

# Agenda

Dorset County Council



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Meeting: Staffing Committee  
Time: 10.00 am  
Date: 28 January 2019  
Venue: Committee Room 3 - County Hall, County Hall, Colliton Park, Dorchester, DT1 1XJ

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Peter Wharf (Chairman)  
Andy Canning  
Rebecca Knox

Hilary Cox  
Andrew Cattaway  
Andrew Parry

Ray Bryan  
Janet Dover

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## Notes:

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- **Public Participation**

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### 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 23 January 2019, and statements by midday the day before the meeting.

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**Mike Harries**  
Chief Executive

Contact: Fiona King, Senior Democratic Services Officer  
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Date of Publication:  
Friday, 18 January 2019

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## 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 - 8

To confirm and sign the minutes of the meeting held on 26 November 2018.

## 4. **Public Participation**

(a) Public Speaking

(b) Petitions

## 5. **LGR Update**

To receive an oral update from the Leader of the County Council.

## 6. **Management of Attendance 2018/19 - Quarter 3 (October to December 2018)**

9 - 16

To consider a report from the Service Director, Organisational Development.

## 7. **Mid Year Performance and Development Review (PDR) Completion 2018**

17 - 28

To consider a report by the Service Director, Organisational Development.

## 8. **Gender Pay Gap Report 2018**

29 - 40

To consider a report by the Chief Executive.

## 9. **Redundancy Costs - Quarterly Report**

41 - 46

To consider a report by the Service Director, Organisational Development.

## 10. **Pay Policy Statement 2019/20**

47 - 70

To consider a report by the Chief Executive.

**11. Temporary arrangements for covering the role of Monitoring Officer and Service Director Organisational Development**

71 - 74

To consider a report by the Chief Executive.

**12. Questions from County Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Wednesday 23 January 2019.

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## Staffing Committee

Minutes of the meeting held at County Hall, Colliton Park,  
Dorchester, DT1 1XJ on Monday, 26 November 2018

### Present:

Peter Wharf (Chairman)  
Janet Dover, Rebecca Knox and Andrew Parry

Officers Attending: Paul Beecroft (Communications Officer (Internal)), Sara Collinson (HR & OD Business Partner), Paul Loach (HR and OD Business Partner), Tracy Scott (Principal HR & OD Adviser), Carl Wilcox (HR Specialist Services Lead) and Fiona King (Senior Democratic Services Officer).

(Notes: 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, 28 January 2019.**)

### Apologies for Absence

57 Apologies for absence were received from Hilary Cox (Vice-Chairman) and Ray Bryan.

### Code of Conduct

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

### Minutes

59 The minutes of the meeting held on 30 October 2018 were confirmed and signed.

The Chairman advised members that the recommendation had been unanimously agreed by the County Council at its meeting on 8 November 2018.

### Public Participation

#### 60 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.

### LGR Update

61 The Leader of the County Council updated members on the progress of LGR to date with a focus on staffing issues. Work was in progress in respect of the Tier 2 appointments and this process would be concluded by the end of play on 4 December 2018. If any appointments were unable to be made there were plans in place to address this.

Currently the biggest issue was TUPE and it was highlighted that every member of staff had a right to transfer under TUPE terms. Some convergence discussions were continuing but it was important to have the right discussions with those individuals

that were currently part of the discussions with the Task and Finish Group.

The Chairman highlighted a request that had been received from UNISON which was to include a representative from that trade union present with elected members at future meetings of the Shadow Executive Committee. Discussions were continuing, but he felt it would be necessary for any such person who attends future Shadow Executive meetings to represent all locally recognised trade unions, and to not be given preferred status as one trade union among several that were recognised. Other Staffing Committee members agreed this was a fair condition to set down.

One member sought assurance concerning the disaggregation of East Dorset and Christchurch and asked if there was any sign of any particular difficulties in this area. The Leader advised that work was continuing to ensure that, through disaggregation, clients were not being left without the professional care that they had been used to. The Director for Children's Services was currently working on a solution but it was more about casework and how it was managed to ensure a smooth transition. She added that, if members of staff felt their outcome was not as they had wished, they were encouraged to discuss it initially with their manager or the relevant HR Officer.

The Chairman made reference to the data in the sickness and absence report which showed the levels of sickness absence were at their lowest for a number of years and added that he felt staff were being very helpful and professional.

### Noted

#### **Headcount and FTE Figures and Non-Directly Employed Contract Workforce - Quarter 2 2018/19**

62 The Committee considered a report by the Service Director for Organisational Development which covered all aspects of workforce resourcing in the period up to the end of Quarter 2 2018/19 (ending 30 September 2018). The report highlighted that the Council used a combination of directly employed staff, casual workers, agency workers and specialist workers to cover services or provide or deliver service developments.

The HR&OD Business Partner highlighted that overall directly employed positions continued to decrease, despite some areas of recruitment, and that spending on agency workers over the short-term past had increased, across all service areas except DWP and Public Health, by 9% between Quarter 1 and Quarter 2. Spending on the use of consultancy had also increased over the same short-term review period, by 62%, across all service areas. This reflected the procurement of additional skills and capacity to support business as usual, transformation, service redesign and in preparation for Local Government Reorganisation (LGR).

One member expressed concern about the recent increase in the amount of consultancy spend and requested information on the specific areas where consultants were being used and what they were involved in. The HR&OD Business Partner advised it was in areas where, for example, specific technical advice was needed e.g. legal, planning etc. The Chairman made reference to the Vacancy Management Protocol that had been adopted across all the Dorset Area Councils to avoid recruiting new members of staff that could possibly not then be needed in a few months' time.

The Leader added that, by employing less people, this would effectively mean having to make less changes to those staff already in place. She made reference to the additional support in human resources that had been secured to assist staff and offer independent advice in relation to opportunities in the new organisation, e.g. cv preparation and interview skills.

One member reflected on his knowledge of how Trading Standards used both agency staff and consultants, for example veterinary advice in animal health cases.

### **Resolved**

That officers advise members, outside of the meeting, how the increase of 62% in consultancy spend was made up and what work consultants were involved in the Chief Executive's and Cabinet areas specifically that had resulted in such an increase.

### **Management of Attendance 2018/19 - Quarter 2 (July 2018 to September 2018)**

63 The Committee considered a report by the Service Director for Organisational Development which advised members that sickness absence had fallen to its lowest level in at least the past two years. It now stood at 7.70 days per FTE which was a reduction of 0.54 days per FTE for this quarter. The Chairman stated that he believed this was the lowest staff sickness absence level on record at the County Council, but this was not possible to prove definitively because of changes in how the data had been reported over time.

Previous reports to the Committee had made reference to the Chartered Institute for Professional Development's (CIPD) national employee sickness absence report, which stated the nationwide Local Authority average sickness level was 10.5 days sickness per FTE.

Sickness reduction in the council was going in the right direction at a time when staff were under increasing pressure to carry out both their existing duties and those in relation to the creation of the new unitary authority. One area of concern was a rise in sickness in Organisational Development which would continue to be monitored.

The Chairman highlighted the reasons for sickness absence related to mental health, and the extent to which they were work related or non-work related. A range of data collected, including for employee counselling referrals, showed that the majority of such absences in this instance were non-work related.

Following discussion members agreed to send out a press release to show the Committee's appreciation of the additional work and to recognise that in some instances staff were covering 2 jobs. However, members were keen for a message to be conveyed that those staff that were ill were not expected to come in.

Following a question from a member about the tools and support being given to staff to manage any mental health issues, the HR&OD Business Partner highlighted the initiatives used including the Five Ways to Wellbeing courses and that courses on understanding mental health were being planned. Counselling services continued to be offered.

The HR Specialist Services Lead advised that the proportion of days absent relating to mental health in the last quarter was historically around 20% of all sickness recorded, or just above that figure. Some recent data indicated that it had increased as a proportion of all sickness, and officers were looking at directorates where it appeared more pronounced. The Council was currently advertising for another Employee Wellbeing Adviser to ensure resources were available to match demand.

In response to a question about sickness levels with those members of staff in Passenger Transport Assistant roles, the HR&OD Business Partner advised that changes had been made as to how sickness absence was now recorded. The Principal HR&OD Adviser highlighted the continuing work with Dorset Travel and that absence monitoring had since improved. Officers agreed to provide a further update in the next Management of Attendance report on 28 January 2019.

**Resolved**

1. That the Chairman would issue a press release on behalf of the Committee to show the Committee's appreciation of the hard work being done by staff to maintain essential business as usual commitments and achieve LGR.
2. That further information on the recording of sickness in respect of Passenger Transport Assistants be reported to members at their meeting on 28 January 2019.

**Redundancy Costs - Quarterly Report**

- 64 The Committee considered a report by the Service Director for Organisational Development which considered costs for redundancy dismissals effective from 1 July to 30 September 2018 (Quarter 2).

The Principal HR&OD Adviser advised members that there were no severance packages over £100k for this quarter and that the average payback period for redundancy dismissals was 7 months.

**Noted****Questions from County Councillors**

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

Meeting Duration: 10.00 am - 10.50 am



# Staffing Committee

## Dorset County Council



Date of Meeting	28 January 2019
Officer	Service Director for Organisational Development
<b>Subject of Report</b>	<b>Management of Attendance 2018/19 – Quarter 3 (October to December 2018)</b>
Executive Summary	<p>Sickness absence in DCC remains below the average for local authorities, albeit there has been a quarterly rise in absence from 7.7 to 8.3 days per person. Mental health related absence has fallen slightly, but seasonal related absence (including ear, nose, throat and respiratory) has risen.</p> <p>As we move towards the creation of the unitary councils, many employees are combining their substantive duties with additional activities related to the new council. Sickness absence continues to be closely monitored by leadership teams and appropriate support and interventions are being made.</p>
Impact Assessment:	<p><b>Equalities Impact Assessment:</b></p> <p>No separate EqIA has been conducted / is required, although the Council's policy on the management of attendance is itself subject to EqIA considerations.</p> <hr/> <p><b>Use of Evidence:</b></p> <p>The report is wholly evidence-based. Sickness targets have been established on a common basis applicable to all categories and groups of staff.</p> <hr/> <p><b>Budget:</b></p> <p>There are no direct cost implications arising from this report.</p>

**Management of Attendance 2018/19 – Quarter 3 – October to December 2018**

	<p>Risk Assessment:</p> <p>No specific decision is requested in the relation to this report. The associated risk is low.</p>
	<p>Other Implications:</p> <p>Not applicable.</p>
Recommendation	Staffing committee members note the sickness trends and the actions being taken to improve health, wellbeing and attendance.
Reason for Recommendation	To provide a focus for the effective management of attendance within the Council.
Appendices	Appendix: DCC Management Dashboard as 2.1.19
Background Papers	None
Officer Contact	<p>Name: Paul Loach, HR Business Partner</p> <p>Tel: 01305 225189</p> <p>Email: paul.loach@dorsetcc.gov.uk</p>

## Management of Attendance 2018/19 – Quarter 3 – October to December 2018

### 1. Introduction

- 1.1 This report considers Quarter 3 sickness data (October to December 2018), and refers to the Council's quarterly and annual sickness data trends.

### 2. DCC sickness absence: a yearly perspective

**Table 1: Sickness absence in DCC for the last 24 months.**

Date	DCC (excluding schools) Average days lost per full time equivalent (FTE)
December 2016	9.55 *
March 2017	8.35
June 2017	8.44
September 2017	8.53
December 2017	7.95
March 2018	8.25
June 2018	8.24
September 2018	7.70
December 2018	8.30

Note: where indicated \*, the data report parameters included sickness data from leavers. From March 2017, sickness reports exclude leaver's sickness absence

- 2.1 Sickness absence has increased by 0.60 days in the last quarter. This is the largest quarterly rise in 2 years, albeit from the lowest rate of absence.
- 2.2 Sickness absence remains lower than December 2016, but 0.35 days higher than December 2017.

### 3. Ill-health retirements and dismissals

- 3.1 For the twelve month period ending Q3 2018/19, the Council dismissed 11 employees due to medical incapability plus 2 ill health retirements. This compares with 16 medical

## Management of Attendance 2018/19 – Quarter 3 – October to December 2018

incapability dismissals and 1 ill health retirement for the previous twelve month period ending Q2 2018/19. For each individual directorate:

- Adult and Community Services dismissed 1 employees due to medical incapability, no ill-health retirement.
- Children’s Services dismissed 2 employees due to medical incapability, 2 ill-health retirements.
- Economy and Environment dismissed 5 employees due to medical incapability, no ill-health retirements.
- Chief Executives dismissed no employees due to medical incapability, no ill-health retirements.
- Dorset Waste Partnership (DWP) dismissed 3 employees due to medical incapability, no ill-health retirements.

### 4. Table 2: Reasons for sickness absence: (Q3: October to December 2018). All DCC (excl. Tricuro and Schools).

This report is used to track sickness absence trends and instigate preventative interventions.

Sickness Reason	Pro Rata Days Lost Q3	Sickness Cost Q3 £	% Days Lost Q3 by Sickness Reason	% Days Lost previous Quarter	Change since last Quarter
ANXIETY/DEPRESSION	1,044	103,701	14.1%	14.5%	-0.4%
CANCERS/TUMOURS	475	47,361	6.4%	10.2%	-3.8%
CARDIOVASCULAR	164	13,773	2.2%	1.7%	0.5%
DIGESTIVE SYSTEM	757	62,089	10.3%	13.3%	-3.0%
EAR,NOSE, THROAT	823	78,596	11.2%	6.2%	5.0%
ENDOCRINE/GLANDULAR	27	2,446	0.4%	0.5%	-0.1%
FROZEN SHOULDER	4	256	0.0%	0.0%	0.0%
INFECTIOUS DISEASES	87	5,852	1.2%	0.9%	0.3%
MISCELLANEOUS	95	14,725	1.3%	0.7%	0.6%
NECK/BACK PROBLEMS	498	48,245	6.8%	6.5%	0.3%
NERVOUS SYSTEM	147	13,190	2.0%	4.0%	-2.0%
OTHER MENTAL HEALTH	206	15,390	2.8%	2.2%	0.6%
OTHER MUSCLOSKELETAL	1,005	69,848	13.6%	13.7%	-0.1%
REPRODUCTIVE AND URI	295	25,007	4.0%	5.0%	-1.0%
RESPIRATORY	661	57,636	9.0%	4.6%	4.4%
RHEUMATISM/ARTHRITIS	27	882	0.4%	0.1%	0.3%
RSI/UPPER LIMB DISOR	65	5,564	0.9%	1.6%	-0.7%
SKIN RELATED	102	7,140	1.4%	2.0%	-0.6%
STRAINS/SPRAINS	125	9,244	1.7%	1.2%	0.5%
STRESS	765	88,750	10.4%	10.9%	-0.5%
TENNIS ELBOW	4	698	0.1%	0.0%	0.1%
<b>Grand Total</b>	<b>7,377</b>	<b>670,393</b>	<b>100.0%</b>	<b>100.0%</b>	

## Management of Attendance 2018/19 – Quarter 3 – October to December 2018

- 4.1 Mental Health related absence has reduced from 34.7% of all absences in Q1, 27.6% in Q2, to 27.3% in Q3
- 4.2 The sickness reasons for Q3 are similar to Q2, other than a rise in seasonal related absence (e.g. ear, nose, throat and respiratory).
- 4.3 The cost of absence in Q3 is £670,393 (Q2 costs were £551,245)
- 4.4 The number of sickness days absence in Q3 is 7,377 (Q2 absence was 6,266 days)

### 5. Mental Health-related sickness

**Table 3: Mental health related sickness October 2018 - December 2018**

Directorate	Non Work Related		Work Related		TOTAL	
	Pro Rata Days Lost	Sum of Sickness Cost £	Pro Rata Days Lost	Sum of Sickness Cost £	TOTAL Pro-Rata Days Lost	TOTAL Sickness Cost £
Adult & Community Services	202	19,767	49	8,957	251	28,724
Children's Services	561	63,775	191	22,510	752	86,285
Dorset Waste Partnership	350	28,469	3	194	353	28,663
Environment & Economy	368	38,116	163	15,275	531	53,391
Finance & Procurement	15	1,132	29	2,413	44	3,545
Organisational Development	16	1,138	0	0	16	1,138
Public Health	50	4,189	19	1,907	69	6,096
<b>Grand Total</b>	<b>1,562</b>	<b>156,586</b>	<b>454</b>	<b>51,256</b>	<b>2,015</b>	<b>207,841</b>

- 5.1 Employees can record their mental health related sickness as either work related or non-work related. Approximately three-quarters of mental health absences in DCC are non-work related.

**6. Musculoskeletal absence**

Table 5: Musculoskeletal related sickness (January 2018 to December 2018 v October 2017 to September 2018)

Directorate	Pro Rata Days Lost (Jan 18 to Dec 18)	Sickness Cost (Jan 18 to Dec 18) £	Previous results (Pro-rata days lost Oct 17 to Sept 18)	Previous results (Sickness Costs Oct 17 to Sept 18) £
Adult & Community Services	784	64,521	815	68,489
Children's Services	1,274	122,744	1,215	113,507
Dorset Waste Partnership	2,132	147,972	2,138	144,703
Environment & Economy	1,678	119,152	1,586	113,703
Finance & Procurement	52	4,015	53	4,253
Organisational Development	74	7,118	51	4,556
Programme	0	0	1	86
Public Health	78	11,242	74	10,984
<b>Grand Total</b>	<b>6,071</b>	<b>476,764</b>	<b>5,933</b>	<b>460,262</b>

- 6.1 There has been a 2% increase in musculoskeletal absence for in the current reporting period.
- 6.2 There are a number of preventative measures in place to reduce musculoskeletal absence, including selection exercises, induction, risk assessments and manual handling and lifting training.
- 6.3 The detailed data on musculoskeletal absence has been shared with Health and Safety, senior managers and Occupational Health who are all reviewing the need for any additional interventions.

**7. Update on sickness management at Dorset Travel Team**

At the last meeting, Staffing Committee asked for an update on sickness management at the Dorset Travel team. Members may recall Dorset Travel has a new sickness monitoring system, where employees who are absent have a conversation with their manager normally within 24 hours of their absence. This improved monitoring system is an essential building block for improved attendance, but its success can best be measured on a longer-term basis. This system won't reduce the sickness of individuals who already are on long term sickness which remains stubbornly high. The Service Director and Dorset Travel Manager are reviewing each long-term sickness case to ensure that appropriate support and interventions are being made.

**8. Comment / Observation**

Although the quarterly rise in sickness absence is disappointing, absence continues to be well managed and below local authority average rates. As we move towards the creation of the unitary councils, many employees are combining their substantive duties with additional activities related to the new council. Employees continue to access Health and Wellbeing services which are designed to increase resilience and health during a time of transition and change.

**Grace Evans**  
**Service Director for Organisational Development**

January 2019

## Management of Attendance 2018/19 – Quarter 3 – October to December 2018

### APPENDIX

#### High Level DCC Dashboard as at 1.1.19

Organisation	Manager	RTW Interviews	RTW Interviews %	Sickness Days Lost	Headcount FTE	% of working days lost per fte 1.1.19*	Sickness Days Lost Per FTE 1.1.19	Sickness Days Lost per FTE 1.10.18	Direction of Travel
Dorset County Council	Mr Michael Harries	4,929	79%	26,475	3,180	3.6%	8.3	7.7	↑
Adult & Community Services	<Vacant Position>	1,044	89%	4,635	620	3.3%	7.5	6.8	↑
Adult Care	<Vacant Position>	705	89%	3,268	417	3.4%	7.8	6.4	↑
Commissioning, Partnership & Quality	Mr Paul Leivers	339	88%	1,366	203	2.9%	6.7	6.8	↓
Children's Services	Mr Nicholas Jarman	1,239	79%	6,801	798	3.7%	8.5	7.6	↑
Care and Protection	Mr Kevin Peers	504	76%	3,084	319	4.2%	9.6	8.9	↑
Commissioning & Partnerships	Miss Claire Shiels	349	81%	1,782	211	3.7%	8.4	7.7	↑
Schools & Learning Service	Mr Andrew Reid	354	85%	1,474	227	2.9%	6.5	5.9	↑
Dorset Waste Partnership	Ms Karyn Punchedard	693	90%	4,390	437	4.4%	10.0	9.3	↑
DWP Finance and Commercial	Mr Paul Ackrill	34	94%	237	13	8.1%	18.5	15.7	↑
DWP Operations	Mr Michael Moon	603	89%	3,959	387	4.5%	10.2	9.4	↑
DWP Strategy	Mrs Gemma Clinton	54	98%	172	36	2.1%	4.8	5.5	↓
Environment & Economy	<Vacant Position>	1,251	66%	8,125	931	3.8%	8.7	8.3	↑
Corporate Development	Mrs Karen Andrews	65	88%	211	51	1.8%	4.1	4.6	↓
Environment, Infrastructure & Economy	Mr Matthew Piles	867	60%	6,533	664	4.3%	9.8	n/a	restructured
ICT and Customer Services	Mr Richard Pascoe	319	89%	1,381	215	2.8%	6.4	7.1	↓
Finance & Procurement	Mr Richard Bates	344	90%	1,006	179	2.5%	5.6	6.4	↓
Estate & Assets	Mr Peter Scarlett	64	79%	154	30	2.3%	5.2	5.3	↓
Financial Services	Mr William Mcmanus	180	91%	616	107	2.5%	5.8	7.1	↓
Organisational Development	Mr Jonathan Mair	315	93%	1,151	146	3.5%	7.9	7	↑
Democratic Services	Mr Lee Gallagher	22	81%	166	11	6.8%	15.6	8.5	↑
Governance & Assurance Services	Mr Mark Taylor	13	100%	29	6	2.1%	4.9	7.9	↑
HR Operations	Mr Christopher Matthews	183	95%	347	62	2.5%	5.6	5.4	↑
HR Specialist Services	Mr Carl Wilcox / Mrs	33	94%	71	30	1.0%	2.3	3	↓
Legal Services	Miss Grace Evans	62	90%	534	35	6.6%	15.1	12.9	↑
Public Health	Doctor David Phillips	40	50%	362	57	2.8%	6.4	4.6	↑

\* % of working days lost = 365 - 137 non working days (104 weekends, 25 days leave, 8 days public hols) = 228 working days



# Staffing Committee

**Dorset County Council**



Date of Meeting	28 January 2019
Officer	Service Director for Organisational Development
Subject of Report	<b>Mid Year Performance and Development Review (PDR) Completion 2017/2018</b>
Executive Summary	<p>PDRs are the building blocks of effective performance management within DCC. The PDR discussion enables managers and employees to set work targets and development goals and review wellbeing.</p> <p>In 2014 mid year PDR completions stood at 65% level; as of November 2018 PDR completions have risen to 90%. It is not feasible to achieve a 100% completion rate as employees leave and join during the year and some are absent during the time of the PDR discussion.</p> <p>Effective performance management is vital at any time but is paramount during a time of transition to new unitary authorities. Currently, managers are combining their existing workload with transitional activity and therefore this prioritisation of performance management is creditable.</p>
Impact Assessment:	Equalities Impact Assessment: Not applicable.
	Use of Evidence: The report makes use of reporting statistics in DES setting out the number of PDRs recorded as completed.
	Budget: There are no cost implications.

	<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:</p> <p>Current Risk: LOW Residual Risk: LOW</p>
	Other Implications: None
Recommendation	<p>It is recommended that the Staffing Committee:</p> <ul style="list-style-type: none"> <li>(i) Consider the completion rate statistics for the mid-year 2018/19 PDR cycle</li> <li>(ii) Note the relatively low completion rates in stated in the "Areas of Focus" section 5.2 of this report.</li> </ul>
Reason for Recommendation	To ensure that Staffing Committee is kept apprised of PDR completion rates across the Council and the steps in place to improve performance.
Appendices	Extract from DES – 2018 mid year PDR completion data as at 1 December 2018
Background Papers	None
Report Originator and Contact	<p>Name: Paul Loach, HR Business Partner Economy and Environment &amp; Dorset Waste Partnership Tel: 01305 225189 Email: paul.loach@dorsetcc.gov.uk</p>

## 1. Introduction

- 1.1 Every DCC employee has two Personal Development Review (PDR) discussions each year, an end of year and mid-year review. At each PDR meeting work targets are reviewed and future targets agreed; in addition discussions take place about personal development and wellbeing.
- 1.2 The end of year PDR discussion takes place between February and April; the mid-year PDR window is August to October. The purpose of this report is to provide PDR completion rates for the 2018/18 mid-year PDR cycle, i.e. between 1 August 2018 and 31 October 2018.

## 2. Approach

- 2.1 This report has been designed to focus on areas which have shown significant improvement in their PDR performance as well as those areas with lower PDR completion rates.
- 2.2 Where improvements have been made, the reasons for the improvement are understood and then shared with other areas. By recognising and reporting improvements, we have seen a positive motivating effect to drive further improvements.
- 2.3 It is equally important to identify those teams with lower PDR completion rates to drive up completion rates. In the past, considerable time and effort has been spent in understanding the reason for poor completion. In this report, commentary has not been sought from the directorates as to the reason for poor completion rates. Instead consideration will be given to a pattern of data over the months, to discover which areas repeatedly achieve poor or excellent results.
- 2.4 There can be many genuine reasons for poor completion rates, which include restructures, sickness or a manager role being vacant. It is important therefore not to react to one poor set of PDR results. Over time, however, we would not expect the same teams to report low PDR completion rates as these circumstantial factors even themselves out.

## 3. Comparison of PDR Completion rates April 2014 – October 2018

Table 1: Historical PDR completion rates

Directorate	Mid Year	Full Year	Mid Year	Full Year	Mid Year	Full Year	Mid Year	Full Year	Mid year
	Oct-14	Apr-15	Oct-15	Apr-16	Oct-16	Apr-17	Oct-17	Apr-18	Oct-18
	%	%	%	%	%	%	%	%	%
DCC	65	78	92	76	72	86	83	88	90
Chief Execs	75	88	95	88	71	80			
Finance and Procurement							78	93	87
Organisational Development							76	90	80
Adults and Community	75	88	91	75	73	82	82	85	86
Childrens Services	50	69	80	57	58	81	73	80	93
Economy & Environment	65	70	92	92	90	94	93	93	95
Dorset Waste Partnership	30	13	90	79	95	93	94	97	94
Public Health	100	43	97	92	41	93	88	63	35

- 3.1 2018 has seen the highest overall PDR completion rates for DCC, with 88% completion (full year) and 90% mid-year respectively. In 2014, mid year PDR completions were at 65% level and now stand at 90%.
- 3.2 Since October 2015, Environment and Economy has consistently achieved PDR completion rates of 90% and over. In October 2018 Childrens Services achieved a 93% completion rate, up from 57% in 2016.
- 3.3 Only 35% of Public Health employees have received a mid-year PDR according to their DES record. The Assistant Director of Public Health has written to HR to advise that all PDRs have been completed, but unfortunately this data was not recorded in DES at the time the report was written.

#### 4. Previous areas of PDR focus - an update

**Table 2: Review progress of the teams with low PDR scores last year**

Directorate	Service / Team	PDR Completion April 2018	PDR Completion October 2018
Children's	Outdoor Education	34%	98%
	County Psychological Services	63%	100%
	Help and Protection	70%	94%
Adults	Programme Management Office	71%	86%
	Learning Disability / Mental Health	70%	81%
EE	ICT Superfast Broadband	70%	84%
Organisational Development	Legal Services	74%	45%

- 4.1 The previous PDR staffing committee report identified areas where improvement was needed (see table 2). In the last six months, progress has been made in all but one area. Legal Services PDR completions will continue to be monitored for the next round of PDRs.

#### 5. Areas for focus for the six months ahead

- 5.1 These areas of focus are chosen for their low PDR completion rates are reported in the table below. Teams with low staff numbers have been excluded from focus due to the disproportionate effect of one or two absences. Members are asked to note that there may be a variety of reasons for low completion including:
- Employees leaving before their PDR review
  - Employees on sick / maternity / paternity leave at PDR time
  - The manager has recently been appointed to the team, or the managers role is vacant
  - Restructures

- Late completion of PDRs
- Equally, there may be no reasons other than a requirement to refocus and prioritise PDRs

## 5.2 Table 3: Lower PDR completion rates in October 2018

Directorate	Service / Team	PDR Completion October 2018
Organisational Development	Legal Services	45%
Finance & Procurement	Financial Support	62%
Environment and Economy	Greenspace Management Team	64%
Childrens	CWAD	64%

\* Teams of ten people or over, under 65% PDR completion

5.3 Each of the services highlighted in table 3 will be asked to put in place measures to improve PDR completions for the future. These measures may include earlier monitoring and prioritisation of PDR discussions. Progress on future PDR completions for these teams will be reported for a future staffing committee meeting.

## 6. Conclusion

6.1 The Council has made substantial progress on PDR completions over the last four years. In 2014 only 65% of employees received a PDR completion; this has risen to 90% in 2018. This stated, there remains a small number of areas which need to take remedial action.

6.2 In December 2017, DCC conducted an employee survey of the quality of the PDR discussion which was reported at Staffing Committee 29 January 2018. 74% of respondents stated the quality of the PDR discussion with their manager as “good” or “excellent.” It is not practicable to repeat the survey at this time, as managers are focussed on a range of activities in readiness for the transfer to the new unitary authorities. Next year HR will discuss the resumption of the quality of PDR survey with the new unitary councils.

**Grace Evans**  
**Service Director for Organisational Development**

January 2018

Mid Year PDR Completion 2018

Appendix

Reporting date: 1.12.2018

Directorate	PDRs Completed	PDRs Completed %
<b>Dorset County Council</b>	<b>3514</b>	<b>88%</b>
Shaping Dorset Councils	1	11%
Shaping Dorset Councils PMO	1	14%
<b>Public Health</b>	<b>21</b>	<b>32%</b>
Healthcare Public Health & Bournemouth	20	31%
Clinical Treatment 1	6	35%
Early Intervention Team 1	2	50%
Early Intervention Team 3	3	30%
Health Intelligence	4	50%
Health Promotion 1	7	28%
Health Promotion 1a	5	100%
Livewell	1	6%
Health Promotion 2	3	50%
Health Promotion 2a	3	60%
<b>Organisational Development</b>	<b>132</b>	<b>79%</b>
Democratic Services	12	92%
Civic & Lieutenancy	5	100%
Governance & Assurance Services	5	83%
Complaints	5	100%
HR Operations	67	92%
Health & Safety	10	100%
Employee Wellbeing Admin	4	100%
HR Support - DCC	23	88%
DCC - Team 1	6	86%
DCC - Team 2	6	75%
DCC - Team 3	10	100%
HR Support - External Customers	19	95%
External Customers - Team 1	6	100%
External Customers - Team 2	6	100%
External Customers - Team 3	6	86%
Technical Development & Support	10	100%
HR Specialist Services	29	88%
Advisory Service	18	100%
Advisory Service 1	6	100%
OD, Engagement & Strategy	5	100%
L & OD (Core)	6	75%
Legal Services	18	45%
Adults' - Litigation	3	38%
Children's - Litigation	2	15%
Contract & Information	8	80%

Modern Record Management	6	100%
Property & Regulatory	5	83%
<b>Adult &amp; Community Services</b>	<b>735</b>	<b>83%</b>
Adult Care	379	84%
Business Support	23	79%
Personal Assistant to Director	8	100%
Site Administration	11	100%
Strategic & Shared Services Admin	2	25%
Locality Services	270	86%
Christchurch	42	84%
Dorchester & West	44	88%
East	47	87%
North	29	88%
North & Flexible Locality Services	29	91%
Purbeck	36	86%
Weymouth & Portland	43	81%
OT TEC Team	1	25%
Programme Management Office	6	86%
Programme Management 2	4	100%
Safeguarding Development	7	70%
L & OD (Adult's) 1	5	63%
Specialist Services	71	84%
Hospitals East	18	69%
Hospitals West	19	100%
MCA/DoLs	18	82%
Safeguarding	13	100%
Commissioning, Partnership & Quality	314	82%
Dorset History Centre	12	75%
Dorset History Centre Access	9	69%
Library Management Team	185	89%
Customer Services	46	81%
Customer Services - Central & West Group	47	96%
Customer Services - East Group	61	92%
Dorset Library Service & Early Help	29	83%
Market R'ships, Major Contracts, over 65's	29	73%
Brokerage, Quality/Markets & Category	21	88%
Inclusion, BtRA & Personalisation	8	73%
Registration Service	63	72%
Contact Centre & Deputies	1	10%
Registration Service 1	59	81%
Trading Standards	21	91%
Operational Enforcement Team	3	60%
Operational Enforcement Team	5	100%
Rural Team	6	100%
Special Projects Team	6	100%
Learning Disability/Mental Health	42	81%
Learning Disability	6	75%
Transitions	5	83%

Mental Health	12	100%
Extended AMHP Hub	10	100%
Mental Health - East	8	100%
CMHT - S&E Dorset 1	8	100%
Mental Health 1	11	79%
10a Grosvenor Road	8	80%
Mental Health 1c	3	75%
North Dorset CMHT	5	56%
Mental Health 2 a	5	56%
<b>Finance &amp; Procurement</b>	<b>177</b>	<b>87%</b>
Estate & Assets	28	82%
Estate & Assets	1	14%
Operational Estate Management	19	100%
Facilities Management	12	100%
Strategic Estate Management	7	100%
Financial Services	106	86%
Accountancy - Adult & Community	25	68%
Adult Care	5	100%
Financial Support	18	62%
Accountancy - Childrens Services	10	100%
Prevention & Partnerships	4	100%
Accountancy - Enviro Econ Chief Execs DWP	10	83%
Chief Executives Team	4	80%
Capital & Operations	8	80%
Insurance	4	80%
Commercial & Income Management	10	100%
Accounts Receivable	5	100%
Commissioning & Procurement	36	97%
Procurement – Adult & Community Services	4	100%
Procurement - Policy & Operations	6	100%
S2P Hub	24	96%
Pensions Benefits	35	90%
DCC Employer Team	4	100%
ER & Comms	5	100%
Pensions Systems	5	100%
Pensions Technical Team 1	10	91%
Pensions Technical Team 2	10	83%
Treasury and Investments	4	100%
<b>Dorset Waste Partnership</b>	<b>400</b>	<b>90%</b>
DWP Finance and Commercial	12	92%
DWP Commercial Services	11	92%
DWP Commercial Services Sub Team	8	89%
DWP Operations	349	90%
DWP Operations (West)	92	96%
DWP Operations (Bridec)	36	100%
DWP Operations (Poundbury)	55	93%
DWP Operations (Christchurch & East)	80	90%
DWP Operations (Christchurch)	29	100%



DWP Operations (Ferndown)	50	85%
DWP Operations (North & Purbeck)	95	96%
DWP Operations (Shaftesbury)	53	96%
DWP Operations (Wareham)	41	95%
DWP Operations (W&P & Fleet)	81	96%
DWP Operations (Crookhill)	64	96%
DWP Operations(Fleet)	16	100%
Vehicle Maintenance	0	0%
Vehicle Maintenance	0	0%
DWP Strategy	37	86%
DWP Business Support	16	84%
DWP Business Support 2	11	79%
DWP Commissioning	6	100%
DWP Contracts	4	100%
DWP Service Development	14	82%
DWP Enforcement Team	3	60%
DWP Recycling	7	88%
<b>Children's Services</b>	<b>964</b>	<b>92%</b>
Care and Protection	400	92%
BST C&P Business Support	60	94%
BST Care & Support	22	96%
BST Help & Protection	17	94%
BST Safeguarding & Standards	19	90%
Help and Protection	84	94%
East District 1	24	96%
East District 2	23	100%
West District 1	22	88%
West District 2	14	93%
Multi-Agency Safeguarding Hub (MASH)	34	85%
MASH OOHS & Family Focus	16	73%
MASH/OOHS 1	5	100%
MASH/OOHS 2	5	100%
MASH/OOHS 3	7	100%
Resources	136	99%
Permanency	135	99%
RSW Programme	84	81%
Care & Support (0-12)	24	89%
Care & Support (13-25)	30	97%
CWAD	21	64%
RSW Social Work Team	4	67%
Young Carers Service	4	80%
Children's Safeguarding Standards	38	84%
Children's Designated Safeguarding	14	74%
Development	7	64%
Children's Safeguarding Unit	9	90%
Family Assessment Specialist Team (FAST)	14	93%
FAST Family Worker Team 2	3	75%
Commissioning & Partnerships	255	94%

Business Intelligence	23	92%
Contracts and Placements Team	10	100%
Troubled Families	11	92%
Change Management & Planning	32	97%
BST CS Central Business Support Hub	12	100%
L & OD (Children's)	7	100%
Partnership & Workforce	10	91%
Family Partnership Zone 1	77	95%
East FPZ	12	100%
North Dorset FPZ	50	94%
Purbeck FPZ	14	93%
Family Partnership Zone 2	40	95%
Chesil FPZ	20	91%
West Dorset FPZ	19	100%
Family Partnership Zone 3	33	87%
Christchurch FPZ	23	96%
Dorchester FPZ	9	69%
Outdoor Education	46	98%
Outdoor Education A.T.C	4	100%
Outdoor Education Carey	4	100%
Outdoor Education Leeson	20	95%
Outdoor Education W.O.E.C	16	100%
Schools & Learning Service	269	91%
BST P&P Business Support	69	100%
BST Admin Support Schools	5	100%
BST Family Partnership Zone	10	100%
BST Inclusion	30	100%
BST Learning	14	100%
BST Traded Services	7	100%
Educational Services	63	69%
Dorset Music Service	32	100%
Early Years & Childcare	16	100%
Educational Services, Courses & Events	5	36%
Schools Business & Governor Services	8	100%
Virtual School, Alt Provision & Exclusion	1	5%
SEN/D	104	100%
County Psychological Services	24	100%
SEN	20	100%
Specialist Teaching Services	57	100%
Sufficiency and School Organisation	32	100%
Commissioning & Premises	4	100%
SEN/CWAD	6	100%
Sufficiency & Funding	7	100%
Sufficiency School Places	13	100%
<b>Environment &amp; Economy</b>	<b>1082</b>	<b>92%</b>
Corporate Development	53	88%
CEO Policy	3	75%
Communication and Engagement	17	94%

Communications & Engagement (EE/CE)	4	100%
Intelligence, Insight and Performance	31	94%
Business Intelligence and Performance	9	90%
Governance, Risk & Special Projects	4	80%
Policy & Research	12	100%
Reporting and Analysis	4	100%
Environment, Infrastructure & Economy	802	92%
Buildings & Construction	52	100%
Capital Project Delivery	27	100%
Engineering	12	100%
Repairs & Maintenance Delivery	12	100%
Coast & Countryside	118	79%
Arboricultural Team	11	92%
Area of Natural Beauty	9	90%
Community Energy Team	5	100%
Environment Advice Team	22	81%
Greenspace Management Team	39	64%
Landscape Services	29	94%
Dorset Travel Team	262	91%
Dorset Travel Operations	15	79%
Fleet Operations	247	92%
Economy, Planning & Transport	51	98%
County Planning, Minerals & Waste	18	100%
Economy & Enterprise	9	100%
Parking Services	23	96%
Highways Service Support	17	100%
Business Support for Highways	8	100%
Highways Embedded Support Team	7	100%
Infrastructure Service	25	100%
Building & Construction Support - Team 1	6	100%
Building & Construction Support - Team 2	5	100%
Embedded Support Team	4	100%
Environment & Service Support	4	100%
Infrastructure Service	114	97%
Bridges & Structures	11	100%
Development	12	100%
Flood Risk Management	6	100%
Highway Improvements	25	100%
Transport Planning	48	92%
Transportation Modelling	8	100%
Network Operations	160	96%
Asset & Performance	10	91%
Community Highways	25	96%
Construction Delivery	91	96%
Sign Shop	16	100%
Traffic	16	94%
ICT and Customer Services	226	95%
DCR Project Team	8	89%

Digital & Customers	91	95%
Customer Services – Dorset Direct	72	97%
Digital Team	15	83%
ICT Operations	110	98%
Business Innovation and Systems	18	95%
ICT Enterprise Systems Team	26	100%
ICT Line Business Application Support 1	6	100%
ICT Line Business Application Support 2	10	100%
ICT Service Improvement	4	100%
ICT User Support	24	96%
Infrastructure Team	21	100%
ICT Portfolio, Project & Programme Team	16	84%

# Staffing Committee

## Dorset County Council



Date of Meeting	28 January 2019
Officer	Chief Executive
<b>Subject of Report</b>	<b>Gender Pay Gap Report 2018</b>
Executive Summary	<p>At its meeting on 29 January 2018 the Staffing Committee received a report providing an overview of the gender pay gap reporting requirements together with the authority's first Gender Pay Gap Report.</p> <p>This report provides a short overview of the requirement together with the proposed Gender Pay Gap Report for publication in March 2019.</p>
Impact Assessment:	<p><b>Equalities Impact Assessment:</b> Not required as the regulations introducing Gender Pay Gap Reporting requirements have been introduced as part of the Equality Act legal framework.</p>
	<p><b>Use of Evidence:</b> The report refers to guidance and information provided by the government and relevant legislation.</p>
	<p><b>Budget:</b> 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><b>Risk Assessment:</b> 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</p>

	Residual Risk: LOW
	Other Implications: None arising directly from this report.
Recommendation	It is recommended that the Staffing Committee: <ul style="list-style-type: none"> <li>(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)</li> <li>(ii) Approve the Gender Pay Gap report for 31 March 2018.</li> </ul>
Reason for Recommendation	To ensure that the council is compliant in respect of the gender pay gap reporting duty.
Appendices	Gender Pay Gap Report 2018
Background Papers	None
Report Originator and Contact	Name: Tracy Scott, Principal HR&OD Adviser Tel: 01305 224619 Email: <a href="mailto:t.scott@dorsetcc.gov.uk">t.scott@dorsetcc.gov.uk</a>  Name: David Patrick, Senior HR&OD Adviser Tel: 01305 224637 Email: <a href="mailto:david.patrick@dorsetcc.gov.uk">david.patrick@dorsetcc.gov.uk</a>

## 1. Introduction

- 1.1 The Equality Act 2010 (Specific Duties and Public Authorities) requires all public sector employers to prepare and publish a gender pay gap report by 31 March each year. The first report was published in March 2018 for 2017 data. Reporting is mandatory for employers with a headcount 250 or more employees as of 31 March (the 'snapshot' date).

The new unitary council, Dorset Council, in Dorset will be established on 1 April 2019. Legal advice recommends that notwithstanding the abolishment of Dorset County Council, a Gender Pay Gap report for 2018, published in 2019, should still be produced.

### 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 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.
- 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 2018 report, the data has been taken from the Office of National Statistics 2017 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 - 2018**

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 0.95% for **mean** hourly pay (compared with 1.26% last year). 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 (0.13p). In comparison, the Council's mean pay gap is significantly lower than the national average of 17.4%.

2.3 The gender pay gap for the Council is -9.82% for **median** hourly pay (compared with -6.5% last year). This means that the female median hourly pay is above that of the male median hourly pay. This is due to 63% of the workforce being female, so a greater proportion of women, which is reflected in the pay gap for median hourly pay. The Council's median pay gap is significantly lower than the national average of 18.4%.

2.4 On average (mean) the pay gap is minimal in favour of male employees. This year the median point has increased in favour of female employees

2.5 The Council does not normally pay bonuses. However, there are a very small number of individuals (less than 1% of employees), that transferred into the council under



TUPE who receive a bonus payment under their protected terms and conditions. The **mean** gender pay gap for bonus pay is 1.61% and **median** gender pay gap for bonus pay is -1.82%. This is largely due to the gender split within the 1% of employees in receipt of these bonus payments.

- 2.6 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.
- 2.7 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.
- 2.8 The report is also required to contain 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.
- 2.9 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 0.49% respectively. This means the mean hourly pay is slightly higher for males. The lower middle quartile and lower quartile show the mean hourly pay of -1.27% and -0.84% 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 2019, the Gender Pay Gap report will be published on the Dorset for You website and uploaded to the Gov.uk website.

**Mike Harries**  
Chief Executive

7 January 2019

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# Dorset County Council

## Gender Pay Gap Report 2018



Dorset County Council

**Human Resources & Organisational Development**

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

# Dorset County Council

## Gender Pay Gap 2018

All public sector employers are required to publish information about gender pay gaps by 31 March 2019. This information is based on a snapshot date of 31 March 2018. 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 2018 was 3,812.

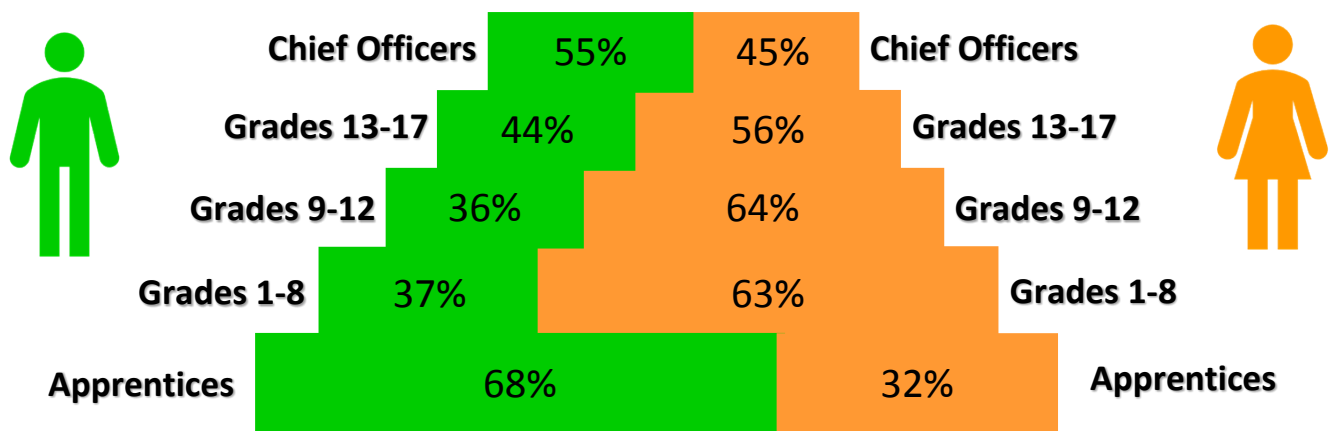
### Total workforce demographic:



### How is Dorset County Council made up?

Most of the 3812 (c92%) 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?**

<b>Mean gender pay gap</b>	The difference between the mean hourly rate of pay of male full-pay employees and that of female full-pay employees
<b>Median gender pay gap</b>	The difference between the median hourly rate of pay of male full-pay employees and that of female full-pay employees
<b>Mean Bonus Gap</b>	The difference between the mean bonus pay paid to male employees and that paid to female employees
<b>Median Bonus Gap</b>	The difference between the median bonus pay paid to male employees and that paid to female employees
<b>Bonus Proportions</b>	The proportion of male and female employees who were paid bonus pay during the relevant period
<b>Quartile Pay Band</b>	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.

**Our Gender Pay Gap – 31 March 2018**

**Mean hourly pay:**



**How do we compare?**

*Figures below from the Office of National Statistics 2017 Annual Survey of Hours and Earnings*

National Average	Public Sector Average	South West Public Sector Average
17.4%	17.7%	19.6%

**Median hourly pay:**



**How do we compare?**

*Figures below from the Office of National Statistics 2017 Annual Survey of Hours and Earnings*

National Average	Public Sector Average	South West Public Sector Average
18.4%	19.4%	24.7%

The median hourly pay gap indicates that male employees generally have lower pay. This is due to 63% of the workforce being female, so a greater proportion of women within the authority.

**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 3,812, less than 1% of employees (31 people) receive a bonus payment.

**Mean bonus pay:**



**Median bonus pay:**



# Gap: 1.61%

# Gap: -1.82%

## 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.

**Upper Quartile**

Of the 953 employees in the upper quartile, 565 are female and 388 are male. This means 59% are female 41% are male.

**Gap:**

<b>£21.71</b>	<b>£22.48</b>	<b>-0.77p</b>	<b>3.43%</b>
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**Upper Middle Quartile**

Of the 953 employees in the upper middle quartile, 648 are female and 305 are male. This means 68% are female 32% are male.

**Gap:**

<b>£13.94</b>	<b>£14.01</b>	<b>-0.07p</b>	<b>0.49 %</b>
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**Lower Middle Quartile**

Of the 953 employees in the lower middle quartile, 614 are female and 339 are male. This means 64% are female 36% are male.

**Gap:**

<b>£10.19</b>	<b>£10.06</b>	<b>+0.13p</b>	<b>-1.27 %</b>
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**Lower Quartile**

Of the 953 employees in the lower quartile, 531 are female and 422 are male. This means 56% are female 44% are male.

**Gap:**

<b>£8.52</b>	<b>£8.45</b>	<b>+0.07p</b>	<b>-0.84 %</b>
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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 0.95%.





# Staffing Committee

**Dorset County Council**



Date of Meeting	28 January 2019
Officer	Service Director Organisational Development
<b>Subject of Report</b>	<b>Redundancy Costs – Quarterly Report</b>
Executive Summary	<p>Costs relating to individual redundancies are approved by Corporate Directors. The Staffing Committee receive quarterly reports summarising the numbers and costs of redundancies, to provide an additional level of transparency and scrutiny to the decisions made. The costs of severance packages in excess of £100,000 are also summarised.</p> <p>This report considers costs for redundancy dismissals effective from 1 October to 31 December 2018 (Quarter 3).</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>No separate EqIA is required for this report although restructuring exercises where relevant are subject to EqIA considerations.</p>
	<p>Use of Evidence:</p> <p>This report is based on data from redundancy dismissals effective from 1 October to 31 December 2018.</p>
	<p>Budget:</p> <p>There are no direct cost implications arising from this report, as costs shown have already been agreed by the Corporate Director/the Staffing Committee. The report shows the costs, savings and average payback periods relating to redundancy dismissals in the period.</p>

## Redundancy Costs – Quarterly Report

	<p>Risk Assessment:</p> <p>This report does not seek a decision so a risk assessment is not applicable.</p>
	<p>Other Implications:</p> <p>None.</p>
Recommendation	<p>It is recommended that the Staffing Committee:</p> <ol style="list-style-type: none"> <li>1. Consider the costs reported in respect of redundancies and severance packages in excess of £100,000.</li> </ol>
Reason for Recommendation	<p>To ensure the effective management and appropriate scrutiny of redundancy costs within the organisation.</p>
Appendices	<p>None</p>
Background Papers	<p>None</p>
Officer Contact	<p>Name: Tracy Scott, Principal HR &amp; OD Adviser          Tel: 01305 224619          Email: <a href="mailto:t.scott@dorsetcc.gov.uk">t.scott@dorsetcc.gov.uk</a></p>

## Redundancy Costs – Quarterly Report

### 1. Introduction

1.1. Corporate Directors or the Staffing Committee make decisions in respect of individual redundancies. They are provided with details of:

- the business case for the review
- the reasons for redundancy and any attempts to mitigate this
- redundancy costs
- costs of early access to pension (where applicable)
- savings
- the payback period (the time it takes to recover any associated costs).

1.2. During any restructuring exercise, the Service is advised by Human Resources and Organisational Development (HR&OD) in relation to policy, procedure and employment law and by their Group Finance Manager in relation to costs and budget. The full business case is made available to the Corporate Director ahead of decisions being made. The Group Finance Manager must be content to sign off the proposed costs on behalf of the Chief Financial Officer.

### 2. Costs/Savings for October to December 2018

2.1. The table below shows the total cumulative costs associated with redundancy dismissals effective during the second quarter of the financial year, from 1 October to 31 December 2018.

Month	Total Number of Redundancies by Directorate		Number including a capitalised pension cost	Redundancy Payment	Capitalised Pensions Cost	Total Costs	Total Annual Savings	Average Payback Period (Months)
October 2018	Environment & the Economy	6	4	£159,209	£161,604	£320,813	£259,208	15
November 2018	Environment & the Economy	15	13	£407,356	£653,944	£1,061,300	£635,829	21
December 2018	Adult & Community Services	3	3	£116,001	£244,921	£360,922	£256,634	17
	Environment & the Economy	6	4	£129,220	£19,494	£148,713	£200,447	9
<b>Totals</b>		<b>30</b>	<b>24</b>	<b>£811,786</b>	<b>£1,079,963</b>	<b>£1,891,749</b>	<b>£1,352,118</b>	<b>17</b>

## Redundancy Costs – Quarterly Report

- 2.2. It is normally the case that costs are lower than the overall savings but we are in an unusual position this quarter where the costs are higher than the savings by £539,631. This is due to one case where the costs outweigh the savings to be achieved. However, this was a compulsory redundancy that could not be avoided.
- 2.3. It is expected that costs should be recoverable within a maximum period of two years, unless there are exceptional circumstances. There is one case with a payback period of just over 2 years in the Environment and Economy Directorate in October 2018. This redundancy was approved as part of a package of 10 redundancies, with an overall reduction of 10.62 FTE which was part of a Directorate wide restructure which removed budget pressures of £412,500 in financial year 2018/19 (full year effect of £990k). This case was approved by Staffing Committee on 12 September 2018.
- 2.4. The total saving for the period as a result of the reduction in the multiplier from 1.75 to 1.5, effective from 1 April 2017, is £135,298. Thirteen of the redundancy payments in the period were subject to the minimum reference salary, also effective from 1 April 2017.

### **3. Severance Packages over £100,000**

- 3.1 In 2013, the County Council considered new requirements set out as part of the Localism Act 2011 which aimed to ensure transparency of large severance packages. A range of information is provided in the public domain via Dorsetforyou in order to aid the level of transparency in respect of such severance packages which are considered to be those exceeding £100,000.
- 3.2 The £100,000 threshold is calculated including the total cost of salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid. Each of these components are clearly identified for decision makers whose role is to ensure that any decision offers maximum value for money whilst protecting the interests of the local taxpayer. Where the costs of the severance package exceed £100,000 specific justification for the proposed spend is included as part of the business case.
- 3.3 Severance packages exceeding £100,000 for all staff below Assistant Director and Service Director level are approved by the Corporate Director, after consultation with the Cabinet Member for the Directorate, the Cabinet Member for Workforce and Group Finance Manager.
- 3.2 During the period there are five cases where the severance package (redundancy and capitalised pension cost) exceeds £100,000. One case within Environment, Infrastructure and Economy was approved by Staffing Committee, three cases (two Environment, Infrastructure and Economy and one Adult & Community Services) were approved by the Corporate Director after consultation with the Cabinet Member for the Directorate and Cabinet Member for Workforce. The remaining one case within Chief Executives was agreed by Full County Council.

### **4. Future Considerations**

- 4.1. There is still no decision from the government in relation to their intentions to implement reforms relating to public sector exit payments, including the public sector exit payment

## Redundancy Costs – Quarterly Report

cap, as referred to in previous reports to the committee. Updates will be provided to the committee as necessary.

- 4.2. A Private Members Bill is currently being considered by the House of Commons (Public Sector Exit Payments (Limitation) Bill 2017 – 19)

## **Service Director Organisational Development**

7 January 2019

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# Staffing Committee

## Dorset County Council



Date of Meeting	28 January 2019
Officer	Chief Executive
<b>Subject of Report</b>	<b>Pay Policy Statement 2019/20</b>
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 2019/20. 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 2012, February 2013 and March 2015.</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 2019/20

Recommendation	<p>It is recommended that the Staffing Committee:</p> <ul style="list-style-type: none"> <li>(i) Note the provisions of the Localism Act and content of the Pay Policy Statement for the 2019/20 financial year.</li> <li>(ii) Recommend the approval of the Pay Policy Statement to the County Council.</li> </ul>
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  Appendix C1: Schedule of Contracts for Service</p>
Background Papers	None.
Report Originator and Contact	<p>Name: Tracy Scott, Principal HR &amp; OD Adviser  Tel: 01305 224619  Email: <a href="mailto:t.scott@dorsetcc.gov.uk">t.scott@dorsetcc.gov.uk</a></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 2019/20.
- 1.4 The new unitary council, Dorset Council, will be established on 1 April 2019. Legal advice recommends that notwithstanding the abolishment of Dorset County Council, a Pay Policy Statement for 2019/20, published in 2019, should still be produced.

## **2. Pay Policy Statement 2019/20**

- 2.1 A Pay Policy Statement for the financial year 2019/20 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 2019/20 Pay Policy Statement separates these partnership positions.
- 2.5 In addition, for the 2019/20 Pay Policy Statement, a temporary team has been formed to manage the Shaping Dorset Council programme, which will lead to the creation of a unitary council on 1 April 2019. The team consists of secondees from within the county council, from district/borough councils and via agencies. The Localism Act requires Dorset County Council to include the detail within its Pay Policy Statement as the host authority. These positions are shown in detail in Appendix B1.

## **3. Requirements of the Localism Act**

- 3.1 In preparing the Pay Policy Statement for the 2019/20 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.

3.2.2 The details for Chief Officers (Appendices A1 and B1) reflect the position as at 1 January 2019 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 2017/18 financial year (including elements such as pension contributions and lease car allowance) the ratio for the County Council is 8.78:1. This is slightly higher than 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 2019 the ratio of the Chief Executive's salary to the median FTE salary of employees was 7.00:1. This is slightly lower than the previous year as it is based on the salary of the Chief Executive as at 1 January 2019. The salary of the recently recruited Chief Executive in post on 1 January 2019 is lower than that of the previous Chief Executive.

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

## Pay Policy Statement 2019/20

2016/17	9.27:1	7.15:1
2017/18	8.76:1	7.15:1
2018/19	8.76:1	7.29:1
2019/20	8.78:1	7.00:1

### 4. Next Steps

- 4.1 It is recommended that the Staffing Committee agree to recommend the attached Pay Policy Statement for the financial year 2019/20 to the County Council.
- 4.2 Once agreed, and in advance of 31 March 2019, 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, B1 and C1).

Mike Harries  
**Chief Executive**

8 January 2019

## DORSET COUNTY COUNCIL PAY POLICY STATEMENT 2019/20

### 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](http://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 2019/20 and will be updated and re-published on an annual basis thereafter.
- 1.5 Dorset County Council will be abolished on 31 March 2019 and a new unitary authority will be established on 1 April 2019. A new Pay Policy Statement for Dorset Council will be produced and published by 31 March 2020.
- 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 3,491 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) and Finance.
- 2.4 Children's Services includes Care & Protection, Schools & Learning Services, Commissioning & Partnerships and Children's Safeguarding Standards.
- 2.5 Environment and the Economy includes Environment, Infrastructure & Economy, ICT & Customer Services and Corporate Development.
- 2.6 Adult and Community Services includes Adult Care, Commissioning, Partnerships & Quality and Learning Disability/Mental Health Services.

### 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 The Dorset Waste Partnership is hosted by the County Council in partnership with the District Councils and includes services such as waste, recycling and street cleaning services.
- 3.5 Due to the implementation of the two new Unitary Authorities effective from 1 April 2019, the Shaping Dorset Council team has been established to lead the programme and is being hosted by the County Council. This includes positions seconded from within the county, district and borough councils.

#### **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.

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 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.

## Pay Policy Statement 2019/20

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: 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
- 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, unless the form part of the TUPE protected provisions. 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:



- 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 2017/18 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 8.78:1.

9.5 In calculating the pay multiple based on FTE salaries (excluding allowances and enhancements\*) as at 1 January 2019 the ratio of the Chief Executive's salary to the median FTE salary of employees was 7.00:1. This is slightly lower than the previous year as it is based on the salary of the Chief Executive as at 1 January 2019. The salary of the recently recruited Chief Executive in post on 1 January 2019 is lower than that of the previous Chief Executive.

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

## Pay Policy Statement 2019/20

2018/19	8.76:1	7.29:1
2019/20	8.78:1	7.00:1

\* Excluding schools employees and apprentices

9.7 The figures from 2010/11 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.

## **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, Infrastructure and 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.

**National Joint Council (NJC)** – refer to JNC above.

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

Appendix A1 - Schedule of Chief Officer Remuneration							
Position Title	Directorate	Overview Table Category (Appendix A2)	National Terms and Conditions of Service	FTE Annual Salary as at 01.01.2019	FTE Salary Range £ per annum	Grade	FTE Allowances £ per annum
Chief Executive (and holding responsibility as Corporate Director for Environment and Economy)	Chief Executive's Department and Environment & the Economy	Chief Officer: Chief Executive & Directors (JNC Terms and Conditions)	JNC for Chief Executives of Local Authorities	£151,914	£145,670 - £161,278	Chief Executive (CE)	£0
Interim Director for Children's Services and Director of Adult & Community Services	Children's Services and Adult & Community Services	N/A	N/A	Consultant rate £700 daily rate (+ £101.45 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
Assistant Director – Adult Care Operations (VACANT)	Adult & Community Services	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	VACANT POST	£89,112 - £93,748	CO Salary Band 3	£0
Assistant Director – Early Help & Community Services	Adult & Community Services	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£89,112	£89,112 - £93,748	CO Salary Band 3	£0
Assistant Director – Children's Care & Protection	Children's Services	N/A	N/A	Consultant rate £850 daily rate (+ £33.08 agency fees)	N/A	The substantive grade for the post is CO Salary Band 3.	£0
Assistant Director – Schools & Learning Service	Children's Services	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£82,931	£82,931 - £87,567	CO Salary Band 4	£0
Assistant Director – Commissioning & Partnerships	Children's Services	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£82,931	£82,931 - £87,567	CO Salary Band 4	£0
Senior Manager – Children's Safeguarding Standards	Children's Services	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£55,843	£53,723 - £60,668	Dorset Grade 16	£0
Service Director – Digital, ICT & Customer Services	Environment, Infrastructure and Economy	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£87,567	£82,931 - £87,567	CO Salary Band 4	£0
Head of Business Improvement	Environment, Infrastructure and Economy	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£68,716	£65,913 - £74,722	Dorset Grade 17	£0
Service Director – Environment, Infrastructure & Economy	Environment, Infrastructure and Economy	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£92,203	£89,112 - £93,748	CO Salary Band 3	£0
Service Director – Financial Services	Chief Executive's Department	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£98,384	£95,809 - £103,020	CO Salary Band 2	£0
Pensions Manager	Chief Executive's Department	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£49,900	£48,949 - £54,681	Dorset Grade 15	£0

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Chief Accountant (Deputy 151 Officer)	Chief Executive's Department	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£74,722	£65,913 - £74,722	Dorset Grade 17	£0
Senior Finance Manager – Treasury & Investments	Chief Executive's Department	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£45,523	£44,697 - £49,900	Dorset Grade 14	£0
Service Manager – Estates & Assets	Chief Executive's Department	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£60,668	£53,723 - £60,668	Dorset Grade 16	£0
Service Director – Organisational Development (holding responsibility for Legal Services)	Chief Executive's Department	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£95,809	£95,809 - £103,020	CO Salary Band 2	£0
HR Specialist Services Lead	Chief Executive's Department	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£74,722	£65,913 - £74,722	Dorset Grade 17	£0
Service Manager – HR Operations	Chief Executive's Department	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£54,681	£53,723 - £60,668	Dorset Grade 16	£0
Democratic Services Manager	Chief Executive's Department	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£49,900	£44,697 - £49,900	Dorset Grade 14	£0
Group Manager – Governance & Assurance Services	Chief Executive's Department	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£60,668	£53,723 - £60,668	Dorset Grade 16	£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> 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)
<b>Elements of Remuneration</b>				
<b>Basic Salary Range</b>	See Appendix A1			Grade 1 £16,394 pa (FTE)
<b>Weekend Enhancement</b>	<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>	
<b>Night Enhancement</b>	<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>	
<b>Standby Allowance</b>	<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 £10.78. Saturday/Sunday/Public Holidays £19.40 per session.</p>	
<b>Standby Callout</b>	<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>	
<b>Overtime</b>	<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>	

<b>Public Holiday Enhancements</b>	<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>
<b>Sleeping In</b>	<p>Not applicable.</p>	<p>If required to sleep in on work premises a sleeping in payment of £35.37 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>
<b>First Aid Allowance</b>	<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 £20.35 per month.</p>	
<b>Retainer Payment</b>	<p>Not applicable</p>	
<b>Returning Officer Fees</b>	<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>
<b>Remuneration on Recruitment</b>		
<b>Starting Salaries</b>	<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"> <li>- the individual's knowledge, skills, experience and qualifications relating to the requirements of the role;</li> <li>- performance/capability as evidenced during the recruitment process;</li> <li>- existing market forces;</li> <li>- consideration of existing employees performing the same role as matched against the above criteria.</li> </ul>	
<b>Recruitment and Retention Payments</b>	<p>Not applicable.</p>	<p><b>Labour market increments</b> (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><b>Key Skills Recruitment &amp; Retention Bonus Scheme</b> – 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><b>Family and Friends Referral Scheme</b> – 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>
<b>Increases and Additions to Remuneration</b>		
<b>Payments for additional duties</b>	<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>

<b>Cost of Living Pay Increases</b>	<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 2% was awarded from 1 April 2018.</p> <p>Directors, Assistant Directors &amp; 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 2% was awarded from 1 April 2018.</p>	<p>Cost of living pay increases are agreed by the National Joint Council for Local Government Services.</p> <p>The last cost of living pay award varied depending on spinal column point. For spinal column points 20 and above there was a cost of living pay increase of 2% with effect from 1 April 2018.</p> <p>For all spinal column points from 19 and below, there was a varying scale of % increase, from 9.191% for spinal column point 6 to 3.734% for spinal column point 19, with effect from 1 April 2018.</p>		
<b>Salary Protection</b>	<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>			
<b>Performance Related Pay</b>				
<b>Incremental/Scale Progression</b>	<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>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>	
<b>Merit Increments</b>	<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>	
<b>Payments on Ceasing to Hold Office</b>				
<b>Notice Period</b>	<p>Where an appointment is subject to a probationary period it may be terminated by 1 weeks' 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 weeks' 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 weeks' 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 weeks' 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 weeks' 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 weeks' notice extended (as appropriate) by the Employment Rights Act 1996 to provide for 1 weeks' 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>	
<b>Redundancy Provisions</b>	<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>	



<b>Appendix B1 – Schedule of Partnerships Chief Officer Remuneration</b>							
<b>Position Title</b>	<b>Partnership</b>	<b>Overview Table Category (Appendix A2/B2)</b>	<b>National Terms and Conditions of Service</b>	<b>FTE Annual Salary as at 01.01.2019</b>	<b>FTE Salary Range £ per annum,</b>	<b>Grade</b>	<b>FTE Allowances £ per annum</b>
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 & Portland). Dorset County Council's contribution to the remuneration package is <b>64.32%</b> .							
Director of Dorset Waste Partnership	Dorset Waste Partnership	Chief Officer: Assistant Director/Service Director (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£92,203	£89,112 - £93,748	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)	£59,420	£53,723 - £60,668	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)	£58,203	£53,723 - £60,668	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)	£58,203	£53,723 - £60,668	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 <b>55.5%</b> 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.							
Corporate Director of Public Health Dorset, Bournemouth and Poole (CURRENTLY ON SECONDMENT)	Public Health	Chief Officer: Chief Executive & Directors (JNC Terms and Conditions)	JNC for Chief Officers of Local Authorities	£128,807	£113,862 - £128,807	CO Salary Band 1	No allowances*
Assistant/Deputy Director of Public Health (VACANT)	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£100,431	£84,507 - £102,506	Agenda for Change Band 9	£9541 (acting as Corporate Director of Public Health)
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
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 (Part Time)	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£97,787 (Pro Rata £62,290)	£76,761 - £103,490	Consultant Pay Scale	Allowances ** £6,032
Assistant Director of Public Health (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
Public Health Consultant (Part time)	Public Health	Statutory Transfer Order Appendix B2 Overview table	Protected terms and conditions under Statutory Transfer Order	£92,078 (Pro rata £82,867)	£76,761 - £103,490	Consultant Pay Scale	Allowances ** £3,016
Shaping Dorset Council is a team employed by Dorset County Council, specifically for the work in preparation for Dorset Council's formation on 1 April 2019, with Local Government Reorganisation funding between Dorset County Council and the District Councils (Christchurch, East Dorset, North Dorset, Purbeck, West Dorset and Weymouth & Portland). Dorset County Council's contribution to the remuneration package is <b>50%</b>							
Programme Director	Shaping Dorset Council	N/A	N/A	Consultant rate	N/A		£0

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				£820 daily rate (+ £103.49 agency fees)			
Programme Office Manager	Shaping Dorset Council	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£69,645	N/A	Is working on the substantive salary for the position, held with Bournemouth and Poole Council.	£0
Programme Manager	Shaping Dorset Council	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£49,900	£48,949 - £54,681	Dorset Grade 15 (seconded to DCC from substantive organisation)	£0
Communications and Engagement Manager	Shaping Dorset Council	Chief Officer: Other (Green Book Terms and Conditions)	NJC for Local Government Services (Green Book)	£48,949	N/A		£0

\* Corporate 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)
<b>Elements of Remuneration</b>		
<b>Basic Salary Range</b>	See Appendix B1	See Appendix B1
<b>Plussage to Basic Grade</b>	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
<b>Weekend and Night Enhancement</b>	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%
<b>Standby Allowance</b>	Not applicable – ceased September 2016	Not applicable – ceased September 2016
<b>Standby Callout</b>	Not applicable	
<b>Overtime</b>	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.

<b>Public Holiday Enhancements</b>	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.	Equivalent time off in lieu at plain time rates, in addition to the appropriate payment:  All time on Public Holidays (midnight to midnight) Pay Band 1 double time Pay Band 2 88% Pay Band 3 74% Pay Band 4 - 9 60%
<b>Remuneration on Recruitment</b>		
<b>Starting Salaries</b>	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.	
<b>Increases and Additions to Remuneration</b>		
<b>Cost of Living Pay Increases</b>	The last cost of living pay increase agreed by the National Health Service Staff Council was awarded in 2017.	
<b>Salary Protection</b>	<p>NHS - Bournemouth &amp; 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>	
<b>Performance Related Pay</b>		
<b>Incremental/Scale Progression</b>	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.	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.
<b>Payments on Ceasing to Hold Office</b>		
<b>Notice Period</b>	3 months notice (although a longer / shorter period can be mutually agreed)	Band 1 - 5 one months notice Band 6 + 3 months notice
<b>Redundancy Provisions</b>	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 01.01.18	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
LGR HR Strategic Lead	Shaping Dorset Council	N/A	N/A	Consultant rate £630 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
Communications Lead	Shaping Dorset Council	N/A	N/A	Consultant rate £535 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
LGR ICT Lead	Shaping Dorset Council	N/A	N/A	Consultant rate £720 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
Programme Manager LGR	Shaping Dorset Council	N/A	N/A	Consultant rate £475 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
Programme Co-ordinator LGR	Shaping Dorset Council	N/A	N/A	Consultant rate £460 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

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

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# Staffing Committee

**Dorset County Council**



Date of Meeting	28 January 2019
Officer	Chief Executive
<b>Subject of Report</b>	<b>Temporary arrangements for covering the role of Monitoring Officer and Service Director Organisational Development</b>
Executive Summary	<p>To facilitate the creation of the new Dorset Council, the Chief Executive Designate has requested the Monitoring Officer commences his new role full-time from 1 January 2019.</p> <p>This paper outlines the arrangements for covering the statutory duty of Monitoring Officer for the County Council and the role of Service Director, Organisational Development.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>No separate EqIA has been conducted / is required.</p>
	<p>Use of Evidence:</p> <p>The report is wholly evidence-based.</p>
	<p>Budget:</p> <p>The financial considerations are stated in the report.</p>
	<p>Risk Assessment:</p> <p>The associated risk is low.</p>
	<p>Other Implications:</p> <p>Not applicable.</p>

**Temporary arrangements for covering the role of Monitoring Officer and Service Director Organisational Development**

Recommendation	It is recommended that the Staffing Committee -  a) approves the temporary cover arrangements for the Service Director, Organisational Development, albeit retrospectively,  b) notes the exercise of urgency powers by the Chief Executive to appoint a Statutory Monitoring Officer for the Council.
Reason for Recommendation	To facilitate the establishment of Dorset Council by the early release of the current post holder into the new role. To provide cover for the Council's statutory role of Monitoring Officer and the vacant role of Service Director, Organisational Development from 1 January 2019 to 31 March 2019.
Appendices	None
Background Papers	None
Officer Contact	Name: Paul Loach, HR Business Partner Tel: 01305 225189 Email: paul.loach@dorsetcc.gov.uk



## **Temporary arrangements for covering the role of Monitoring Officer and Service Director Organisational Development**

### **1. Introduction**

- 1.1 Recruitment to the Executive roles for Dorset Council are now complete. The Council's Service Director, Organisational Development and Statutory Monitoring Officer, has been appointed to the role of Corporate Director (Legal and Democratic Services Monitoring Officer) at Dorset Council.

### **2. Early release of Service Director, Organisational Development to Dorset Council**

- 2.1 A request has been received from the Chief Executive Designate of Dorset Council to release the Service Director, Organisational Development and Statutory Monitoring Officer, to the new role at Dorset Council from 1 January 2019 on a full-time basis. The reason for the request is to facilitate the legal arrangements for the creation of the new Dorset Council.
- 2.2 The role of Service Director, Organisational Development and the statutory role of Monitoring Officer for the Council are held by one post holder. A Monitoring Officer is appointed under section 5 of the Local Government and Housing Act 1989 and is required to report to the council where it appears to them the authority has done, or is about to do, anything which would contravene the law or which would constitute maladministration.
- 2.3 The replacement of the Council's Monitoring Officer is a matter for the County Council's full council.
- 2.4 The replacement of Service Director, Organisational Development is a matter for Staffing Committee.
- 2.5 In order for the Council to remain legally compliant, a resolution to this situation is urgently required. Members are asked to note the Chief Executive's application of urgency power in paragraph 5 of this report.

### **3. Cover arrangements for the role of Monitoring Officer in Dorset County Council**

- 3.1 Using urgency powers, the Chief Executive has appointed the Council's Legal Services Manager (and Deputy Monitoring Officer) as the Council's Monitoring Officer for the period 1 January 2019 to 31 March 2019. The post holder meets the requirement of the Monitoring Officer role and is a highly experienced and qualified solicitor.
- 3.2 It is proposed that the Legal Services Manager acts up to the role of Service Director, Organisational Development for the period 1 January 2019 to 31 March 2019. During the three-month period the post holder will continue to manage the Legal Services Team. In addition, Human Resources and Organisational Development and Democratic Services will be added to the reporting lines.

### **4. Financial considerations**

- 4.1 An acting up allowance to reflect the increased responsibilities will be paid. It is anticipated that the changes will be cost neutral unless additional back-fill arrangements are required.

## **Temporary arrangements for covering the role of Monitoring Officer and Service Director Organisational Development**

- 4.2 For the purposes of completeness, the Council will incur 50% of the costs of Dorset Council's Monitoring Officer commencing work before 1st April 2019, as these costs are shared by all sovereign councils. This should be seen as a separate matter, as the Council would be expected to cover these regardless of any backfill arrangements needed.

### **5 Urgency powers of Chief Executive**

- 5.1 The Monitoring Officer aspect of the role must commence as soon as the necessary arrangements can be made. Given we only have 3 months to cover, I have exercised the urgency powers granted to me as Chief Executive. Otherwise we would either have to wait until Full Council on 28 March 2019 or operate without a Monitoring Officer neither of which is acceptable. The exercise of urgency powers by a Chief Executive, especially for something normally reserved to the full County Council, is not something to be taken lightly, but in the circumstances, I advise we do not have much by way of alternative.

The key points in relation to urgency powers within the constitution are:

- 5.2 Para 4.3

If authority to act has been reserved to the Full Council, the Cabinet, a Committee or subcommittee then no member of staff may exercise delegated authority in relation to that matter without the approval of the decision making body. The authorisations which are reserved are described in the appendices. In addition, and in accordance with Part 2, Article 13 of the Constitution, "key decisions" are executive decisions reserved to the Cabinet, in accordance with the Executive Procedure Rules set out in Part 4 of the Constitution. Key decisions are those where the financial implications for the County Council exceed £500,000 or which are likely to have a significant effect on a division or divisions represented by at least two members. Exceptionally the Chief Executive has delegated authority to act in cases of urgency, including making key decisions.

- 5.3 Appendix 5 (Delegations to the Chief Executive), para 2.4

To authorise in cases of urgency the acquisition or disposal of land or any other step or transaction (not limited to land and property matters) which he/she considers to be in the best interests of the County Council, (which shall include making "key decisions") after consultation with the Chairman and Vice-Chairman of the Cabinet and after having taken advice from the Chief Financial Officer and the Monitoring Officer.

- 5.4 The Scheme of Delegation anticipates that officers will consult with relevant Committee Chairs before exercising delegated authority (in this instance the Chairs of both Full Council and the Staffing Committee, and the Chief Financial Officer) before reporting the decision to the next relevant meeting. As this decision relates to the Monitoring Officer and both the Council's Monitoring Officer and Deputy Monitoring Officer are directly affected I am not consulting with them about the decision in this instance, although I have spoken with them both about proper process.

**Mike Harries**  
**Chief Executive**

January 2019