

Agenda

Dorset County Council



Meeting: Staffing Committee
Time: 10.00 am
Date: 29 January 2018
Venue: Committee Room 2, County Hall, Colliton Park, Dorchester, DT1 1XJ

Peter Wharf (Chairman)
Andy Canning
Rebecca Knox

Hilary Cox (Vice-Chairman)
Andrew Cattaway
Steven Lugg

Ray Bryan
Janet Dover
Jill Haynes

Notes:

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- **Public Participation**

Guidance on public participation at County Council meetings is available on request or at <http://www.dorsetforyou.com/374629>.

Public Speaking

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 24 January 2018, and statements by midday the day before the meeting.

Debbie Ward
Chief Executive

Contact: Fiona King, Senior Democratic Services Officer
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Date of Publication:
Friday, 19 January 2018

1. Apologies for Absence

To receive any apologies for absence.

2. Code of Conduct

Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

- Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary interest.
- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done on the form available from the clerk within 28 days).
- Disclose the interest at the meeting (in accordance with the County Council's Code of Conduct) and in the absence of a dispensation to speak and/or vote, withdraw from any consideration of the item.

The Register of Interests is available on Dorsetforyou.com and the list of disclosable pecuniary interests is set out on the reverse of the form.

3. Minutes 5 - 10

To confirm and sign the minutes of the meeting held on 27 November 2017.

4. Public Participation

(a) Public Speaking

(b) Petitions

5. LGR Update

To receive an update from the Leader of the County Council and the Acting Specialist Services Lead.

6. Head Count and FTE and Non-Directly Employed Workforce - Quarter 2 2017/18 11 - 20

To consider a report by the Head of Organisational Development.

7. Performance Development Reviews (PDR): Completion Rates and Survey Results of the Quality of PDR Discussions 21 - 30

To consider a report by the Head of Organisational Development.

8. Lone Working Policy Review 31 - 46

To consider a report by the Head of Organisational Development.

9. Pay Policy Statement 2018/19 47 - 70

To consider a report by the Chief Executive.

10. Gender Pay Gap Report 2017 71 - 80

To consider a report from the Chief Executive.

11. Questions from County Councillors

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Wednesday 24 January 2018.

12. Exempt Business

To consider passing the following resolution:

To agree that in accordance with Section 100 A (4) of the Local Government Act

1972 to exclude the public from the meeting in relation to the business specified below it is likely that if members of the public were present, there would be disclosure to them of exempt information as defined in the paragraphs detailed below of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

13. Senior Management Roles and Responsibilities - Interim Arrangements - Review and Proposals (Paragraph 1, 2)

81 - 98

To consider an exempt report by the Chief Executive.

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Staffing Committee

Minutes of the meeting held at County Hall, Colliton Park,
Dorchester, DT1 1XJ on Monday, 27 November 2017

Present:

Peter Wharf (Chairman)
Ray Bryan, Andy Canning and Rebecca Knox

Officers Attending: Natalie Adam (HR & OD Service Manager), Alison Crockett (Acting Specialist Services Lead), Kirsty Hillier (Senior Communications Officer (internal)), Paul Loach (HR and OD Business Partner), Jonathan Mair (Head of Organisational Development - Monitoring Officer) and Fiona King (Senior Democratic Services Officer).

(Note: These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Staffing Committee to be held on **Monday, 29 January 2018.**)

Election of Chairman

48 **Resolved**
That Peter Wharf be elected to Chairman for the remainder of 2017/18.

Members were advised that the change in Chairmanship was as a result of a change in the Portfolio Holder for Workforce.

Apologies for Absence

49 Apologies for absence were received from Hilary Cox and Janet Dover.

Code of Conduct

50 There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

The Chairman noted that Cllr Lugg had a general interest as his wife works as a part-time Library Assistant. Should any item arise that involved libraries he would be entitled to stay for any general conversations and voting in respect of staffing matters as he has a dispensation in place for this.

Minutes

51 The minutes of the meeting held on 13 September 2017 were confirmed and signed.

Matter Arising

Minute 45 – Alcohol and Substance Misuse Policy – The Acting Specialist Services Lead provided a brief summary of the procurement process following a request to circulate information to members at the previous meeting.

Public Participation

52 Public Speaking
There were no public questions received at the meeting in accordance with Standing Order 21(1).

There were no public statements received at the meeting in accordance with Standing Order 21(2).

Petitions

There were no petitions received at the meeting in accordance with the County Council's Petition Scheme.

Management of Attendance 2017/18 - Quarter 2

53 The Committee considered a report from the Head of Organisational Development which showed that overall absence levels within the County Council remained relatively unchanged. Members were updated on a few areas that had showed slight reductions in their levels of absence whilst there were slight increases in Organisational Development and Environment and Economy. The highest reasons for absence this quarter related to mental health and musculoskeletal problems.

As part of a discussion about sickness in Children's Services, members were advised that the quality of supervision and caseloads of social workers was being further reviewed by the new interim Director for Children's Services and that a bid would be coming forward for additional experienced social workers.

In respect of the high number of mental health cases in the Dorset Waste Partnership (DWP) it was noted that stress could be home related as well as work related. One member expressed an interest in seeing the details of the absences broken down into areas to see if this increase was as a result of a change in the way the workers' rounds were now organised.

The Chairman advised that there had been a call for interest amongst members to be a Mental Health Champion. The aim was to get a group of members to take on this role. There would be a need to develop an action plan of how officers could use members in this role. One member noted the importance of having a clear commitment and providing clarity about the time required for members taking on these roles.

In respect of Musculoskeletal absences, which were highest in the DWP, members were advised that early referrals to occupational health and other interventions were a focus and an update on this would be provided at a future meeting.

Following a discussion about possible causes of musculoskeletal issues in the DWP, one member stated that the DWP Joint Committee should have more oversight of the reasons for sickness. It was felt that the DWP should take this forward rather than the Staffing Committee. The HR and OD Business Partner highlighted that the considerable health and safety expertise within the DWP. It was also noted that the Director of DWP had previously attended a meeting of the Staffing Committee to provide further information on sickness absences which would be of interest to new members of the Committee and undertook to circulate this outside of the meeting.

The HR and OD Business Partner informed members that they were working with a partner of Public Health to offer free health checks for those staff aged 40 plus at no cost to the County Council. The primary focus of the offer would be for people who were less likely to attend their GP surgery. Dorset Waste Partnership and Highways workers would be the first target group. The free health check was for both males and females and the scope of the offer was dependent on the resources available from the provider.

Following a question from a member about alcohol testing and whether this had been embedded in the work of the road safety teams and partners, the Acting Specialist Services Lead undertook to look into this further to ensure these areas were included.

Resolved

That a short feasibility report into the extension of the wellbeing offer to employees' mobile phones, tablets and devices be undertaken.

Reason for Decision

To provide a focus for the effective management of attendance within the Council.

Agency Staff Usage

54 The Assistant Director for Care and Protection updated members on the use of agency staff within the Children's Services Directorate and also provided members with an overview of sickness absence within the Directorate. She highlighted the monthly report card specifically produced around agency staff and noted that the current social work vacancy factor stood at 19.61.

The impact of IR35 was highlighted as an issue for now recruiting agency staff.

The Assistant Director for Care and Protection highlighted that on average councils lost £45m a year in lost labour and confirmed that this was a national figure for Children's Services. Members felt it would be helpful to have more local information on the costs within the County Council. The Acting Specialist Services Lead advised that there were a range of interventions in this area whilst recognising that it was a stressful area of work. A range of different pieces of work were being undertaken in order for officers to see how they impacted on the figures.

Following a discussion about recruiting and retraining people from within the Districts and Boroughs, the Assistant Director for Care and Protection highlighted the step up to social work scheme which was open for graduates to apply and possibly district and borough colleagues could be encouraged to apply.

The Chairman felt it would be helpful for the next Headcount report due on 29 January 2018 to include a further focus on agency staff within Children's Services.

Noted**Programming for Staffing Committee and the Staff Consultative Panel**

55 The Committee considered a report from the Head of Organisational Development which provided an initial draft programme of work for the Committee and also reflected on the relationship between the Staffing Committee and the Staff Consultative Panel.

The Chairman highlighted the workforce planning element of the programme of work and noted the importance of this in conjunction with Local Government Reorganisation (LGR). The Head of Organisational Development advised that a whole Dorset approach to staff vacancies was now starting to emerge and the previous 'we' as in Dorset County Council now referred to everyone in Dorset. Members were content to support the method of a whole Dorset approach to advertising vacancies.

The Leader of the Council highlighted the visioning process that was being carried out by the Dorset Area Joint Committee, and advised that an HR workstream would be set up. She felt it would be helpful for this Committee to consider what other workstreams were needed and for members to be involved.

Resolved

1. That the outline programme work set out in the Appendix of the report be agreed for the next 16 months.
2. That a regular LGR update be included on future Staffing Committee agendas.
3. That the use of the Staff Consultative Panel as a forum for engagement and communication with trade unions on strategic issues as part of the Council's consultation framework be supported.

Reason for Decisions

To ensure that business brought to the Staffing Committee was timely and relevant and that effective use was made of the Staff Consultative Panel to keep trade unions informed and support effective employee relations.

Dorset County Council Employment Terms and Conditions Overview

56 Members received a presentation from the HR and OD Service Manager on the various employment terms and conditions of staff within Dorset County Council.

Numbers of staff within each of the terms and conditions groups was highlighted. In respect of the TUPE protection category, members were advised these staff were predominantly located within Public Health and the Dorset Waste Partnership. TUPE was also discussed in respect of LGR.

The Chairman felt it was important to perhaps consider holding a members' seminar on HR in the near future in the light of the new organisation.

The HR and OD Service Manager also highlighted the outcomes of reviews of terms and conditions and policies and practices that had been undertaken by the Staffing Committee in the past few years.

Noted**Gender Pay Gap Reporting**

57 The Committee considered a report from the Chief Executive which sought to highlight the background to the gender pay gap reporting requirements and provided information about what needed to be published by the County on both the Dorset For You website and on the National.gov.uk website by the deadline of 31 March 2018.

The HR and OD Service Manager highlighted an approach taken by another authority using infographics which seemed to make the content more meaningful and a similar approach was planned. The main report would be considered by the Committee at the meeting on 29 January 2018. Meanwhile the trade unions had already been involved and the initial figures for the County Council were looking very positive.

Resolved

That the requirement for the County Council to publish gender pay gap information under the provision of the Equalities Act 2010 (Specific Duties and Public Authorities), before 31 March 2018 and each subsequent year thereafter be noted.

Reason for Decision

To ensure that the County Council was compliant in respect of the gender pay gap reporting duty.

Questions from County Councillors

58 No questions were asked by members under Standing Order 20(2).

Exempt Business

59

Resolved

That in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified in minute 60 as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Senior Management Roles and Responsibilities - Interim Arrangements

60 **For this item the Head of Organisational Development left the meeting.**

The report highlighted discussions that had been ongoing with Members and senior officers following the departure of the Corporate Director for Children's and Adult and Community Services and recommended that the Chief Executive assumed the accountability of the Director of Adult Social Services (DASS) on an interim basis.

The Committee also discussed the process for potential changes to members of the corporate leadership team to support both the interim arrangements for the DASS whilst providing support to the very significant challenges of delivering the County Council's transformation programme, significant budget reductions, the impact of the Sustainability and Transformation Plan and Local Government Reorganisation. The Leader and the Committee Chairman would be involved in the initial scoping of any proposed changes prior to any formal process commencing.

On being put to the vote one member felt he could not accept the proposed approach and would prefer that the DASS responsibility was separate from that of the Chief Executive's role.

Resolved

1. That the Chief Executive take on the statutory role of the Director of Adult Social Services (DASS) on an interim basis delivering the responsibilities shown in the appendix to the Chief Executive's report.
2. That the Director for Children's Services (DCS) post had been filled as an interim Director appointment for a 6 month period, due to expire in April 2018.
3. That the separation of the DASS and DCS role changes take place with immediate effect and be subject to review in January 2018, be reported back to Staffing Committee and onto County Council as soon as possible following this review.
4. That once recommended to the County Council, the changes would be subject to Article 12 of the Council's Constitution, subject to the recommendations of the Audit and Governance Committee.
5. That if agreed by the County Council, the Adult and Community Services Directorate Scheme of Delegation would be amended.
6. That delegated authority be granted to the Chief Executive, after consultation with the Chairman of the committee and Leader of the council, to agree the outcomes of scoping of any proposals for change to other roles of members of the corporate leadership team ahead of normal processes/approvals

Reason for Decisions

To ensure the continued delivery of the County Council's statutory responsibilities and effective management.

Meeting Duration: 10.00 am - 12.15 pm

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Staffing Committee

Dorset County Council



Date of Meeting	29 January 2018
Officer	Head of Organisational Development
Subject of Report	Head Count and FTE and Non-Directly Employed Workforce – Quarter 2 2017/18
Executive Summary	<p>The Council has a flexible model for resourcing a workforce to deliver business as usual, service development, project and transformation work. The Council uses a combination of directly employed staff, casual workers, agency staff and specialist workers.</p> <p>Agency workers or consultants are used to cover workload peaks and short-term capacity needs or to bring in specific expertise, skills or capacity which are not readily available within the directly employed workforce or wider local workforce.</p> <p>This report covers these aspects of workforce resourcing in the period up to Quarter 2 2017/18 (30 September 2017).</p> <p>The Council has seen a small reduction in directly employed staff overall between October 2016 and September 2017 (10 FTE).</p> <p>Spending on consultants has fallen by 4% in the 12 months up to 30 September 2017 compared with the same period in the previous year. (See fig 1 in Appendix A).</p> <p>Spending on agency staff has increased by 37% in the 12 months up to 30 September 2017 compared with the same period in the previous year. (See fig 1 in Appendix A).</p> <p>If we consider trends in relation to spending in these areas comparing Quarters 1 and 2 across three years the trend is that spending on agency staff rose between 2015/16 and 2016/17 by 9.5% and fell by 17% in Quarters 1 and 2 2017/18 compared with the same period in 2016/17 (see fig 2 in Appendix A)</p>

	<p>Looking at trends over the same period in relation to spend on consultants, it appears that spend increased by 2.8% between 2015/16 and 2016/17 and fell by 28.5% in Quarters 1 and 2 2017/18 compared with the same period in 2016/17 (See fig 3 in Appendix A).</p> <p>The cost of agency staff in Quarter 1 and Quarter 2 (see fig 4 in Appendix A) has been £3.06M which equates to 5.6% of the overall spend on direct employees. The cost of consultants has been £754K which equates to 1.4% of the overall spend on direct employees. A request has been made to other authorities in the South West for comparable data in order that we can benchmark with similar employers. If this data becomes available in time it will be verbally reported at the meeting.</p> <p>Appendix A shows a summary of the spend and trend in terms of use of agency and consultancy staff and the areas of the business where agency staff and consultants are used. The commentary in the report highlights the key reasons for using this flexibility in different areas of the Council's business.</p> <p>Funding for agency staff or consultants comes from delegated staffing budgets, income, fees, grants or through funding allocated on an invest to save basis.</p> <p>The Chief Accountant will attend Staffing Committee to discuss the ongoing monitoring of budgets in relation to workforce resourcing and the arrangements for further reporting to the Committee in this area.</p>
Impact Assessment:	<p>Equalities Impact Assessment: Not applicable.</p> <p>Use of Evidence:</p> <p>Staffing and financial data extracted from DES for the period 1 July 2017 to 30 September 2017 (Quarter 2) and data for 2014 to 2018.</p> <p>Agency spend information provided by Comensura.</p> <p>Budget: Not applicable.</p> <p>Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk LOW</p> <p>Other Implications: None</p>

Recommendation	Staffing Committee are asked to note the report and to confirm requirements for ongoing information and data presentation on workforce resourcing.
Reason for Recommendation	To ensure the Committee is kept apprised of changes in the number of staff employed by the County Council in the context of budget reductions and the Forward Together Programme and to ensure there is full transparency about the Council's use of direct and non-direct staff resources.
Appendices	A. Graphs and tables showing trends in expenditure on consultants and agency staff and usage in different areas of the business.
Background Papers	Not applicable.
Report Originator and Contact	Name: Sara Collinson, HR Business Partner Tel: 01305 221507 Email: s.collinson@dorsetcc.gov.uk

1. Introduction

- 1.1. The Council has a flexible approach to workforce resourcing and uses a combination of resourcing models to meet business needs.
- To 'buy in' short term technical or specialist skills rather than directly employing staff with these skills. This is often more cost effective than paying direct employment and/or termination costs. Often, funding for specific work is available through grants from the Government or other National or European organisations. The Council has a role in securing and administering grants and in commissioning work to ensure that the community benefits from available funding.
 - From time to time specific skills are bought in to deliver expertise and capacity to deliver transformation and associated longer term savings on an invest to save basis.
 - To cover short term vacancies or absences in front line areas either to manage peaks in workload or, in some cases, where service and personnel changes are planned, as part of a strategy to reduce staff redundancies and to limit the associated costs of redundancy.
- 1.2 Detailed analysis of numbers of direct employees and spend on agency staff and consultants is kept under review by Directorate Management Teams.
- 1.3 Funding for agency staff or consultants comes from delegated staffing budgets, income, fees, grants or through funding allocated on an invest to save basis.
- 1.4 The Chief Accountant will attend Staffing Committee to discuss the ongoing monitoring of budgets in relation to workforce resourcing and the arrangements for further reporting to the Committee in this area.

2. Summary overview of data and commentary relating to numbers of directly employed staff and spend on agency staff and consultants

- 2.1. Overall spend on consultancy staff is up in Quarter 2 compared with Quarter 1: £286.09k rising to £467.7k (see fig 4 in Appendix A). However, there is a 18% reduction in spend in this area when compared to Quarter 2 2016/17 and a 28% reduction compared to the same period in 2015/16.
- 2.2. Overall spend on agency staff rose in Quarter 2 compared to Quarter 1 i.e. £1.509M to £1.557M (see fig 4 in Appendix A). Looking back at previous data, this is a 25.5% reduction in agency spend compared to the same time last year.
- 2.3. The number of directly employed staff (full time equivalents/FTE) has fallen by 10 FTE across the Council in the year up to September 2017. During this period, there have been increases in directly employed staff in Dorset Waste Partnership (27 FTE) and Children's Services (24 FTE); there have been campaigns in these areas to recruit directly employed staff. Reductions in directly employed staff have taken place in Environment and Economy (42 FTE), Adult and Community Services (16 FTE) and Chief Executive's Department (2 FTE).
- 2.4. The table in Appendix A (fig 4) and figs 5-8 show the variance in spend across different Directorates and the following sections provide commentary on the reasons for spending in these areas

2.5. **Public Health**

There has been no spend on agency staff by Public Health in this financial year and only minimal spend on consultants in this period (£10k).

2.6. **Adult and Community Services**

In Adult and Community Services there has been an increase from £96k to £236k in consultancy spend between Quarter 1 and Quarter 2 in 2017/18. This is reflective of the need to source skills externally to deliver the changes required for the Forward Together Delivery Programme (FTDP). This includes the engagement of the Transformation lead. Some of the funding for this consultancy spend comes from vacancies and other funding comes from the Transformation fund or from joint monies pooled to achieve system changes to support delivery of the Sustainable Transformation Plan (STP).

In Adult and Communities, spend on agency staff has increased to £263,460 in Quarter 2. Some of these costs are associated with the engagement of Project Management Support for the Transformation Programme (following failure to recruit directly). Agency costs are also associated with engaging professional social work staff in front line Social Work Teams. In November 2017, Cabinet agreed to the recruitment of more front line Social Work posts funded through better care fund monies to support front line teams and priorities such as hospital discharges. Whilst there are ongoing, active recruitment campaigns, there is a need to support front line teams which have ongoing 'hard-to-fill' vacancies and sickness to deliver services effectively to vulnerable adults who require assessment and support. In business support roles, the directorate continues to recruit to and use a bank of trained administrative casual staff to reduce reliance on agency staff where possible.

2.6 **Children's Services**

In Children's Services, agency spend has reduced by £56K from Quarter 1 to Quarter 2; spend was £599.4K for Quarter 2 (38.5% of total spend on agency staff by the Council in this period). The reduction in agency spend is reflective of some success in recruitment. To combat the continuous challenge of recruiting Social Workers, in the last financial year, a dedicated recruitment site for these roles both within Children's Services and Adult and Community Services was set up; Children's Services continues to participate in the Department for Education's Step Up to Social Work campaign, which fast tracks the development of qualified social workers.

Vulnerable families in Dorset require Social Work intervention and we need to ensure safeguarding requirements are met. The difficult recruitment market means the need for agency workers remains strong. Additional measures to reduce this are being looked at through various means, including a Key Skills Retention Bonus proposal. Dorset continues to struggle in recruiting experienced social workers. This impacts on the case-loads of more experienced members of the team. Current recruitment campaigns and the interest generated show a positive trend in the continued reduction of spend on agency staff.

Additional cover is also required to fill vacancies that have originated from implementing a development programme funded through a Department for Education Innovation Fund called Reinvigorating Social Work; the aim of which is to improve the practice and retention of Social Workers by ensuring an outcome based approach which focuses on achieving the best outcomes for children and young people. The

first cohort is currently going through the programme having started in September 2017.

Dorset is continuing to work with neighbouring colleagues as part of the Pan-Dorset Health & Social Work and Health Care Academy with Bournemouth & Poole to help develop further social workers. Children's Services has also had a presence at key events to promote working and living in Dorset and there are plans to attend further events such as career fairs at universities.

The use of agency staff and agency spend is regularly monitored by the Children's Services Leadership Team and the Assistant Director approval extends to requests for both new agency cover and the continuation and extension of existing assignments.

Spend on consultants in Children's Services in the same period rose from £81K to £101k due to the need to bring in skills and capacity including the engagement of a consultant to run the Reinvigorating Social Work programme.

2.7 Chief Executive's Department

Within the Chief Executive's Department, spend on agency staff was similar in Quarter 1 and Quarter 2 at £67k. Spend on consultants in this area in Quarter 2 was £11.5k, a reduction of 96% when compared to Quarter 2 of 2016/17.

2.8 Environment and the Economy

In Environment and the Economy spend on agency staff was £75.5k in Quarter 2, this indicates a 29.1% reduction in spend compared to Quarter 2 2016/17. Agency workers have been used to provide capacity for new projects as well as providing cover for vacancies within the Directorate. Spend on Consultants in Quarter 2 was £107.9k. There has been a 44% reduction in spend in this area compared to Quarter 2 2016/17. Consultancy costs relate to areas such as legal costs to support a public enquiry, specialist modelling and mapping, Dorchester BID and integrated transport planning.

2.9 Dorset Waste Partnership

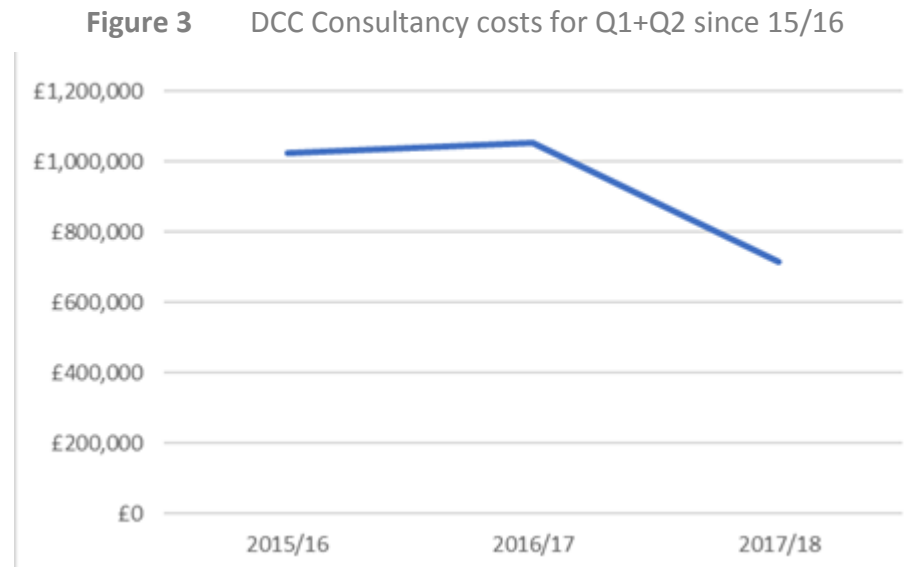
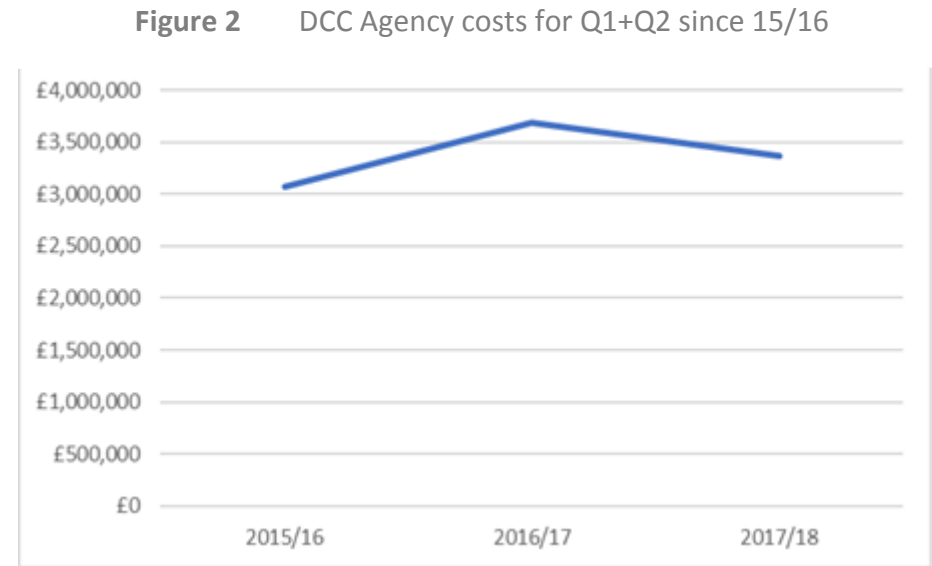
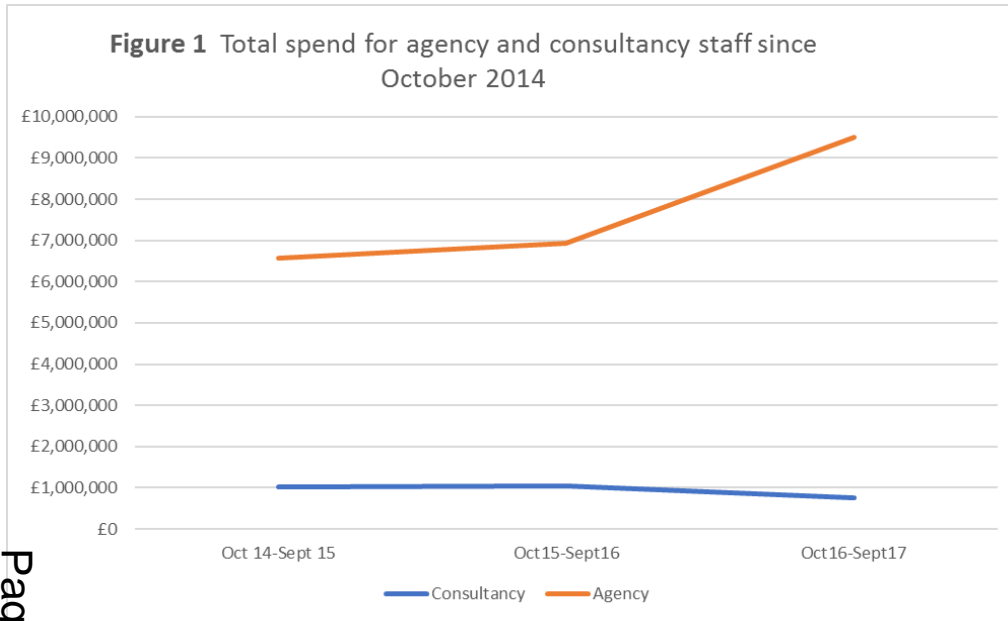
In the Dorset Waste Partnership, spend on agency staff was £552.5k in Quarter 2 which equates to 35% of the overall agency spend. Using agency staff is part of a funded resourcing model and this enables flexible capacity and provision of capacity for short term or urgent cover for operational gaps including cover for leave, vacant positions and sickness.

3.0 Recommendation

- 3.1 Staffing Committee are asked to note the report and to confirm their requirements for ongoing information and data presentation in this area.

Jonathan Mair
Head of Organisational Development
January 2018

Appendix A



Quarter 2 split of spend by Directorate on Non-Directly Employed Workforce

Figure 4

Q1 - 2017/18	Agency	Consultancy
Adults & Community Services	£219,840	£95,840
Chief Executives & Cabinet	£59,830	£24,520
Children's Services (non-schools)	£655,940	£81,380
Environment & the Economy	£54,540	£83,430
Dorset Waste Partnership	£518,970	£920
Public Health	£0	£0
Total	£1,509,120	£286,090

Q2 - 2017/18	Agency	Consultancy
Adults & Community Services	£263,460	£235,960
Chief Executives & Cabinet	£67,070	£11,370
Children's Services (non-schools)	£599,420	£101,880
Environment & the Economy	£75,510	£107,980
Dorset Waste Partnership	£552,470	£10
Public Health	£0	£10,570
Total	£1,557,930	£467,770

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Figure 5

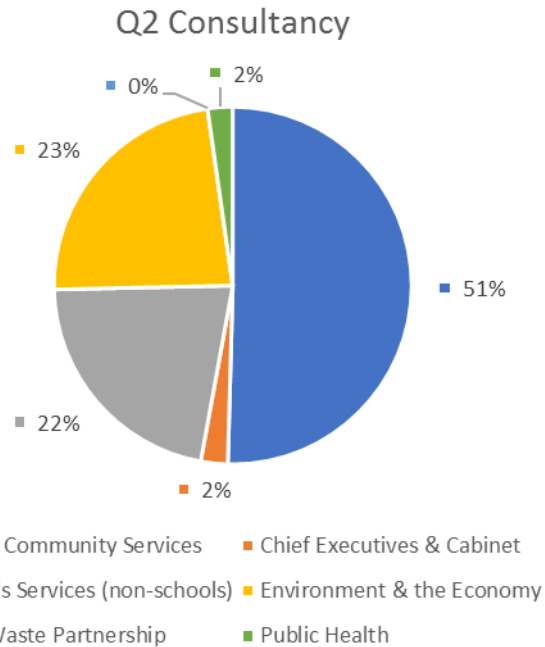


Figure 6

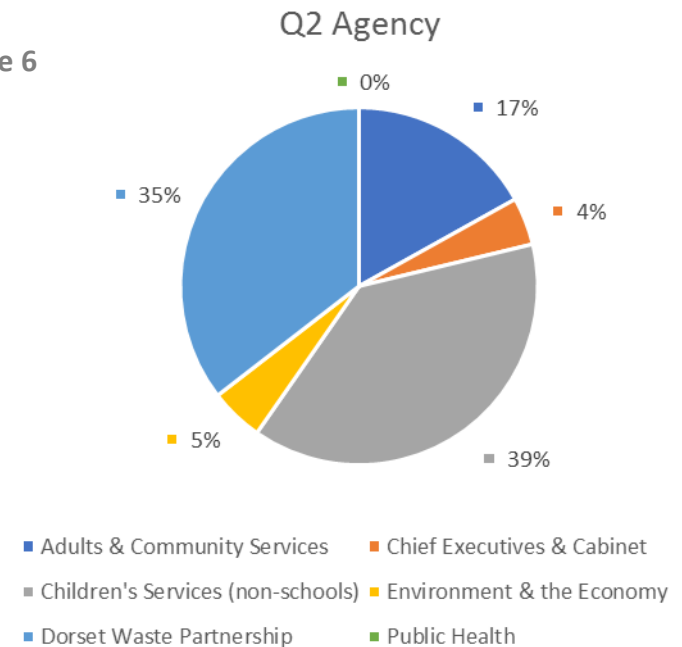
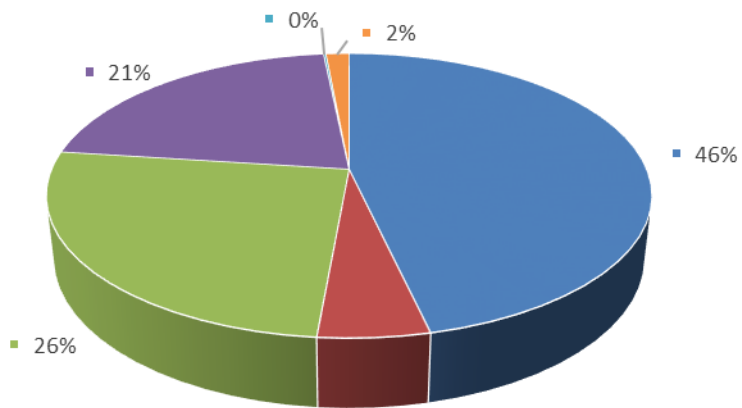


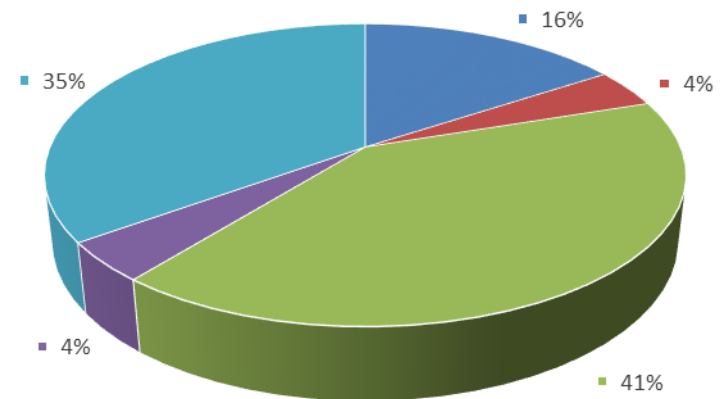
Figure 7 % of total consultancy spend Year To Date



- Adult & Community
- Chief Executives & Cabinet Including Corporate Resources
- Childrens Services - non schools budget
- Environment
- Dorset Waste Partnership
- Public Health

% by Directorate of spend on Non-Directly Employed Workforce within Q1 & Q2 2017/18

Figure 8 % of total agency spend Year To Date



- Adult & Community
- Chief Executives & Cabinet Including Corporate Resources
- Childrens Services - non schools budget
- Environment
- Dorset Waste Partnership
- Public Health

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Staffing Committee

Dorset County Council



Date of Meeting	29 January 2018
Officer	Head of Organisational Development
Subject of Report	Performance Development Reviews (PDR): Completion Rates and Survey Results of the Quality of PDR Discussions
Executive Summary	<p>DCC has worked hard to embed high levels of PDR completion and high quality PDR discussions. There is always more progress we can make, but there is strong evidence to show PDRs are both consistently carried out and effectively used.</p> <p>Mid year PDR completion rates stand at 83% across DCC, up from 65% in 2014. The most significant improvement in completion rates is in Public Health; 41% in 2016 to 88% in 2017. Children’s Services also achieved a sizeable improvement, from 58% in 2016 to 73% in 2017.</p> <p>The second key component of the PDR process is the quality of the PDR discussion between manager and employee. Over 800 respondents have completed a survey on eight components of the PDR discussion. The response is double the completion rate for 2016. The main findings are 74% of respondents report the quality of their PDR discussion as either “excellent” or “good”. Only 5% of respondents describe the quality of their PDR discussion as “poor or very poor”.</p>
Impact Assessment:	Equalities Impact Assessment: Not applicable.
	Use of Evidence: The quantitative data (i.e. the number of PDR completions) is based on data recorded in DES by the manager. The qualitative data (i.e. the quality of the PDR discussion) is based on the data from the employee survey.

PDR: Completion Rates and Quality of PDR Survey

	<p>Budget: There are no cost implications.</p>
	<p>Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW</p>
	<p>Other Implications: None</p>
Recommendation	<p>It is recommended that the Staffing Committee:-</p> <ul style="list-style-type: none"> (i) Consider the 2017 mid-year PDR completion rates (ii) Consider the survey data on the quality of the PDR discussion and associated insights
Reason for Recommendation	<p>To ensure that Staffing Committee is kept apprised of the effectiveness of performance management in DCC</p>
Appendices	<ul style="list-style-type: none"> 1) 2017/18 mid-year PDR completion data 2) Quality of PDR Survey Data 2017
Background Papers	<p>None</p>
Report Originator and Contact	<p>Name: Paul Loach, HR Business Partner (Economy and Environment and Dorset Waste Partnership) Tel: 01305 225189 Email: paul.loach@dorsetcc.gov.uk</p>

PDR: Completion Rates and Quality of PDR Survey

1. Introduction

- 1.1 Personal Development Reviews (PDRs) are the building block for performance management within DCC. PDRs measure both the achievements of individuals and how these achievements were made (behaviours). PDRs are also developmental in purpose providing opportunity to plan development activities for the year ahead.
- 1.2 During the full year review (February to April), managers and employees review the completed year together and then set targets for the year ahead. During the mid-year review (August to October) progress against these targets are reviewed.
- 1.3 Both service and team plans provide the framework from which employee targets are set. These targets are agreed between the manager and employee and recorded on the PDR form. The employee's learning and development needs are also discussed and recorded.
- 1.5 It is not possible to achieve a 100% PDR completion rate for the following reasons:-
 - * employees who left before completing their PDR
 - * employees on maternity / paternity / adoption leave at the time of PDR completion
 - * employees with a long term sickness condition
 - * new employees who joined just prior to the PDR completion window
- 1.6 DCC are not aware of other organisations who have attempted to measure the quality of the PDR discussion. With over 800 responses, DCC can now provide qualitative data for the most important tool in performance management.
- 1.7 This January 2018 report focuses on the mid-year PDR completion rates (August to October 17).

2. Commentary on mid-year PDR completions 2017

- 2.1 DCC mid year PDR completion rates stand at 83% in 2017, up from 65% in 2014
- 2.2 The highest rate of mid-year PDR completion continues to be in Dorset Waste Partnership (DWP) at 94% and Environment and Economy (EE) at 93%. These two Directorates have achieved consistently high completion rates since October 2015.
- 2.3 Mid year (August – October) PDR completion rates have historically lagged behind those for the full year PDR window (April to June). In 2017 however there was a significant increase in mid-year PDR completion across DCC (83% in 2017, 72% in 2016).
- 2.4 The most significant improvement being Public Health; 41% completion in 2016 to 88% in 2017. Childrens' Services also report a sizeable improvement, from 58% last year to 73% this year.
- 2.5 DCC has an overall mid-year completion rate of 83% but there is still scope for improvement. The services which require further focus (excluding small teams) include:-
 - * Legal Services; 47% mid year PDR completion
 - * Estates and Assets; 51% mid year PDR completion
 - * Programme Office (Corp. Development); 61% mid year PDR completion
 - * Childrens' (Design and Development); 65% mid year PDR completion

PDR: Completion Rates and Quality of PDR Survey

3. PDR completion rates: a longer term perspective (2014 – 2017)

PDR Completion Rates 2014 - 2017								
Organisation	Full year April 14	Mid Year October 14	Full year April 15	Mid Year October 15	Full year April 16	Mid Year October 16	Full year April 17	Mid Year October 17
All DCC	76	65	78	92	76	72	86	83
Chief Executive Dept *	84	75	88	95	88	71	80	75
Adults & Community Services	82	75	88	91	75	73	82	82
Children's Services	49	50	69	80	57	58	81	73
Environment and Economy	87	65	70	92	92	90	94	93
Dorset Waste Partnership	95	30	13	90	79	95	93	94
Public Health	89	100	43	97	92	41	93	88
DCC Headcount	6,124	5,725	5,800	4,250	4,173	3,865	4,048	4,022
Notes								
a)	Chief Executive's Department data averages the PDR completion rates for the areas led by Jonathan Mair, Richard Bates and Darran Gunter							
b)	Adults & Community Services excludes Tricuro data from July 2015 onwards							

4. Quality of the PDR Discussion Survey Results

The detailed responses for each of the eight questions are shown in Appendix 2.

4.1 Methodology

Emails were sent to all employees asking them to complete the short online survey. Survey completion was voluntary.

Last year, paper versions of the same survey were made available for those without intranet access, but only 7 respondents completed the paper survey. For this reason, paper surveys were not made available in 2017. Going forward, we could use new technology to make the survey available via mobile phones, tablets or other devices. This would enable non-office based employees to participate in future surveys, but it is dependent on the technology development request being granted.

These survey results reflect the respondents' perspective of the PDR discussion, which could be different from their managers' perspective.

4.2 Response

816 survey responses were received in 2017 up from 406 responses last year. Detailed survey responses for each Directorate are shown in Appendix 2.

4.3 Main findings

- a) **Frequency of PDR meetings:** 85% of respondents have received both a full year and mid-year PDR meeting. Only 2% reported missing both full and mid-year PDRs.

PDR: Completion Rates and Quality of PDR Survey

This information is important as this helps to verify the data on completion rates managers input into DES. This result is entirely consistent with the 2016 data, albeit with double the response rate (816 from 407).

- b) **Frequency of performance discussions:** 51% of respondents report having a monthly performance discussion; a further 33% report discussions taking place between PDR meetings (but not monthly). 2% of respondents state that performance is not discussed during the year. Compared to 2016 data, there has been a small decline in the percentage of respondents reporting monthly PDRs (57% to 51%).
- c) **Quality of the PDR discussion:** 35% of respondents report the quality of their PDR discussion as “excellent” with 39% describing the quality of their PDR as “good”. Only 5% describe the quality of the discussion as “poor / very poor”. The data suggests respondents consider the PDR as worthwhile and important. Compared to 2016 results, there has been a small shift from excellent to “good and satisfactory” PDRs, but the percentage of respondents reporting a poor or very poor PDR remains low at 5%.
- d) **Development needs discussion;** 57% of respondents discussed their development needs with their manager and have planned some development activity as a result. In addition, 31% of respondents discussed their development needs but no development activity was planned. Only 4% of respondents reported that no development discussion took place. This data is broadly consistent with the 2016 survey results
- e) **Clarity of performance targets:** In total, 83% of respondents were clear as to their performance targets. 6% were unclear and 3% of respondents stated that no targets were set. This data provides confidence that performance targets are understood and regularly discussed. This result is identical to the 2016 survey result.
- f) **Achievements discussion:** 90% of respondents report discussing their achievements with their manager but 8% report their achievements were not discussed. 2% of respondents did not answer this question. 62% of respondents report that good practice will be shared with others, down from 69% last year. This data is important as discussing achievements is likely to be motivating and sharing learning helps develop better practice.
- g) **Mistakes / non-achievements discussion:** 52% of respondents report that their mistakes or non-achievements were discussed openly with a view to learn. 36% report that all targets were achieved and there were no mistakes or errors to discuss. 3% report that mistakes or non-achievements were only discussed in a critical manner. The evidence indicates a learning rather than critical culture is prevalent in DCC. The data is broadly consistent with the 2016 survey results.

PDR: Completion Rates and Quality of PDR Survey

- h) **Preparation for the PDR discussion:** In total, 74% of respondents stated that they had prepared for their PDR discussion; 15% had not prepared and 9% did not feel they needed to prepare. The data is broadly consistent with the 2016 survey results. Going forward, HR+OD will continue to remind respondents and managers to prepare for their PDR discussion, via newsletters, Sharepoint articles and team briefings.

5. Conclusion

In 2016, PDR completions had become more consistently applied across DCC. Staffing Committee members asked HR+OD to provide evidence as to the quality of the PDR discussion. In other words, was it an effective tool for performance management? The assertion being that holding a PDR discussion does not necessarily result in a positive performance and development discussion. As a result, the first quality of the PDR discussion survey took place last year, which was repeated in November / December 2017. With 816 responses in 2017 (double last year's response rate), the results indicate effective PDRs are being carried out in nearly all instances.

DCC are now seeing consistently high PDR completion levels during both the full and mid-year PDR windows. This stated, further work is required in Children's Services (Design and Development) and Organisational Development (Legal and Democratic Services) to fully embed a PDR culture. This also applies to Finance (Estates and Assets) and Adults and Community (Adult Care).

DCC has worked hard to embed high levels of PDR completion and performance in the majority of the organisation. This has provided DCC with a solid performance management framework to plan and measure our future challenges.

Jonathan Mair
Head of Organisational development

January 2018

Mid-Year PDR Completion Summary 2016/17

Reporting date: 18.11.2017

Mid Year PDR 17/18 - Final Report

Organisation	Manager	Headcount	PDRs Completed	PDRs Completed %
All DCC	Mrs Deborah Ward	4022	3342	83%
Adult & Community Services	<Vacant Position> / Ms Helen Coombes	921	756	82%
Adult Care	Mr Harry Capron	458	339	74%
Early Help & Community Services	Mr Paul Leivers	425	384	90%
Safeguarding and Quality	Mrs Sally Wernick	38	33	87%
Children's Services	Mr Nicholas Jarman	1125	818	73%
Care and Protection	Mrs Vanessa Glenn	502	381	76%
Design & Development	Mr Patrick Myers	327	212	65%
Prevention & Partnerships	<Vacant Position> / Mr Jay Mercer	294	223	76%
Dorset Waste Partnership	Ms Karyn Punched	402	378	94%
Finance and Commercial	Mr Paul Ackrill	12	10	83%
Operations	Mr Michael Moon / Mr Tegwyn Jones	349	329	94%
Strategy	Mrs Gemma Clinton	39	38	97%
Environment & Economy	Mr Michael Harries	1127	1049	93%
Business Improvement Team	Mr Derek Hansford	4	3	75%
Dorset Highways	Mr Andrew Martin	285	276	97%
Economy	Mr Matthew Piles	439	398	91%
Environment	Mr Peter Moore	192	176	92%
ICT and Customer Services	Mr Richard Pascoe	205	194	95%
Finance & Procurement	Mr Richard Bates	177	138	78%
Accountancy-EnviroEcoChiefExePensionsDWP	Mr Andrew Smith	52	46	88%
Estate & Assets	Mr Peter Scarlett	35	18	51%
Financial Services	<Vacant Position> / Mr William Mcmanus	84	70	83%
Treasury and Investments	Mr David Wilkes	4	3	75%
Organisational Development	Mr Jonathan Mair	180	137	76%
Democratic Services	Mr Lee Gallagher	12	7	58%
Governance & Assurance Services	Mr Mark Taylor	9	6	67%
HR Operations	Mr Christopher Matthews	78	71	91%
HR Specialist Services	Mrs Alison Crockett / Mrs Sheralyn Towner	42	36	86%
Legal Services	Miss Grace Evans	36	17	47%
Programme	Mr Darran Gunter	45	27	60%
Corporate Development	Mrs Karen Andrews	44	27	61%
Public Health	Doctor David Phillips	42	37	88%
Healthcare Public Health & Bournemouth	Mr Sam Crowe	36	33	92%

Data extracted from DES on 18/11/2017

**Quality of the PDR discussion – Survey Results Nov/Dec 2017
All Directorates**

Directorate	2016 Responses	2017 Responses	Headcount in Directorate (2017)	% of Directorate response 2017 (based on headcount)
Adult and Community Services	94	214	940	23%
CED-Finance & Procurement	27	36	178	20%
CED-Legal, Democratic, HR&OD, Transformation (Organisational Development)	64	44	176	24%
Children's Services	82	215	1,119	19%
Dorset Waste Partnership	10	25	403 (only 55 are office based)	(See Note 1)
Environment and the Economy, including ICT and Customer Services	128	267	1132	24%
Public Health	2	9	42	21%
Programme	n/a	6	40	15%
Grand Total	407	816	4,033	Mean average 20% response

Note 1: 86% of DWP staff are non-office based and complete Group, not individual, PDRs (and are not part of this survey). The office response rate is therefore 25 out of 55 staff (45%).

1) In the last 12 months, have you had both a mid-year AND a full year PDR?	2016 %	2017 %
Both meetings were missed	2	2
Light touch PDR as I was a new starter/or away from work for part of the year	7	8
One meeting was missed	7	5
Yes	84	85
Grand Total	100	100

2) How often do you and your manager discuss your performance?	2016 %	2017 %
Every month	57	51
Occasional discussions between PDRs	30	33
Only at PDR time	9	12
We don't discuss my performance	2	2
Not answered	2	2
Grand Total	100	100

PDR: Completion Rates and Quality of PDR Survey

3) How do you rate the quality of the PDR?	2016 %	2017 %
Excellent/very good	43	35
Good	36	39
Satisfactory	15	19
Poor/very poor	4	5
Not answered	2	2
Grand Total	100	100

4) Were your development needs discussed?	2016 %	2017 %
A bit rushed, no training/development activity is planned	5	6
No, not discussed	3	4
Yes and I have training/development activity planned	57	57
Yes, but no training/development activity is planned	33	31
Not answered	2	2
Grand Total	100	100

5) Are you clear on your targets arising from your PDR?	2016 %	2017 %
No targets set	3	3
Unclear targets	6	6
Yes	83	83
Yes, but the targets were imposed	6	6
Not answered	2	2
Grand Total	100	100

6) Were your achievements discussed?	2016 %	2017 %
Not discussed	6	8
Yes, but the good practice will not be shared	16	19
Yes, but too briefly to learn	9	9
Yes, we will share good practice with others	69	62
Not answered	0	2
Grand Total	100	100

PDR: Completion Rates and Quality of PDR Survey

7) Were any mistakes or non-achievements discussed?	2016 %	2017 %
All targets achieved, no mistakes/errors to discuss	41	36
Only discussed in a critical manner	2	3
Yes, but too briefly to learn	7	7
Yes, openly discussed with a view to learn	50	52
Not answered	0	2
Grand Total	100	100

8) Did you prepare for your PDR discussion?	2016 %	2017 %
I didn't think I needed to prepare	7	9
No preparation	15	15
Yes, but I was a little rushed	15	19
Yes, I brought some notes to the PDR meeting	61	55
Not answered	2	2
Grand Total	100	100

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Staffing Committee

Dorset County Council



Date of Meeting	29th January 2018
Officer	Head of Organisational Development
Subject of Report	Lone Working Policy review
Executive Summary	<p>The following Health and Safety policy has been reviewed in line with the Forward Together for Support Services principles:</p> <ul style="list-style-type: none"> • Lone Working <p>The changes aim to:</p> <ul style="list-style-type: none"> • Review the existing policy and replace with a modernised policy which also reflects other risks to staff; • Support managers and staff alike in how to manage identified risks to staff in relation to Lone Working activities; • Support managers and staff alike when incidents do arise. <p>This report summarises the key changes and anticipated improvements.</p>
Impact Assessment:	<p>Equalities Impact Assessment: Positive</p> <p>An EqlA screening has been completed and is attached. This has been considered by the Chief Executive Department's Diversity Working Group and circulated to the Chairs of all other Directorate working groups for comment. No issues have been raised in terms of the design of the policies and procedures.</p>
	<p>Use of Evidence: The report is based on evidence including feedback regarding the practical application of the existing policy from Health and Safety colleagues, managers and trade unions.</p>

	<p>Budget: There are no additional budget implications arising from this report and its proposals.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Low Risk</p>
	<p>Other Implications: N/A</p>
Recommendation	<p>It is recommended that Staffing Committee:</p> <ul style="list-style-type: none"> • Approve the launch of the revised Lone Working policy and guidance
Reason for Recommendation	<p>The Staffing Committee oversee matters relating to staff terms and conditions and people management policies.</p>
Appendices	<p>Appendix 1. Lone Working Policy Appendix 2. Lone Working Guidance Document</p>
Background Papers	<p>None</p>
Officer Contact	<p>Name: Paul Downton, Health, Safety and Employee Wellbeing Team Manager (DCC) Tel: 01305 221515 Email: p.downton@dorsetcc.gov.uk</p> <p>Name: Alison Crockett, Service Manager – HR & OD (DCC) Tel: 01305 22 Email: a.crockett@dorsetccc.gov.uk</p>

1. Introduction

- 1.1. This report summarises the rationale for revising the following health and safety policy:
 - Lone Working
- 1.2. The Health and Safety Executive (HSE) sets guidance on matters relating to Health and Safety and states that all risks to employees from Lone Working activities must be identified and the risk reduced, so far as is reasonably practicable.
- 1.3. Lone Working activities are prevalent within the County Council and can lead to workplace incidents. This in turn leads to a number of different issues for teams and individuals alike, such as injury through assault, stress, depression and anxiety which in turn can lead to increased sickness/absence and low morale within teams and increased amounts of litigation against the council.
- 1.4. The revised policy has been developed in consultation with the recognised trades unions.

2. Summary of Changes:

- 2.1. The current Lone Working policy has been in place since March 2006 and this review is therefore required to modernise the policy and ensure that it meets the needs of the Council.
- 2.2. Changes to the policy and procedure will allow greater clarity and enable managers to address concerns more effectively by:
 - a) Identifying the risk to Lone Workers by using our risk assessment process;
 - b) Identifying the risk of violence, aggression and harassment and the impact this has on staff and their service;
 - c) Identifying other factors that can affect the way staff work alone, such as setting up of workstations to feelings of isolation.
 - d) Helping staff and managers to identify what support can be provided;
 - e) Broadening the scope of the policy to include risks from domestic violence by linking in with the Domestic Violence guidance.

3. Trades Unions View

- 3.1. The trades unions have been consulted regarding the policy. Their feedback has been incorporated into the final version attached.
- 3.2. The policy will apply to all council employees (other than those employed in schools) and to volunteers and elected members.

4. Next Steps

- 4.1. The new policy introduces a greater expectation for managers at all levels to effectively identify, risk assess and manage risks of to their staff engaged in lone working activities. In order that the new policies and procedures are applied consistently and that managers are equipped to deal with matters effectively, a range of communications and training will be provided from within existing resources. This will include:
1. Publication of the new policies, procedures and associated guidance on SharePoint for all employees;
 2. Briefing sessions for teams in high risk areas and coaching for their managers to make effective use of our existing risk assessment tools and resources in this context;
 3. SharePoint and other staff news items to raise awareness;
 4. Promotion of the new policy and guidance at appropriate staff roadshows;
 5. Personal safety training, including helping staff to make dynamic risk assessments when working alone;
 6. Revision of Learning on-line materials
- 4.2 Other Health and Safety policies, procedures and guidance which refer to the affected policy will be updated to reflect the changes.

Jonathan Mair
Head of Organisational Development

January 2018

Lone Working Policy

1. Introduction

- 1.1 Dorset County Council takes the safety of employees seriously, especially when risks to their Health and Safety may not be as easy to identify as others. Lone Working and the risks to employee's personal safety from this may require extra effort in order to identify the risks.
- 1.2 The objective of this policy is to ensure that, so far as reasonably practicable, the health, safety and welfare of staff is protected and that staff are aware of their own duties i.e. to identify the risk of such incidents occurring and to report such incidents when they do occur.
- 1.3 Information and support will be provided to managers and staff in order to fulfil their duties.

2. Scope

- 2.1 This policy applies to all council employees (Including Volunteers and Elected Members etc).
- 2.2 This policy has been developed in consultation with the recognised trade unions and staff support groups.

3. Definitions

- 3.1 Lone Working is defined by the Health and Safety Executive (HSE) as: 'Someone who works by themselves without close or direct supervision'.
- 3.2 Lone Working can also be described as: 'Someone whose activities involve a large percentage of their time working in situations without the benefit of interaction with other workers or supervision'.
- 3.3 Whilst although in most cases, working alone is relatively straightforward and acceptable there may be risks to an individual's Health and Safety that must be assessed.
- 3.4 Working alone can include – A person working alone from a fixed base (i.e. Local Office, Library etc), Working away from a fixed base (i.e. Community Support Workers, Social Workers, Civil Enforcement Officers), Home Workers (as part of their working conditions) and Working from home (Flexible working) and Mobile Workers (Drivers, Travelling Officers etc).
- 3.5 Also covered by this policy are employees that work flexibly from other locations that are not their normal place of work, but may still be working on their own.

4. Risk Assessment

- 4.1 Managers must ensure that suitable and sufficient risk assessments are carried out for employees who work alone or without close supervision.

- 4.2 All significant findings of the risk assessments are recorded and communicated to relevant staff.
- 4.3 Written arrangements should be in place to plan, organise, control, monitor and review any measures needed to deal with the significant findings resulting from the risk assessments.
- 4.4 Appropriate levels of information, instruction, training and supervision are provided as necessary to ensure the Health, Safety and Wellbeing at work of all employees who are lone working.
- 4.5 The risk to staff from lone working may come from general risks within their place of work, or come from factors such as having to visit a member of the public in their own home (whether there is a known risk of violence or not), driving, handling hazardous substances, working at height or significant manual handling tasks. Home workers also face additional risks from workstation setup and domestic violence (please see link 8.7 for additional information and guidance in relation to Domestic Violence risks).
- 4.6 Staff have a duty to make their manager aware of any perceived risk to their Health and Safety.
- 4.7 Further guidance on risk assessments is available by following this link – (LINK)
- 4.8 Control measures to reduce the risk to employees and to react to serious and imminent danger must be in place and may range from two people working together where appropriate, regular contact with staff with managers knowing where they are working, personal safety training, lone working applications for smart phones etc.
- 5.0 Incident and Accident reporting**
- 5.1 All incidents that occur to an individual whilst lone working must be reported via the DCC Accident/Incident report form.
- 5.2 This includes any 'Near Miss' or incidents of violence or aggression that the employee has experienced.
- 5.3 (LINK) to accident incident policy and form.
- 6. Training**
- 6.1 Lone Working training is available for all staff to complete. This can be found on <https://www.dorsetlearningonline.org.uk/login/index.php>
- 6.2 Personal Safety training is available for all staff to complete.

7. **Legal Requirements**

7.1 Lone Working, although not covered by specific Health and Safety legislation does fall under the following pieces of H&S Law.

The Health and Safety at Work etc Act 1974:

Which specifies that the employer must provide –

- A safe place of work
- Safe access and egress
- Safe and well maintained work equipment
- Safe Fellow Employees

And specifies that employees must –

- Must care reasonable for themselves and others
- Must co-operate with their employers to enable them to meet their H&S obligations.

The Management of Health and Safety at Work Regulations 1999

Which sets out the framework for –

- Risk Assessments
- Training
- Young Persons

8.0 **Further Information on what guidance, information and support is offered**

- General Policy of Health and Safety – (LINK)
- Lone Working Guidance for staff and managers – (LINK)
- Violence, Aggression and Harassment Policy – (Link)
- Violence, Aggression and Harassment Guidance – (LINK)
- Accident Incident Reporting Policy – (LINK)
- Accident/Incident Investigation guidance – (LINK)
- Personal Safety at Work Guidance – (LINK)
- Domestic Violence Guidance Document – (Link)

For further advice and guidance on anything Health and Safety related please contact – HRhealthandsafety@dorsetcc.gov.uk

Lone Working – Guidance for Managers and Staff

1. Introduction

Most hazards and risks at work are easy to identify and control, but other areas of work place health and safety are more difficult to identify and define.

One such area of work is lone working.

Lone working is defined by the Health and Safety Executive as: 'Someone who works by themselves or without close supervision', it can also be described as: 'Someone whose activities involve a large percentage of their time working in situations without the benefit of interaction with other workers or supervision'.

Most of the time working alone or lone working is perfectly acceptable and safe, but sometimes it may increase the risks to a persons Health and Safety.

This policy seeks to make managers and staff aware of the risks and give them the tools to control the risks in order to stay safe and healthy.

Lone working can include –

- A person working alone from a fixed base (i.e. Local Office, Library etc),
- Working away from a fixed base (i.e. Community Support Workers, Social Workers, Civil Enforcement Officers),
- Home Workers (as part of their working conditions) and Working from home (Flexible working) and
- Mobile Workers (Drivers, Travelling Officers etc).

Also covered by this policy are employees that work flexibly from other locations that are not their normal place of work, but may still be working on their own.

Dorset County Council takes the safety of all employees seriously and wants to Protect staff from risks, so far as is reasonably practicable, to their Health and Safety, resulting in or from lone working activities.

2. Risk Assessment

As a Manager, you must complete a risk assessment to identify the risk to you and your team from lone working activities. Risk assessments are an effective way to aid decisions and ensure you have the right resources in the right place.

In simple terms, a risk assessment is thinking what could go wrong and deciding if enough has been done to prevent it.

Risk assessment should be reviewed and checked regularly to ensure that they are still effective in managing the risks identified, or if any further risks are now present.

For further guidance on risk assessments ([Link](#))

Some of the factors you may need to consider are –

- The task being completed by the lone worker
- The risk to the persons health and safety from completing such a task
- Plant, machinery and work equipment
- Hazardous substances and working environment
- Working at height activities
- Confined spaces and/or permits to work
- Means of access and egress
- Risk of Violence, Aggression or Harassment
- Criminal activity from another person
- Communication problems
- The location of work, remoteness or isolation
- Any first aid or medical requirements
- Anticipated 'worst case' scenario
- Musculoskeletal disorders from poor workplace layout (DSE for home workers etc)
- Significant manual handling tasks

Once a risk to the employee's health and safety has been identified you must try to reduce the risk as far as possible –

- Is it possible to improve tools used for communication
- Monitoring of staff on a regular basis
- Changing the task so that only higher risk activities are carried out when someone else is available.
- Using less hazardous substances that cannot cause harm
- Preventing working at height activities
- Doubling staffing (especially in higher risk areas with regards to Violence and aggression)

Guidance for the management of Lone Workers

Lone Working issues	Questions to consider
The Lone Worker	<ul style="list-style-type: none"> • Have they had sufficient training and/or experience for the task? • Have they the ability and qualifications to carry out the task? • Has a homeworking/Flexible working 'home self-assessment' been carried out to ensure working environment is safe? • Have mental health considerations been considered whilst working in isolation?
The Task	<ul style="list-style-type: none"> • Has the employee seen and understood the risk assessment?

	<ul style="list-style-type: none"> • Do they understand the hazards and risks associated with the task and the steps to take to reduce the risk to the lowest practicable level? • Is task the carried out according to the assessment or are short cuts used? • Has the task changed in any way that would require a review of the risk assessment? • Are time scales realistic? • Is the client/customer/service user known to the as a potential risk? (from Violence/Aggression)
Working Environment	<ul style="list-style-type: none"> • Is the environment or terrain of high risk geographical nature or a known trouble spot? • Could there be changes in weather conditions likely to increase the risk? • Is there a risk of criminal activity? (i.e. Interference, Vandalism)
Supervision	<ul style="list-style-type: none"> • How is supervision achieved (i.e. Telephone, Skype), with what frequency? • Can employee contact be initiated by the employee and/or line manager? • Does the level of supervision need to be appropriate to the risk identified? • It is important for the supervisor to stress how important it is that should the lone worker find themselves in a situation which is hazardous/stressful to withdraw without fear or prejudice.
Information, Instruction and Training	<ul style="list-style-type: none"> • Has all relevant information been given to the employee to enable them to recognise the hazards and risks involved whilst lone working? • Is this recorded formally?
Communication	<ul style="list-style-type: none"> • Should be commensurate with the risks involved. • Should be easily and readily utilised. • May include mobile phone, Skype, hand held or vehicle two way radio. • Is coverage adequate, i.e. is the phone/radio signal strength adequate. • Decide on the frequency of contact. • May range from monitoring checks, regular pattern of calls and contact or an automated device if signals aren't received. • Are records kept of work patterns, where staff are, when they are expected back, contact details when working away from base? • What contingency plans are there is communication breaks down?
First Aid	<ul style="list-style-type: none"> • Are suitable arrangements in place for first aid, including location of nearest first aid kit and suitably trained person?
Suitability of equipment	<ul style="list-style-type: none"> • The selection and use of all equipment must be in line with the requirements of Provision and use of Work Equipment Regulations. • It is imperative that only tools/equipment supplied by the employer are used and only as instructed/trained.

	<ul style="list-style-type: none"> • Standby equipment must be labelled as such and only used in emergencies. • Can the equipment be safely handled by one person? • It must be suitable for the task it is being used for.
Accident and Emergency Procedures	<ul style="list-style-type: none"> • Is the employee capable of mentally and physically responding to the incident? • What procedures are in place for reporting accidents/incidents/near misses? • What actions should be taken if an employee fails to call in or report back? Who must be notified? • Who is the contact for out of hours work? • Consider equipment failure, uncontrolled exposure to harmful agents, physical assault or vehicle breakdown and any other significant risk as identified by the risk assessment.
Personal Protective Equipment	<ul style="list-style-type: none"> • Should be determined by the risk assessment and following the Personal Protective Equipment Regulations. • Supervisory checks are critical to its continued safe use. • Must be easily replaced when required.
Double Staffing	<ul style="list-style-type: none"> • Double staffing should be considered in order to eliminate or reduce a risk if other means are not practical. • Used as part of a safe system of work for higher risk areas and activities. • Advice should be obtained prior to work commencing.
Transportation	<ul style="list-style-type: none"> • Can area of work or premises be reached by ordinary vehicles? • Will adverse weather conditions affect this? • Are adequate procedures in place for maintenance and servicing of vehicles? • Are advanced driving courses required?
Contact with the Public or animals	<ul style="list-style-type: none"> • The majority of violence and aggression is related to contact with members of the public. • Is money being handled? • Is expensive equipment needed? • Is there are Violence and aggression risk assessment available? • Is it feasible that an animal will be used to provoke an attack?
Permits to Work	<ul style="list-style-type: none"> • Permits to work may be required where the risk is considered high or where specific legal requirements exist. Some or all of the above procedures may be contained in a written permit to work, without which the activity may not take place. • Where time limits are a consideration from exposure or fatigue the permit to work should state the start/stop time or maximum duration of the task.

LONE WORKING RISK ASSESSMENT

Identification of the hazards

1. A hazard is anything with the potential to cause harm.
2. Whilst hazard identification should be thorough, it is generally advisable to ignore the trivial and concentrate on the significant hazards.
3. It is essential that employees are consulted as they will often have a clearer idea of the hazards associated with their tasks and/or workplace.
4. Staff perception of hazard and risk is important, particularly in relation to the personal safety elements of lone working.
5. Record each hazard and state how the particular risk associated with the hazard has been identified

Evaluation of the risks

There is no prescribed method for evaluating the risks and it could be done by simply categorising a risk as low, medium or high based upon personal judgement and/or experience.

However, a more objective and accurate method of evaluating risk is to consider the **severity** and **likelihood** relating to identified risks:

- Severity requires an assessment of the worst outcome in terms of injury or ill health relating to the given hazard and/or risk
- Likelihood requires an assessment of the probability of that injury or ill health actually occurring. Consideration may also have to be given to the number of people exposed to the hazard, and should include non-employees

This will facilitate risk prioritisation, e.g. the greater the severity of the harm and the more likely the risk is to occur, then the greater the risk.

The **Lone Working** risk assessment proforma at Appendix A allows for a numerical approach to severity and likelihood, the scores are then multiplied together to give an overall risk rating.

	Hazard risk severity		Likelihood of occurrence
1	insignificant - minor or 1 st aid injury	1	unlikely to occur – no history
2	significant - injury, but unlikely to be serious	2	possible - history exists
3	serious - injury - > 3 day injury	3	likely - has occurred before
4	major - major or fatal injury	4	highly probable - occurs nearly every time

Measures to control the risks

The outcome of the evaluation of risk should be a prioritised action plan, based on the risk scores, to implement 'risk controls'.

Risk controls should follow the hierarchy of risk control as follows:

- Eliminate – can the hazardous activity/risk be eliminated altogether. Does the activity have to be carried out at all?
- Substitute – can the hazardous activity/risk be substituted with something less hazardous? Can alternative ways of working be found to replace those identified as high risk?
- Reduce – reduction of the risks by control methods. Control methods may be many and various, but should include safe working procedures, supervision, increasing staff levels, improved communication, training etc.
- Personal protective equipment – should be used as a last resort.

Monitor and review

Risk assessments are living documents and must be continually monitored, reviewed and revised as necessary. (see section 6 'Monitoring' for further details)

In particular, they should be reviewed as and when circumstances change or there is reason to suspect that the existing risk assessment is no longer valid. Unchanged risk assessments should be subject to review at least annually and integrated into team meetings, appraisal and other internal management systems as required.

Area of Risk: Lone Working					
Potential hazards/risk identified	Severity 1, 2, 3, 4	Likelihood 1, 2, 3, 4	Total score	Action taken to minimise identified hazards/risk – RISK CONTROLS	Any further action required? (if yes, give details)

Once a risk has been identified, action must be taken. Rather than attempt to deal with all of the risks identified at once, the assessor should work through the prioritised risks in order to establish risk controls.

Are risk controls sufficient to minimise identified hazards/risks to a reasonably practicable level ? Yes / No Line Manager MUST be consulted if identified hazards/risk cannot be reduced enough to enable task to be carried out safely	Name:
	Date of assessment:
	Date of review:

Staffing Committee

Dorset County Council



Date of Meeting	29 January 2018
Officer	Chief Executive
Subject of Report	Pay Policy Statement 2018/19
Executive Summary	<p>As required by the Localism Act 2011 the attached report sets out the County Council's Pay Policy Statement for the financial year 2018/19. Previous statements have been published for each of the financial years since 2012/13.</p> <p>The Act places a requirement on local authorities to produce a statement on an annual basis, setting out their policies on the remuneration of their Chief Officers and lowest paid employees, and the relationship between the remuneration of its Chief Officers and non Chief Officers.</p>
Impact Assessment:	<p>Equalities Impact Assessment: The Localism Act was subject to consideration in terms of compatibility with the European Convention on Human Rights and contains a statement by the then Secretary of State that the provisions are compatible with equalities legislation. The Pay Policy Statement is now part of a wider transparency and equality framework alongside gender pay gap reporting requirements.</p>
	<p>Use of Evidence: The Localism Act 2011 and Supplementary Guidance dated February 2013.</p>
	<p>Budget: None arising directly from this report although the production and maintenance of a Pay Policy Statement creates additional and ongoing work for Human Resources.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW</p>
	<p>Other Implications: None arising directly from this report.</p>

Pay Policy Statement 2018/19

Recommendation	<p>It is recommended that the Staffing Committee:</p> <ul style="list-style-type: none"> (i) Note the provisions of the Localism Act and content of the Pay Policy Statement for the 2018/19 financial year. (ii) Recommend the approval of the Pay Policy Statement to the County Council.
Reason for Recommendation	The Staffing Committee oversee matters relating to staff terms and conditions.
Appendices	<p>Appendix 1: Pay Policy Statement Appendix A1: Schedule of Chief Officers Remuneration Appendix A2: Overview Table of Policies Relating to Remuneration for the Chief Officers and Lowest Paid Employees Appendix B1: Schedule of Partnerships Chief Officers Remuneration Appendix B2: Overview Table of Policies Relating to Remuneration for Partnership arrangements for Public Health Chief Officers</p>
Background Papers	None.
Report Originator and Contact	<p>Name: Tracy Scott, Principal HR & OD Adviser Tel: 01305 224619 Email: t.scott@dorsetcc.gov.uk</p>

1. Introduction

- 1.1 The Staffing Committee has received reports setting out Pay Policy Statements for previous financial years as required by the Localism Act 2011.
- 1.2 The Localism Act, Part 1, Chapter 8 under the heading 'Pay Accountability' places a requirement on local authorities to produce a Pay Policy Statement on an annual basis.
- 1.3 This report sets out the main aspects of the Localism Act and details the scope of the Pay Policy Statement for the financial year 2018/19.

2. Pay Policy Statement 2018/19

- 2.1 A Pay Policy Statement for the financial year 2018/19 has been produced to meet the requirements of the Act and this is attached at Appendix 1.
- 2.2 The Statement sets out the policies for the financial year relating to:
 - (a) the remuneration of its Chief Officers,
 - (b) the remuneration of its lowest paid employees, and
 - (c) the relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers.
- 2.3 The Pay Policy Statement broadly follows the same format as those produced for the previous financial years. The statement refers to overview tables setting out the general policies relating to the remuneration of the County Council's Chief Officers and lowest paid employees, and further tables detailing the specific elements for each individual Chief Officer.
- 2.4 The Pay Policy Statement also provides clear details of the County Council's various partnership arrangements which are in place and work towards improving efficiency in local government. The County Council currently has jointly funded partnership arrangements for Public Health and the Dorset Waste Partnership. The 2018/19 Pay Policy Statement separates these partnership positions.

3. Requirements of the Localism Act

- 3.1 In preparing the Pay Policy Statement for the 2018/19 financial year, it is recommended that the Staffing Committee note the following in respect of the Act's requirements detailed in paragraph 2.2.
- 3.2 Chief Officers
 - 3.2.1 The Act defines Chief Officers by reference to various sections of the Local Government and Housing Act 1989. In essence, Chief Officers equate to those in the top three tiers of the staffing structure. At present, the Chief Executive is fulfilling the role of Director of Adult Services and the unintended consequence of this is that a number of less senior managers (on grades 12 – 16), whom members might not think of as Chief Officers, have been brought within the strict definition use to compile the schedule of Chief Officers.

Pay Policy Statement 2018/19

3.2.2 The details for Chief Officers (Appendices A1 and B1) reflect the position as at 1 January 2018 and, in respect of the partnership arrangements, indicates Dorset County Council's contribution to the remuneration packages.

3.2.3 The Council also engages via contracts for service through third party organisations, which have been assessed as IR35 compliant (and fall outside of the IR35 legislation). These are included at Appendix C1.

3.3 Definition of Lowest Paid Employees

3.3.1 In line with the previous six Pay Policy Statements, the County Council has defined its lowest paid employees as those on the lowest Green Book spinal column point.

3.3.1 As such, the Pay Policy Statement and accompanying overview table (Appendix A2) reflects those elements of Green Book remuneration that could apply to this group.

3.3.2 For both Chief Officers and the Lowest Paid Employees, the County Council adopts all relevant national agreements and the associated national pay bargaining arrangements. As a result, any pay awards negotiated by the National Employers will be contained within the appendices as required.

3.4 Relationship between Chief Officers and non Chief Officers

3.4.1 In line with previous Pay Policy Statements, the relationship between Chief Officer remuneration and non Chief Officer remuneration has been calculated as the ratio between the highest paid officer's earnings and the median earnings of employees.

3.4.2 Using taxable earnings for the 2016/17 financial year (including elements such as pension contributions and lease car allowance) the ratio for the County Council is 8.76:1. This is the same as the figure provided in last year's Pay Policy Statement of 8.76:1.

3.4.3 In calculating the pay multiple based on FTE salaries (excluding allowances and enhancements) as at 1 January 2018 the ratio of the Chief Executive's salary to the median FTE salary of employees was 7.29:1. This is slightly higher than the previous two years.

3.4.4 The pay multiples from previous years are as follows:

Financial year Pay Policy Statement	Pay multiple Taxable earnings	Pay multiple FTE salary
2012/13	11.01:1	8.79:1
2013/14	10.36:1	8.32:1
2014/15	9.61:1	8.25:1
2015/16	9.29:1	7.95:1
2016/17	9.27:1	7.15:1
2017/18	8.76:1	7.15:1
2018/19	8.76:1	7.29:1

The figures from 2017/18 onwards no longer include Tricuro employees who transferred employment on 1 July 2015.

4. Next Steps

- 4.1 It is recommended that the Staffing Committee agree to recommend the attached Pay Policy Statement for the financial year 2018/19 to the County Council.
- 4.2 Once agreed, and in advance of 31 March 2018, the Pay Policy Statement will be published on the County Council's website.
- 4.3 Prior to its publication, Privacy Notices will be issued to each of the Chief Officers detailed in the Schedule (Appendices A1 and B1).

Debbie Ward
Chief Executive

Jonathan Mair
Head of Organisational Development

10 January 2018

DORSET COUNTY COUNCIL PAY POLICY STATEMENT 2018/19

1. Purpose

- 1.1 This Pay Policy Statement is required under Part 1, Chapter 8 'Pay Accountability' of the Localism Act 2011 and as such does not form part of an employee's contract of employment and does not create any contractual rights.
- 1.2 The Pay Policy Statement has been approved by resolution of the full County Council.
- 1.3 The Pay Policy Statement, along with appendices, is published on the County Council's Website - www.dorsetforyou.gov.uk
- 1.4 The County Council has published an annual Pay Policy Statement since the financial year 2012/13. This Pay Policy Statement is for the financial year 2018/19 and will be updated and re-published on an annual basis thereafter.
- 1.5 Should any amendments to the Pay Policy Statement be required during the financial year 2018/19 this will be approved by the full County Council, after which the amended version of the Pay Policy Statement will be published.
- 1.6 A glossary of terms used in the Pay Policy Statement can be found at the end of the document.

2. Context of Dorset County Council

- 2.1 The County Council employs 4,010 staff and provides a wide range of services managed through the Chief Executive's Department and Directorates:
- 2.2 The Chief Executive is the lead adviser to elected members and the head of paid service.
- 2.3 The Chief Executive's Department includes Organisational Development (Human Resources, Legal, Democratic Services, Governance & Assurance), Finance and Business Transformation.
- 2.4 Children's Services includes Care & Protection, Prevention & Partnerships and Design & Development.
- 2.5 Environment and the Economy includes Economy, the Environment, Highways, ICT & Customer Services.
- 2.6 Adult and Community Services includes Adult Care, Early Help & Community Services and Safeguarding & Quality.

3. Partnerships

- 3.1 In addition to the Chief Executive's Department and Directorates, the County Council has various partnership arrangements in place which work towards improving efficiency in local government. By working together with other public sector organisations, the authority can provide high quality services more efficiently and cost

effectively resulting in the better use of resources. Meaningful and productive partnerships have been established which provides joint funding for services, with each partner contributing an agreed percentage towards costs, including remuneration.

- 3.2 The County Council currently has jointly funded partnership arrangements for Public Health and the Dorset Waste Partnership. The following provides details of Dorset's contribution to the remuneration package. These percentages are subject to periodic review.

Partnership	DCC Contribution to remuneration package
Public Health	55.5%
Dorset Waste Partnership	64.3%

- 3.3 On 1 April 2013, the Public Health Service transferred to the County Council under a statutory transfer order and provides services in relation to prevention, health protection, healthcare and health promotion programmes. The County Council is the host employer and provides Public Health services for Dorset which includes the Borough of Poole and Bournemouth Borough Council.

- 3.4 In addition, the Dorset Waste Partnership is hosted by the County Council in partnership with the District Councils. The Dorset Waste Partnership includes services such as waste, recycling and street cleaning services.

4. Contracts for Service Arrangements

- 4.1 In addition the Council may, in exceptional circumstances, engage non-specific individuals via a contract for services through third party organisations. This allows the Council to engage under a contract for service for a specific project or in specialised areas where there is no ongoing requirement for a specific role within the County Council. These contracts for service have been assessed as IR35 compliant (and fall outside of the IR35 legislation).

For the purposes of transparency the County Council's Pay Policy Statement includes information under these arrangements in Appendix C1.

5. Requirements of the Localism Act

- 5.1 In accordance with the Localism Act, the Pay Policy Statement outlines the County Council's policies relating to:

- The remuneration of its Chief Officers
- The remuneration of its lowest-paid employees, and
- The relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers.

- 5.2 The Pay Policy Statement applies to Dorset County Council employees excluding schools. This is in line with the Secretary of State's "Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act" (February 2012) and Supplementary Guidance (February 2013). Each school has a separate Pay Policy with a reporting line to the Governing Body and it is the school that ultimately determines the terms and conditions for its employees.

5.3 The Pay Policy Statement excludes Apprentices engaged on contracts for training.

6. Remuneration of Chief Officers

6.1 The Localism Act defines Chief Officers by reference to various sections of the Local Government and Housing Act 1989. For the purposes of this Pay Policy Statement and in terms of the County Council's structures the definition of Chief Officers incorporates the Chief Executive, Directors, Chief Financial Officer, Monitoring Officer and any officer who reports directly to these post-holders (other than those whose duties are solely secretarial or clerical or otherwise in the nature of support services).

6.2 Chief Officers are employed under either the Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities, the JNC for Chief Officers of Local Authorities or the National Joint Council (NJC) for Local Government Services (Green Book terms and conditions of employment). Public Health Chief Officers (other than the Director) are employed under the National Health Service (NHS) terms and conditions in accordance with the statutory transfer order.

6.3 A schedule of Chief Officers' post specific remuneration is contained at Appendices A1 and B1. These detail:

- Position Title
- Directorate / Partnership
- Overview Table Category (Appendices A2 and B2)
- National Terms and Conditions of Service
- FTE Annual Salary
- FTE Salary Range
- FTE Allowances

6.4 Overview Tables detailing terms and conditions have been produced. Appendix A2 details those policies relating to remuneration which are not post specific and refers to Chief Officers and lowest paid employees. Appendix B2 details those policies relating to remuneration which are not post specific and refers to Public Health Chief Officers.

6.5 A further explanation of the Overview Tables (Appendices A2 and B2) is contained within Section 7.

6.6 The Chief Executive is the Returning Officer for County Council elections and the salary range for the post is inclusive of returning officer fees.

6.7 The appointment of Directors and Heads of Service/Assistant Directors/Service Directors is delegated to the Staffing Committee.

6.8 The Staffing Committee recommend the appointment of Statutory Chief Officers and the Chief Executive, with confirmation of the appointment being ratified by full County Council.

6.9 The appointment of all staff not covered by paragraphs 5.7 and 5.8 is undertaken by the appropriate Director or their nominees under powers delegated under the Scheme of Delegation.

7. Remuneration of Lowest Paid Employees

- 7.1 The Localism Act requires the Pay Policy Statement to define the Lowest Paid Employees. The Local Government Association, Localism Act: Pay Policy Statements Guidance for Local Authority Chief Executives” (November 2011) suggests that the simplest and most easily understood definition of lowest paid employees might be those employees on the lowest pay point in use by the authority.
- 7.2 In line with the above, DCC define this as those employed on the minimum of Grade 1 (NJC Green Book terms and conditions of service).
- 7.3 Roles at this grade may include:
- School Crossing Patrol
 - Catering – Housekeeper - Facilities Assistant
 - Driver/Delivery Person
- 7.4 The salary scale for Dorset Grade 1 is indicated on the Overview Table (Appendix A2).
- 7.5 The Overview Table (Appendix A2) details further policies relating to remuneration that can apply to the lowest paid employees (it also refers to Chief Officers).

8. Overview Tables

- 8.1 Appendix A2 details the policies relating to the remuneration of Chief Officers and the lowest paid employees. Policies relating to the remuneration of Public Health Chief Officers are outlined in Appendix B2. It should be noted that the tables reflect only those key elements of each policy relating to remuneration.
- 8.2 For the purposes of the Overview Tables, terms and conditions groups have been structured under the following headings:
- Chief Officer: Chief Executive and Directors
 - Chief Officer: Heads of Service/ Assistant Director/Service Director
 - Chief Officer: Other
 - Lowest Paid Employees: Dorset Grade 1 (Spinal Column Point 6)
 - Public Health Medical Staff
 - Public Health Non Medical Staff
- 8.3 The policies relating to remuneration details shown in both appendices have been grouped under 5 main headings that mirror the requirement of the Localism Act 2011:
- Elements of Remuneration
 - Remuneration on Recruitment
 - Increases and Additions to Remuneration
 - Performance Related Pay
 - Payments on Ceasing to Hold Office

8.4 Elements of Remuneration

The County Council applies a number of elements that could form the total remuneration package for Chief Officers and lowest paid employees. Details of these can be found under the following headings within the Overview Tables:

- Basic Salary Range
- Plussage to Basic Grade
- Weekend Enhancement
- Night Enhancement
- Standby Allowance
- Standby Callout
- Overtime
- Public Holiday Enhancement
- Sleeping In Allowance
- First Aid Allowance
- Retainer Payment
- Returning Officer Fees

In addition to the above elements, there may be occasions when the County Council makes payments that are considered to be a benefit in kind. The following should not be considered an exhaustive list, but provides a flavour of the types of benefits in kind that may be payable to employees and regarded as taxable by HMRC when certain circumstances dictate:

- Relocation Expenses over £8,000
- Broadband/Telephone Line Rental
- Relocation Mileage

8.5 Remuneration on Recruitment

Details of the County Council's policy on remuneration on appointment can be found in the Overview Tables under the following headings:

- Starting Salaries
- Recruitment and Retention Payments

8.6 Increases and Additions to Remuneration

In certain circumstances, the County Council may apply increases/additions to remuneration. Details of these can be found under the following headings within the Overview Tables:

- Payments for Additional Duties
- Cost of Living Pay Increases
- Salary Protection

8.7 Performance Related Pay

The County Council does not make bonus payments. Some elements of pay are performance related. Details of the following performance related elements of pay, and how they are applied, can be found within the Overview Tables:

Pay Policy Statement 2018/19

- Incremental/Scale Progression
- Merit Increments

8.8 Payments on Ceasing to Hold Office

The County Council applies a number of payments/provisions in the event of an employee ceasing to hold office. An outline of the following payments can be found within the Overview Tables:

- Notice Period
- Redundancy Provisions

9. Relationship between Chief Officer and Non Chief Officer

9.1 The Localism Act requires the County Council to set out the relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers. In determining the relationship, regard has been given to Hutton's Review of Fair Pay in the Public Sector (Final report dated March 2011), the Secretary of State's guidance and Local Government Association (LGA) guidance. These reference sources define the relationship in terms of a pay multiple calculation.

9.2 In line with the above reports and guidance documentation, pay multiples have been calculated as the ratio between the Chief Executive's earnings and the median average earnings of employees.

9.3 The LGA guidance indicates that the pay multiple could be calculated based upon total taxable earnings or FTE salaries. For the purposes of this statement the County Council provides both.

9.4 In calculating the pay multiple based on total taxable earnings for the 2016/17 tax year (including benefits in kind and elements such as pension contributions*) the ratio of the Chief Executive's earnings to the median earnings of employees was 8.76:1.

9.5 In calculating the pay multiple based on FTE salaries (excluding allowances and enhancements*) as at 1 January 2018 the ratio of the Chief Executive's salary to the median FTE salary of employees was 7.29:1.

9.6 The pay multiples for each Pay Policy published are as follows:

Financial year Pay Policy Statement	Pay multiple Taxable earnings	Pay multiple FTE salary
2012/13	11.01:1	8.79:1
2013/14	10.36:1	8.32:1
2014/15	9.61:1	8.25:1
2015/16	9.29:1	7.95:1
2016/17	9.27:1	7.15:1
2017/18	8.76:1	7.15:1
2018/19	8.76:1	7.29:1

* Excluding schools employees and apprentices

- 9.7 The figures from 2017/18 onwards no longer include Tricuro employees who transferred employment on 1 July 2015.

10. Conclusion

- 10.1 These documents are considered to be an accurate reflection at the time of publishing. However, if subsequent amendments to the Pay Policy Statement are necessary during the financial year 2018/19 this will require approval by the full County Council, after which the amended versions would be published.

Glossary of terms

Basic Pay is the core element of salary payable before enhancements or additions.

Directorate/Department is the name given to one of the main departments/divisions of the County Council. Dorset County Council has the following directorates/departments: Chief Executive's Department, Environment & the Economy Directorate, Adult & Community Services Directorate, Children's Services Directorate and Public Health.

DCC – Dorset County Council.

Elected Members are Councillors elected through local elections to represent their communities in local government.

FTE is Full Time Equivalent. For the County Council this is 37 hours per week.

Green Book is the name given to the document containing the National Agreements on pay and conditions of service for Local Government Services. This agreement includes the full, current details of the National Joint Council (NJC) for Local Government Services. Known as the Single Status Agreement, the Green Book covers the pay and conditions for a range of local authority employees.

HMRC – Her Majesty's Revenue and Customs.

Incremental Progression is the process of moving up through a salary scale range.

Joint Negotiating Committee (JNC) is the body which sets the national framework used to pay certain groups of employees. The function of the JNC is to negotiate with Trade Unions on nationally determined terms and conditions of service and any yearly cost of living pay increase.

Median is found by arranging all values in order from the lowest to the highest and selecting the middle value.

Spinal Column Point (Pay Point) is the name given to a particular point on a salary range/grade.

Appendix A1 - Schedule of Chief Officers Remuneration							
Position Title	Directorate	Overview Table Category (Appendix A2)	National Terms and Conditions of Service	FTE Annual Salary as at 01.01.18 (checked 13/10/17)	FTE Salary Range £ per annum	Grade	FTE Allowances £ per annum
Chief Executive (and holding temporary responsibility as Director for Adults Social Services)	Chief Executive's Department	Chief Officer Chief Executive & Directors (JNC Terms and Conditions)	JNC for Chief Executives of Local Authorities	£155,055	£142,814 - £158,116	Chief Executive (CE)	£0
Corporate Director for Environment and the Economy	Environment & the Economy	Chief Officer Chief Executive & Directors (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£123,351	£111,630 - £126,281	CO Salary Band 1	£0
Head of Organisational Development	Chief Executive's Department	Chief Officer Heads of Service (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£91,910	£87,365 - £91,910	CO Salary Band 3	£0
Programme Director – Business Transformation (Part Time)	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	JNC for Chief Officers of Local Authorities	£91,910 (FTE) (Pro Rata £49,681)	£87,365 - £91,910	CO Salary Band 3	£0
Assistant Director - Adult Care	Adult & Community Services	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£90,395	£87,365 - £91,910	CO Salary Band 3	£0
Head of Financial Services (& Section 151 Officer)	Chief Executive's Department	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£90,395	£87,365 - £91,910	CO Salary Band 3	£0
Assistant Director – Children's Care & Protection	Children's Services	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£88,880	£87,365 - £91,910	CO Salary Band 3	£0
Service Director – Highways Operations	Environment & the Economy	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£88,880	£87,365 - £91,910	CO Salary Band 3	£0
Assistant Director – Early Help & Community Services	Adult & Community Services	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officer of Local Authorities	£84,335	£81,305 - £85,850	CO Salary Band 4	£0
Head of ICT and Customer Services	Environment & the Economy	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£84,335	£81,305 - £85,850	CO Salary Band 4	£0
Assistant Director – Design & Development	Children's Services	Chief Officer Heads of Service (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£82,820	£81,305 - £85,850	CO Salary Band 4	£0
Service Director – Economy	Environment & the Economy	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£82,820	£81,305 - £85,850	CO Salary Band 4	£0
Service Director – Environment	Environment & the Economy	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£82,820	£81,305 - £85,850	CO Salary Band 4	£0
HR Specialist Services Lead	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£73,257	£64,621 - £73,257	Dorset Grade 17	£0
Chief Accountant (Deputy Section 151 Officer)	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£70,230	£64,621 - £73,257	Dorset Grade 17	£0

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Legal Services Manager	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£67,369	£64,621 - £73,257	Dorset Grade 17	£0
Head of Business Improvement	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£65,984	£64,621 - £73,257	Dorset Grade 17	£0
HR Specialist Project – HR Specialist Services	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£64,621	£64,621 - £73,257	Dorset Grade 17	£0
Group Manager	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£59,478	£52,670 - £59,478	Dorset Grade 16	£0
Service Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£57,062	£52,670 - £59,478	Dorset Grade 16	£0
Service Manager (Part Time)	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£54,748 (Pro Rata £28,113)	£52,670 - £59,478	Dorset Grade 16	£0
Service Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book) NJC for Local Government Services (Green Book)	£53,609	£47,989 - £53,609	Dorset Grade 15	£0
Service Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£53,609	£47,989 - £53,609	Dorset Grade 15	£0
Service Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£53,609	£47,989 - £53,609	Dorset Grade 15	£0
HR Operations Service Manager	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£51,730	£47,989 - £53,609	Dorset Grade 15	£0
Service Manager (Part Time)	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£50,788 (Pro Rata £30,844)	£47,989 - £53,609	Dorset Grade 15	£0
Services & Development Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£50,788	£47,989 - £53,609	Dorset Grade 15	£0
Services & Development Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£50,788	£47,989 - £53,609	Dorset Grade 15	£0
Service Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£50,709	£47,989 - £53,609	Dorset Grade 15	£0
Programme Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£49,847	£47,989 - £53,609	Dorset Grade 15	£0
Team Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£48,922	£43,821 - £48,922	Dorset Grade 14	£0

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Service Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£48,922	£43,821 - £48,922	Dorset Grade 14	£0
Services & Development Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£48,922	£47,989 - £53,609	Dorset Grade 15	£0
Team Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	Protected terms and conditions (TUPE)	£48,514	£40,428 - £48,514	Agenda For Change Band 8A	£0
Democratic Services Manager	Chief Executive's Department	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£47,989	£43,821 - £48,922	Dorset Grade 14	£0
Strategic Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£47,989	£47,989 - £53,609	Dorset Grade 15	£0
Principal Professional Lead	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£44,630	£39,177 - £44,630	Dorset Grade 13	£0
Team Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£44,630	£39,177 - £44,630	Dorset Grade 13	£0
Team Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£44,630	£39,177 - £44,630	Dorset Grade 13	£0
Principal Professional Lead	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£41,967	£39,177 - £44,630	Dorset Grade 13	£0
Practice Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£40,057	£34,538 - £40,057	Dorset Grade 12	£0
Practice Manager	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£39,177	£34,538 - £40,057	Dorset Grade 12	£0
Business Manager (Part Time)	Adult & Community Services	Chief Officer Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£36,379 (Pro Rata £21,631)	£34,538 - £40,057	Dorset Grade 12	£0
Interim Director for Children's Services	Children's Services	N/A	N/A	Consultant rate *£700 daily rate (+ £94.45 agency fees)	N/A	The substantive Grade for this post is CO Salary Band 1. The overall cost of the Interim appointment will not exceed that of a Director's grade with on-costs.	£0

Appendix A2 - Overview Table of Policies Relating to Remuneration for the Chief Officers and Lowest Paid Employees				
	<u>Chief Officer</u> Chief Executive & Directors (JNC Terms and Conditions)	<u>Chief Officers</u> Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	<u>Chief Officers</u> Other (Green Book Terms and Conditions)	<u>Lowest Paid Employees</u> Grade 1 (Spinal Column Point 6) (Green Book Terms & Conditions)
Elements of Remuneration				
Basic Salary Range	See Appendix A1			Grade 1 £15,014 pa (FTE)
Weekend Enhancement	<p>Not applicable.</p> <p>The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.</p>		<p>Where hours are worked at weekends on an ad hoc, irregular basis as part of normal flexibility to meet service demands, enhanced payments for weekend working will not apply and time off in lieu should be taken or flexi time recorded.</p> <p>For all hours worked on a Saturday or Sunday as part of a regular, rostered arrangement, payment will be at time plus one half of basic pay.</p>	
Night Enhancement	<p>Not applicable.</p> <p>The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.</p>		<p>Where a designated waking night shift is undertaken by a designated night worker payment will be made at time plus one third of basic pay.</p>	
Standby Allowance	<p>Not applicable.</p> <p>The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.</p>		<p>Stand-by Allowance is payable when an employee is required to be on stand-by in order to be available for call out in an emergency outside of normal working hours.</p> <p>Stand-by Allowance is normally paid for a 12 hour session. Monday - Friday £9.88. Saturday/Sunday/Public Holidays £17.78 per session.</p>	
Standby Callout	<p>Not applicable.</p> <p>The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.</p>		<p>Standard - Employees called out to work during a period of stand-by, time worked over 30 minutes in any 12 hour period of stand-by will be paid at basic rate plus one half subject to a minimum payment of two hours.</p> <p>Bank Holiday - Employees called out to work whilst on stand-by duty on Christmas Day, Boxing Day, New Year's Day, Good Friday or Easter Monday will receive triple pay for all hours worked over 30 minutes in any 12 hour period. Double time will be paid for hours worked over 30 minutes in any 12 hour period when called out on other public holidays. Payments are subject to a minimum payment of two hours at the enhanced rate when called out.</p> <p>Best endeavours arrangement (i.e. no specific stand-by requirement) will receive the appropriate Stand-by Allowance and compensation for time worked in accordance with the Callout Scheme if called out and required to work more than 30 minutes in any one 12 hour period. If called out and required to undertake work for less than 30 minutes, they will receive the appropriate Stand-by Allowance in complete recompense.</p>	
Overtime	<p>Not applicable.</p> <p>The full time working week for this post is 37 hours. However due to the nature and seniority of the posts there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours are applicable.</p>		<p>Usually overtime worked to manage peaks in workload should be taken as time off in lieu/flexitime at a later date. Where payment for overtime is authorised by a manager for work above 37 hours per week, payment will be at the employee's usual hourly rate (plain time).</p> <p>Exceptionally, where overtime is worked during a shift when enhanced payments are applicable for unsocial hours working, the appropriate enhanced rate will be paid in complete recompense.</p>	

Public Holiday Enhancements	<p>Not applicable.</p> <p>The full time working week for this post is 37 hours. However due to the nature and seniority of the post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.</p>	<p>Where work is required to be undertaken on a public holiday, payment is at double time for all hours worked on spring and late summer public holidays (May and August) and on May Day. Work on Christmas Day, Boxing Day, New Year's Day, Good Friday and Easter Monday is paid at triple basic pay rate for all hours worked.</p>
Sleeping In	<p>Not applicable.</p>	<p>If required to sleep in on work premises a sleeping in payment of £34.68 is payable per night. This rate covers the requirement to sleep in and up to 30 minutes call out per night. Any additional time worked in excess of 30 minutes during a sleeping in shift can be claimed, where approved, as additional hours.</p>
First Aid Allowance	<p>A designated first aider (appointed person) for a place of work, who commenced the role on or after 10 April 2017, is paid a fixed first aid allowance of £21 per month (pro rata for part time employees). A designated first aider (appointed person) for a place of work, who commenced the role on or before 9 April 2017, is paid a first aid allowance of £19.95 per month.</p>	
Retainer Payment	<p>Not applicable</p>	<p>Retainer payments for School Crossing Patrols and Passenger Assistants (employed directly by the County Council) ceased in October 2015. Three years cash protection applies until 31 August 2018.</p>
Returning Officer Fees	<p>The Chief Executive is the Returning Officer for County Council Elections. The Chief Executive salary is inclusive of returning officer fees.</p>	<p>Not applicable.</p>
Remuneration on Recruitment		
Starting Salaries	<p>Upon recruitment, appointment is made to the minimum spinal column point, with discretion to determine a higher incremental point subject to the following criteria:-</p> <ul style="list-style-type: none"> - the individual's knowledge, skills, experience and qualifications relating to the requirements of the role; - performance/capability as evidenced during the recruitment process; - existing market forces; - consideration of existing employees performing the same role as matched against the above criteria. 	
Recruitment and Retention Payments	<p>Not applicable.</p>	<p>Labour market increments (LMI's) are additional increments added to the top of the pay scale for a post where there is sufficient evidence that the current Dorset Grade maximum is insufficient to recruit or retain employees of the appropriate competence/skill mix. LMI's are approved by the Director and Elected Member and all posts attracting market forces increments are reassessed every three years in accordance with the Labour Market Adjustment Scheme in order to take account of current labour market information and evidence. If following review LMI's are reduced or removed a 3 year period of cash protection is applied.</p> <p>Key Skills Recruitment & Retention Bonus Scheme – introduced in 2016 a bonus scheme may be applied to any posts at any grade where a clear skills shortage and difficulty in recruiting key staff can be demonstrated. The bonus payable will be an amount between £1,500 and £2,000 (pro rata for part time positions) depending on the approved business case.</p> <p>Family and Friends Referral Scheme – introduced in 2016 this scheme is available to certain employees of the council and is intended to assist in the recruitment and retention of key staff in difficult to recruit to posts. The Director or Chief Executive can consider offering the friends and family referral payment to an existing employee who refers a successful candidate to a key vacancy. The amount payable is set at a maximum of £1,000 regardless of the post, pro rata for part time positions.</p>
Increases and Additions to Remuneration		
Payments for additional duties	<p>Acting up payment may apply where there is a requirement to undertake additional responsibilities for an extended period (normally over 4 weeks). A full acting up payment is calculated as the difference between the salary of the employee acting up and the minimum point of the grade of the post being covered. When an employee is already paid on a point within the higher grade, the allowance will be calculated based upon the next point within the grade. Where only part of the duties are being undertaken a proportioned (percentage) payment is made.</p> <p>An honorarium payment (usually a one off amount of up to £100) can be awarded to an employee who has performed exceptionally outside of the normal scope of their duties e.g. work on a complex temporary project.</p>	<p>Acting up payment may apply where there is a requirement to undertake additional responsibilities for an extended period (normally over 4 weeks). A full acting up payment is calculated as the difference between the salary of the employee acting up and the minimum point of the grade of the post being covered. When an employee is already paid on a point within the higher grade, the allowance will be calculated based upon the next point within the grade. Where only part of the duties are being undertaken a proportioned (percentage) payment is made.</p> <p>An honorarium payment (usually a one off amount of up to £100) can be awarded to an employee who has performed exceptionally outside of the normal scope of their duties e.g. work on a complex temporary project.</p>

Cost of Living Pay Increases	<p>Chief Executive - Cost of living pay increases agreed by Joint Negotiating Committee for Chief Executives of Local Authorities. The last cost of living pay increase at 1% was awarded from 1 April 2017.</p> <p>Directors, Heads of Service, Assistant Directors & Service Directors - Cost of living pay increases are agreed by the Joint Negotiating Committee for Chief Officers of Local Authorities. The last cost of living pay increase at 1% was awarded from 1 April 2017.</p>	<p>Cost of living pay increases are agreed by the National Joint Council for Local Government Services. The last cost of living pay increase of 1% was awarded from 1 April 2017.</p>		
Salary Protection	<p>18 months' salary grade protection applicable in cases of redeployment due to redundancy or reorganisation.</p> <p>12 months allowance/enhancement protection applicable in cases of redeployment due to redundancy or reorganisation where certain conditions apply.</p>			
Performance Related Pay				
Incremental/Scale Progression	<p>Chief Executive - Competence based incremental progression, to the maximum of the grade, is subject to an annual externally facilitated appraisal by a panel of elected members comprising of the Chairman of the County Council and the political group leaders.</p> <p>Directors - Competence based incremental progression is subject to an annual performance review with the Chief Executive. The panel of elected members as outlined above determine incremental progression for competency related points on the recommendation of the Chief Executive following a performance review.</p>	<p>Heads of Service/Assistant Directors/Service Directors – Competence based incremental progression is subject to an annual performance review and subject to confirmation by the Director/Chief Executive.</p>	<p>Incremental Progression – Progression through service increments takes place on 1 April each year. Service increments are automatic but can be withheld as part of action under capability or disciplinary procedures.</p> <p>Thereafter the remaining increments are competency related and payable based on satisfactory performance and development which is measured against agreed targets linked to objectives and priorities.</p> <p>Increments are payable on 1 April each year. Employees appointed between 1 October and 31 March may receive their first increment 6 months after commencement.</p>	
Merit Increments	<p>Not applicable.</p>		<p>Where there is a need to recognise exceptional effort/performance in circumstances which do not meet the guidelines for acting up or honoraria payments, managers can authorise the award of one or two merit increments (within the appropriate grade). These are permanent additions to pay.</p>	
Payments on Ceasing to Hold Office				
Notice Period	<p>Where an appointment is subject to a probationary period it may be terminated by 1 week's notice on either side. Thereafter;</p> <p>Following any probationary period employees in this group are required to give 13 weeks notice.</p> <p>Following any probationary period DCC is required to give employees in this group 13 weeks notice.</p> <p>Following any probationary period the contractual notice requirements go beyond those required by the Employment Rights Act 1996 which provide for 1 week's notice for each year of continuous employment up to a maximum of 12 weeks.</p>	<p>Where an appointment is subject to a probationary period it may be terminated by 1 week's notice on either side. Thereafter;</p> <p>Following any probationary period employees in this group are required to give 13 weeks notice</p> <p>Following any probationary period DCC is required to give employees in this group 13 weeks notice</p> <p>Following any probationary period contractual notice requirements go beyond those required by the Employment Rights Act 1996 which provide for 1 week's notice for each year of continuous employment up to a maximum of 12 weeks.</p>	<p>Where an appointment is subject to a probationary period it may be terminated by 1 week's notice on either side. Thereafter employees in this group are required to give 4 weeks notice.</p> <p>Following any probationary period DCC is required to give employees in this group 4 four weeks notice extended (as appropriate) by the Employment Rights Act 1996 to provide for 1 week's notice for each year of continuous employment up to a maximum of 12 weeks.</p> <p>Following any probationary period contractual notice requirements in the first three years go beyond those required by the Employment Rights Act 1996.</p>	
Redundancy Provisions	<p>A redundancy multiplier of 1.5 times the statutory redundancy pay formula (based on actual pay).</p>		<p>A redundancy multiplier of 1.5 times the statutory redundancy pay formula (based on actual pay*).</p> <p>*Employees in this group will have any redundancy payment calculated using a minimum weekly wage of £334.08 (pro rata for part time employees).</p>	

Appendix B1 - Schedule of Partnerships Chief Officers Remuneration

Position Title	Partnership	Overview Table Category (Appendix A2/B2)	National Terms and Conditions of Service	FTE Annual Salary as at 01.01.17	FTE Salary Range £ per annum	Grade	FTE Allowances £ per annum
The Dorset Waste Partnership is a partnership between Dorset County Council and the District Councils (Christchurch, East Dorset, North Dorset, Purbeck, West Dorset and Weymouth and Portland). Dorset County Council's contribution to the remuneration package is 64.3%.							
Director of Dorset Waste Partnership	Dorset Waste Partnership	Chief Officer Heads of Service/Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£88,880	£87,365 - £91,910	CO Salary Band 3	£0
Head of Service - Operations	Dorset Waste Partnership	Chief Officer: Other (Green Book Terms and Conditions) Appendix A2 Overview table	NJC for Local Government Services (Green Book Terms & Conditions)	£55,896	£52,670 - £59,478	Dorset Grade 16	£0
Head of Service - Strategy	Dorset Waste Partnership	Chief Officer: Other (Green Book Terms and Conditions) Appendix A2 Overview table	NJC for Local Government Services (Green Book Terms & Conditions)	£55,896	£52,670 - £59,478	Dorset Grade 16	£0
Finance & Commercial Manager	Dorset Waste Partnership	Chief Officer: Other (Green Book Terms and Conditions) Appendix A2 Overview table	NJC for Local Government Services (Green Book Terms & Conditions)	£55,896	£52,670 - £59,478	Dorset Grade 16	£0
The Public Health Service is a partnership between Dorset County Council, Bournemouth Borough Council and the Borough of Poole. Dorset County Council's contribution to the remuneration package is 55.5%. Public Health transferred to Local Authorities on 1 April 2013 from the Primary Care Trust (National Health Service) with protected terms and conditions of employment.							
Director of Public Health Dorset, Bournemouth and Poole	Public Health	Chief Officer Chief Executive & Directors (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£126,281	£111,630 - £126,281	CO Salary Band 1	No allowances *
Assistant Director of Public Health Dorset (Part Time)	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£92,074 (pro rata £55,244)	£76,761 - £103,490	Consultant Pay Scale	Allowance** £6,032
Assistant Director of Public Health Poole	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£83,258	£67,247- £83,258	Agenda for Change Band 8 D	£0
Assistant Director of Public Health Dorset (Part time)	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£83,258 (pro rata £71,036)	£67,247- £83,258	Agenda for Change Band 8 D	£0
Deputy Director of Public Health, Public Health Dorset	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£100,431	£79,415 - £100,431	Agenda for Change Band 9	£0
Public Health Consultant (Part Time)	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£92,074 (pro rata £82,867)	£76,761 - £103,490	Consultant Pay Scale	Allowance** £3,016

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Public Health Consultant	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£86,369	£76,761 - £103,490	Consultant Pay Scale	£0
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* Director of Public Health moved across to Local Authority Chief Officer terms and conditions with effect from 1 April 2015.

** The Allowance is a Clinical Excellence Award in line with National Health protected terms and conditions of employment for which Appendix B2 provides details.

Appendix B2 - Overview Table of Policies Relating to Remuneration for Partnership arrangements for Public Health chief officers.

	<u>Public Health</u> Statutory Transfer Order protections apply Medical Staff (British Medical Association Consultants Terms & Conditions)	<u>Public Health</u> Statutory Transfer Order protections apply Non Medical Staff (Agenda for Change Terms & Conditions)
Elements of Remuneration		
Basic Salary Range	See Appendix B1	See Appendix B1
Plussage to Basic Grade	Eligible Medical Consultants can apply for a Clinical Excellence Award which recognises and rewards those consultants who contribute most towards the delivery of safe and high quality care to patients and the continuous improvement to NHS Services. Where relevant, this is included in the figures for remuneration at Appendix B1.	Not Applicable
Weekend and Night Enhancement	Not applicable	All time on Saturday (weekend - midnight to midnight) (night - any weekday after 8pm and before 6am) Pay Band 1 time plus 50% Pay Band 2 time plus 44% Pay Band 3 time plus 37% Pay Band 4 - 9 time plus 30% All time on Sunday (midnight to midnight) Pay Band 1 double time Pay Band 2 time plus 88% Pay Band 3 time plus 74% Pay Band 4 - 9 time plus 60%
Standby Allowance	Not applicable – ceased September 2016	Not applicable – ceased September 2016
Standby Callout	Not applicable	
Overtime	Non emergency work after 7pm and before 7am during weekdays or at weekends will only be scheduled by mutual agreement between the consultant and his or her clinical manager. Consultants will have the right to refuse non-emergency work at such times	Salary Bands 1 - 7 are eligible for overtime payments. Where payment for overtime is authorised by a manager for work above 37.5 hours per week, payment will be at time plus one half based on the employee's basic hourly rate. Double time will be paid for overtime worked on Bank Holidays. Part time employees will receive payment for the additional hours at plain time rate until their hours exceed standard hours of 37.5 hours per week. Staff may request time off in lieu as an alternative to overtime payments. However where hours are unable to be taken within 3 months, the overtime rate will be applied. Time off in lieu of overtime payments will be at plain time. Senior staff paid in bands 8 or 9 will not be entitled to overtime payments.

Public Holiday Enhancements	Consultants who in the course of their duties are required to be present in hospital or other place of work between the hours of midnight and 9am on statutory or public holidays should receive a day off in lieu.	<p>Equivalent time off in lieu at plain time rates, in addition to the appropriate payment:</p> <p>All time on Public Holidays (midnight to midnight)</p> <p>Pay Band 1 double time Pay Band 2 88% Pay Band 3 74% Pay Band 4 - 9 60%</p>
Remuneration on Recruitment		
Starting Salaries	Upon recruitment, appointment is made to the minimum spinal column point. Discretion to appoint to a higher incremental point is subject to the individual's knowledge, skills, experience and qualifications relating to the requirements of the role together with aggregated service with the NHS.	
Increases and Additions to Remuneration		
Cost of Living Pay Increases	The last cost of living pay increase agreed by the National Health Service Staff Council was awarded in 2017.	
Salary Protection	<p>NHS - Bournemouth & Poole Protection applies to staff who commenced employment on or after 1 October 1995 subject to having served a 12 month qualifying period; Short Term Protection - payable up to a maximum of 6 months Long Term Protection - payable up to a maximum of 7 years</p> <p>NHS Dorset Protection applies to staff dependant upon length of service; Short Term Protection - payable up to a maximum of 12 months Long Term Protection - payable up to a maximum of 4 years on a reducing percentage basis</p>	
Performance Related Pay		
Incremental/Scale Progression	<p>Medical Consultants Thresholds are set annually by the NHS Staff Council. The first 4 thresholds are awarded at one yearly intervals with the following 3 thresholds awarded at five yearly intervals based on successfully meeting set criteria.</p>	<p>Incremental Progression - Following an initial foundation (probation period) of up to 12 months, progression to the next point is subject to meeting criteria set under the Knowledge and Skills Framework for the post. Progression to subsequent points is every 12 months thereafter, until a second gateway point is reached and a further assessment against set criteria is undertaken as part of the development review.</p>
Payments on Ceasing to Hold Office		
Notice Period	3 months notice (although a longer / shorter period can be mutually agreed)	<p>Band 1 - 5 one months notice Band 6 + 3 months notice</p>
Redundancy Provisions	Redundancy Payment entitlement after completion of 2 years continuous services is one month's pay for each complete year of service up to a maximum of 24 years reckonable service.	

Appendix C1 - Schedule of Contracts for Service

Position Title	Directorate	Overview Table Category (Appendix C)	National Terms and Conditions of Service	FTE Annual Salary as at 01.01.17	FTE Salary Range £ per annum	Grade	FTE Allowances £ per annum
Contracts for Service are arranged in exceptional circumstances through third party organisations and have been assessed as IR35 compliant (and fall outside of IR35 legislation).							
Interim Transformation Programme Lead	Adult & Community Services	N/A	N/A	Consultant rate *£840 daily charge rate (includes all fees)	N/A	This role is under a contract for personal service and is IR35 compliant. The role is included for transparency purposes.	N/A
External Manager	Children's Services	N/A	N/A	Consultant rate *£700 daily rate (+ £109.65 agency fees)	N/A	This role is under a contract for personal service and is IR35 compliant. The role is included for transparency purposes	N/A

Note: No overview table is provided as terms and conditions do not apply.

Staffing Committee

Dorset County Council



Date of Meeting	29 January 2018
Officer	Chief Executive
Subject of Report	Gender Pay Gap Report 2017
Executive Summary	<p>At its meeting on 27 November 2017 the Staffing Committee received a report providing an overview of the gender pay gap reporting requirements.</p> <p>This report now provides a short overview of the requirement together with the proposed Gender Pay Gap Report.</p>
Impact Assessment:	<p>Equalities Impact Assessment: Not required as the regulations introducing Gender Pay Gap Reporting requirements have been introduced as part of the Equality Act legal framework.</p>
	<p>Use of Evidence: The report refers to guidance and information provided by the government and relevant legislation.</p>
	<p>Budget: None arising directly from this report although the requirement to report annually on the gender pay gap does involve additional work for Human Resources and Organisational Development. Any findings or recommendations/action plans for the future may have a subsequent impact on budgets.</p>
	<p>Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW</p>
	<p>Other Implications: None arising directly from this report.</p>
Recommendation	It is recommended that the Staffing Committee:

	<p>(i) Note the requirement for the Council to publish gender pay gap information under the provisions of The Equality Act 2010 (Specific Duties and Public Authorities)</p> <p>(ii) Approve the Gender Pay Gap report for 31 March 2017.</p>
Reason for Recommendation	To ensure that the council is compliant in respect of the gender pay gap reporting duty.
Appendices	Gender Pay Gap Report 2017
Background Papers	Previous report to the Staffing Committee dated 27 November 2017.
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1. Introduction

1.1 The Equality Act 2010 (Specific Duties and Public Authorities) requires the County Council to prepare and publish a gender pay gap report for 2017 and each subsequent year thereafter. Reporting is mandatory for employers with a headcount 250 or more employees as of 31 March 2017 (the 'snapshot' date). All public sector employers are required to publish information about gender pay gaps by 31 March 2018 and annually thereafter.

1.2 Gender Pay Gap Defined

1.2.1 The gender pay gap shows the difference between the **average** (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings. An example of this could be expressed as women earn 15% less than men.

1.3 Reporting Considerations

1.3.1 In preparing the report on the gender pay gap, the Council considered the following:-

- Headcount embraces a wider definition than 'employee' and includes workers, as well as some self-employed people. Agency workers are not included in the County Council's report, but will have been considered in any reporting requirements of their supplying agency.
- There are six calculations to carry out (refer to paragraph 1.4.1), and the results must be published on the employer's website and a government website within 12 months of the snapshot date of 31 March 2017.
- While the regulations for the public, private and voluntary sectors are near identical, and the calculations are directly comparable, the public sector regulations additionally take into account the Public Sector Equality Duty (PSED). The duty came into force in 2011 and requires public sector organisations to promote equality rather than just avoid discrimination.

1.4 Reporting Requirements

1.4.1 The key elements of the gender pay gap report are:-

- the difference in mean pay between male and female employees;
- the difference in median pay between male and female employees;
- the difference in mean bonus pay between male and female employees;
- the difference in median bonus pay between male and female employees;
- the proportions of male and female employees who were paid bonus pay; and
- the proportions of male and female employees in each quartile of their pay distribution.

1.4.2 The council's gender pay gap will be compared with the national average pay gap data. For the 2017 report, the data has been taken from the Office of National Statistics 2016 Annual Survey of Hours and Earnings.

1.5 Interpreting the data

1.5.1 When considering the data it should be noted that:-

- a **positive** percentage figure (which almost all organisations are likely to have) reveals that typically or overall, female employees have lower pay or bonuses than male employees
- a **negative** percentage figure (which some organisations may have) reveals that typically or overall, male employees have lower pay or bonuses than female employees
- a **zero** percentage figure (which is highly unlikely, but could exist for a median pay gap where a lot of employees are concentrated in the same pay grade) would reveal no gap between the pay or bonuses of typical male and female employees or completely equal pay or bonuses overall.

1.5.2 The calculations make use of two types of averages;

- a **mean** average involves adding up all the hourly rates and dividing the result by the number of items in the data set
- a **median** average involves listing all of the hourly rates in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

2. Gender Pay Gap data - 2017

2.1 The simplest way to understand the data is to refer to the infographics included as part of the Gender Pay Gap Report (at the appendix), but the key elements this time are also provided below.

2.2 The gender pay gap for the Council is 1.26% for **mean** hourly pay. This means that although the male mean hourly pay is above that of the female mean hourly pay, there is only a slight difference in the gap (0.17p). In comparison, the Council's mean pay gap is significantly lower than the national average of 18.2%.

2.3 The gender pay gap for the Council is -6.5% for **median** hourly pay. This means that the female median hourly pay is above that of the male median hourly pay. The Council's median pay gap is significantly lower than the national average of 17.5%.

2.4 The Council does not normally pay bonuses. However, there are a very small number individuals (less than 1% of employees), that transferred into the council under TUPE who do receive a bonus payment under their protected terms and conditions. The **mean** gender pay gap for bonus pay is 8.25% and **median** gender pay gap for bonus pay is 15.5%. This is largely due to the gender split within the 1% of employees in receipt of these bonus payments.

2.5 The Council can state what positive action it is proposing to take to reduce the pay gap. However, as the Council's gender pay gap percentages are significantly lower than the National Average, there is no immediate action proposed.

2.6 The report is normally required to show the proportion of males and females receiving bonus pay. However, due to the very small number of employees receiving bonus pay (and the gender split within this group) it is felt that to show this data would breach data protection regulations as it may be possible to identify individuals and the amount of bonus that they personally received. This information has therefore been omitted from the report.

2.7 The report is also required to provide the proportion of males and females in each quartile. This has been provided and data shows that there are more females than males in all four quartiles.

2.8 The quartiles also show the gender pay gap for mean hourly pay. The upper quartile and upper middle quartile show the mean hourly pay, 3.43% and 0.59% respectively. Which means the mean hourly pay is slightly higher for males. The lower middle quartile and lower quartile show the mean hourly pay of -1.74% and -2.22% respectively, which means the mean hourly pay in these quartiles are slightly higher for females.

3. Next Steps

- 3.1 Once agreed by the Staffing Committee, and in advance of 31 March 2018, the Gender Pay Gap report will be published on the Dorset for You website and uploaded to the Gov.uk website.

Debbie Ward
Chief Executive

Jonathan Mair
Head of Organisational Development

10 January 2018

Dorset County Council

Gender Pay Gap Report 2017



Dorset County Council

Human Resources & Organisational Development

DORSET COUNTY COUNCIL County Hall, Colliton Park, Dorchester, Dorset, DT1 1XJ

Dorset County Council

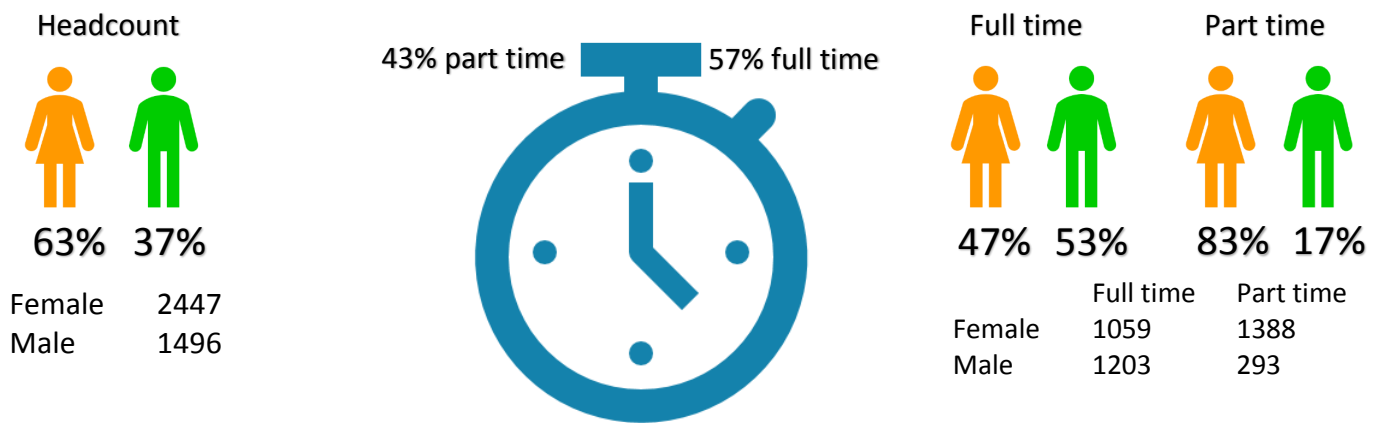
Gender Pay Gap 2017

All public sector employers are required to publish information about gender pay gaps by 31 March 2018. This information is based on a snapshot date of 31 March 2017. At this date, the following comprises of overall workforce data together within the gender pay gap requirements.

Workforce Demographic

The total headcount for Dorset County Council, required for reporting as at 31 March 2017 was 3,943.

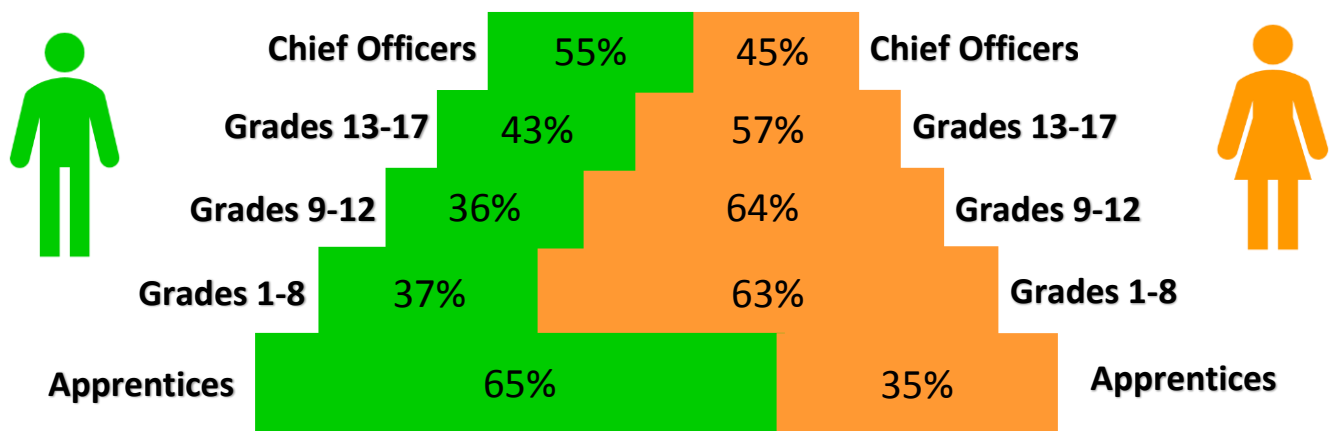
Total workforce demographic:



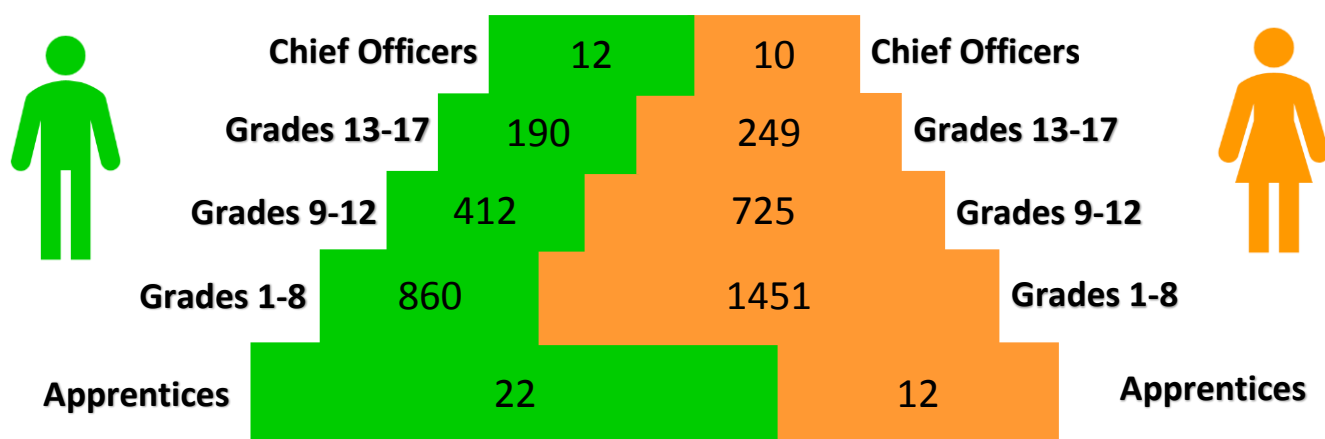
How is Dorset County Council made up?

Most of the 3,943 (c90%) members of staff are employed on Green Book Terms and Conditions. The remainder are on other T&Cs, including Soulbury and teaching, with others on TUPE protected T&Cs from previous employments. In these cases, to demonstrate the make-up of the county council, the full time equivalent salaries for these posts have been assimilated onto the DCC pay and grading structure, detailed below:

Gender split as percentage per grade



Gender split as headcount per grade



Gender Pay Gap explained

The gender pay gap does not show differences in pay for comparable jobs. Equal pay deals with the pay differences between men and women receiving equal pay for equal work and this is illegal. The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings.

What do we include?

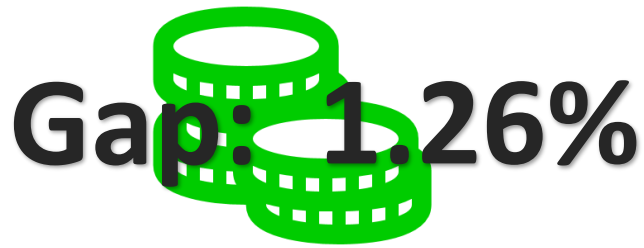
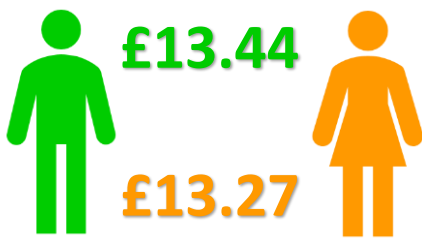
Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay employees and that of female full-pay employees
Median gender pay gap	The difference between the median hourly rate of pay of male full-pay employees and that of female full-pay employees
Mean Bonus Gap	The difference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

Calculating and understanding the pay gap

$$\frac{\text{Mean (or median) £ per hour for males} - \text{mean (or median) £ per hour for females}}{\text{Mean (or median) £ per hour for males}} \times 100$$

- A **positive** percentage figure indicates that generally, female employees have lower pay/bonuses.
- A **negative** percentage figure indicates that generally, male employees have lower pay/bonuses.
- A **zero** percentage figure indicates that there is no gap or completely equal pay/bonuses.

Mean hourly pay:

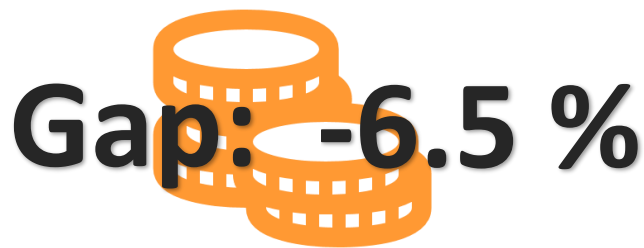


How do we compare?

Figures below from the Office of National Statistics 2016 Annual Survey of Hours and Earnings

National Average	Public Sector Average	South West Public Sector Average
18.2%	18.2%	22.3%

Median hourly pay:



How do we compare?

Figures below from the Office of National Statistics 2016 Annual Survey of Hours and Earnings

National Average	Public Sector Average	South West Public Sector Average
17.5%	17.8%	19%

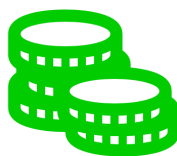
Proportion of men and women receiving bonuses

The council has also been asked to publish the difference in mean and median bonus pay between male and female employees and the proportions of males and female employees who were paid bonus pay

Dorset County Council does not normally pay bonuses. However, there are a very small number of individuals that transferred into the council under TUPE who do receive a bonus payment under their protected terms and conditions.

Out of the overall workforce of 3,943, less than 1% of employees (37 people) receive a bonus payment.

Mean bonus pay:



Gap: 8.25%

Median bonus pay:

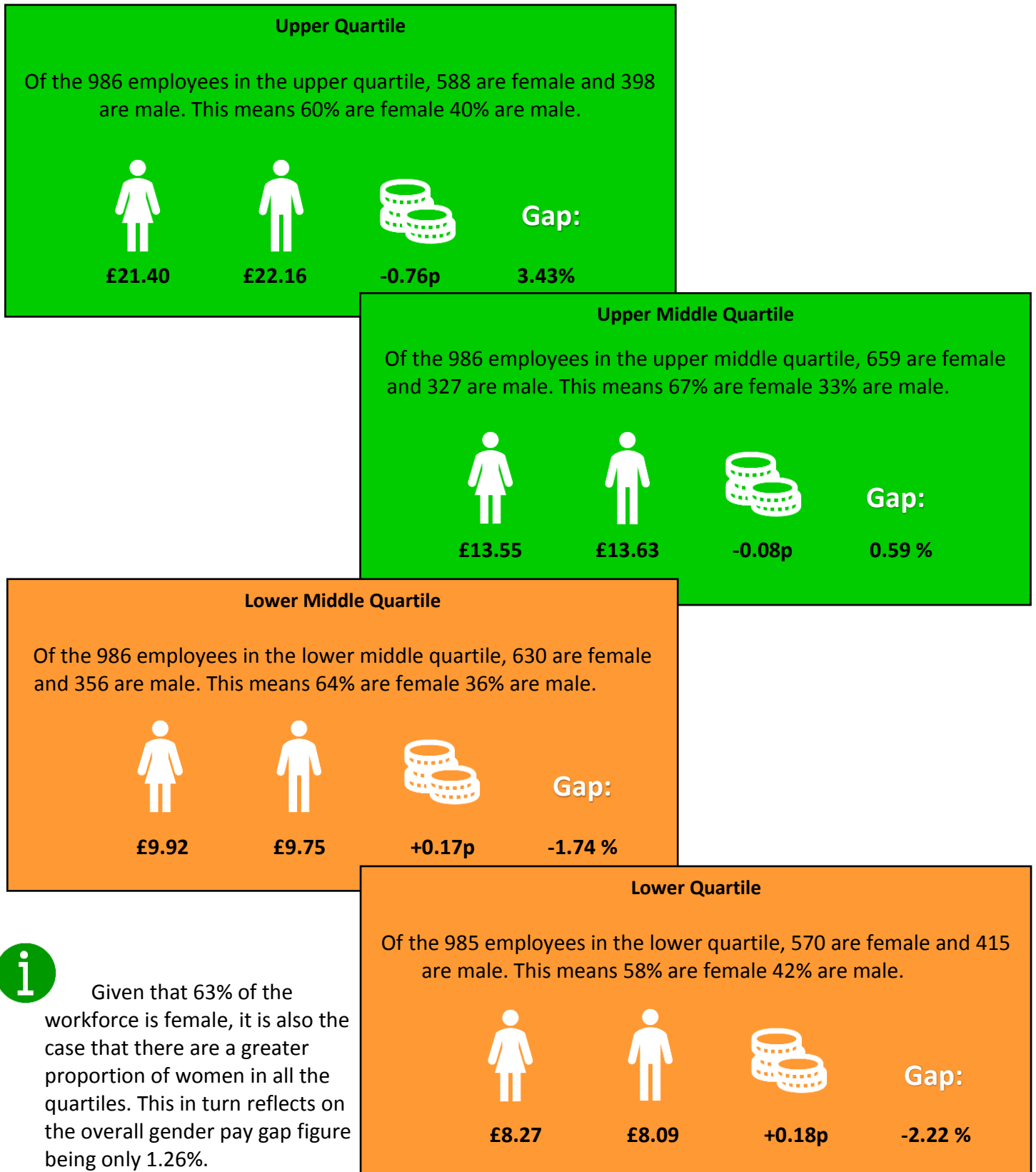


Gap: 15.5%

Proportion of men and women in each quartile of the pay structure

This data shows the proportions of male and female employees in four pay quartiles (the workforce is divided into four equal parts). Presenting the data in four quartiles compares the distribution of full-time equivalent pay for the male and female employees across the authority who are included in the report.

The mean gap is calculated on their hourly pay.



Given that 63% of the workforce is female, it is also the case that there are a greater proportion of women in all the quartiles. This in turn reflects on the overall gender pay gap figure being only 1.26%.

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of the Local Government Act 1972.

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