out in Appendix 2

### Reason:

In May 2022 the Government issued guidance to local authorities on special severance payments due to concerns that paying additional sums on top of statutory and contractual entitlement does not usually provide good value for money or offer fairness to taxpayers.

In addition, there have been concerns raised that these arrangements are more common with senior staff and can be seen as rewarding failure. It is important that elected members are provided with information on performance management of its most senior staff (Chief executive and chief officers) and the processes for agreeing exit arrangements.

To pick up on a key piece of learning, the Appraisal Process for Chief Executive seeks to ensure that the Chief Executive's performance is formally reviewed on a regular basis. It complies with the principles set out in the Joint Negotiating Committee (NJC) for Local Authority Chief Executives (national salary framework & conditions of service) handbook. The purpose of the appraisal process is help maximise the chief executive's job performance, and share the objectives agreed to relevant stakeholders.

## **Commissioner Review**

Commissioners comments on the CEx appraisal report are ' The proposals are supported as being in line with best practice'.

## **2. Report**

- 2.1** In 2015 new regulations were introduced setting out the statutory process to follow to take disciplinary action against the three statutory governance officers – the Head of Paid Service, the Chief Finance Officer (s.151 officer) and the Monitoring Officer. This states that these officers cannot be dismissed without the report of a designated independent person's panel at a full council meeting.
- 2.2** Whilst proper procedures should be followed, whether by reason of statute or contract, it is also important to ensure the Council complies with its best value duty. The section 3 duty requires that local authorities must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. This duty applies in relation to decisions the Council makes on agreeing severance payments over and above any contractual entitlement. Appendix 1 sets out the details of exit arrangements of three chief officers in the financial year 2021/22 and the learning identified from these processes, which is also set out below. The appendix is confidential as it contains personal information about individuals, and it is not in the public interest for this level of detail to be provided in a public report.
- 2.3** The Government has issued guidance to local authorities on special severance payments due to concerns that paying additional sums on top of statutory and contractual entitlement does not usually provide good value for money or offer fairness to the taxpayers who fund them and should only be considered in exceptional cases. Whilst this guidance was issued in May 2022, the legal framework that is referred to have not changed and therefore this appendix sets out the arrangements for the departure of key chief officers tested against this guidance.
- 2.4** The following type of payments are likely to constitute special severance payments:
  - Any payments reached under a settlement agreement between the employer and employee to discontinue legal proceedings without admission of fault;
  - The value of any employee benefits or allowances which are allowed to continue beyond the employee's agreed exit date;
  - Write offs of any outstanding loans;
  - Any honorarium payments;

- Any hardship payments;
- Any payments to employees for re-training related to their termination of employment.

**2.5** In addition, the following payments may constitute special severance payments, dependent on the terms of the individual's contract, relevant statutory provisions, any non-statutory applicable schemes and other relevant terms and conditions:

- Pay or compensation in lieu of notice where the amount of payment is not greater than the salary due in the period of notice set out in the employee's contract;
- Pension strain payments arising from employer discretions to enhance standard pension benefits.

**2.6** The following do not constitute Special Severance Payments:

- statutory redundancy payments
- contractual redundancy payments
- severance payments made in accordance with that local authority's policy adopted pursuant to Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006
- a strain cost paid to the relevant LGPS administering authority under LGPS Regulation 68(2) which results from a LGPS member's retirement benefits becoming immediately payable without reduction under Regulation 30(7), or under Regulation 30(6) where the employer has waived the reduction under Regulation 30(8)
- payment for untaken annual leave
- payments ordered by a court or tribunal or agreed as part of a judicial or non-judicial mediation
- payments made as part of the ACAS Early Conciliation process
- payments made to compensate for injury or death of the worker
- payments made in consequence of the award of ill-health retirement benefits under Regulation 35 of the LGPS Regulations

**2.7** When reaching settlement with any employee to allow them to leave their employment without proceeding through a statutory or contractual disciplinary process or through an employment tribunal, the Council should consider its best value duty in terms of economy, efficiency and effectiveness. The following section sets out due considerations.

### **Economy**

**2.8** The council should consider whether the individual can be "exited" at lower cost, how the payment will be perceived by the public, what alternative use could be made of that expenditure, the setting of precedent and evidence to demonstrate that the employee would not be willing to leave with their statutory and contractual benefits alone.

### **Efficiency and effectiveness**

**2.9** The Council should seek legal advice on the prospects of defending a claim in an employment tribunal or other court with jurisdiction, ensure that payments are not used to avoid management action, disciplinary processes, unwelcome publicity or avoidance of embarrassment, consider aligning with private sector practice, where payments are typically less generous and manage conflicts of interest to ensure

those who are subject to complaints play no part in deciding whether those complaints should be settled.

### **Exceptional circumstances in which it may be appropriate to consider making special severance payments**

- 2.10** The guidance accepts there will be exceptional circumstances where it is necessary to pay special severance to facilitate an exit or to compensate for loss of employment or office. In relation to disputes, a special severance payment may be made to settle a dispute where it can be properly demonstrated that other routes have been thoroughly explored and excluded. This should be considered after receiving professional advice and where it is seen as a prudent use of public money. The decision should not just be made on cost alone, as it may be appropriate to defend a frivolous or vexatious claim even when the costs of defending will exceed the costs of settling. This is because of the need to discourage future such claims.
- 2.11** As part of their duties, the Council's s.151 officer and Monitoring Officer should take a close interest in and be able to justify any special severance payments that are made, particularly if they relate to a situation where the Head of Paid Service should not be involved due to a conflict of interest.

### **Reporting and disclosure**

- 2.12** There should be clear and transparent reporting on exit payments. The Council already publishes the number of employees by remuneration in brackets, including further information on senior officers. The Council also has to publish its pay policy statement, which should include policies on termination payments. Finally, the Council has to include certain prescribed information in its annual accounts. Apart from where required by law, reporting must be anonymised to comply with data protection requirements.
- 2.13** In addition to this guidance, elected members should receive information on specific arrangements to satisfy itself that the Council is complying with its statutory obligations and guidance on achieving best value. Due to the possibility of identifying individuals and the sensitive nature of the exit arrangements, it is not appropriate to put this information in the public domain. For this reason, the information is being provided at a Part 2 exempt appendix. This ensures there is a formal record of reporting, whilst complying with data protection requirements to protect the rights of individual employees.

### **Learning from exit arrangements referred to in Appendix 1**

- 2.14 Performance management of chief executive** – there is a need for independent support to assist the Leader with performance management of the Chief Executive. This could be extended to the other chief officers where the Chief Executive may need assess to specialist support to help assess the capability of statutory chief offices who perform specialist roles. To address this learning a new Appraisal Process for the Chief Executive has been developed which is based on the Joint Negotiating Committee (NJC) for Local Authority Chief Executives (national salary framework & conditions of service) handbook (Appendix 2). The new process recommends that independent support is sourced from an external recognised organisations such as SOLACE or the Local Government Association to facilitate the process. For the appraisal process for Chief Officers, it is proposed that members of the Cabinet with the relevant portfolio supports the Chief Executive in setting objectives for this group.

- 2.15 Consultation with elected members** on special severance over and above contractual entitlement but under £100,000. Whilst the guidance refers to consultation with the Leader, staffing matters are a non-executive function and therefore it would be prudent to consult the Chair of Employment and Appeals Committee on any special severance arrangements to identify whether the matter should be determined by elected members and if determined by an officer, how this should be reported to elected members.
- 2.16 Consultation with external auditors** – prior to agreeing any special severance there should be consultation with the external auditor. Whilst this would normally be undertaken by the s.151 officer, there should be a clear procedure maintained by HR to ensure this is done even if the post holder is the s.151 officer.
- 2.17 Local policy on flexible retirement** should be considered and in the absence of such, the Council must ensure it follows the national guidance. Consideration should be given to the approval processes for flexible retirement, and this should include the involvement of the s.151 officer and Monitoring Officer.
- 2.18** Ensuring that **allegations in disciplinary processes** are framed to allow focus on the main issues, whilst not being too narrow to limit the investigation or too wide to lead to a lengthy and complex investigation.
- 2.19 Acting up arrangements** (or even need for external interim support) when the HoPS or other statutory governance officers are away from work or suspended, bearing in mind even in a well-managed process this can take 6 months.
- 2.20** Ensuring that **learning from disciplinaries/performance management** is picked up. In this case, the Council had picked up learning from Croydon Borough Council on the need to have in place officer delegation to suspend statutory governance officers for up to 10 working days pending a member meeting being set up. Learning on procurement and contract management has also been picked up as well as the need to tighten up the working of delegations from Cabinet to officers and to review the significant officer decision-making rules.

### 3. Implications of the Recommendation

#### 3.1 Financial implications

3.1.1 There are no specific financial implications. Implementing the recommendations will be managed within existing budgets and reviewing and amending the policies and procedures will ensure value for money when agreeing any exit arrangements.

#### 3.2 Legal implications

3.2.1 Appointment and dismissal of chief officers and the statutory governance officers is governed by statute. The Council's Officer Employment Procedure Rules incorporate the statutory requirements. The recommendations are to ensure the elected members and the statutory governance officers are properly involved in exit arrangements and decisions around flexible retirement and redundancy to ensure that legal requirements are complied with and the Council can demonstrate value for money decision-making.

3.2.2 Under the statutory direction made by the Secretary of State for Levelling Up, Housing and Communities, appointed commissioners have been given the power to appoint, designate, set the terms and conditions of and dismiss statutory governance officers. In addition, the commissioners have powers in relation to recruitment of the senior officers, including other chief officers. These powers are held in reserve to be used when it is necessary and appropriate. When the commissioners have exercised these

powers, a report has been presented to the Council asking members to note the decision taken.

### 3.3 Risk management implications

3.3.1 Failure to comply with legal requirements will increase the likelihood of legal challenges which may necessitate settlement at financial cost to the Council. This can also lead to reputational and financial risks, which can impact on the Council's ability to recruit and retain staff.

### 3.4 Environmental implications

3.4.1 None

### 3.5 Equality implications

3.5.1 The Employment and Appeals Committee receives workforce data on its staff, including by grade. In addition, when recruiting new staff interview questions should include questions on equality and diversity. All candidates interviewed for chief officer roles by elected members have been asked about their approach to supporting diversity in the workforce and have been assessed based on this.

### 3.6 Workforce implications

3.7.1 Effective performance management is an essential part of managing a workforce and this should apply to the Council's most senior staff. If it is necessary for staff to leave due to capability or conduct reasons, staff are entitled to a fair and lawful process and decisions on exit arrangements should be made based on clear policies and advice and reported in a transparent way.

## 4. **Background Papers**

None



## **APPENDIX 2**

### **APPRAISAL PROCESS OF THE CHIEF EXECUTIVE**

This guidance on appraisal of the Chief Executive follows the document which is contained with the JNC Chief Executive terms and conditions.

#### **1. INTRODUCTION**

1.1 This guidance is intended for use by senior elected members and the chief executive when agreeing a process for appraising the performance of the chief executive. The focus of this process should be on clarifying what the chief executive is expected to achieve and on identifying any continuing developmental needs which, if met, would maintain a high level of performance. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging but achievable.

1.2 The process should not become complex. At all times it needs to focus clearly on a few basic issues: what the chief executive's job is; what has been done well; what could have been done better; the major issues over the next year; and what developmental needs the process clearly identifies.

#### **2. RESPONSIBILITY FOR APPRAISAL**

2.1 The responsibility for appraising the chief executive lies with senior elected members. It is a contractual obligation on the part of both the chief executive and the employing council to engage in a regular process of appraisal.

2.2 The appraisal will be carried out by a small panel representing all political groups. This panel needs to bear in mind at all times that the chief executive is employed by the council as a whole, not by the controlling group, and is therefore required to serve all of the council.

#### **3. AIMS OF APPRAISAL**

- To identify and clarify the key objectives, priorities, and targets of the council and appropriate timescales for their achievement over the next (e.g., twelve) months
- Agree what the chief executive should personally achieve over the next (e.g., twelve) months and identify required standards of performance, to deliver the council's key objectives, priorities, and targets. Wherever possible standards of performance should be expressed in ways which can be monitored objectively
- Discuss positive achievements over the past (e.g., twelve) months and identify reasons for good performance
- Discuss instances over the past (e.g., twelve) months where targets have not been met, identifying the factors preventing the achievements of agreed goals
- Discuss developmental requirements. The chief executive will have strengths and weaknesses and the parties should identify the professional development necessary to equip the chief executive with the requisite skills to meet the council's objectives. The parties should be proactive and anticipate future developmental needs in the context of the council's changing priorities. This discussion could lead to the design of a formal programme of continuous professional development (CPD). Equally this discussion may lead to agreement on changes to the working relationship between leading members and the chief executive. It should not be assumed that it is only the chief executive who may need to adjust his / her approach to the working relationship

3.1 Appraisal should be set in the context of the council's objectives, priorities, and targets, generally expressed in corporate plans. Appraisal targets when taken as a whole should be related to agreed targets for the council as a whole.

#### **4. THE APPRAISAL CYCLE**

4.1 Appraisal should take place on a predetermined date, at least annually, backed up by regular monitoring meetings at which targets can be reviewed for continuing relevance. A formal system of appraisal should not prevent the continuous review of progress and performance.

#### **5. KEY ELEMENTS OF THE APPRAISAL PROCESS**

- Continuous two-way monitoring of performance against objectives
- Preparation for an appraisal meeting
- An appraisal meeting where recent and current performance, future objectives and development needs are discussed
- Agreement on action required from either party to ensure required performance is achievable
- A continuing process of informal discussion regarding performance

#### **The Appraisal Panel**

A panel of senior Members will be deputised to carry out the reviews on behalf of the Council. The review will provide a structured opportunity to review the relationship between Members and the Chief Executive, cement a shared vision and clarify personal aims and objectives for the following 12 months.

The review will acknowledge that the Chief Executive is responsible for the whole Council and not just the current administration, hence the panel membership will reflect this. The Panel will consist of the following Members: -

- The Leader of the Council (Chair)
- The Deputy Leader and
- The Leader of the Opposition Group.

The Panel will be supported by an External Facilitator (in an advisory role), and by the Council's Head of HR.

#### **Before the annual performance appraisal meeting: -**

The external facilitator, acceptable both to the Leader and the Chief Executive, will be appointed to carry out a rigorous 360° performance appraisal process, including interviews with elected Members, nominated staff and external partners.

The external facilitator will prepare a report for consideration prior to the annual meeting taking place.

The Chief Executive will prepare two presentations and submit these 10 working days in advance of the annual meeting taking place. The contents of which will assist the discussions between Panel members, which will take place as outlined in below.

The Chief Executive will have the opportunity to discuss his/her presentations with the external facilitator prior to the meeting.

The panel similarly will have the opportunity with the external facilitator to discuss the process of performance management, to make the meeting as meaningful as possible.

The Panel will hold a pre meeting to form a shared view of the major challenges facing the Council and, subsequently, to translate these into personal objectives for the Chief Executive.

### **Agenda for the appraisal meeting**

The annual appraisal meeting shall have the following agenda: -

The external facilitator responsible for the 360° process will provide feedback to Panel members on the outcomes of this.

A presentation by the Chief Executive of the achievements, or otherwise, of his major objectives for the period under review. This should concentrate on outputs and outcomes against the agreed personal targets of the Chief Executive himself/herself.

An opportunity for the panel members to provide feedback on the presentation and on any related issues requiring further action.

A presentation by the Chief Executive of his understanding of the objectives which need to be achieved in the next performance period. This should be a short list, concentrating on the "big picture" of what needs to be achieved. (Discussion on the method by which objectives will be achieved is not seen as the remit for this Panel). The personal actions and targets for the Chief Executive himself in this context should be listed, for consideration by the Panel.

Agreement/amendment/addition of objectives and personal targets for the Chief Executive by the panel, and by the Chief Executive.

### **The appraisal meeting and afterwards**

- Both parties should be well informed and prepared for the interview
- The process should be two-way
- The interview should be free from interruptions, and notes should be taken when necessary
- The parties should concentrate as far as possible on established facts rather than unsubstantiated opinions
- Targets which are realistic and capable of being monitored should be agreed
- Any agreed personal development plans should be implemented within the agreed timescale
- The chief executive should be given a reasonable opportunity to correct any shortfalls in performance
- A date for the next review should be agreed

## **6. EXTERNAL ASSISTANCE**

6.1 External assistance in facilitating the appraisal process can be helpful in providing an independent perspective.

6.2 The Council will seek this support from an external recognised organisation ie SOLACE.

6.3 This assistance will take the form of them directly participating in the process for which a fee may be requested to cover staff time.

## **7. OTHER MATTERS**

7.1 The content of appraisal meetings should be treated as confidential to the participants. However, it should be reported to the Council's Employment and Appeals Committee that an appraisal meeting has taken place. The agreed aims and objectives of the Chief Executive should be circulated as appropriate to Council and Elected Members

7.2 The Chief Executive's aims and objectives should cascade down the organisation to inform the aims and objectives of Corporate Directors, Service Heads and so on. This may be useful in acting as a reminder that the Chief Executive and Members need to ensure that chief officers are in turn appraised.

7.3 It should, however, not be assumed that the process for appraising the chief executive should be followed in precise detail for other staff. There is a fundamental difference between elected members appraising the chief executive and managers appraising subordinates. The principles, nevertheless, are the same

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee

**DATE:** 22<sup>nd</sup> December 2022

**CONTACT OFFICER:** Surjit Nagra – AD HR  
**(For all enquiries:)**

**WARD(S):** All

**PART I****FOR DECISION****PAY POLICY STATEMENT UPDATE 2023/2024****1. Purpose of Report**

To provide Members with an update of the revisions to the Pay Policy Statement for the year 2023/24 as required by the Localism Act 2011.

**2. Recommendation(s)/Proposed Action**

The Committee is requested to approve the Pay Policy Statement 2023/24, as attached at Appendix A, and to be formally approved by Full Council for publication. Delegate authority to Monitoring Officer to make amendments to the draft pay policy for submission to full council to reflect any new appointments to Chief Officer roles.

**3. Other Implications****(a) Financial**

The expected costs of all Council salaries are included within the annual revenue budget.

**(b) Risk Management**

*None arising from this report.*

**(c) Human Rights Act and Other Legal Implications**

Local Authorities are required by section 38 of the Localism Act 2011 (the Act) to prepare a pay policy statement and have regard for any guidance issued under section 40 of the Act and the Supplementary Guidance (on openness and accountability) released in February 2013. The policy statement should cover several matters concerning the pay of the authority's staff, principally Chief Officers.

The Pay Policy Statement appended to this report has been reviewed and meets the requirements of the Localism Act.

(d) Equalities Impact Assessment

None arising from this report.

4. **Supporting Information**

- 4.1 Committee is required to approve the review of the Pay Policy Statement and forward to Full Council to approve and publish the Pay Policy Statement as required annually.
- 4.2 The Pay Policy Statement enables residents to understand the Council's pay policy for senior staff and how it relates to the salaries of the lowest paid. It provides transparency and enables residents to assess whether salaries paid represent value for money.
- 4.3 The Pay Policy Statement covers the financial year 2023/24.
- 4.4 When the national cost of living award for 2023/24 is agreed and implemented the pay scales, as attached at Appendix B, will be updated according to the increase in pay levels.
- 4.5 Once approved the Pay Policy Statement, as attached at Appendix A will be published on the Council's website.

5. **Conclusion**

Members are requested to approve the Pay Policy Statement for 2023/24 as attached at Appendix A.

6. **Appendices Attached**

Appendix A - Pay Policy Statement 2023/2024

Appendix B - Slough Borough Council Salary Scales

7. **Background Papers**

None.

## **APPENDIX A**

### **Pay Policy Statement for the Year 2023/2024**

#### **1 Introduction**

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement, which has been approved by Full Council.
- 1.2 No remuneration may be made to officers that fall outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has taken into account the guidance issued by the Department of Communities and Local Government in February 2012 and the supplementary guidance issues in February 2013. This government department is now known as the Department for Levelling Up Housing and Communities.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.

The rates in the table below are for the National Living Wage (for those aged 23 and over) and the National Minimum Wage (for those of at least school leaving age). The rates change on 1 April every year.

<b>Month</b>	<b>23 and over</b>	<b>21 – 22</b>	<b>18 – 20</b>	<b>Under 18</b>	<b>Apprentice</b>
<b>April 2022</b>	£9.50	£9.18	£6.83	£4.81	£4.81

- 1.5 This statement does not apply to schools' staff as local authority schools' employees are outside the scope of this legislation.
- 1.6 This statement will be approved by Full Council in February 2023.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed.

## 2 Remuneration of Chief Officers

2.1 In accordance with the Localism Act, the following SBC posts have been defined as Chief Officers, and their salary bands are as follows:

### Head of the Paid Service and Chief Officers

Post	Reports to	Salary Band
Chief Executive/Head of Paid Service	Leader of the Council	£145,032- £176,232
Executive Director – People (Adults) (designated as statutory Director of Adult Social Services)	Chief Executive	£121,481 - £141,371
Executive Director – (Children) (also Slough Children First Chief Executive) (designated as statutory Director of Children’s Services)	Chief Executive	£121,481 - £141,371 (Market Supplement is being considered)  (Currently covered by an interim arrangement at a daily rate of £1000) for an average of 4 days per week
Executive Director – Finance & Commercial (appointed as s.151 officer)	Chief Executive	£121,481 - £141,371 (Market Supplement is being considered)  (Currently covered by an interim arrangement at a daily rate of £1000)
Executive Director – Place & Community (non-statutory)	Chief Executive	£121,481 - £141,371
Executive Director – Housing & Property (non-statutory)	Chief Executive	£121,481 - £141,371
Chief Operating Officer (non-statutory)	Chief Executive	£121,481 - £141,371 Currently Vacant
Executive Director – Strategy (Organisational Development) (non-statutory)	Chief Executive	£121,481 - £141,371 Currently Vacant
Monitoring Officer	Chief Executive	SML12 £73,413 - £81,562  (Currently covered by an interim arrangement at a daily rate of £950)



Director of Public Health	Joint role with other East Berkshire Local Authorities	One third of salary is covered by SBC - £53,900
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2.2 The above table shows 1 post is covered by the Chief Executive terms and conditions and 7 posts are covered by the Chief Officer terms and conditions.

The remaining senior posts are all covered by the National Joint Council for Local Government Officers.

#### **Post that report to Executive Director / Chief Executive Officer**

Post	Reports to	Salary Band
Deputy Director of Public Health	Executive Director – People (Adults)	SML13 £84,254 - £97,948 (Currently covered by an interim arrangement at a daily rate of £750)
Associate Director – Adult Social Care	Executive Director – People (Adults)	SML13 £84,254 – £97,948 (Currently covered by an interim arrangement at a daily rate of £675)
Associate Director – People Strategy & Commissioning	Executive Director – People (Adults)	SML13 £84,254 – £97,948
Service Lead – Mental Health Services	Executive Director – People (Adults)	Employed by Berkshire Health Foundation Trust and SBC contribute 50% of the salary which is £65,664
Associate Director – Education & Inclusion	Executive Director – (Children) and Slough Children First Chief Executive	SML13 £84,254 – £97,948
Associate Director – Children & Families	Executive Director – (Children) and Slough Children First Chief Executive	SML13 £84,254 – £97,948 Currently vacant
Associate Director – Customer	Executive Director – Chief Operating Officer	SML13 £84,254 – £97,948
Associate Director – HR	Executive Director – Chief Operating Officer	SML13 £84,254 – £97,948
Associate Director – Transformation	Executive Director – Chief Operating Officer	SML13 £84,254 – £97,948 (Secondment cover from Essex County Council)

Associate Director – Chief Digital & Information Officer	Executive Director – Chief Operating Officer	SML13 - 14 £84,254 – £119,925 (inc Market Supplement)
Deputy Director – Corporate & Strategic Finance (s151)	Executive Director – Finance & Commercial	SML13 -14 £84,254 – £114,779 (Currently covered by an interim arrangement at a daily rate of £875)
Deputy Director – Financial Management	Executive Director – Finance & Commercial	SML13 -14 £84,254 – £114,779 (Currently covered by an interim arrangement at a daily rate of £850)
Head of Transactional Services	Executive Director – Finance & Commercial	SML 11 £62,379 - £70,698 (Currently covered by an interim arrangement at a daily rate of £700)
Associate Director – Housing	Executive Director – Housing & Property Services	SML13 £84,254 – £97,948 Currently Vacant
Associate Director – Property	Executive Director – Housing & Property Services	SML13 £84,254 – £97,948 Currently Vacant
Associate Director – Community	Executive Director – Place	SML13 £84,254 – £97,948 Currently vacant
Associate Director – Place Regulation	Executive Director – Place	SML13 £84,254 – £97,948
Associate Director – Place Ops	Executive Director – Place	SML13 £84,254 – £97,948
Associate Director – Strategy	Executive Director – Chief Operating Officer	SML13 £84,254 – £97,948

### 2.3 Job Evaluation

The pay of all employees, including Chief Officers, is based on job evaluations undertaken through the National Joint Council (NJC) Job Evaluation Scheme “Green Book”.

## **2.4 Terms and Conditions of Employment**

The Chief Executive is employed on the JNC for Local Authority Chief Executive terms and conditions of employment.

All other Chief Officers are employed on Joint National Council terms and conditions for Chief Officers.

The majority of the remainder of staff are employed on the National Joint Council for Local Government Services.

The remainder of staff are on either Teaching or Soulbury terms and conditions of employment.

## **2.5 Travel and Subsistence Expenses**

There are occasions when employees incur additional expenditure than normal while undertaking their official duties on behalf of the Council away from their normal place of work. The Council has a comprehensive Travel and Subsistence Expenses Scheme, which applies to all our staff, including Chief Officers, in such circumstances.

## **2.6 Payment of Professional Fees**

The Council will pay the cost of one professional subscription per annum, per employee, including Chief Officers, which is relevant and necessary for the role.

## **2.7 Honoraria**

An honoraria payment may be made to an employee, including to a Chief Officer, in recognition of undertaking temporarily additional or outstanding extra work, which is:-

- Outside the normal scope of the duties and responsibilities of the employee
- Over an extended period undertaking part of the duties of a higher graded post
- Or where the additional duties and responsibilities are exceptionally onerous
- Or in situations which merit the employee being rewarded for specific work.

The Honoraria Scheme applies in these circumstances and the amount of payment is based on the duties undertaken.

## **2.8 Acting Up**

Acting Up arises when an employee temporarily undertakes full or part duties of a higher graded post for a consecutive period of at least four weeks.

All employees, including Chief Officers, are entitled to an acting up payment in recognition of the responsibilities. Decisions on payment take into account the following: -

- The nature and complexity of the responsibilities, undertaken by the employee and their current spinal column point
- Whether the employee is undertaking full or part responsibilities
- If the employee is placed into post as a development opportunity

## **2.9 Secondments**

Secondments are intended to provide developmental opportunities to gain skills and experience rather than for financial gain. Therefore, secondees will normally transfer from their current position into the secondment on their existing salary. Terms and conditions of the secondee may change depending on the local variations within the department. However, if there is a significant difference between the secondment and the individual's salary this must be brought to the attention of the Group Manager – HR and a decision will be taken, in conjunction with the AD / ED on whether to review salary arrangements in line with the complexities of the job.

## **2.10 Market Supplements**

A market supplement is payable for posts (including Chief Officer posts), which are critical to the delivery of essential/statutory services, and to which the Council has been unable to recruit or retain. This will require a business case to be presented which will include supporting evidence for why the market supplement is needed. Any business case must include an assessment of the financial, strategic and operational implications of the proposal. Where market supplements are used, their continued use must be assessed regularly (every year).

## **2.11 Pay Protection**

An employee, who is redeployed to a suitable post which is one grade lower, will receive protection of earnings (basic pay plus local weighting allowance) for a period of one year. The salary will be frozen at its current level and the employee will not receive annual pay awards. At the end of the protection period the employee will be placed on the salary grade relevant to the redeployed post.

Where an employee accepts redeployment to a post which is more than one grade lower, there is no entitlement to protection of earnings. In exceptional circumstances, to minimise financial hardship and avoid redundancies Executive Directors may, subject to budgetary considerations, exercise

discretion to grant some element of protection. This would apply for no longer than one year.

## **2.12 Termination Payments**

In the event of a redundancy situation, all employees, including Chief Officers, are entitled to a redundancy payment based on a multiple of 1.5 times statutory provision, based on weekly pay, subject to a cap of 30 weeks as the maximum number of weeks payable, and to a cap of 20 years' service.

The terms, and any payment relating to the termination of employment of any officer of the Council in any contentious circumstances which do not result from an award made by an Employment Tribunal or Court are settled by the Council on the basis of the legal merits of the case, the time and disruption which protracted litigation would involve, any limit of statutory entitlement on monetary claim available to an employee, and what is considered prudent in all circumstances.

Any redundancy or severance packages of £100,000 or more will be approved by Full Council. In presenting the information to Full Council the components of any such severance package will be set out including salary paid in lieu; redundancy compensation; pension entitlements; holiday pay; and fees or allowances paid.

If an application for a post (including Chief Officer posts) is in receipt of a severance payment from any local authority, or a Local Government retirement pension, this does not form part of the council's decision as to whether they should be appointed.

Any employee who is made redundant, including Chief Officers, must have a break of at least four weeks and one day to retain a redundancy payment before they can be re-employed by the Council or employed by another local authority.

## **2.13 Pension Payments**

All employees who are members of the Local Government Pension Scheme, including Chief Officers, are entitled to a retirement pension calculated in accordance with the Local Government Pension Scheme Regulations.

## **2.14 Arrangements to minimise payment of tax**

The Council regularly reviews arrangements with consultants and interim staff to ensure that these are not put in place to improperly minimise tax payments. This would cover officers under a contract for services outside of IR35.

## **2.15 Payment for election duties**

The Council's policy for payment of fees for election duties is published separately. The Council designates an officer as Returning Officer. Details of fees for election duties paid to senior management are published online.

## **3 Remuneration of Our Lowest Paid Employees**

3.1 All SBC employees are paid in accordance with a locally determined salary scale, in accordance with their national terms, please refer to Appendix B.

3.2 For the purposes of this Pay Policy Statement, the 'lowest paid employee' is defined as an employee on the lowest grade, assuming that the posts are full-time. The lowest grade is Level 2 £21,443, inclusive of Local Weighting.

## **3.3 Unsocial Hours Payments**

The Council has a comprehensive Working Pattern Arrangement Scheme which sets out the allowances payable for:-

- Overtime (up to and including Level 5)
- Saturday and Sunday working
- Bank holidays
- Night Working
- Sleeping-in-duty
- Shift working
- Standby, on-call and call-out

## **3.4 Terms and Conditions of Employment**

Pay awards are negotiated nationally for different groups of employees:-

- Chief Executive
- Chief Officers
- National Joint Council for Local Government
- Soulbury
- Teaching

## **4 Relationship between the Remuneration of Chief Officers and our lowest paid employees**

The actual pay of the Chief Executive is currently £147,179. This is 6.86 times the pay of our lowest paid employees. ( $£147,179 / 21,443 = 6.86$ )

- 4.1 The median is the salary that separates the higher-earning half of the workforce from the lower-earning half. All salaries will be arranged from lowest to highest value and the middle salary will be selected as the median. The median earnings are currently £32,101 (this figure is a snapshot of permanently employed staff as measured in December 2022 and may fluctuate subject to the number and level of vacancies at any point in time).

The median earnings figure complies with the specific requirements within the Local Government Transparency Code and includes all elements of remuneration that can be valued.

- 4.2 The pay of the Chief Executive is currently 4.58 times the pay of the median earnings of our employees. ( $£147,179 / £32,101 = 4.58$ )

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## NJC Local Government pay agreement 2022

SCP	Pay Level	Basic Pay Apr-22	FTE Local Weighting	Inclusive Annual Pay	Inclusive Hourly Rate
2	Level 2	20441	1002	21443	11.11
3	Level 2	20812	1002	21814	11.31
4	Level 2	21189	1002	22191	11.50
5	Level 3	21575	1002	22577	11.70
6	Level 3	21968	1002	22970	11.91
7	Level 3	22369	1002	23371	12.11
8	Level 4	22777	1002	23779	12.33
9	Level 4	23194	1002	24196	12.54
10	Level 4	23620	1002	24622	12.76
11	Level 4	24054	1002	25056	12.99
12	Level 4	24496	1002	25498	13.22
13	Level 5	24948	1002	25950	13.45
15	Level 5	25878	1002	26880	13.93
17	Level 5	26845	1002	27847	14.43
19	Level 5	27852	1002	28854	14.96
21	Level 5	28900	1002	29902	15.50
23	Level 5	30151	1002	31153	16.15
24	Level 6	31099	1002	32101	16.64
25	Level 6	32020	1002	33022	17.12
26	Level 6	32909	1002	33911	17.58
27	Level 6	33820	1002	34822	18.05
28	Level 6	34723	1002	35725	18.52
29	Level 6	35411	1002	36413	18.87
30	Level 7	36298	1002	37300	19.33
31	Level 7	37261	1002	38263	19.83
32	Level 7	38296	1002	39298	20.37
33	Level 7	39493	1002	40495	20.99
34	Level 7	40478	1002	41480	21.50
35	Level 7	41496	1002	42498	22.03
36	Level 8	42503	1002	43505	22.55
37	Level 8	43516	1002	44518	23.07
38	Level 8	44539	1002	45541	23.61
39	Level 8	45495	1002	46497	24.10
40	Level 8	46549	1002	47551	24.65
41	Level 8	47573	1002	48575	25.18
42	Level 9	48587	1002	49589	25.70
43	Level 9	49590	1002	50592	26.22
44	Level 9	50600	1002	51602	26.75
45	Level 9	51625	1002	52627	27.28
46	Level 9	52650	1002	53652	27.81
47	Level 9	53683	1002	54685	28.34
48	Level 10	54776	1002	55778	28.91
49	Level 10	55866	1002	56868	29.48
50	Level 10	56964	1002	57966	30.05
51	Level 10	58063	1002	59065	30.61
52	Level 10	59150	1002	60152	31.18
53	Level 10	60240	1002	61242	31.74

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**Slough Borough Council**  
**Senior management pay scales**

GRADE	SALARY RANGE 2022
SML111	£62,379
SML112	£65,152
SML113	£67,924
SML114	£70,698
SML121	£73,413
SML122	£76,130
SML123	£78,846
SML124	£81,562
SML131	£84,254
SML132	£88,586
SML133	£93,146
SML134	£97,948
SML141	£100,617
SML142	£105,811
SML143	£111,280
SML144	£114,779
SML151	£113,101
SML152	£116,660
SML153	£122,698
SML154	£129,056
SML161	£121,481
SML162	£127,773
SML163	£134,399
SML164	£141,371

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**CHIEF EXECUTIVE OFFICER FOR LOCAL AUTHORITIES**

<b><u>GRADE</u></b>	<b><u>SALARY</u></b>
	<b><u>RANGE</u></b>
	<b><u>2022</u></b>
<b>CE0001</b>	<b>£147,179</b>
<b>CE0002</b>	<b>£155,751</b>
<b>CE0003</b>	<b>£165,346</b>
<b>CE0004</b>	<b>£176,232</b>

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**MEMBERS' ATTENDANCE RECORD 2022/23**

**EMPLOYMENT AND APPEALS COMMITTEE**

<b>COUNCILLOR</b>	<b>14/06/22</b>	<b>12/07/22 Extraordinary</b>	<b>12/10/22</b>	<b>22/12/22</b>	<b>21/03/22</b>
<b>Ali</b>	P	P	P		
<b>Bal</b>	P	P	P		
<b>Ajaib</b>	P	P	P		
<b>Basra</b>	P	P	P		
<b>Bedi</b>	P*	P	Ap		
<b>Gahir</b>	P	P	P		
<b>Grewal</b>	P	Ap	P		
<b>Qaseem</b>	P	Ap	P		
<b>Smith</b>	P	P	P		

P = Present for whole meeting    P\* = Present for part of meeting    Ap = Apologies given    Ab = Absent, no apologies given

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Regulation 22(1)(A) of the Local Authorities (Executive  
Arrangements) (Access to Information) (England)  
Regulations 2000.

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