

KEY DECISION: YES/NO

REPORT NO. PEO2401

ANNUAL PEOPLE REPORT AND OTHER HUMAN RESOURCES MATTERS

SUMMARY AND RECOMMENDATIONS:

This report brings together a number of updates for Cabinet in relation to the Council's workforce. It provides updates on implementation of elements of the Council's People Strategy and provides key data on the Council's workforce for 2023. The report seeks Cabinet's approval of a new Health and Wellbeing Statement of Intent and also for a Code of Practice relating to Health, Wellbeing and Stress management.

The report also provides the latest Pay Policy Statement and Gender Pay Gap calculations which will be considered by the Corporate Governance, Audit and Standards Committee and Full Council.

Recommendations:

That Cabinet

- i. Note the Annual People Report
- ii. Approve the proposed Health and Wellbeing Statement of Intent and note the approach to implementation.
- iii. Approve the Health, Wellbeing and Stress Management Code of Practice
- iv. Note the Pay Policy Statement and Gender Pay Gap Report as set out in the report to Corporate Governance, Audit and Standards Committee

1. INTRODUCTION

- 1.1 The Council has a People Strategy agreed in 2021 (which provides the framework for human resources or, the more current terminology of people management and development for the Council). The implementation of the People Strategy is monitored by the Council's Transformation Task and Finish Group. Some limited workforce data is included in the quarterly monitoring but the annual report included at Appendix A brings together a wider perspective alongside some key updates for consideration by Cabinet.
- 1.2 In addition, this report includes a proposed Health and Wellbeing Statement of Intent and a new Health, Wellbeing and Stress Management Code of Practice.
- 1.3 Alongside the above the Council needs to agree and publish a Pay Policy Statement and Gender Pay Gap Report. These are considered by the

Corporate Governance, Audit and Standards Committee and are summarised in this report for noting by Cabinet.

2. ANNUAL PEOPLE REPORT

- 2.1 The Annual People Report at Appendix A provides an update on the People Team activities, data of workforce composition and data trend analysis during 2023.
- 2.2 Key projects this year have included: Procurement and implementation of a new eLearning platform, completion of the first stage of the procurement process for a new Applicant Tracking System (ATS), design and launch of a Corporate Learning & Development Programme, Pensions auto-enrolment (every 3 years), Pay and Reward Policy revisions, wellbeing initiatives including the bi-annual Health and Wellbeing Survey and increased staff communication and engagement via surveys and the introduction of the monthly Rushmoor Roundup! newsletter.
- 2.3 Cabinet are invited to note the progress and key data for 2023.

3. HEALTH AND WELLBEING STATEMENT OF INTENT

- 3.1 It is proposed to implement a Wellbeing Statement of Intent to demonstrate Rushmoor's commitment to organisational wellbeing. The sickness absence data and employee assistance programme data indicates that anxiety, in particular, is a reason for absence and seeking counselling support. Other reasons include stress and depression.
- 3.2 The Health and Wellbeing Statement of Intent describes the Council's four wellbeing areas to develop a healthier, happier, more resilient and productive workforce. The four areas of wellbeing are Mental Wellbeing, Physical Wellbeing, Social Wellbeing and Financial Wellbeing.
- 3.3 The proposed Health and Wellbeing Statement of Intent is attached at Appendix B

4. HEALTH, WELLBEING AND STRESS MANAGEMENT CODE OF PRACTICE

- 4.1 Linked to the Health and Wellbeing Statement of Intent is the proposed implementation of a Health, Wellbeing and Stress Management Code of Practice which can be found at Appendix C.
- 4.2 This Code of Practice states the responsibilities for the Council, Line Managers, the People Team and employees to proactively and reactively manage and minimise the impact of stress-related issues within the Council.

5. PAY POLICY STATEMENT AND GENDER PAY GAP

- 5.1 The report to CGAS containing the Council's Pay Policy Statement and Gender Pay Gap report is enclosed at Appendix D. The Pay Policy Statement sets out

the framework within which pay is determined in Rushmoor Borough Council and it provides an analysis comparing the remuneration of the Chief Executive with other employees of the authority.

- 5.2 The comparisons included within the paper, look at the ratio between the Chief Executive and the full-time equivalent salary for a permanent member of staff employed in the lowest grade within the structure. The ratio for 2024/25 is 1:5.9.
- 5.3 The Gender Pay Gap Report contains the Gender Pay Gap calculations for both mean and median values. The mean gender pay gap equates to 12.69 % with the female average salary being lower than the male average salary. The median gender pay gap equates to 9.52% with the female median rate being lower than the male median rate.

6. RISKS

- 6.1 There are no risks associated with the consideration of this report.

7. LEGAL IMPLICATIONS

- 7.1 There are no legal implications associated with the consideration of this report. The Council People Management policies and procedures and provisions within the constitution provide framework for decision making associated with employees.

8. Financial and Resource Implications

- 8.1 There are no additional financial implications associated with this report that are not within existing budgets.

9. Equalities Impact Implications

- 9.1 There are no equalities impact implications directly associated with this report. The papers attached with this report are considered against the three progress levels of the Diverse and Engaged Workforce module of the Equality Framework for Local Government.

CONTACT DETAILS:

Report Author: Belinda Tam, Corporate Manager - People
(Belinda.Tam@rushmoor.gov.uk)

Director: Karen Edwards, Executive Director
(karen.edwards@rushmoor.gov.uk)

APPENDICES

- A - Annual People Report
- B - Health and Wellbeing Statement of Intent
- C - Health, Wellbeing and Stress Management Code of Practice
- D - Pay Policy Statement and Gender Pay Gap Report

APPENDIX A

ANNUAL PEOPLE REPORT 2023

1. Introduction

- 1.1 This first annual report seeks to provide a consolidated update on the Council's people related activities including implementation of the [People Strategy](#) and providing data and information relating to the Council's workforce.

2. People Team

- 2.1 The Council's human resource functions are delivered through the People Team who provide a cross council service which includes: recruitment and selection, reward, remuneration and benefits, organisational design and development, learning and development, apprenticeships and work experience, wellbeing and payroll. The current establishment headcount of the People Team is 7 (6.36 FTE) which was reduced in May 2023 from a headcount of 8 (6.81) because of savings required from the Outcomes Based Budgeting (OBB) project.
- 2.2 Key projects this year have included: procurement and implementation of a new eLearning platform, completion of the first stage of the procurement process for a new Applicant Tracking System (ATS), design and launch of a Corporate Learning & Development Programme, Pensions auto-enrolment (every 3 years), Pay and Reward Policy revisions, wellbeing initiatives (including the bi-annual Health and Wellbeing Survey), increased staff communication and engagement via surveys and the introduction of the monthly Rushmoor Roundup! newsletter.

3. Workforce profile

3.1 Headcount

A breakdown of the headcount for the council is provided in the table below. Headcount continues to fall as efficiencies are made and changes to how services are delivered. There was a significant reduction in headcount during 2023 which was due mainly to changes in the provision of services and the OBB savings requirements.

Year	Headcount	FTE
Jan – Dec 2021	287	256.63
Jan – Dec 2022	271	243.23
Jan – Dec 2023	247	220.65

A further breakdown of the headcount/FTE by service is provided below as of **31st December 2023**. Please note that yearly comparison data cannot be provided due to the in-year reorganisation of some teams.

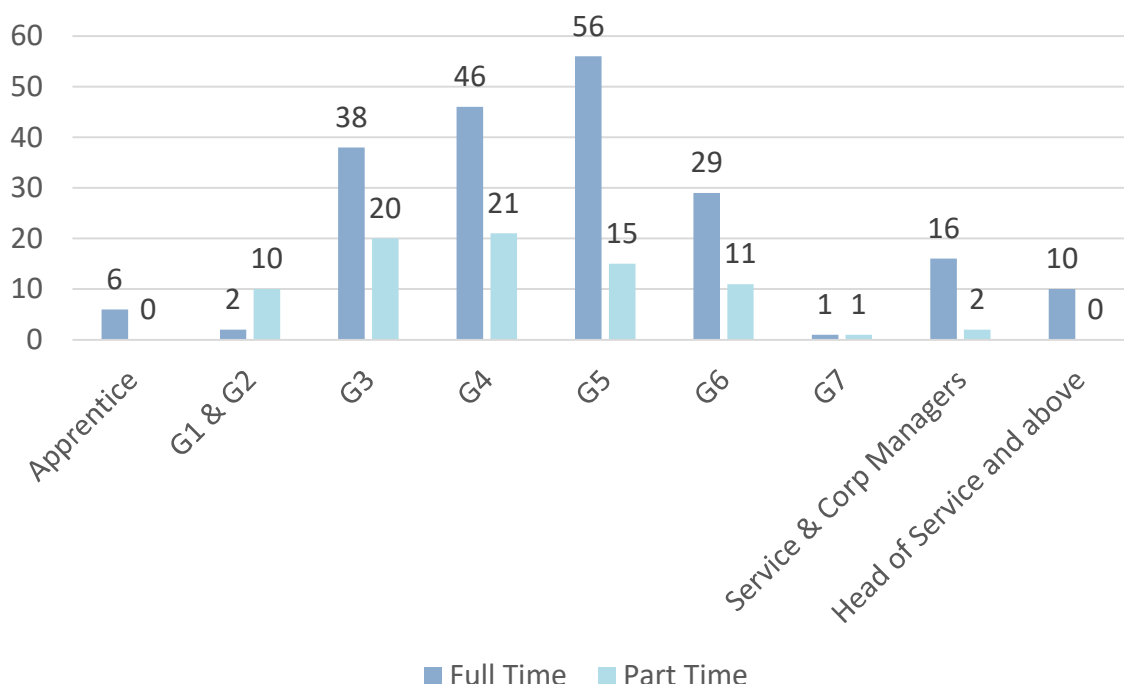
Service	Headcount	FTE
Chief Executive Office (CEX)	5	5

Assistant Chief Executive (ACE), Communications, Partnerships, Risk, Performance and Procurement (RPP), Policy, Strategy & Transformation (PST)	27	24.28
Operational Services	75	63.68
Regen & Development	6	6
Customer Services & Facilities	23	20.38
Information Technology	13	12.41
Finance	34	30.85
Democracy	7	5.38
Property & Growth	42	39.6
Legal Services	8	6.71
People Team	7	6.36
Total	247	220.65

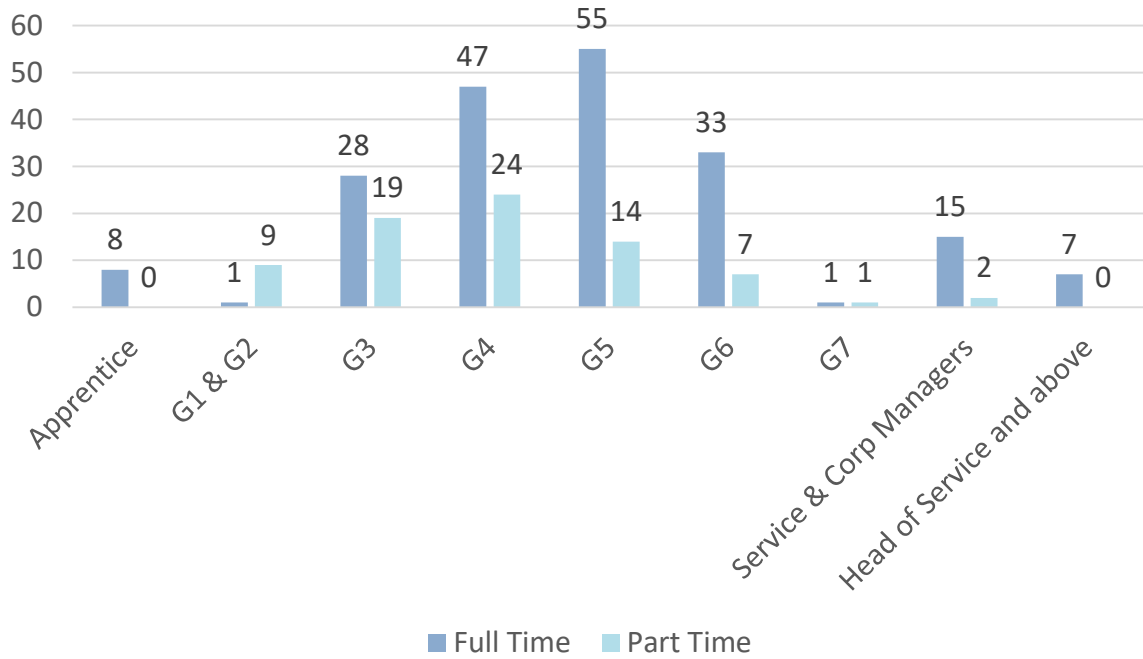
3.2 Full time (FT) and part time (PT) grade breakdowns

The percentage of the Council's workforce contracted to work less than 37 hours a week is 28.36%. Of this percentage, females make up 93.15% indicating that more females than males work less than 37 hours a week. Further details of the grade breakdowns are provided in the graphs below and the highest percentage of part time workers during the years are in a Grade 4 (G4) role. There is an increase in the number Service Managers (SM) and Corporate Managers (CM) in 2023 who are working part time and or/flexibly which is providing greater gender diversity at these levels. However, there are less staff working part time at Head of Service and above levels which will be further explored by reviewing job design at these levels.

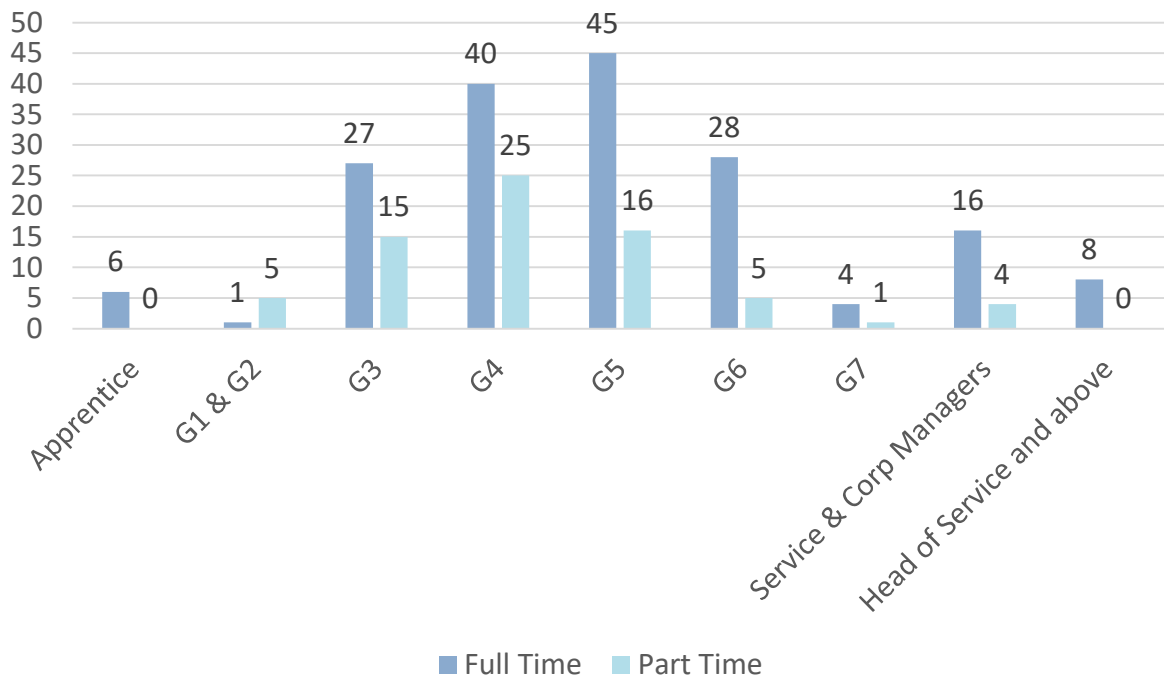
Grade breakdown - Full & Part time 2021



Grade breakdown - Full & Part time 2022



Grade breakdown - Full & Part time 2023



3.3 Workforce Turnover (T/O)

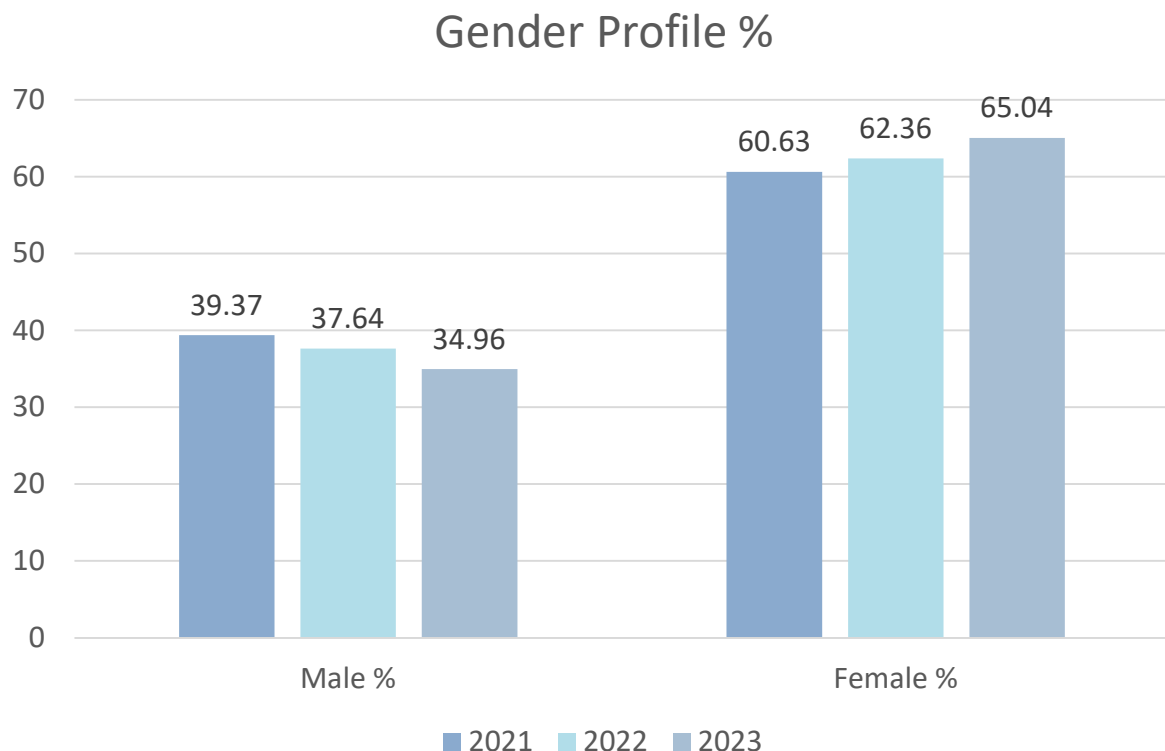
The workforce turnover for the last three years is provided below presenting voluntary turnover and involuntary turnover separately:

Year	Voluntary T/O	Involuntary T/O
Jan – Dec 2021	9.11%	2.12%
Jan – Dec 2022	19.26%	2.18%
Jan – Dec 2023	12.71%	8.27%

The voluntary turnover for 2022 was highest for Rushmoor as the council suffered from losing skilled staff such as legal professionals due to the national skill shortages at this time which also carried over into 2023. The involuntary turnover for 2023 was due to the changes in the provision of services and the OBB savings requirements. The Local Government median labour turnover rate for 2020/21 was 14%¹. Further analysis will be undertaken to review the Council's turnover rates compared to other local authorities.

3.4 Gender profile

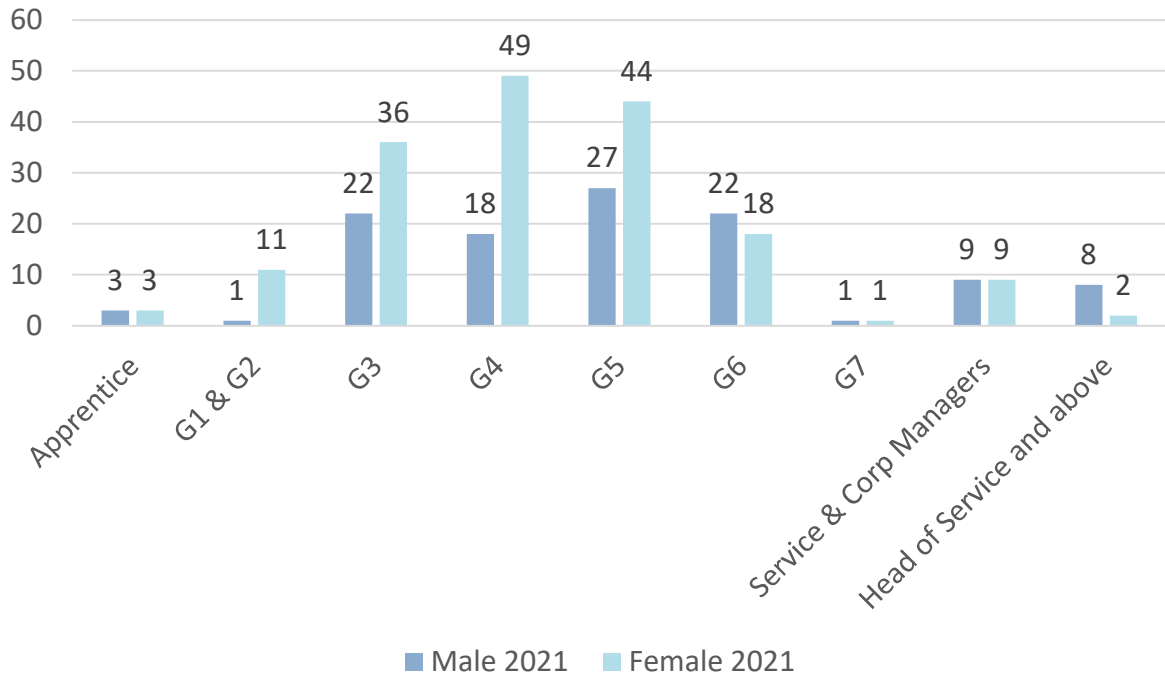
Over the past three years there has been a gradual reduction in the number of male employees and a gradual increase in the number of female employees. These changes are illustrated in the graph's below:



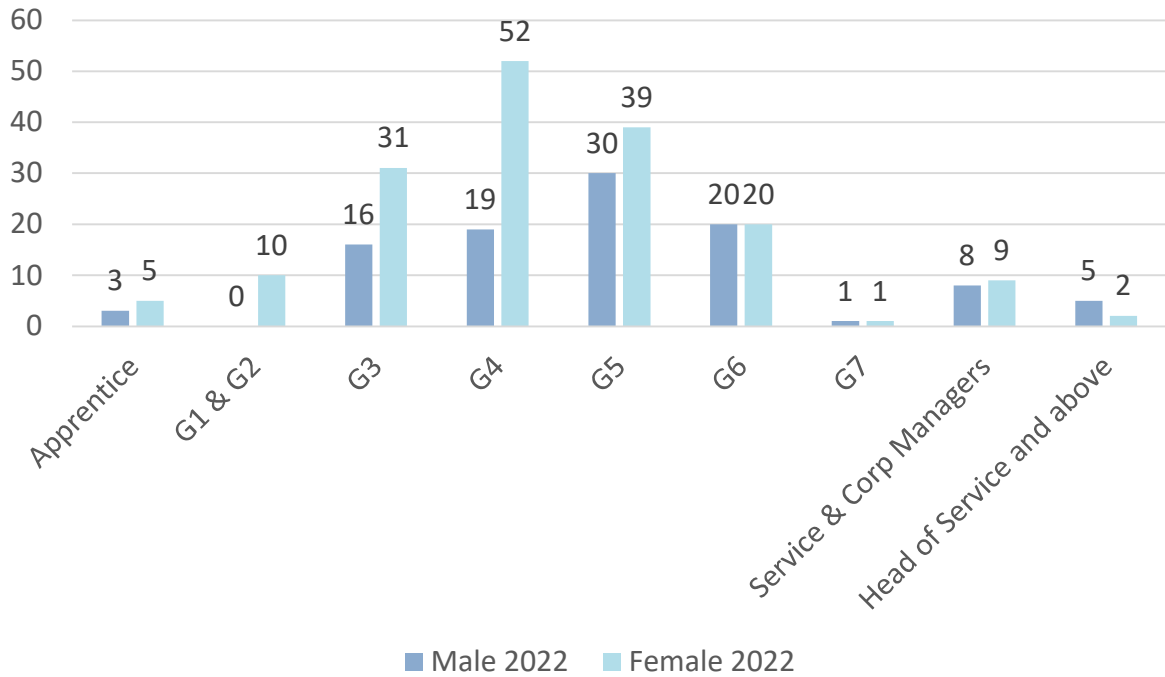
¹ [PowerPoint Presentation \(local.gov.uk\)](#)

Further gender breakdowns are provided by grade below:

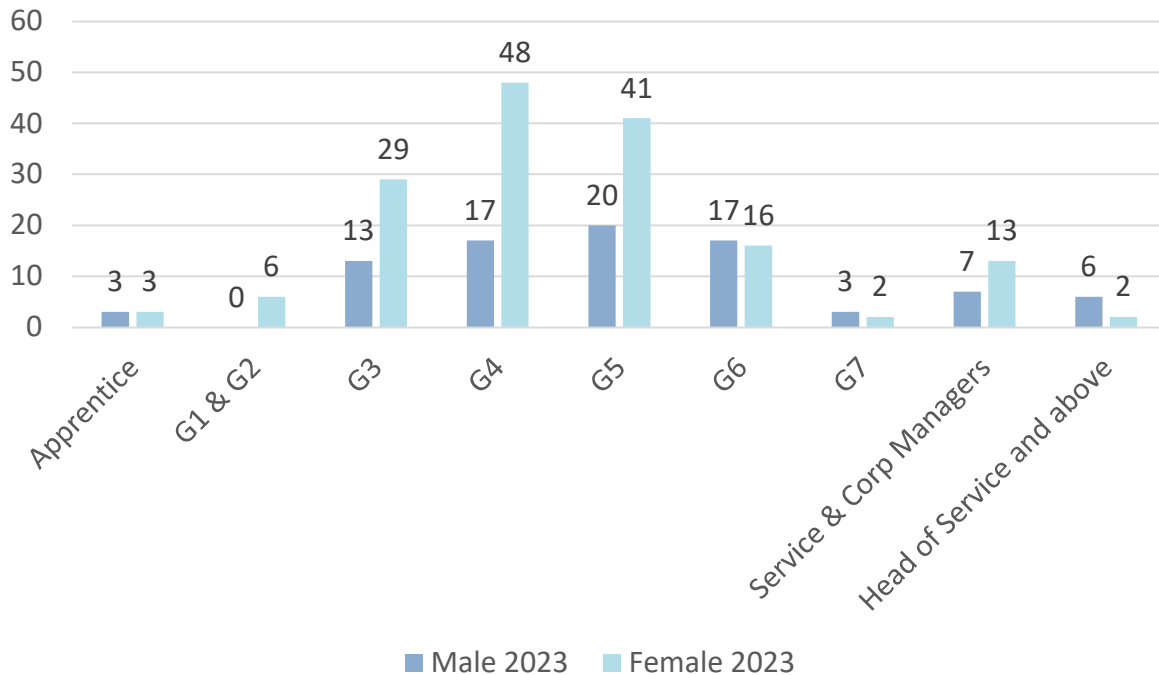
Gender Profile by Grade 2021



Gender Profile by Grade 2022



Gender Profile by Grade 2023



The percentage of females employed in the workforce has increased slightly to 65.04% (160 females). The number of females employed in Service Manager and Corporate Manager grades has now surpassed the number of males. However, there are still more males in the Head of Service and above roles despite a higher percentage of females in the workforce. As stated previously this will be reviewed and analysed. Local authority sample comparator data below shows a similar percentage of female staff:

Year	Local Authority	Females %
31 st March 2022	Surrey Heath BC	64%
31 st March 2023	Waverley BC	64%
31 st March 2023	Runnymede BC	57.4%

3.4.1 The gender pay gap for Rushmoor as at 31st March 2023 ('snapshot date') equates to a **12.69%** difference (or 'gap') in pay rates, with the female average salary being lower than the male average salary. The median pay gap has decreased for the third year to **9.52%**. Rushmoor's gender pay gap data for 2021, 2022 and 2023 are detailed in the table below:

Year	Mean	Median
2021	11.7%	11.3%
2022	13.8%	10.9%
2023	12.69%	9.52%

3.4.2 According to the Office for National Statistics (ONS) in April 2023 the median gender pay gap for all employees will have decreased to 14.3% from 14.4% in 2022². The mean and median gender pay gap calculations for other local authorities can be found in the table below:

Council	Year	Mean Gender Pay Gap	Median Gender Pay Gap
Basingstoke & Deane*	2022	-5.8%	-27.4%
Test Valley	2022	-19.3%	-5.2%
Woking	2022	16.37%	15.81%
Waverley	2022	13.69%	9.17%
Surrey Heath	2022	13.66%	13.07%

* Please note that the mean gender pay gap of zero represents less than 1% of the workforce

3.4.3 There is a higher proportion of men who occupy the lowest paid jobs at Test Valley BC and there are more women occupying the middle of the organisation's pay scale. Similarly at Basingstoke and Deane BC the highest proportion of men at the council occupy the lowest paid jobs and there is a larger percentage of women in the lower middle and upper middle pay quartiles. These gender quartile splits help to explain why the gender pay gap calculations are more favourable to women at these councils.

3.4.4 Rushmoor's gender pay gap data for 2022 is similar to Woking BC, Waverley BC and Surrey Heath BC. The Rushmoor gender pay gap quartile data demonstrates that the highest percentage of females occupy the lower paid roles than males. However, the upper quartile demonstrates a more balanced representation of females and males in these roles.

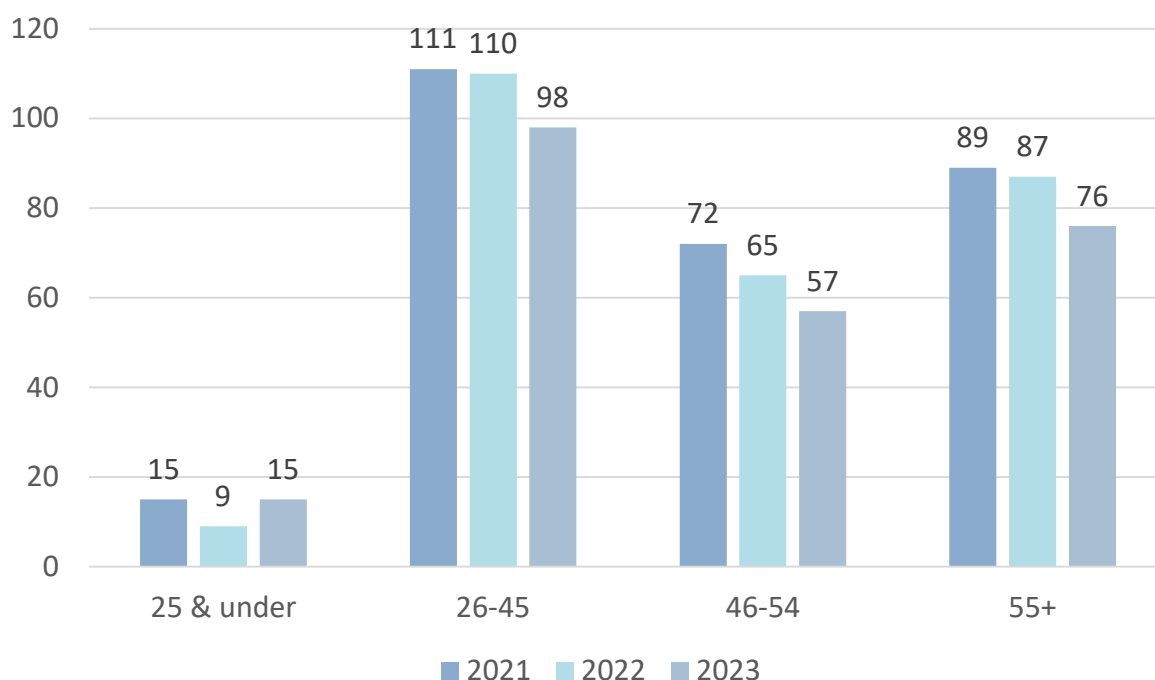
3.4.5 In line with the People Strategy the Council will continue to promote secondments, cross council project working, encourage the personal development of employees, and those with the potential to progress into senior roles and continue to encourage flexible working, to facilitate positive shifts in the Council's gender pay gap.

3.5 Age Profile

The graph below highlights the age profile of the workforce at the Council. The age range of staff between 26 and 45 continues to be the highest (39.84%, 98 members of staff) and the next highest age group (30.89%, 76 members of staff) is the 55 and over age group. The 25 and under age group (6.1%, 15 members of staff) has increased in 2023. Further age profile analysis by service teams has been conducted for succession planning discussions with Heads of Service and Service Managers where there are particularly high numbers of staff in the second largest age group. There is also further work to be undertaken to attract and retain more young people (T Levels, Apprenticeships and Graduates).

² [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

Age Profile - Headcount



3.6 Ethnicity Profile

The ethnic data for the workforce in December 2023, compared to the Rushmoor Population (2021 Census) data is detailed in the table below:

	Council workforce	Rushmoor Population (2021 Census)
White	79.27 %	77.5%
Black and Minority Ethnic (BAME)	5.69%	22.5%
Not stated/Not Known/Prefer Not to Say	15.04%	N/A (all questions need to be answered in the Census)

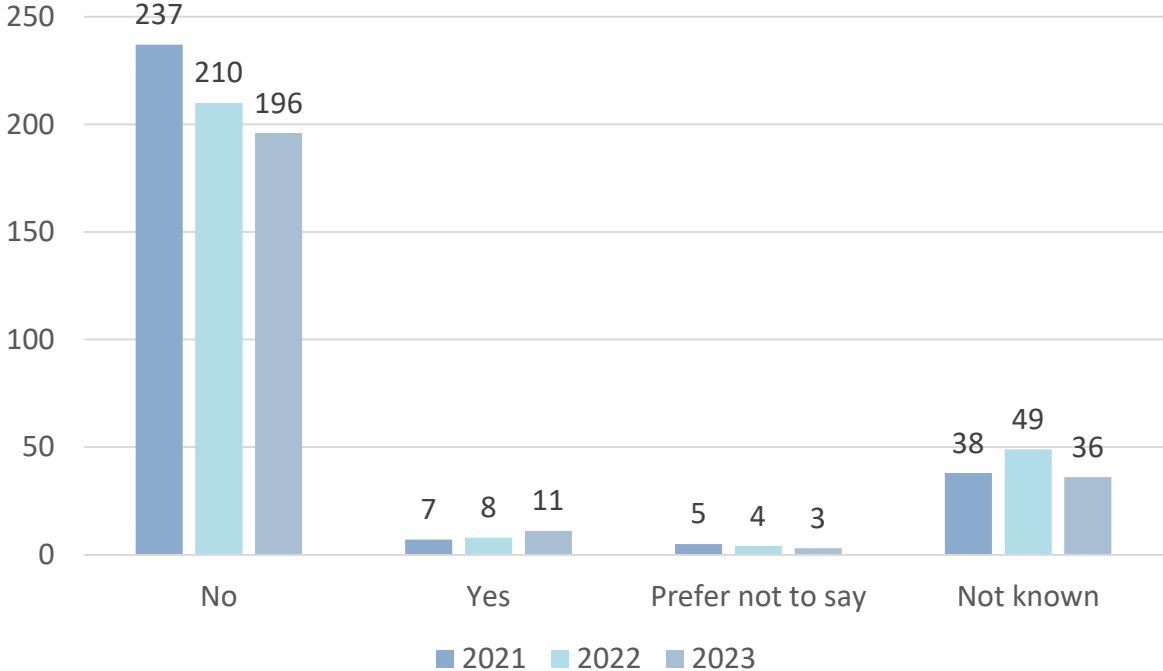
A key challenge for the Council is to develop initiatives to further encourage a diverse and inclusive workforce from the local community and wider. This will be a feature in the development of the revised People Strategy.

3.7 Disability Profile

The disability profile at Rushmoor shows that there has been a slight increase in the number of staff declaring they have a disability. It is important for the council to understand how to best support staff with a disability in the workplace. The

Council will continue to encourage staff to update their personal records and reduce the 'not known section' (36 members of staff) in particular. Further work will also be undertaken to review the Council's recruitment and selection processes in line with Equality, Diversity and Inclusion (EDI).

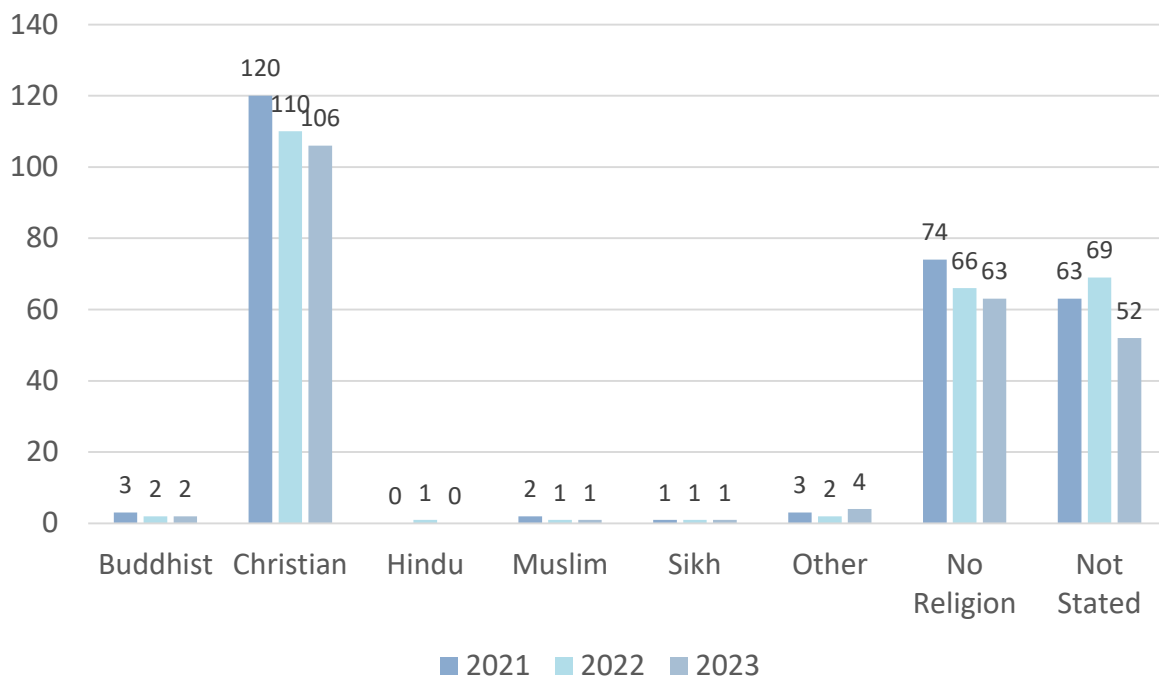
Disability - Headcount



3.8 Religion and Belief Profile

The religion and belief profile in the graph below shows a decline in the number of council staff not updating the religion and belief section of their personal

Religion & Belief Profile



records. There is a slight change in the remaining data other than a very small increase in staff selecting 'other' under this section. The People Team have recently encouraged all staff to update their records.

4. Sickness

4.1 The table below shows sickness absence data at Rushmoor for the last three years:

	Days lost per FTE	Short term absence - days lost per FTE	Long term absence - days lost per FTE
2021	5.8	1.99	2.82
2022	4.56	3.08	1.48
2023	4.23	2.41	1.85

NB: Long term absence is absence that extends beyond 4 weeks

4.2 The average number of working days lost per annum due to sickness absence in local government is 8.7 days per FTE as reported in the LGA Workforce Survey, England 2022/23³.

³ [2022 Local Government Workforce Survey | Local Government Association](#)

- 4.3 Short term absence at Rushmoor has reduced to 2.41 days lost per FTE in 2023 from 3.08 days lost per FTE in 2022. Long term absence has increased slightly to 1.85 days lost per FTE from 1.48 days lost per FTE.
- 4.4 During 2023, the most common reasons for the number of episodes for sickness absence were coughs, colds, flu and gastrointestinal problems. The most common reason for the number of days lost were due to Covid, anxiety, stress and depression.
- 4.5 The data demonstrates slight changes in sickness absence over the years with the reasons for absence continuing to be anxiety, stress and depression. Recognising the need to address these reasons for absence and to demonstrate Rushmoor's commitment to organisational wellbeing, the Council is proposing to implement a Wellbeing Statement of Intent. This statement includes the Council's support of mental, physical, social and financial wellbeing initiatives to 'create a healthy, content, resilient and productive workforce who are able to work to the best of their ability and collectively maximise the impact of the borough of Rushmoor'. It is also proposed that a Health, Wellbeing and Stress Management Code of Practice (recommended by the HSE) is implemented which complements the Council's commitment to the wellbeing of staff.

5. Health and Wellbeing

The Council already undertakes a number of initiatives that focus on health and wellbeing, including the support of an Employee Assistance Programme (EAP), the services of an Occupational Health provider and participation at the Council's Health and Wellbeing Group. The People Team promote and lead on health and wellbeing events, designed to raise awareness of the importance of both physical and mental health.

5.1 Employee Assistance Programme (EAP)

5.1.1 The Employee Assistance Programme offers support to employees and their families with health and wellbeing, via telephone counselling, face to face counselling, a Health Portal and a 24-hour help/advice line. Monthly newsletters from the Council's EAP provider are published on Viva Engage and the People Portal.

5.1.2 The annualised EAP utilisation for the Council in 2023 was 10.5%, calculated as counselling and advice calls. During this time a total of 34 calls were logged and of these 32 were counselling calls. The online portal received a total 49 hits within this reporting year. There were slightly more males than females accessing EAP. Mental health issues are still the highest category of calls. Anxiety was the most common reason, followed by bereavement and partner related reasons. As previously mentioned, anxiety continues to be a reason for sickness absence. The EAP data will be further analysed to shape the health and wellbeing support the Council provides staff.

5.2 Health and Wellbeing initiatives during 2023

There were a number of health and wellbeing initiatives held during 2023 which are detailed below:

- Launch of the Health and Wellbeing Survey 2023. A biannual survey used to understand where the Council is as an organisation and compare this with previous surveys to identify trends and where we can improve the working environment. Focus groups were held to discuss three key areas highlighted in the feedback.
- Events and Celebration days marked, e.g. Mental Health Awareness week, International Men's Day, International Women's Day, World Suicide Prevention Day, Time to Talk Day etc.
- In person and virtual 'Tea Breaks' arranged monthly to create time and space for colleagues to connect.
- Wellbeing Walks run monthly and linked to wider events where appropriate
- Launch of a Menopause Framework as part of International Women's Day celebrations to support staff.

6. Recruitment and Selection

6.1 Recruitment continues to be a challenging area particularly for hard to recruit to skilled roles such as legal professionals, audit and investigation professionals and property professionals.

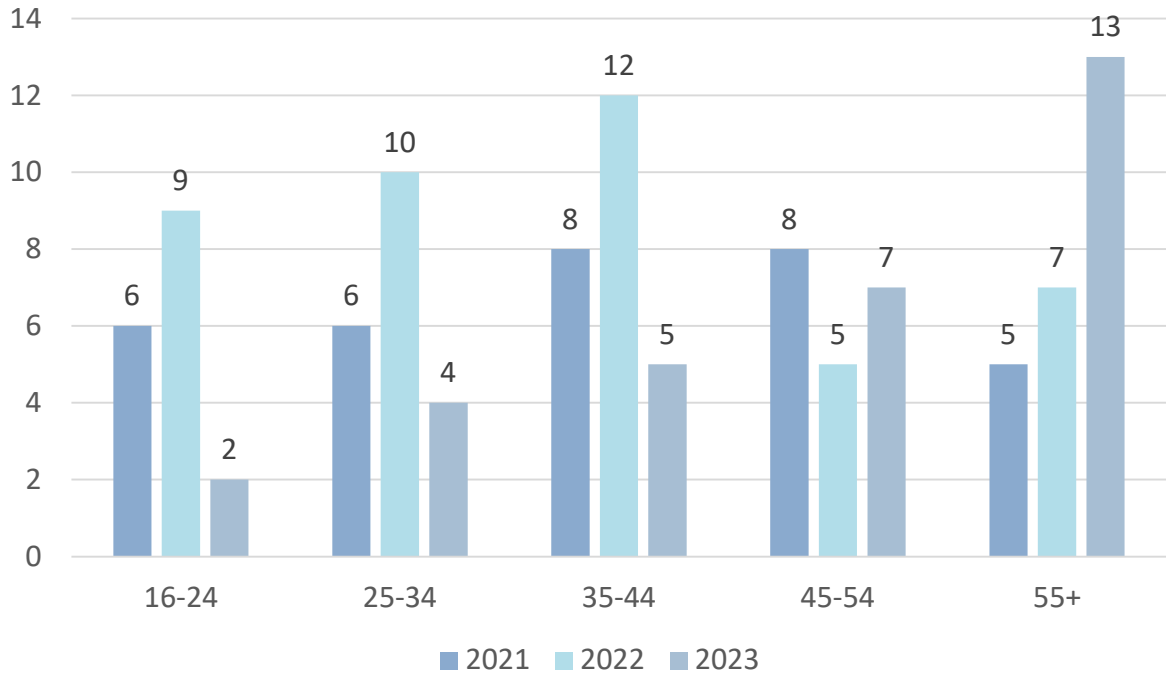
6.2 Rushmoor uses the Jobs Go Public (JGP) recruitment advertising and applicant tracking system (portal). The current extended contract with JGP ends in June 2024 and the Council has commenced a procurement process for a new applicant tracking system.

Between 1st January and 31st December 2023 there were **53** vacancies advertised on the JGP portal:

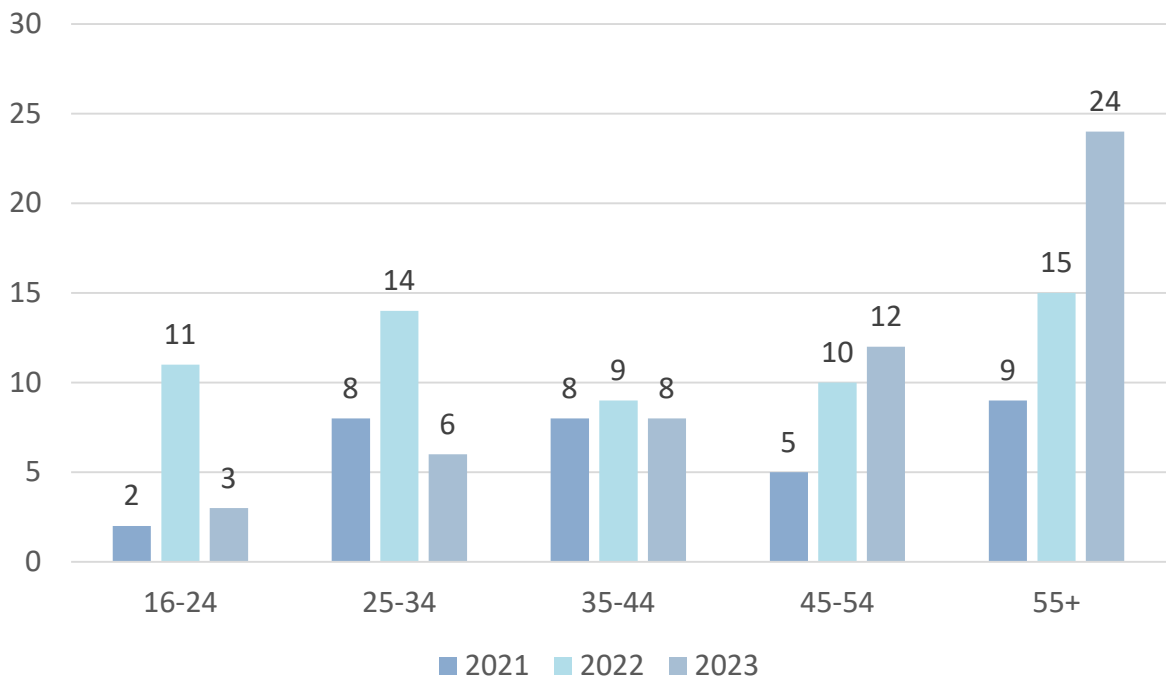
- **44** of these vacancies have an appointed candidate for the role
- **9** vacancies were not filled (including Principal Property and Commercial Lawyer, Principal Planning and Regulatory Solicitor, Paralegal, Internal Audit and Investigations Officers, Compliance and Marketing Assistant).

6.3 The age profile of starters and leavers for the last three years is detailed in the graph below:

Age Profile - Starters



Age Profile - Leavers



For 2023 the highest number of starters and leavers were in the 55+ age group. Further analysis of this data will be undertaken alongside the corporate succession planning project.

7. Apprentices and the Apprenticeship Levy

- 7.1 Since the introduction of the apprenticeship levy in April 2017, the Council has been able to utilise 76% of available funding for the provision of apprenticeship training. The funding can be used for training for new apprentice contracts and for upskilling existing staff. In the reporting period 2023, the apprenticeship levy has been used to fund the following apprenticeships:

New Apprentice Contracts			
Apprenticeship	Service	Start	End
Creative Venue Technician Level 3	Operations	Sep 2023	Sep 2025
Software Developer Level 4	Office of the Assistant Chief Executive	Apr 2023	Oct 2024
Events Assistant Level 3	Economy, Planning and Strategic Housing	Oct 2022	Oct 2024
Business Administrator Level 3	Finance	Apr 2022	Apr 2024
Associate Project Manager Level 4	People	Oct 2021	Mar 2024
Installation electrician / maintenance electrician L3	Property, Estates and Technical Services	Jan 2021	Jan 2025
Apprentice Upskilling for existing staff			
Associate Project Manager Level 4	Operations	Oct 2021	Mar 2024
Associate Project Manager Level 4	Office of the Assistant Chief Executive	Oct 2021	Mar 2024
Chartered Town Planner Level 6	Economy, Planning and Strategic Housing	Sep 2022	Mar 2029
Payroll Administration Level 3	People	Jun 2022	Mar 2024

- 7.2 The Council has two tiers for salary for new apprentice roles. Those studying towards an entry level qualification, up to Level 3 have a starting salary of £13,631 and those studying towards a Level 4 or above have a starting salary of £21,350.

8. T Level Placements

- 8.1 T Levels are another route of study to support young people. T Levels are relatively new courses which follow on from GCSEs and are equivalent to three A levels. Students are required to complete a 45 day / 9-week industry placement to gain experience of a working environment and to be able to put the theory they're learning into practice. This equates to 80% in the classroom and 20% in the workplace. The student is supported by the college where they are studying throughout, with joint objectives set at the beginning and reviewed over time to ensure value is there for the student and for the organisation.
- 8.2 T Level students are a great way of attracting young people to work in local government and can act as an entry route and the beginning of an exciting career pathway.
- 8.3 The Council has supported two students during 2023 from Farnborough College of Technology, within the IT and Policy, Strategy and Transformation service and will seek to support further students where possible.

9. Communication and Employee Engagement

- 9.1 Over the last year, more focus was placed on how the Council communicate and engage staff in the organisation, through multiple channels that offer choice and accessibility, with clear, frequent, and timely messaging on key issues. Providing staff an opportunity to voice diversity of opinion and have a say in the decisions that affect their work.
- 9.2 Key communication strategies and engagement activities led on and/or contributed towards during 2023 included:
- 'Engage 24/7' an anonymised survey open throughout the year for staff to share their experiences of working at Rushmoor which provides a temperature check on how staff are feeling.
 - OBB support for communications, FAQ documents, Focus Group sessions.
 - Cost of Living page created with signposting.
 - Contribution at Staff Live sessions
 - Creation of a survey for front line staff to share their views on how the reception area is working and any improvements that could be made.
 - Rushmoor Round Up! A monthly staff newsletter launched in March.
 - Christmas Event, Advent Calendar and 'Rushmoor Christmas Angels' for staff to show appreciation for a colleague.
 - Communication plan for launching a new eLearning platform including engagement with subject matter experts in the organisation to review the course content and the creation of 'how to guides' and documentation for staff.

- Launch and continued publishing of the SeedL learning platform as a way to access a variety of development topics.
- Long Service Awards for staff who have worked at Rushmoor for 20 years or more.
- Careers Fair attendance at Alderwood School.
- 'Equal Opportunities' focus on review and updating records held to better understand the composition of the workforce.
- Development of the People Portal, updates and new pages added.

9.3 Pensions, Election payroll and Pay Award

9.31 Auto enrolment

The deadline for the re-declaration for auto enrolment was 30th June 2023 for the Rushmoor Borough Council main payroll. There were 7 members of staff to re-enrol, from this 6 opted out and 1 opted into the scheme.

9.3.2 Re-declaration for the Election payroll

The date of re-declaration for the Election payroll was 7th August 2023. The Returning Officer is the only member of staff eligible for a workplace pension and is already in the scheme.

9.3.3 Pay Award

The Local Government Pay Award covering the period 1st April 2023 to 31st March 2024 was agreed by the Unions at the beginning of November. Employees up to and including NJC scale pay point 43 received a flat increase of £1,925 on base salary. Employees on locally determined pay points above pay point 43 and below Chief Officers received a 3.88% increase on base salary. The uplift was processed and paid in the December payroll. The increase for local authority Chief Executives was 3.5% on base salary. The pay award for Chief Officers was agreed and applied in June 2023 with a 3.5% increase on base salary.

10. Induction

- 10.1 All new starters complete mandatory eLearning modules as part of the induction activities when they join the council. New starters are also invited to attend the corporate induction sessions including a Tour of the Borough, Meet the Directors and other short and informal introductions to Health and Safety, Finance, Democracy and the People Team. A member of the People Team will check in with each new starter at three months and six months to see how they are settling in and provide advice and guidance as appropriate. Managers will also meet regularly with their new starters providing an induction programme and also checking to see how they are doing and what support and information they need to help perform in their work and to settle into the organisation.

11. Learning and Development

- 11.1 Corporate and individual learning and development needs are identified during the Development Review process (May to August).
- 11.2 Learning needs identified during this process contribute to the development of the Corporate Learning and Development plan which supports delivery of the Council Plan and People Strategy.
- 11.3 Service and role specific learning and development needs are also identified through the Development Review process. These are prioritised and organised by each service area.
- 11.4 The corporate training learning and development budget was reduced as part of the OBB work from £26K to £13K. This has led to more resourcefulness with the budget allocated, pulling on internal/external resources and collaborating with networks to deliver the Corporate Learning and Development activities for 2023/24.
- 11.5 Corporate Learning and Development opportunities and events delivered during 2023 included:
- Learning at work week
 - Managing Budgets for budget holders
 - Employing Contractors (IR35)
 - Viva Insights
 - Climate Change
 - Political Awareness
 - Dementia Awareness
 - Neurodiversity training
 - Menopause drop in events
 - CMT and Service Manager Workshops
- 11.6 In total 181 (74%) members of staff attended at least one corporate funded learning and development opportunity in 2023 (not including on demand digital learning opportunities).
- 11.7 In addition to these corporate learning and development activities, the council procured a new eLearning platform, SkillGate, with a saving of £39K over the length of the contract. The system successfully launched in August 2023 and has seen an increase in compliance across the organisation, rising from 76% to 94% from August to December 2023.
- 11.8 Alongside mandatory training, staff also have access to a wide selection of self-development courses on a range of topics, published through internal communication channels. The Council have partnered with a local company, SeedL to provide a learning platform for local businesses delivering live webinar style training. This learning platform is open for all staff to access.
- 11.9 The People Team have delivered training both 'face to face' and remotely depending on the subject. The challenge for the People Team in 2024/25 will be

to further develop a range of delivery options available to staff, whilst simultaneously increasing engagement levels and delivering learning outcomes.

12. Conclusion

12.1 The People Strategy is developed to align with the council plan to design initiatives to build on the strengths of the workforce for the delivery of the council's priorities. The current People Strategy concludes at the end of this financial year and will be reviewed and shaped to underpin and reflect the forthcoming new Council Plan.

APPENDIX B

Health and Wellbeing Statement of Intent

To work together at the Council to enable the right environment and behaviours for individual, organisational and community health and wellbeing to be embedded in everything that the Council does.

Develop a healthier, happier, more resilient and productive workforce and create the conditions which enable people to work to the best of their ability and collectively deliver the Council's priorities and quality services for the communities of Rushmoor.

This can be achieved by focusing on four areas of Wellbeing:

1) Mental Wellbeing

- Create a culture of open discussion around stress and mental health - communications, events, notable awareness events/dates.
- Provide access to support, advice and signposting – employee assistance programme, Employee Support Team.
- Understanding of work demands - Job design, job roles, job quality, workload, working hours, job satisfaction, work-life balance.

2) Physical Wellbeing

- Create an environment where people feel empowered and are educated about their physical wellbeing.
- Create a working environment and new ways of working which support the physical wellbeing and supports safe working practices for all.
- Encourage participation in physical activity, walking, yoga, volunteering opportunities.

3) Social Wellbeing

- Build healthy, collaborative, nurturing and supportive relationships with colleagues which includes good leadership.
- Create an environment which seeks to improve the relationships across and throughout the organisation, encouraging collaborative working and consultation.

4) Financial Wellbeing

- Ensure reward and benefits policies allow opportunities to support employees at all stages of their lives.
- Financial Support – access to debt counselling, signposting to sources of free advice sought through Citizens Advice etc .
- Retirement planning – understanding Pensions, pensions and access to courses and information.

Health, Wellbeing and Stress Management Code of Practice

December 2023

Rushmoor Borough Council Health, Wellbeing and Stress Management Code of Practice

1. Introduction

The Council is committed to protecting the health, safety and welfare of its employees. The Council recognises that workplace stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors.

The Council also recognises that employees can be affected by stress outside of the working environment and where possible will offer support through appropriate resources to employees to address this.

This Code of Practice will provide a framework to enable managers and employees to proactively and reactively manage and minimise the impact of stress-related issues within the Council.

This Code of Practice applies to all employees of the Council.

2. Definition

The Council has adopted the Health and Safety Executive (HSE) definition of stress, which is:

‘the adverse reaction people have to excessive pressure or other types of demand placed on them’

This makes an important distinction between pressure, which can be positive if managed correctly and stress, which is likely to be detrimental to physical or mental health if it is prolonged.

To work together at the Council to enable the right environment and behaviours for individual, organisational and community health and wellbeing to be embedded in everything that the Council does.

Develop a healthier, happier, more resilient and productive workforce and create the conditions which enable people to work to the best of their ability and collectively deliver the Council's priorities and quality services for the communities of Rushmoor.

Establishing an effective and consistent approach to the prevention and management of work-related stress and to provide supporting services where cases are identified.

The Council will:

- Consider the guidance provided within HSE Stress Management Standards and work towards the adoption of all appropriate controls.
- Develop a risk assessment, which is promoted to all managers and staff, to identify all workplace stressors and eliminate or controls the risks from stress. This risk assessment will be regularly reviewed, in line with other risk assessments, at least annually by the health and wellbeing group.
- Consult with union representatives on proposed actions relating to the prevention of work place stress.
- Provide appropriate training and awareness sessions for all employees.
- Provide an Employee Assistance Programme (EAP) through which employees can access support, counselling and advice on all matters including stress experienced in or outside of work.
- Provide -suitable resources to enable the identification and management of workplace stressors.

4. Responsibilities

Line Managers will:

- Implement recommendations made as a result of risk assessments.
- Ensure good communications particularly where there are organisational and procedural changes.
- Ensure staff are adequately trained to perform their duties.
- Ensure staff are provided with meaningful developmental opportunities where possible.
- Monitor workloads to ensure that people are not overloaded or underutilised.
- Discourage work-related contact with staff outside normal working hours or whilst on holiday unless there are exceptional circumstances.
- Monitor working hours and overtime to ensure that staff are not overworking.
- Monitor annual leave to ensure that staff are taking their entitlement in a timely manner.
- Ensure that bullying / harassment is not tolerated.
- Be vigilant and offer support to staff experiencing stress outside work e.g.: bereavement or separation.
- Ensure all sickness absence is recorded and reported as per the Sickness Absence Management Policy and returns to work appropriately supported.

- Allow and encourage staff to take part in corporate health and wellbeing initiatives during work time (e.g.: Wellbeing Day activities).

The People Team will:

- Help monitor the effectiveness of measures to address stress by collating sickness absence statistics, exit interview data and EAP statistics – follow up with managers and staff on absence levels.
- Provide continuing support to managers and individuals in a changing environment.
- Arrange training and awareness sessions for managers and staff.
- Ensure the provision of an occupational health service and other related support services.
- Give guidance to managers on this policy.
- Arrange and attend the Corporate Health and Wellbeing Group.
- Promote health, wellbeing and stress management policy, including risk assessment, to all staff and ensure it is understood.

Employees will:

- Participate in regular risk assessments as directed by their manager or council policy.
- Monitor their workloads to ensure that they are not overloaded or underutilised and inform their line manager.
- Monitor their working hours and overtime to ensure that they are not overworking.
- Regularly book annual leave throughout the year to ensure a good work life balance.
- Manage their working day to ensure they take regular short breaks.
- Raise issues of concern with their Line Manager, the People Team and/or union representative.
- Not engage in work-related contact with colleagues outside normal working hours or whilst on holiday unless there are exceptional circumstances.
- Report or take action, if they are subject to or witness any bullying / harassment behaviour.
- Take an active part in the process of assessing the risk e.g.: completing surveys or providing honest feedback when requested.
- Engage and participate with opportunities offered for training, awareness, support, advice, and counselling when recommended.
- Be supported to participate with mediation / group facilitation when required.

PAY POLICY STATEMENT / GENDER PAY GAP**SUMMARY AND RECOMMENDATIONS:****SUMMARY:**

Under the Localism Act 2011, the Council is required to consider and approve a pay policy statement for the financial year. The statement requires a recommendation to Council for the statement covering 2024/25.

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the council are also required to publish gender pay gap calculations annually based on a data as at 31 March 2023. This information is for noting by the Committee.

RECOMMENDATIONS:

- (1) The Council be recommended to agree the Pay Policy Statement for 2024/25 as set out in Appendix A
- (2) The Gender Pay Gap calculations for 2022/23 be noted.

1. BACKGROUND & INTRODUCTION

- 1.1 Under the Localism Act 2011, the Council is required to consider and approve a pay policy statement for the financial year. The Council's pay policy statement for 2024/25 is set out in Appendix A.
- 1.2 The Act requires that taxpayers can access information about how public money is spent on their behalf. It translates this into a requirement for improved transparency over both senior council officer pay and that of the lowest paid employees. To support this, the Act requires publication of an annual pay policy statement.
- 1.3 The Act sets out specific information that must be included in the Pay Policy Statement as follows:
 - the pay framework, level and elements of remuneration for Chief Officers
 - the pay framework and remuneration of the 'lowest paid' employees
 - the relationship between the remuneration of the Chief Officer and other officers

- other policies relating to specific aspects and elements of remuneration such as pay increases, other allowances or payments, pension and termination payments.

1.4 Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the council are also required to publish gender pay gap calculations annually. The Council's Gender Pay Gap Report is set out in Appendix B.

2. DETAILS OF THE PAY POLICY STATEMENT

2.1 The Pay Policy Statement contains two main components. It sets out the framework within which pay is determined in Rushmoor Borough Council and it provides an analysis comparing the remuneration of the Chief Executive with other employees of the authority.

2.2 The comparisons included within the paper look at the ratio between the Chief Executive and the full-time equivalent salary for a permanent member of staff employed in the lowest grade within the structure. The ratio for 2024/25 is 1:5.9.

2.3 The second ratio included within the analysis, looks at the relationship between the median remuneration of all staff compared to the Chief Executive. The ratio for 2024/25 is 1:3.5.

2.4 The recommendation of the Hutton Report (2010) is that public sector organisations should comply with a maximum multiple of 1:20. Rushmoor is well within this multiple.

2.5 The Pay Policy Statement is forward looking and based on pay as anticipated for the following financial year.

3. DETAILS OF THE GENDER PAY GAP

3.1 The Equality Act requires the publication of the Council's Gender Pay Gap (mean and median values), Gender Bonus Gap (mean and median values), proportion of men and women receiving bonuses, proportion of men and woman in each quartile of the organisations pay structure. The council does not pay Bonus payments and therefore there is nothing to report in those categories.

3.2 The mean gender pay gap equates to 12.69 % with the female average salary being lower than the male average salary. The gap has decreased from 13.8% in the previous year.

3.3 The median gender pay gap equates to 9.52% with the female median rate being lower than the male median rate. The gap has decreased slightly from 10.9% reported in the previous year.

3.4 The proportion of men and women in each quartile has changed slightly with a notable increase in the number of women in the upper quartile.

3.5 The Gender Pay gap is reported retrospectively as at the 31 March in any year.

CONTACT DETAILS:

Report Author: Principal HR Officer, Estelle Rigby (estelle.rigby@rushmoor.gov.uk)

Executive Director:

Karen Edwards (karen.edwards@rushmoor.gov.uk)

APPENDICES

Appendix A: Pay Policy Statement 2024/25

Appendix B: Gender Pay Gap Report 2023

BACKGROUND DOCUMENTS:

Communities and Local Government Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5956/2091042.pdf

Communities and Local Government Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act Supplementary Guidance

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/85886/Final_Supplementary_Pay_Accountability_Guidance_20_Feb.pdf

APPENDIX A

Rushmoor Borough Council Pay Policy Statement for the Financial Year 2024-2025

1. Purpose and Definitions

- 1.1 The purpose of this pay policy statement is to set out Rushmoor Borough Council's (RBC's) policies relating to the pay of its workforce for the financial year 2024 - 25, in particular:
- a) the remuneration of its Chief Officers
 - b) the remuneration of its "lowest paid employees"
 - c) the relationship between
 - the remuneration of its Chief Officers
 - the remuneration of its employees who are not Chief Officers

Definitions

- 1.2 For the purpose of this pay policy statement, the following definitions will apply: -

"Chief Officer" refers to the following roles within RBC:

- Chief Executive, as Head of Paid Service*
- Assistant Chief Executive
- Executive Directors
- Executive Heads of Service
- Heads of Service

The **"lowest paid employees"** refers to permanent or fixed-term staff employed at Grade 1 of the pay scale. Grade 1 is the lowest grade.

An **"employee who is not a Chief Officer"** refers to all permanent or fixed-term staff who are not within the "Chief Officer" group above, including the "lowest paid permanent employees" i.e., staff on Grade 1.

2. Remuneration of the "lowest paid employees" and "all other employees who are not Chief Officers"

Pay framework

- 2.1 Pay for the "lowest paid employees" and "all other employees who are not Chief Officers" is determined by the National Joint Council for Local Government Services and in line with the council's Pay and Reward Policy.

- 2.2 Not included in the definitions referred to above, there is a small and fluctuating number of 'casual' staff, some of whom receive lower salaries in accordance with minimum wage legislation.
- 2.3 The employment of casual staff recognises the need to have a small team of trained and available workers who can be deployed at short notice to assist with seasonal and emergency requirements. This approach enables the organisation to have an efficient and economic response to workload demands but without the need to incur unnecessary costs or to rely upon employment agencies. The use of casual contracts is regularly reviewed and staff engaged in this way are encouraged to apply for permanent roles when they become available.
- 2.4 The only other group employed by the Council who are excluded from the pay comparison data are apprentices. The apprentices are employed for a designated period during which time they are provided with on and off job training alongside the opportunity to gain valuable experience within a working environment. For this reason, the salary comparison would not be relevant.
- 2.5 The Pay and Reward Policy was last updated in 2023. The policy is in line with National guidance, with the grade for each role being determined by a consistent job evaluation process.
- 2.6 The Council's grading structure is based on the NJC terms and conditions using the national spinal column points with the addition of a number of spinal column points at the top of the scale. There are 9 Employee and Manager grades (1 – 7, Service Manager and Corporate Manager) and 4 Chief Officer grades (Head of Service, Executive Head of Service, Executive Director and Chief Executive) in the pay framework, grade 1 being the lowest and Chief Executive being the highest. Each employee is allocated a grade based on the job evaluation of their role.
- 2.7 Each grade has a number of incremental steps and employees can progress along the salary range to the maximum of their grade, subject to assessment of their performance.
- 2.8 Pay awards for those staff up to and including Corporate Manager are determined directly from the negotiations held between the Local Government Employers and the recognised Trades Unions under the NJC agreement. Pay Awards at Chief Officer level are determined by the negotiations held between Local Government Employers and recognised Trade Unions under the JNC for Chief Officers and similarly the pay awards for the Chief Executive is negotiated nationally with ALACE (Association of Local Authority Chief Executives).
- 2.9 The NJC negotiated pay award for 2023/24 was £1,925 for grades up to and including NJC SCP 43. For grades above and below Chief Officer grades an increase of 3.88% was awarded.

2.10 The analysis used for this report draws upon the pay rates as expected at 1st April 2024.

2.11 The remuneration of the “lowest paid employees” includes the following elements:

- Salary
- Any allowance or other contractual payments in connection with their role

Salary

2.12 Each “lowest paid permanent employee” is paid within the salary range for Grade 1. Details of the Council’s grades and salary ranges are available on the website. The normal starting salary for new employees will be at the entry point for the grade. However, at the appointing managers discretion, based on their assessment of skills and experience employees may commence at a higher-grade point.

Other payments and allowances

2.13 Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Pay and Reward Policy. In a small number of roles where significant recruitment difficulties are experienced, a market supplement is paid. Market supplements are reviewed every three years to ensure they are still required. Further details of such allowances and payments are available on request.

Progression within the salary scale

2.14 The Council has a performance management and development review scheme in place. This embraces a number of elements including a joint review of performance, sharing organisational/team goals and agreeing future plans. Progression through the incremental scale appropriate to the grade is dependent upon performance being assessed as satisfactory by the staff member’s line manager.

2.15 In exceptional cases where staff members have consistently delivered exceptional performance, more than one incremental point may be awarded, with the approval of the relevant Chief Officer.

Pension

2.16 All Rushmoor Borough Council staff are eligible to join the Local Government Pension Scheme. There is automatic enrolment procedure in place to encourage membership of the scheme.

Severance Payments

- 2.17 Any severance payments will be in line with the Council's adopted policies on Organisational Change and MARS (Mutually Agreed Resignation Scheme). Further details are available on request.

3. Remuneration of Chief Officers

Pay framework

- 3.1 "Chief Officers" refers to the Chief Executive, Assistant Chief Executive, Executive Directors, Executive Head of Service and Heads of Service.
- 3.2 As set out above this group of "Chief Officers" are paid on locally determined pay scales outside of the NJC agreement. These pay scales were created by extending the NJC spinal column points, in the financial year 2023/24 the pay award for all Chief Officers was agreed at an increase of 3.5% on the base salary.

Progression within the salary scale

- 3.3 Progression through the incremental scale appropriate to the grade is dependent upon performance being judged as satisfactory or higher at the end of the review year.

Pension

- 3.4 All employees are eligible to join the Local Government Pension Scheme, but the value of these benefits has been excluded from the figures used for pay comparison purposes.

Severance Payments

- 3.5 Any severance payments will be in line with the Council's policy for Organisational Change or MARS scheme and further details are available on request.
- 3.6 Salaries of all the Council's Chief Officers are published on the council's website in line with statutory requirements. The Accounts and Audit Regulations 2015 (Statutory Instrument 2015/234) 2 3 (A&A regs) require local authorities to publish the following information about staff whose annual remuneration is at least £50,000:
- the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000
 - details of remuneration and job title of certain senior employees whose salary is at least £50,000, and
 - employees whose salaries are £150,000 or more must be identified by name.

4. Other allowances or payments

- 4.1 Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Council's Pay and Reward policy.
- 4.2 The Chief Executive is appointed by the Council to act as the Returning Officer at the election of councillors for the Borough and as acting Returning Officer at Parliamentary Elections. The additional fees associated with these functions will be paid in accordance with those set nationally or locally through the Hampshire and Isle of Wight Elections Fees Working Party.
- 4.3 Within the fees structure for elections, provision is made for payments to staff for specific duties. These payments are also made in accordance with nationally set rates or locally through the Hampshire and Isle of Wight Election Fees Working Party. Details are available on request. Further details of such allowances and payments are available on request.

5. The relationship between remuneration of highest and lowest paid employees of the Council.

- 5.1 There are a number of different ways of presenting this information to provide a rounded picture of pay comparisons within the organisation. The lowest, median and highest FTE salaries as at 1st April 2024 are as follows:

Lowest: £22,366

Median £38,223

Highest £132,480

- 5.2 By taking the salary of those permanently appointed employees paid on the lowest grade of the council's pay structure and comparing this with the Chief Executive a pay ratio of **1:5.9** emerges. This is a slight reduction on the previous year's ratio which was 1:6.1.
- 5.3 The Hutton Report (2010) that looked at the relationship between pay levels in the public sector recommended that organisations should comply with a maximum pay multiple of **1:20**. Rushmoor is well below that ratio.
- 5.4 An alternative approach is to compare the Chief Executive's salary against the median salary. This equates to a ratio of **1:3.5** which is the same as previously reported.

6. Conclusion

- 6.1 There has been no significant movement over the last 12 months. These results indicate that there is no cause for concern regarding the ratio between the pay rates for staff and the Chief Executive.

Rushmoor Borough Council Gender Pay Gap Report 2023

1. BACKGROUND

- 1.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, requires employers with 250 or more employees to publish statutory gender pay gap calculations annually. This includes the following:
- Gender pay gap (mean and median values)
 - Gender bonus gap (mean and median values)
 - Proportion of men and women receiving bonuses
 - Proportion of men and women in each quartile of the organisation's pay structure.
- 1.2 The Council is required to publish this data on its website and the governments dedicated page for Gender Pay Gap reporting - <https://gender-pay-gap.service.gov.uk>. The report must be published by 30th March 2024.
- 1.3 The legislation requires the organisation to choose a 'snapshot' date and base the Gender Pay Report on all relevant employees employed at that date. Rushmoor Borough Council's Gender Pay Gap is based on analysis of data as at 31st March in a year. This year's calculations are based on data as at 31st March 2023.
- 1.4 Using a common calculation formula, organisations can determine whether there is a difference in pay for its male employees when considered against its female employees. The calculation takes account of all allowances paid to staff as recommended under the regulations, but excludes all overtime pay, whether at flat or enhanced rates.
- 1.5 This exercise provides organisations with an opportunity to consider whether they have a gap in the average pay rates for male and female employees and allows the organisation to consider how that has occurred and to put in place actions to address this. The difference between the pay rates for male and female employees is referred to as the 'Gender Pay Gap'.

2. RUSHMOOR DATA

- 2.1 Based on the data snapshot date of 31st March 2023, there were 256 permanent employees and 44 casual employees included in the data. Therefore, the total number of 300 employees has been used for the data source for this year's calculation.
- 2.2 The gender breakdown of Rushmoor's workforce is 185 female employees (62%) and 115 male employees (38%).

Average Pay Calculations:

- 2.3 The average female hourly rate is £18.43 per hour. The average male hourly rate is £21.11 per hour. This means that on average male employees within Rushmoor Borough Council earn £2.68 per hour more than female employees. The calculation method that is used to calculate Gender Pay Gap is as follows:

(£highest rate) - (£lowest rate)

Divided by (£highest rate) = x 100 = Gender Pay Gap %.

For Rushmoor Borough Council the following applies:

£21.11 (male average) - £18.43(female average) = £2.68

£21.11 x 100 = 12.69 % difference between male salaries and female salaries

This equates to a 12.69 % difference (or 'gap') in pay rates, with the female average salary being lower than the male average salary.

Comparison with 2022 data:

- 2.4 In 2022, the average female hourly rate was £17.60 per hour and the average male hourly rate was £20.41 per hour.

This equated to a percentage difference of 13.8%, with the average female salary being lower than the male average salary.

The difference / gap has decreased from the previous year which represents a small improvement.

Median Pay Calculations:

- The female median hourly rate is £18.34 per hour.
- The male median hourly rate is also £20.27 per hour.
- Using the above method, the difference in median wages is:

£20.27 - £18.34 = £1.93

£20.27 x100 = 9.52 %

Comparison with 2022 data:

- 2.5 In 2022, the median female hourly rate was £17.34 per hour and the median male hourly rate was £19.46. This year we see an increase in both of these figures. The gap has decreased slightly from 10.9% to 9.52%

- 2.6 **Distribution of male & female employees within Rushmoor Borough Council across 4 quartiles:**

	Total Count	Female Actual	Male Actual	Female %	Male %
Quartile 1 – Lower	75	52	23	69% (65%)	31% (35%)

Quartile 2 - Mid Lower	75	52	23	69% <i>(71%)</i>	31% <i>(29%)</i>
Quartile 3 - Mid Upper	75	46	29	61% <i>(60%)</i>	39% <i>(40%)</i>
Quartile – Upper	75	35	40	47% <i>(42%)</i>	53% <i>(58%)</i>
Total Workforce	300	185	115	62% <i>(59%)</i>	38% <i>(41%)</i>

*(*figures shown in italics are the % figures for 2022 to enable easier comparison).*

Bonus Pay:

- 2.7 Rushmoor Borough Council does not have payments such as performance related pay, one off incentive payments for recruitment and retention or monetary payments for long service awards, therefore within the guidelines for Gender Pay Gap reporting there are no payments within the “bonus” categorisation.
- 2.8 No bonuses were paid in Rushmoor Borough Council during this period, so there is no pay gap to report in relation to bonus payments.

3. CONCLUSION

- 3.1 At Rushmoor Borough Council the average difference (or ‘gap’) in pay rates between male and female salaries has decreased from 13.8% to 12.69%. The number of female employees has increased in Quartile 4 which is the highest pay quartile. As last year both the median female hourly rate and the median male hourly rate has increased and the median gap has again decreased slightly from 10.9% to 9.52%.

How we are continuing to reduce the gender pay gap

- 3.2 The Council’s People Strategy sets out a range of actions that supports the ongoing reduction of the gap. This includes promoting secondments, cross council project working and the development of employees with the potential to progress into senior roles. The Council will continue to actively promote learning and development opportunities, including working with external partners, to encourage knowledge sharing and personal development. All staff have access to virtual, live and interactive learning and development modules. The Council will continue to actively support work/life balance including part time working, hybrid working, working compressed hours and job shares and there is the opportunity to purchase additional annual leave.